1. PURPOSE

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

2. INTRODUCTION

The *Local Government Act 2020* identifies two formal types of committees recognised by the Act:
- Community Asset Committees for the purpose of managing a community asset and;
- Delegated Committees where specific powers of Council are delegated to the committee

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

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

3. SCOPE

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

4. PRINCIPLES

Committees with community and stakeholder representation provide community-development opportunities including:
- Developing leadership skills
- Providing a sense of community ownership
- Building community resilience/connectedness
- Empowering the community.

An effective Committee Framework will:
- Inform decision making
- Support responsible management structures that protect the common good over vested interests
- Operate in accordance with Council's meeting procedures
- Define the level of engagement, participation and decision making of each committee type utilising the IAP2 Spectrum of Participation.

A sustainable Committee Framework will:
- Ensure efficient use of Council volunteer's time as a means to reduce volunteer fatigue
- Ensure efficient use of Council resources and staff time
- Ensure currency of membership and Committee Terms of References
- Provide a finite and defined timeframe for Committees.

The Horsham Rural City Council Committee Framework will:
- Provide overarching criteria with regard to the type of Committee and responsibilities for each
- Link the role of the committee with the objectives of Council and its decision-making processes
- Establish cohesive interrelationships between Committees to help co-ordinate strategic direction.

4.1 Community Asset Committees (CACs)

    4.1.1. IAP2 level of participation – Collaborate and Empower

    4.1.2. Facility managers – operational

    4.1.3. Responsibility for spending Council funds (delegated by CEO)

    4.1.4. Authority and delegation to raise income to support upkeep and running of the asset

    4.1.5. Responsibility for maintaining assets (in accordance with established standards and level of responsibility delegated by CEO)

- Signed agreements (licence) specifying level of responsibility and maintenance standards for both Council and Manager in accordance with the Building Maintenance Schedule
- Any building maintenance will happen in accordance with Council processes

    4.1.6 Formal reporting responsibility (at least annually) to Council established through delegation

    4.1.7 Annual Auditing of CAC accounts by Council

    4.1.8 Meeting procedures to comply with established Terms of Reference

    4.1.9 Staff are ex-officio members with secretariat responsibilities

4.2 Delegated committees

    4.2.1 IAP2 level of participation – as required by legislation

    4.2.2 Specific statutory powers are delegated to the Committee by the Council

4.3 Regulatory Committees

    4.3.1 Responsibilities established and defined by separate legislation

4.4 Advisory committees

    4.4.1 IAP2 level of participation – Involve

    4.4.2 Advisory committees have a strategic policy focus.

    4.4.3 They are community wide by sector or are a major economic operation

    4.4.4 Representatives are skill based and/or are representing a key stakeholder

    4.4.5 No decision-making responsibility (advisory only)

    4.4.6 No operational or asset management responsibility

    4.4.7 Financial management is the responsibility of Council

    4.4.8 Meeting procedures to conform to Terms of Reference

    4.4.9 Regular reports to Council in accordance with Terms of Reference

    4.4.10 Staff are ex-officio members with secretariat responsibilities

4.5 Project Committees (community reference groups)

    4.5.1 IAP2 level of participation -- Involve and Collaborate

    4.5.2 Specific purpose with defined timeframe and work program

    4.5.3 Representatives are skill based and/or representative of stakeholder groups

    4.5.4 No decision-making responsibility (makes recommendations to Council)

    4.5.5 Acts as a focus group to test consultant and Council recommendations before wider community engagement

    4.5.6 Review community feedback and advise

    4.5.7 Meeting procedures to conform to Terms of Reference

    4.5.8 Reports to Council at key milestones for endorsement

    4.5.9 Staff are ex-officio members with secretariat responsibilities

Warning – uncontrolled when printed – the current version of this document is kept on the HRCC intranet and/or website   Printed 10/05/24

HRCC Policy No: A or C04/xxx – Policy Title   Page 2 of 3

5. COMMUNICATION

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

6. RESPONSIBILITY

Policy Owner: Director Corporate Services.

This Policy will be reviewed every 2 years or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC.

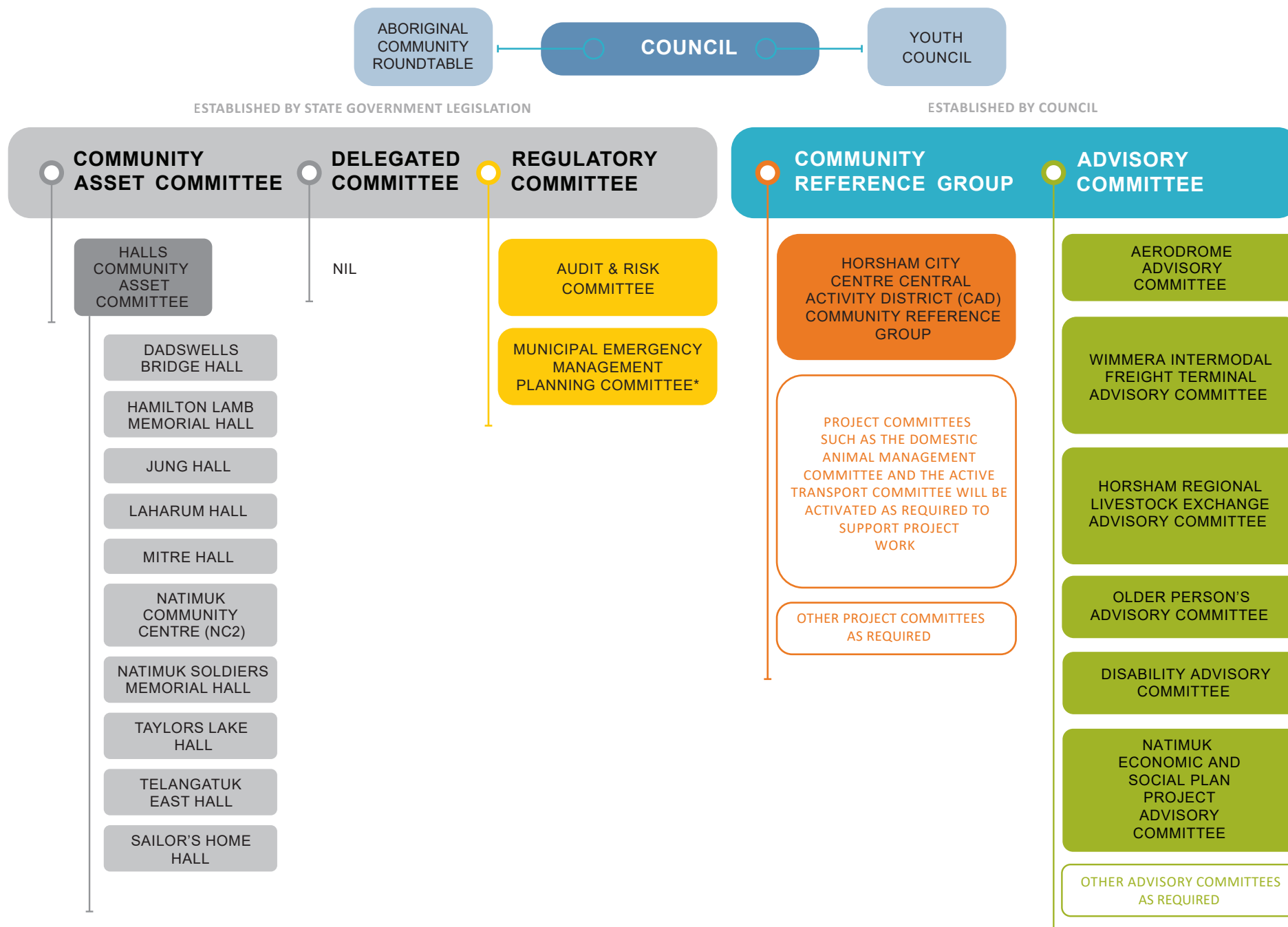| Definition	Meaning
Advisory committee	An advisory committee provides expert advice and insights to a business, corporation, or organisation. It does not have binding decision-making authority, executive function, nor fiduciary duties and responsibilities.
Community asset committee	A Committee established for the purpose of managing a community asset in the municipal district (*Local Government Act 2020*, section 65)
Delegated committee	A committee established by Council which must include at least two Councillors and may include any other persons appointed to the delegated committee by the Council who are entitled to vote (*Local Government Act 2020*, section 63)

7. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 2020	Internet

8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	13 December 2021	Council	New policy	1 July 2023
02	27 May 2024	Council	Amendment	27 May 2026

It is recognised that from time-to-time circumstances may change leading to the need for minor administrative changes to Council and Administrative Policies. Where an update does not materially alter a Policy, such a change may be made administratively, without the need for formal adoption by EMT or Council. Examples include a change to the name of a Council Department/Position Title, a change to the name of a Federal or State Government Department, and a minor update to legislation which does not have a material impact. However, all changes will be noted in the document control section and version number updated.

HORSHAM RURAL CITY COUNCIL COMMITTEE STRUCTURE

| ABORIGINAL COMMUNITY ROUNDTABLE | COUNCIL | YOUTH COUNCIL |

ESTABLISHED BY STATE GOVERNMENT LEGISLATION

ESTABLISHED BY COUNCIL

COMMUNITY ASSET COMMITTEE

HALLS COMMUNITY ASSET COMMITTEE

- DADSWELLS BRIDGE HALL
- HAMILTON LAMB MEMORIAL HALL
- JUNG HALL
- LAHARUM HALL
- MITRE HALL
- NATIMUK COMMUNITY CENTRE (NC2)
- NATIMUK SOLDIERS MEMORIAL HALL
- TAYLORS LAKE HALL
- TELANGATUK EAST HALL
- SAILOR'S HOME HALL

DELEGATED COMMITTEE

NIL

REGULATORY COMMITTEE

- AUDIT & RISK COMMITTEE
- MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE*

COMMUNITY REFERENCE GROUP

- HORSHAM CITY CENTRE CENTRAL ACTIVITY DISTRICT (CAD) COMMUNITY REFERENCE GROUP
- PROJECT COMMITTEES SUCH AS THE DOMESTIC ANIMAL MANAGEMENT COMMITTEE AND THE ACTIVE TRANSPORT COMMITTEE WILL BE ACTIVATED AS REQUIRED TO SUPPORT PROJECT WORK
- OTHER PROJECT COMMITTEES AS REQUIRED

ADVISORY COMMITTEE

- AERODROME ADVISORY COMMITTEE
- WIMMERA INTERMODAL FREIGHT TERMINAL ADVISORY COMMITTEE
- HORSHAM REGIONAL LIVESTOCK EXCHANGE ADVISORY COMMITTEE
- OLDER PERSON'S ADVISORY COMMITTEE
- DISABILITY ADVISORY COMMITTEE
- NATIMUK ECONOMIC AND SOCIAL PLAN PROJECT ADVISORY COMMITTEE
- OTHER ADVISORY COMMITTEES AS REQUIRED

*Established by Emergency Management Victoria with Council delegated responsibility to chair the Committee.

Quarterly Performance Report

January – March 2024 (Quarter 3)

HORSHAM
Rural City Council

Acknowledgement of Country

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

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

We pay our respects to the Elders, 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.

Contents

-

Chief Executive Officer's Overview

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

The first quarter of 2024 has been a period of significant activity and progress for Horsham Rural City Council. We have faced challenges, celebrated successes, and continued to work towards our goal of making Horsham a vibrant, inclusive, and sustainable community.

Our community faced a significant challenge with the Dadswells Bridge fire which occurred on one of two declared catastrophic fire days for our region. I am proud of the resilience and unity our community demonstrated during this time. Our staff worked tirelessly to respond to the situation and support those affected. We are now focused on recovery and rebuilding efforts.

We have made substantial progress on the City Oval and Sawyer Park Redevelopment. In particular, the Hocking Street and Netball Courts projects which are now complete and ready for community use. These developments are part of our commitment to providing high-quality facilities and promoting active lifestyles.

Favourable late summer and autumn weather allowed our roadworks projects to progress well with a mixture of reconstruction, resurfacing and widening projects completed in both urban and rural areas.

The Australia Day awards ceremony and the Southern Waters Ski Show were highlights of our summer events at the Riverfront. The Summer Series, featuring live music and street food at the Firebrace Street meeting place, was a resounding success, bringing our community together in the beautiful Wimmera weather.

Horsham was proud to host state junior squash and tennis tournaments, showcasing our excellent sporting facilities and fostering a strong sporting culture. These events brought athletes and spectators from across the state, contributing to our local economy and community spirit.

As we move into the next quarter, we remain committed to serving our community and working towards our vision for Horsham. We appreciate your ongoing support and look forward to what we can achieve together in the coming months.

Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council

Theme 1 – Community

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

Complete		In Progress		Not started	

Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2023) Key notes	%	Quarter 3 (Jan-Mar 2024) Key notes
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	1.1.2 Review and update the HRCC Advocacy Priorities resource document	0	Last reviewed and adopted by Council July 2023. Review due in Q4.	0	Last reviewed and adopted by Council July 2023. Review due in Q4
1.2 Support and empower localised community groups in their goals and plans. ♥ Ref Health and Wellbeing Plan	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program	50	Grants Policy reviewed and adopted by Council December 2023. Program delivery is scheduled for Q3 and Q4.	75	Community Grant assessment process complete. Allocation of Grants will be approved by Council in May 2024
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	25	Program delivery on track to be delivered in Q3 which will include two grant workshops.	100	Grant information and community capacity building sessions held in Horsham & Natimuk in February 2024. Council support provided to community groups for 5 Tiny Towns applications lodged in February 2024. Grant Seeking website now has 84 registrations, with 99 people receiving active alerts about grant opportunities.
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding).	75	The Wesley Committee expanded its Fundraising Team, developed a campaign, and identified key supporters. They made direct contact with potential sponsors, recruited more committee members, and began creating fundraising materials. Their targets included community and online campaigns for 2024.	80	The Wesley Fundraising Committee was formally established and has been meeting weekly, with direct involvement by Council staff to support the Committee to launch its' fundraising campaign and run a 6-month campaign to raise $550,000. Campaign to focus first on community donors, with 2 approaches made to philanthropists.
	1.2.4 Increase activation and promotion of outdoor venues	100	Further participation plans have been developed for the SRV funded and upgraded City Oval Netball Courts and		

			Female Friendly Pavilion (tender for construction under review)		
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces. ♥ Ref Health and Wellbeing Plan	1.3.3 Develop a subdivision design and open space local planning policy. N ▲ Ref Horsham North Local Area Plan	35	Draft Landscape guidelines prepared and will be reviewed and finalised by an external consultant.	40	Waiting budget outcome to engage a consultant to finalise guidelines.
	1.3.4 Develop an open space contribution rate(s) and a new local Public Open Space Contribution Policy. N ▲ Ref Horsham North Local Area Plan	40	A fee proposal for a consultant to undertake this work was consider with a consultant then engaged to provide the strategic justification work required for a mandatory public open space development contribution rate for inclusion in the planning scheme.	75	An Open Space Strategy Review has commenced and open space contribution rates have been determined. The review will also provide the evidence base for a new Council Open Space Contributions Policy.
	1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass. N ▲ Ref Horsham North Local Area Plan	90	The final draft landscape plan was completed and underwent community engagement. The underpass concept was finalised. Specific changes and improvements were made to the Landscape Plan following community engagement.	100	Rail Corridor Landscape plan has been adopted by Council including concept plan for pedestrian underpass.
1.4 Develop a principles based and community need driven planning approach for our infrastructure ♥ Ref Health and Wellbeing Plan	1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair.	50	Fair Access Policy drafted and approved. Recreation Facilities Maintenance and Use Policies & Procedure to be finalised.	75	Issues and Options reports in development for both a HRCC Memorial Seating policy and a HRCC Sponsorship in Public Spaces and Facilities policy.
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham. ♥ Ref Health and Wellbeing Plan	1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement	95	A community engagement plan was being developed in partnership with other Councils, as part of the roll out of the Recognition and Settlement Agreement	95	A community engagement plan will be developed in partnership with other Councils as part of the roll out of the Recognition and Settlement Agreement.
	1.5.3 Engage early with traditional owners in identifying and recognising places of cultural heritage significance.	95	Barenji Gadjin Land Council proved final comments on alternate truck routes as part of the study. Feedback was sought on Horsham South Structure Plan Draft Future Urban Structure.	95	A meeting was held with Traditional Owners to discuss the Alternate Truck Route Feasibility Study.
	1.5.4 Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the RAP Aboriginal Advisory Committee	25	Language group has been re-established to consider names.	25	No names put forward as this point in time.

1.6 Promote and support the municipality's key tourism, events and local and cultural offerings. ♥ Ref Health and Wellbeing Plan	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	100	Development of new promotional material being produced by Visitors Services staff based on information requests from visitors.		
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	50	In Q1 a Spring events brochure produced. Q1 and Q2 24 different shows were offered to the public, 20 events were booked in the Heritage Hall. Visitor information services saw a 42% and 38% increase in visitation in Q1 and Q2 respectively compared to the previous year. 8,537 people attended exhibition opening and the gallery. With the Spark education program attracting 722 participants	75	Attendance figures for the third quarter include: 2793 people attending 11 shows (13 performances). There were 5 bookings of the Heritage Hall (duration of 11 days). 4062 people visited the Visitor Information Service (a 38% increase on the same quarter in 2023); 4850 visitors to the Gallery (with 4 new exhibitions launched and 3 exhibitions openings) and 476 attendees across workshops, tours, events, public programs and the SPARK program.
	1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness. ▲ Ref Horsham North Local Area Plan	85	800 letters sent to landowners who have properties with heritage values as identified in the Heritage Study Review. A report seeking that Council commence a formal planning scheme amendment will be considered in February 2024.	90	Council have resolved to commence a Planning Scheme Amendment and it is being prepared for Authorisation and Exhibition.
	1.6.5 Prepare a conservation management plan for Horsham Botanic Gardens	0	Deferred, pending 2024-2025 budget considerations		

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".

Complete		In Progress		Not started	
Complete	🟩	In Progress	🟧	Not started	🟥

Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2023) Key notes	%	Quarter 3 (Jan-Mar 2024) Key notes
2.1 Promote opportunities for live long social interactions and enjoyment. ♥ Ref Health and Wellbeing Plan	2.1.1 Design and promote activities in collaboration with the Older Persons Advisory Committee	50	The Older Persons Advisory Committee (OPAC) provided small grants and support for 11 events during Horsham's Seniors Festival. Additionally, OPAC worked on engagement design for the renewal of the Age Friendly Communities Implementation Plan in 2024. Two meetings were held to support the plan's development, offering advice and feedback on engagement activities.	75	Work continues to progress with the Older Persons Advisory Committee in regard to planning for Senior's Month 2024.
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week	50	Eleven community events were held for Seniors Festival, with internal events were held to recognise 16 Days of Activism and International Day of Persons with Disabilities.	100	Event held at Horsham Library for Harmony Week. Two events held to promote International Women's Day - March 2024 and planning underway for National Reconciliation Week.
2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning. ♥ Ref Health and Wellbeing Plan	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	50	Equity & Access Working Group implemented. Universal Design for Learning training delivered. Accessible Design Standards has been developed. With an Accessible Events Guide made available to provide advice on events that Council and community deliver.	60	Assessment of Community Development Grants relating to inclusion and accessibility undertaken in March 2024.
2.4 Encourage participation, diversity and growth in	2.4.1 Seek funding opportunities through sport and recreation grants	40	Application made to Local Sport Infrastructure Fund (LSIF) for the Planning stream, to develop a Sport and Active	75	Application made to SRV for planning funds to enable the development of a municipal Active Recreation and Sport Strategy. Funding decision has not yet been

sports, events, arts and culture. ♥ Ref Health and Wellbeing Plan			Recreation Strategy to guide programming & participation improvements for Council's recreational assets/ spaces.		announced (30/4) Application made to State Governments Regional Community Sports Infrastructure Fund. (CSIF) for the development of the first stage of the Horsham Skatepark redevelopment & improvement made in late March 2024. Investigations into the development of the next stage of the Horsham Aquatic Master plan continued. Several Federal grants were due for announcement in this quarter, but no announcement has been made. An EOI has been submitted (29/4) to Dept of health and Ageing for Play Our Way funding to assist with the development of Central Park Community Play Space (Skate park site).
	2.4.2 Produce, publish & promote an annual program of Horsham Town Hall performances	50	A new performing arts program for 23-24 financial year was finalised. All events loaded onto the HTH website. Production of a quarterly brochure and new fridge magnet with QR code links back to the website were also developed. With the aim to be distributed in the new year.	75	Performing Arts and Events January to March 2024 (note Town Hall Theatre blackout in January each year) 11 x shows (13 x performances) attracting a total audience of 2793 5 x bookings for the Heritage Hall (11 x days) Audience feedback survey results continue to yield positive feedback re programming and quality of shows.
	2.4.3 Produce, publish & promote an annual program of visual art	50	Quarter one saw planning complete for a new visual arts program for 23-24 financial year, inclusive of shows from the Collection, touring exhibitions, public programs, opening events, workshops and community exhibitions. Quarter two proved to have an excellent attendance rate to key exhibitions and openings.	75	This quarter saw the conclusion of the sculptural show- Worlds of Infinite Possibility which had attendances of 4054 people over the 3 months. In this quarter, the Gallery hosted artworks entirely by female artists including the National Gallery of Australia exhibition- Know My Name: Australian Women Artists, with very positive responses received from the community.
	2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion	0	Public Arts resource was vacant, limiting the delivery of the public art program. Recruitment was underway in Q2 for Public Arts & Public Program.	50	A new Public Arts and Public Program Officer was appointed this quarter. The new officer is looking to develop projects in accordance with the Public Art Policy and Procedure.
	2.4.5 Build on the quality of the Gallery's Visual Art Collection	50	Three items acquired during the last quarter- Jeff Raglus (acrylic on board), Ross Taylor (pencil on paper- Donated) and Max Dupain (photograph).	75	Currently in the process of acquiring a work by local indigenous artist Alan Murphy for the collection. A John Olsen print has also been acquired through the Cultural Gifts program.
	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydrotherapy pool, spa, steam and sauna rooms	65	Tender awarded to an Aquatic Architect to develop a warm water pool. Architect was finalising detailed design and costings for the next stage of the Horsham Aquatic Centre Master Plan. Consultant is providing options to transition from gas to electricity/heat pumps for the centre as well as variations to the entry /foyer to ensure further accessibility compliance. Future funding options also being explored.	70	Further works have been undertaken to advance concept designs and drawings for a proposed Warm Water Pool - the next phase of the Horsham Aquatic Centre Master Plan. Funding options were explored through the State Governments LSIF and RCSIF, but indicative costs were prohibitive against the available funding streams.

2.5 Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing. ♥ Ref Health and Wellbeing Plan	2.5.1 Municipal Early Years Plan 2019-2023 to be reviewed and updated	60	Consultant engaged and development of plan is underway.	90	Plan currently out for Community Consultation coming back to May council meeting for approval.
	2.5.2 Finalise the Dudley Cornell Reserve Master Plan ⬆N Ref Horsham North Local Area Plan	0	No further action on the Dudley Cornell Masterplan, until notice of funding applications for further planning for the Wimmera Regional Multisport Precinct.	20	Dudley Cornell Reserve schematic planning has commenced with a contractor being appointed in March 2024. State Sporting Association meeting has commenced, and Features and Level Survey is underway.
2.6 Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.6.1 Promote recreation activities in our natural environment to increase destination tourism and visitation	60	Expressions of interest opened and closed. A campaign was then undertaken in regard to local lakes and fishing opportunities.	80	The Horsham Fishing Competition was held in March and heavily supported by Council. This event brings a lot of visitors from outside the region.
2.7 Develop a range of recreational opportunities in our natural environment and recreational waterways to increase visitation	2.7.1 Identify and seek out commercial opportunities to activate the riverfront	80	Giant Christmas tree was relocated to the riverfront to coincide with planned events throughout summer. Pop Up Summer Series riverfront activation was underway with regular events including food and drink vans. Two six-month permits have also been issued for traders wanting to use the site on a regular basis.	90	The Council is receiving a lot of interest from mobile food traders to trade at the riverfront café site. Two vendors have now received six month permits.
2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	2.8.1 Support the delivery of tourism opportunities for Mt Arapiles, the Black Range, as well as the rivers and lakes in our region	80	Grampians Tourism Destination Management Plan and Horsham Local Area Action Plan have been presented to Council.	80	Grampians Tourism Destination Management Plan and Horsham Local Area Action Plan will be presented to Council for adoption in May 2024.
2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members. ♥ Ref Health and Wellbeing Plan	2.9.1 In partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	65	Advocacy work continuing with health and wellbeing partners.	75	Advocacy work continuing with health and wellbeing partners.
	2.9.3 In partnership with our Health & Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs	50	Ongoing work with Women's Health Grampians.	75	Ongoing work with Women's Health Grampians.
2.10 Plan for sustainable and affordable housing needs of our community ♥Ref Health and Wellbeing Plan	2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand	95	Planning Scheme Corrections amendment completed. Flood amendment has been adopted and signed for approval.	100	The Strategic Workplan continues to be implemented with the Housing Strategy and Heritage Amendments seeking community engagement which will also inform land supply.
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an	40	Inception meeting held with successful consultant with technical work on the Housing Strategy commenced.	45	The first two stages of the project are now complete, with a Background Report and Discussion Paper prepared. Community consultation will commence in May.

	amendment to the Planning Scheme N ▲ Ref Horsham North Local Area Plan				
	2.10.3 Prepare and implement the Horsham South Structure Plan (Stage 2)	75	The Future Urban Structure (FUS) is on public consultation until early February and generating interest and enquiries.	80	Submissions that were made during the community consultation on the Future Urban Structure (FUS) are being considered and responses to submitters are being prepared. Background technical reports are being finalised to inform the development of the Draft Structure Plan.

Liveability: Service Performance Indicators (YTD)

	FY 2021-22	FY2022-23	Year to date		FY 2021-22	FY2022-23	Year to date
*Active library borrowers	7.66%	7.0%	9%	***Enrolled children attending MCH once a year or more (%)**	85.89%	90.58%	49.94%
Library collection: # borrowed divided by total in collection	1.35	1.3	1.74	**Infant enrolments in MCH (% based on birth notifications)**	101.07%	102%	100%
Proportion of library collection purchased in past 5yrs	41.65%	44.83%	43.57%	**Cost of MCH service per hour worked**	$60.84	$61.12	$88.56
Cost of library service per head of population	$25.47	$26.38	$31.36	***Aboriginal children attending MCH once a year or more (%)**	86.64%	93.55%	38.46%
*Food safety non-compliance notifications followed up (%)	70%	100%	43.75%	***Animal management prosecutions per year**	1	0	0
Days taken to action food complaints	1.00	1.2	0.94	**Cost of animal management per head of population**	$17.81	$28.28	$22.41
Required premises receiving annual food safety assessments (%)	67.76%	103.40%	5.48%	**Days taken to action animal management requests**	1.0	1.0	1.0
Cost of food safety service per registered premise	$742.39	$616.65	651.72	**Percentage of animals reclaimed from the pound**	63.68%	59.5%	58.51%
*Utilisation of aquatic facilities per head of population	3.71	5.0	4.92	**Cost of aquatic facilities per visit**	$11.91	$8.86	$5.45

*Audited - Local Government Performance Reporting Framework (LGPRF)
+Please note that due to a system migration the LGPRF data is YTD as at 16 March 2024

Theme 3 – Sustainability

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

Complete		In Progress		Not started	

Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2023) Key notes	%	Quarter 3 (Jan-Mar 2024) Key notes
3.1 Plan for sustainable development which balances economic, environmental and social considerations. ♥ Ref Health and Wellbeing Plan	3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme △ Ref Horsham North Local Area Plan	20	Consultants engaged to commence work in early 2024 on the Commercial & Industrial land Strategy.	25	The background report from the Housing Strategy has been provided. This will inform the Commercial and Industrial Land Supply strategy to ensure alignment with both strategies.
	3.1.2 Undertake a review of the Wartook Valley Strategy.	0	Deferred, pending 2024-2025 budget considerations.		
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan and Dadswell Bridge Community Action Plan	60	Project Advisory Committee has been established to assist with implementation of the plan. Bus Shelter and additional outdoor seating ordered for installation prior to June 30. Meeting with Visitor Services occurred to discuss plans for updated marketing material for the Natimuk region.	70	Marketing material for the Big Sky Bicycle Trail and Natimuk Heritage Walking Trail is being developed.
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	60	Cultural Heritage Management Plan for Enterprise Estate was undertaken with a proposed subdivision design finalised. Drainage and road design was underway for the next stage of Burnt Creek Industrial Estate. Revised Proposed subdivision	65	A permit application has been submitted and the design works have commenced.

			designed for Burnt Creek industrial Estate finalised.		
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	0	No opportunities at this stage provided to enable a submission.	0	No opportunities at this stage provided to enable a submission.
3.4 Support business resilience and recovery from the impact of business interruption	3.4.2 Work with local business to activate the Horsham town centre (CAD)	45	CAD's Community Reference Group meetings have been held monthly. Priority projects identified are O'Callaghans Parade, Town Square and Children's Park.	60	Design works are underway for the Children's Park and Town Square in Roberts Avenue.
3.6 Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges. ♥ Ref Health and Wellbeing Plan	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	100	Periodic media releases provided to promote Council's delivery of reduced carbon saving projects.		
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	100	Projects identified from Zero Carbon Plan and included new solar installations at Horsham Community Pavilion and The Station Youth Centre while the Horsham Town Hall received an upgrade.		
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	45	A pilot hybrid truck and an electric vehicle have been incorporated into the council's fleet. A comprehensive 20-year plan for light vehicles is currently underway. The plan is expected to be completed by Oct 2024.	55	A comprehensive 20-year plan for light vehicles is currently in the works, incorporating an analysis of present technology, market trends, the availability of charging stations, charging speeds, and the range achievable by fully charged vehicles. The finalized plan is expected to be completed by Oct 2024.
	3.6.4 Implement the actions from the electric vehicle transition plan	10	This action will continue after completion of electric vehicle transition plan.	15	Electric vehicle transition plan will be developed by July 2024; background work is underway.
	3.6.5 Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials	100	Bin service fully in place. Some refinements planned. Consultation to occur Q3.		
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	95	GWMWater works are nearly complete. Risk assessment of site use underway. Water use likely to commence by April 2024.	95	Fine tuning of operating procedures underway to ensure EPA requirements are met. Should be operational for 2024-25 watering season.
3.8 Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.)	3.8.1 Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	50	Continued promotion of available grants and opportunities distributed through the Active e-news database.	75	In February, The Active Newsletter was distributed with a delivery rate of 287 and a total of 274 opens. March had little content/ news to communicate to subscribers, with another issue scheduled for April.

	3.8.2 Support communities to access Council owned recreational assets	50	Transition to the upgraded Integrated Management System was occurring with tentative 'live' date planned for March 2024.	75	Transition to the upgraded Integrated Management System is currently occurring. The go live date has been pushed back to May 2024.

Sustainability: Service Performance Indicators (YTD)

	FY 2021-22	FY2022-23	Year to date
Council planning decisions upheld at VCAT	100%	100%	0%
Days taken to decide planning applications	62	56	45
Planning applications decided within required timeframes (%)	91.18%	100%	96.72%
Cost of statutory planning process per application	$2.328.04	$2,841.25	$2,733.46

	FY 2021-22	FY2022-23	Year to date
***Kerbside collection waste diverted from landfill**	19.74%	25.9%	49.82%
Kerbside collection bins missed per 10,000 scheduled bin lifts	1.90	2.7	4.27
Cost of kerbside garbage bin collection service per bin	$140.81	$151.66	$158.48
Cost of kerbside recyclables collection service per bin	$72.14	$88.12	$55.88

*Audited - Local Government Performance Reporting Framework (LGPRF)

+ Please note that due to a system migration the LGPRF data is YTD as at 16 March 2024

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".

Complete		In Progress	Not started	

Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2023) Key notes	%	Quarter 3 (Jan-Mar 2024) Key notes
4.1 Ensure a safe and connected transport network including active transport. ♥ Ref Health and Wellbeing Plan	**4.1.1** Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan	100	Council's existing road and path network has been renewed and maintained as per the established standard.		
	4.1.2 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	75	Assessment of potential routes underway by consultant. Further liaison with BGLC is critical to inform final stages	90	Draft of consultant's assessment of routes received. To be reviewed by PCG and then conclusions to be determined.
	4.1.3 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016 ▲ Ref Horsham North Local Area Plan	100	The items identified in the Horsham Urban Transport Plan, Rural Road Network Plan, and Bicycle and Shared Path Plan have been incorporated into a 10-year capital expenditure plan. Work is being executed in a phased manner according to the project prioritization framework.		
	4.1.4 Develop a greater focus on safety improvements in the road and path network in urban and rural areas, including speed limit reviews, using historic crash statistics to inform priorities.	95	An application for grants totalling $9 million over the next three years has been submitted. If approved, this funding is anticipated to significantly enhance road safety. Allocations have also been made in the annual budget to enhance	95	An application for HVSPP grants totalling $9 million over the next three years has been submitted. If approved, this funding is anticipated to significantly enhance road safety. Allocations have also been made in the annual budget to enhance intersections,

	⋏ Ref Horsham North Local Area Plan		intersections, contributing further to the overall improvement of safety measures.		contributing further to the overall improvement of safety measures.
	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	100	Renewal and maintenance work is happening as per the service level set in council's asset management plan.		
	4.1.6 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	80	A gravel specification for unsealed roads has been established, aimed at lowering maintenance expenses and providing a more satisfactory experience for commuters. The process of licensing new gravel pits will be concluded within the next 18 months. Substantial efforts are currently in progress to enhance fleet utilisation.	90	The council has fully integrated microsurfacing into its road renewal projects. Instead of opting for bridge replacements, efforts are underway to explore cost-effective methods for strengthening bridges. Additionally, gravel specification has been developed which disqualifies gravel that are of poor gradation.
	4.1.7 Investigate the capacity of all bridges, and upgrade where required	90	Funding was obtained through the Bridge Renewal Program for a pilot program to retrofit bridges. After load tests on two bridges, there's potential to strengthen the council's bridges at less than 5% of the replacement cost. The pilot project is expected to conclude in the next 18 months.	92	Several investigations into bridges, such as tier 1 assessments, tier 2 assessments, level 2 inspections, and load testing, have been carried out to assess the performance of the council's bridges under heavier truck loads than they were originally designed for. Collaborative efforts with the University of Western Sydney are underway to develop a cost-effective method for strengthening these bridges.
	4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham ⋏ Ref Horsham North Local Area Plan	90	The draft Horsham Bicycle and Shared Path Plan was presented to Council at the December meeting and approved to progress to a 4-week period of Public Engagement Jan 29 – Feb 19 2024.	95	Public Engagement has concluded for the Horsham Bicycle and Shared Path Plan with 15 submissions received. The final plan is due to be presented to Council for endorsement at the May 2024 Council Meeting.
	4.1.9 Develop and implement a plan for the provision of footpaths in residential streets in Horsham. ⋏ Ref Horsham North Local Area Plan	100	Plan has been developed and approved by Council.		
	4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy	0	No external funding available. Extensive detailed planning and design required. Priority is to focus on the Municipal Bike and Walking Plan.	15	An application for a feasibility study to be undertaken for the next stage of the Wimmera River Discovery Trail has been lodged this quarter.
	4.1.11 Upgrade asset system information to improve the planning and effectiveness of renewals funding	95	After the past 2-3 years of effort, the asset database has reached a high level of maturity. Ongoing work is focused on enhancing condition data through thorough on-site validation. All asset revaluations will be conducted internally in the coming years, contributing to the enhancement of	98	The strategic asset management system is quite mature now. Continuous work is required to improve the data quality, especially in open space area. New data collection work has commenced for open space assets.

			condition data. Condition assessment of footpaths, kerbs, and off streets car park is underway.		
4.2 Advocate for supporting infrastructure to ensure connections to key places and services. ♥ Ref Health and Wellbeing Plan	4.2.1 Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions. N Ref Horsham North Local Area Plan	25	HRCC's Property Policy and Strategy The project has been retitled as: The Community Facilities Plan. CoFutures have been engaged as consultants to support the development of the Horsham Community Facilities Plan. Project Inception is scheduled for January 2024.	50	The Horsham Community Facilities Plan project is nearing its midpoint with targeted community engagement occurring and an Issues and Opportunities paper nearing completion. Target timeline for a draft Plan is June 2024 with a period of public engagement to follow prior to presentation to Council in August 2024.
4.3 Planning for places and spaces to provide connectedness and social inclusion. ♥ Ref Health and Wellbeing Plan	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	30	A tender for detailed design drawings and costings has been initiated. In addition, funding is available from a new Federal Planning allocation which will be explored to cover some of these costs, if successful.	30	Tender has been awarded for the schematic plans of Dudley Cornell and Haven Recreation Reserve. Feature and Level Survey has been completed and site visits are planned for end of May. No outcome on the funding application for Dimboola Road as yet.
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	80	A review of the internal Public Toilet strategy was required to ensure budget availability and planning aligned. Work continued to prepare plans for toilets identified in subsequent year's budget only.	90	Lists of tentative location where new public toilets are required, based on service level adopted in Open Space Strategy has been listed in Long Term Capital Works Plan.
	4.3.5 Develop a detailed outdoor Play Space Plan N Ref Horsham North Local Area Plan	80	Play space Audit completed. Extensive input and feedback received from play space users including surveys, onsite engagement and feedback from groups; Principles developed. Draft Plan due to be completed by Easter.	85	The development of the draft Horsham Play Spaces Plan is continuing with planned completion in May 2024.
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy N Ref Horsham North Local Area Plan	100	Planting of trees is continuing in a systematic way across Horsham. Two stages completed in 2023, one stage scheduled for 2024.		
4.4 Support lifelong learning opportunities for all people ♥ Ref Health and Wellbeing Plan	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	100	Course completed with successful participation.		
	4.4.2 Deliver the Schools Education Program at the Horsham Town Hall.	50	Program continues to be rolled out to schools across the region. Dept of Education confirmed a further 2 years of funding for the Spark program until Dec 2025. Participation numbers for the previous program, exceeded targets which was double the programs target.	75	SPARK Arts Education program hosted the VCE Creative Arts Day in Feb 2024 with over 60 students attending a number of creative sessions with artists and VCE experts. The day included a tour of the 'Know My Name' exhibition with NGA curator Deirdre Cannon. The SPARK Term 2 program is currently being marketed to schools, with the Shrek Schools performance currently sold out.

Accessibility: Service Performance Indicators

	FY 2021-22	FY2022-23	Year to date
*Community satisfaction with sealed local roads (out of 100)			
	45	38	Data Unavailable
Sealed local road requests (% of kilometres)			
	10.89%	11.5%	7.71%
Sealed local roads maintained to condition standards			
	99.55%	100%	100%

	FY 2021-22	FY2022-23	Year to date
Cost of sealed local road reconstruction per m^2			
	$35.13	$39.96	Data Unavailable
Cost of sealed local road resealing per m^2			
	$7.18	$8.95	$9.16

*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to timing of collection.

+ Please note that due to a system migration the LGPRF data is YTD as at 16 March 2024

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".

Complete		In Progress		Not started	
Complete	🟩	In Progress	🟧	Not started	🟥

Strategy	Action	%	Quarter 1 & 2 (Jul-Dec 2023) Key notes	%	Quarter 3 (Jan-Mar 2024) Key notes
5.1 Build trust through meaningful community engagement and transparent decision making	5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities' voices in our decision making	50	Internal audit of Community Engagement policy compliance completed with audit recommendations accepted for implementation. Review and update of Community Engagement Procedure complete. Terms of reference for internal Engagement Communities of Practice developed with staff training due for Q4	75	Engagement Policy reviewed with adoption to occur in Q4. Communities of Practice and staff training to be implemented in Q4.
	5.1.2 Budget developed and adopted in line with statutory obligations	30	Specific expenditure to inform Capex budget provided and proposals for funded initiatives being finalised to inform preparation of Annual Action Plan Year 3.	50	Operational service budgets drafted. Capital budgets have been initially prioritised. High level modelling commenced.
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	50	The 23-24 performing arts program has been informed by advice provided by community feedback via post show surveys. Post show surveying resulted in 94% of all respondents either very satisfied or somewhat satisfied with their experience.	75	Community feedback is being obtained through the HRCC Annual Expo and post-show surveys following every performance in the Horsham Town Hall. Information being gathered is informing the programming strategy.
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	100	The project prioritisation framework has been revised to include five primary criteria, which are: i) alignment with the council's plan, ii) the grant percentage, iii) the demand factor, iv) shovel readiness, and v) the benefit/cost ratio. All upgrade		

			and new projects will be evaluated based on these criteria, and projects with higher priority scores will be given precedence.		
	5.1.5 Investigate and Implement a Project Management Software System to help improve allocation of expenditure across all Council areas to better address community priorities	20	Work was ongoing for the procurement of project management software, with two shortlisted options. Reference checks were in progress, and the expected completion date was by the end of February 2024.	50	The software product purchase has been finalised. Implementation of the software will commence in May 2024.
5.2 Engage with community early on in projects and throughout to promote efficiencies and awareness of external opportunities	5.2.1 Develop a calendar of planned community engagements and proposed dates publicly available on our website	100	The quarterly report highlighted all engagements completed in Q1, while the Council website displayed planned engagements for Q2. Additionally, planning was underway to review and enhance the website interface, and information on upcoming community engagements and proposed dates was listed on the Council's website		
	5.2.2 Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	100	New Project Charter process was aligned with the Project Management Framework, ensuring that community engagement requirements were identified at the initial stage of the project. Additionally, the Key Performance Indicators (KPIs) of all Project Managers included objectives related to community engagement (Inform)		
	5.2.3 Manage performance and finances in line with income and regulation	50	Improvements to financial reporting implemented with monthly and quarterly financial reporting in place.	75	Monthly and quarterly financial reporting in place.
	5.2.4 Promote grant funding options, resources and information available to community groups	50	Grant opportunities continued to be communicated through the ACTIVE e newsletter, and more broadly through HRCC's weekly e-newsletter when relevant. Council also provided information, guidance & referral points for parties apply for the Tiny Towns Funding	75	Council staff supported 5 community groups to make applications to RDV's Tiny Towns Grant round during the last quarter.
5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services	5.3.1 Develop Organisational non-financial reporting measures	75	Service planning has progressed, initial drafts have been completed and preparation of final plans is currently underway.	90	Service plans continue to be progressed with finalisation of all plans scheduled for quarter four. Organisational quarterly reporting in place.
	5.3.2 Phone system upgrade including improved staff access and customer chat options	10	Pilot project remains under consideration at the external site which cannot progress until migration of other business critical services is complete.	15	Pilot group identified and early discussions commenced with vendors. Trial to be conducted prior to open public Tender.

	5.3.3 Be responsive to all asset related service requests, queries and complaints	100	The organisation handles requests related to asset renewal, new assets, and upgrades within specified timeframes. Most requests are addressed within a month, and all are resolved within 90 days, as outlined in their customer service charter and Road Management Plan.		
	5.3.4 Prepare detailed plans for the relocation of the Council Depot	10	Detailed planning commenced with initial consultation with Depot staff. Architect brief was prepared and scheduled for tender early in Q3.	30	Tender for schematic design will be closed during early April and the contract will be awarded in May 2024.
	5.3.5 Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General	100	Policy reviewed following adoption of the Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities – 2022. An updated and renamed Road, Feature and Locality Naming Policy was adopted by Council on 24 July 2023.		
5.4 Attract, retain, respect, value and invest in quality staff	5.4.1 Implement the actions from the Gender Equality Action Plan	75	LGBTIQ+ training has been completed. Additional activity: Contact Officers reviewed, and training completed. Gender Impact Assessment completed on recruitment processes Unconscious bias training emphasis.	80	Gender Audit report submitted to the Commission within the quarter. Recruitment to commence in Q4 for additional resourcing to address the remaining actions under the GEAP.
	5.4.2 Implement the actions from the Workforce Plan	40	Major focus currently on the GEAP and Culture Action Plan with many actions from both to inform updates to the Workforce Plan.	45	Actions of the Workforce Plan remain intimately linked with the GEAP and Culture Action Plan progress. In addition to GEAP work (see above), an Organisational Culture Committee will be implemented in Q4 to progress actions (including Workforce Plan actions).
	5.4.3 Negotiate a new HRCC Enterprise Agreement #10	100	Enterprise Agreement Number Ten has been formally certified by the Fair Work Commission and is now in operation.		
	5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	80	Key operational risks have been collated. New software has been sourced so all strategic and operational risk registers will be incorporated into that software to facilitate review.	85	New software is currently being implemented. A process for review of strategic risks has been prioritised and adopted by EMT and these will be entered into the new system in Q4. Activity-based risk assessments have also been completed with RSD and will inform the Riskware software implementation.
	5.4.5 Implement actions from all internal audits	90	Quarterly reporting in place with further progress against completion of outstanding audit actions.	95	Quarterly reporting has resulted in significant progress against completion of outstanding audit actions.
5.5 Implement systems, processes and use of technology that support	5.5.1 Participate in the implementation plan for the Rural Council's Corporate Collaboration (RCCC) project	90	Project implementation timeframe extended for 3 months by the RCCC Project Board. User acceptance testing	95	The project was implemented with a Go-Live date of 18 March 2024. Ongoing system testing is occurring to ensure the Civica product delivers the functions required by HRCC.

efficient and secure business operations			and other progress were on track for revised implementation date.		
	5.5.2 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits.	45	An assessment of the software identified RCCC will not provide the system required to achieve the actions so a review of software options being used by RCCC partners is underway.	50	Documentation to inform a tender for a new system is in development and will be released in Q4 as an RFQ process.
	5.5.3 Investigate and implement options for a customer request system	80	Delivery of new customer request system and online portal scheduled for Q3. Work progressed in line with the implementation plan.	90	The new CRM system was implemented on the 18 March 2024. System testing is occurring to ensure the Civica product delivers the functions required by HRCC. Project Manager appointed to manage implementation of Content Manager with vendor, including migration of data, and review internal Information Management practices.
	5.5.4 Investigate and implement a new electronic document management system	80	New system was scheduled for delivery in Q2/Q3. Additional planning was underway to manage data migration project. Work progressed in line with the implementation plan.	80	Project Manager appointed to manage implementation of Content Manager with vendor, including migration of data, and review internal Information Management practices.
	5.5.5 Implement a zero-budgeting approach. To refresh project budgets and start from a zero base.	30	2024-2025 budget development using a zero-based budgeting approach where possible to align with RCCC implementation.	60	Zero-based budgeting implemented where possible. Review of other budget lines underway. Further work to be undertaken as other strategic plans are reviewed and developed.
	5.5.6 Implement recommendations from the Operations Improvement Project	85	Crews are entering data. Reporting of data is still being worked on by special projects.	90	Data entry occurring. Reporting is being worked on. Service levels mapping started.
	5.5.7 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public	90	The community is now able to access significant capital projects via a community map. A substantial amount of asset information, including public toilets, drinking fountains, bike hoops, and more, is accessible to the public through this map. Efforts are ongoing to make all asset condition information available to the public via the community map by April 2024.	95	A large volume of council's information is made available through community maps and the work will continue on as an ongoing improvement of our community now which is near about maturity.
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recovery processes	5.6.1 Review and update Emergency Management Plans and Processes	50	Ongoing process.	90	Ongoing.
	5.6.2 Inform and educate the Community on emergency preparedness	50	Ongoing process.	80	Recent participation at the Wimmera machinery field days. Ongoing process.

Leadership: Service Performance Indicators

	FY 2021-22	FY2022-23	Year to date
*Community satisfaction with Council decisions (out of 100)			
	50	42	Data Unavailable
Councillor attendance at Council meetings			
	91.30%	89.3%	88.57%
Council decisions made at meetings closed to the public			
	6.25%	35%	27.63%

	FY 2021-22	FY2022-23	Year to date
Cost of governance per Councillor			
	$44,415.73	$55,496.0	$53,706.48
Community satisfaction with consultation & engagement			
	53	43	Data Unavailable

*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to timing of collection

+Please note that due to a system migration the LGPRF data is YTD as at 16 March 2024

Councillor Expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors to ensure Councillors are provided with appropriate resources, facilities and other support whilst performing their duties.

Councillor									
Expense Category	Cr Robyn Gulline (Mayor)	Cr David Bowe	Cr Penny Flynn	Cr Claudia Haenel	Cr Les Power	Cr Robert Redden	Cr Ian Ross	Total Jan- Mar 2024 (Q3)	Cumulative Total 2023-24 (YTD)
Communication	235.28	254.50	181.79	304.42	170.51	204.22	134.44	1,485.16	2,184.75
Conferences and Seminars	1,268.18	500.00	1,268.18	2,193.33	1,268.18	0.00	0.00	6,497.87	9,008.29
Development And Training	107.15	107.15	607.14	107.14	107.14	107.14	107.14	1,250.00	1,250.00
Memberships	0	0	0	0	0	0	0	0	0
Transportation	0	0	0	1,298.96	0.00	0	0	1,298.96	3,945.19
Travel and Accommodation	339.56	0	368.91	727.22	356.36	0	0	1,801.05	3,637.28
Other	0	0	40.00	- 60.00	0	0	0	- 20.00	336.73
Total	**1,950.17**	**861.65**	**2,466.02**	**4,571.07**	**1,911.19**	**311.36**	**241.58**	**12,313.04**	**20,362.24**

Note: • Figures in this table may include expenses that were processed but not incurred in the reporting period

Communication – Monthly fees and usage costs associated with Councillor mobile phone and computer equipment. Any costs associated with personal use are to be reimbursed by the Councillor.

Conferences and Seminars – Registration fees and costs associated with Councillor attendance at local, interstate or overseas conferences and seminar.

Development and Training – Registration fees associated with Councillor attendance at one-off or short-term training or workshops within Victoria held by government agencies, professional bodies or institutions that support the local government sector.

Memberships – Professional memberships to recognised sector related bodies and other incidental expenditure incurred by Councillors in performing their Councillor role.

Transportation – Taxi fares, public transport costs, parking and toll fees and reimbursements for authorised use of private vehicles for kilometres travelled whilst conducting Council business within and outside the municipality.

Travel and Accommodation – All travel and accommodation costs associated with Councillor attendance at local, interstate or overseas conferences, seminars, training and workshops.

Other Costs – Other incidental expenditure incurred by Councillors in performing their Councillor role.

Customer Service Performance

| Customer Service Requests | Quarter 3 | | | | |
	January	February	March*	Total Q3	% of Total
Animals	137	148	93	378	19.49%
Bin Services	179	121	54	354	18.26%
Building	57	70	48	175	9.03%
Business or Events	13	9	5	27	1.39%
Drainage	27	16	3	46	2.37%
Environmental Health	19	15	6	40	2.06%
Fire Control & Safety	41	27	6	74	3.82%
Footpaths	27	32	14	73	3.76%
Governance	1	4	1	6	0.31%
Graffiti & Vandalism	4	3	0	7	0.36%
Local Laws	56	29	29	114	5.88%
Miscellaneous	20	14	28	62	3.20%
Nature Strips	8	7	3	18	0.93%
Other	6	5	5	16	0.83%
Parking	27	18	12	57	2.94%
Parks & Reserves	54	40	14	108	5.57%
Planning	41	36	16	93	4.80%
Public Amenities	13	5	4	22	1.13%
Rates & Property	4	9	5	18	0.93%
Roads	29	31	18	78	4.02%
Roadsides	9	9	3	21	1.08%
Signs	9	6	1	16	0.83%
Street Lighting	0	0	4	4	0.21%
Trees	68	47	17	132	6.81%
Total	849	701	389	1939	100%

Service Requests 2023 - 2024
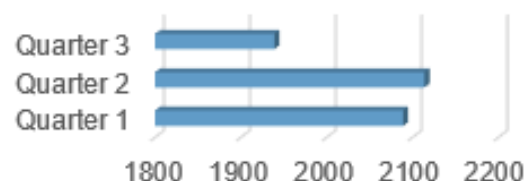
Quarter 3 saw the implementation of our new Customer Request Management (CRM) System so the number of requests represented are those received between 1 January to 15 March 2024. During the quarter there were increases in specific categories compared to the previous quarter - specifically: Animals (including lost pets and dog attacks), Fire Control and Safety hazards, Miscellaneous General Enquiries (due to online requests), Parks and Reserves maintenance, and tree pruning/removal. Overall, Quarter 3 was influenced by both system changes and environmental factors, resulting in a dynamic landscape of service requests.

Complaints 2023 - 2024

There was a notable decrease in complaints received in Q3. Complaints in this quarter generally arose due to a customer requesting more information in relation to their service request or where the customer felt no action had been taken or there was a lack of communication about their request. Two complaints received were not Council-related.

Response on Time?	January	February	March	Total Q3	% of Total
No	314	229	118	661	34.09%
Yes	535	472	271	1278	65.91%
Total	849	701	389	1939	100%

Complaints	January	February	March	Total Q3	% of Total
Open	0	0	2	2	12.50%
Finalised	8	6	0	14	87.50%
Total	8	6	2	16	100%

Community Engagement Performance

Council's engagement activities during Quarter 3 (1 January 2024 to 31 March 2024) are detailed below.

A forward plan of our planned engagement activities for the next two quarters is also included with this report, covering the period to 30 June 2024. The calendar of planned future engagement is however subject to change and new inclusions where required to ensure a flexible and effective response to the needs of the community, and timely management of any variations in project or program delivery.

	Q3			Q4			Q1		
WEEK	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
2023-33 Horsham Bicycle & Shared Path Infrastructure Plan		▓ ▓ ▓							
Housing Strategy						▓ ▓ ▓			
Horsham South Structure Plan	▓ ▓ ▓	▓							
Implementation of Parking Management Plan		▓							
Wimmera Mallee Machinery Field Days		▓							
Annual Action Plan 2023-2024			▓ ▓ ▓						
Age Friendly Communities Implementation Plan				▓ ▓					
Lukin Park				▓					
Public Play Spaces Plan						▓ ▓ ▓			
City Oval User Group		▓ ▓							
CBD Pedestrian Crossings		▓ ▓							
CBD Community Reference Group		▓	▓	▓	▓	▓			
Early Years Plan 24-28	▓ ▓								
Resurfacing of Pynsent St b/w Firebrace & Urquhart Sts	▓								
Resurfacing of Baillie St, Churchill Rd Intersection	▓								
Horsham Communities Facilities Plan				▓			▓ ▓ ▓		

Capital Works Program Updates

Projects	Quarter 1 & 2 (Jul-Dec 2023) Key notes	Quarter 3 (Jan – Mar 2024) Key notes
Wesley Performing Arts Centre refurbishment. $1.958 million budgeted for this. This is dependent on significant grant funding of around $1.4 million to enable these works to proceed.	No funding yet available for this work, but project is "shovel-ready"	Awaiting funding
Public Conveniences upgrades Program to modernise and add public toilets. Thirty-six related projects form part of the Long-Term Capital Works Plan.	Refurbishment of public toilets at the Botanic Gardens, Weir Park Woolworths Carpark and Baker St completed. Installation of new public toilet in Hamilton St completed. Supply tender for replacement public toilet at Telangatuk Hall & tennis courts awarded.	Roberts Avenue Public toilet is upgraded.
City Oval: Netball & Football courts, pavilion and clubrooms Second stage of City to River Master Plan. Continues on from the Stage 1 works associated with river frontage area.	Netball Court construction work progressed and with construction now completed. Final testing / certification (lighting to standard, slip testing and flood testing) was to occur in January ready for handover in February. Netball Pavilion construction contract submissions received were all over budget. Modification of design to simplify while retaining function completed, and tender re-released, closing end of January 2024. Events Stage construction is underway and on track for completion in May 2024 Hocking St reconstruction continues, with drainage, kerb and channel completed. Some delays caused due to wet weather. Community Centre/Change Room facility is on hold waiting on funding availability	Netball Court final testing and signoff completed. Courts officially opened by Jacinta Ermacora, Member for Western Victoria City Oval Netball Pavilion tender (with updated scope) evaluation will be completed by late May. Events Stage construction is progressing according to schedule, with anticipated completed in May. Exterior cladding of the broadcast box and mounting of the electronic scoreboard is complete. Steel work for the stage is now in place. Hocking St construction project is completed.

Urban & Rural Roads

Priorities based primarily on regular asset inspections, ensuring those in worst condition prioritised. Gravel road re-sheeting, and heavy patching and upgrades to priority freight routes. Road safety also a key issue.

Annual Heavy Patching program underway throughout municipality.

Permanent pedestrian crossings and refuge points were installed in Darlot St, Wilson St, Pynsent St and Firebrace St intersection with O'Callaghans Pde

Materials ordered for temporary crossings in Firebrace St at the McLachlan St roundabout and mid-block near the Post Office. Installation scheduled for February 2024 after Christmas and holiday shopping period to minimise disruption.

Horsham Lubeck Rd reconstruction remained underway with wet weather causing delays.

Reconstruction of approx. 3 km of a total of 7.6km of Dimboola-Minyip Rd has been commenced and was completed.

North-East Wonwondah Rd tender for reconstruction of stage 1 has been awarded, stage 2 is undergoing vegetation assessment.

Noradjuha-Tooan East Road is undergoing vegetation assessment and work method planning.

Flood recovery work underway, some by Council staff and some by contractors; 833 defects identified in approx. 80km of road. Wet weather also had an impact on completion of Flood Recovery roadworks

All flood recovery work has been completed. All planned reseal and microsurfacing works have been completed.

Planning underway to improve safety to pedestrians under Safe Local Roads and Street program of value circa $ 2 M.

Installation of the temporary pedestrian crossings in Firebrace St delayed due to materials being held at the docks due to industrial action.

Reconstruction of the remaining 3.7km of Horsham Lubeck Rd completed.

Aquatic Centre Change Rooms

Construction of four private change spaces (two family/two accessible)

Construction completed on four new accessible and family change rooms, along with indoor/outdoor function centre. Facilities are now open to the public.

All works on the aquatic centre's change rooms have been completed

Footpaths and Cycle ways

Maintaining and enhancing Council's network of footpaths, and on and off-road cycle paths.

Hamilton St pedestrian bridge completed with Menadue St approach ramp installed, and official opening by Senator Jana Stewart.

Horsham's Palm Ave, Mary St, Trento Ave and Lake Ave, Natimuk have had their footpath construction completed.

Development of priority list of new footpath creation has been completed and placed in draft budget 24-25

Parks & Open Spaces

Council's portfolio of parks and open spaces assets such as bench seats, irrigation systems and shade sails These require periodic renewal to ensure that open spaces are maintained to a suitable standard.

Tender released for detailed design plans for Sunnyside Park and the Skate Park. Old public toilet was removed from Skate Park precinct.

Goal post nets installed at Quantong Recreation Reserve Oval

Electronic scoreboard installed at Cameron Oval, Laharum

Outdoor seating replaced in Natimuk and vandalism repairs were carried out at Horsham's Botanic Gardens

Work underway regarding replacement of irrigation system of Botanic Gardens. Renewal is being carried out as per the intervention level set in the asset management plan.

Work is underway on Weir Park Wetlands Retaining Wall reinstatement.

Sustainability & Zero Carbon Plan

Council is committed to reducing its greenhouse gas emissions and carbon emissions.

Solar panels were installed on the Dudley Cornell Pavilion and Jubilee Hall. The Girl Guide and Scout Halls were deemed unsuitable due to tree locations. Planning for installation on the Senior Citizens Centre and Natimuk Rd Kindergarten. Tenders released for installation of solar panels on the Senior Citizens Centre and Natimuk Rd Kindergarten

Work underway regarding replacement of irrigation system of Botanic Gardens. Renewal work is being carried out as per intervention level set in asset management plan.

Work is underway on Weir Park Wetlands Retaining Wall reinstatement.

Depot Relocation

Council's new depot and detailed planning to adapt that site to Council's needs

Detailed planning on site adaptation has commenced with needs analysis and staff consultation. Consolidation of staff feedback and needs analysis, and preparation of architect's brief to inform detailed design.

The schematic design work is in the market with the tender due to close in April 2024.

Appendix 1: Finance & Performance 1 July 2023 to 31 March 2024 (Detailed)

Finance & Performance Report - 31 March 2024
Income Statement $'000

	Adopted Budget 2023/24	Forecast 2023/24	YTD Forecast 2023/24	YTD Actuals 2023/24	Variance to YTD Forecast	Percentage Variance	Commitments	Note
Income / Revenue								
Rates and charges	32,636	32,636	32,559	32,492	(67)	-0.2%	0	
Statutory fees and fines	539	910	546	777	231	42.3%	0	1
User fees	6,212	6,018	3,128	3,886	757	24.2%	0	2
Grants - Operating	9,563	3,636	2,262	2,139	(124)	-5.5%	0	
Grants - Capital	8,257	13,981	3,869	3,554	(315)	-8.1%	0	
Contributions	919	270	81	123	42	51.1%	0	3
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	1,435	1,813	449	760	311	69.4%	0	4
Share of net profits (or loss) of associates and joint ventures	32	0	0	0	0		0	
Other income	2,356	2,486	1,703	2,281	579	34.0%	0	5
Total income / revenue	**61,949**	**61,751**	**44,598**	**46,011**	**1,413**	**3.2%**	**0**	
Expenses								
Employee costs	(22,724)	(22,481)	(16,148)	(16,724)	(576)	-3.6%	(16)	
Materials and services	(19,837)	(22,465)	(12,570)	(12,735)	(165)	-1.3%	(1,285)	
Bad and doubtful debts - allowance for impairment losses	(65)	(68)	(26)	(44)	(17)	-66.5%	0	6
Other expenses	(388)	(393)	(253)	(276)	(23)	-9.3%	0	
Total expenses	**(43,014)**	**(45,407)**	**(28,997)**	**(29,779)**	**(782)**	**-2.7%**	**(1,300)**	
EBITDA Surplus/(deficit) for the year	**18,935**	**16,344**	**15,601**	**16,232**	**631**	**4.0%**	**(1,300)**	
Depreciation	(12,554)	(12,554)	(9,415)	(9,416)	(0)	0.0%	0	
Amortisation - intangible assets	(261)	(261)	(196)	(196)	0	0.0%	0	
Amortisation - right of use assets	(56)	(55)	(41)	(41)	0	0.0%	0	
Finance costs - leases	(11)	0	0	0	0		0	
Borrowing costs	(171)	(171)	(128)	(88)	41	31.7%	0	7
Transfers From Reserve	0	5,878	0	0	0		0	
Transfers To Reserve	0	(3,330)	0	0	0		0	
Surplus/(deficit) for the year	**5,882**	**5,851**	**5,820**	**6,492**	**671**	**11.5%**	**(1,300)**	

EBITDA - Earnings before interest, tax, depreciation & amortisation [*amortisation is the practice of spreading an intangible asset's cost over that asset's useful life*].

Comments:
1. Generally, statutory fees and fine are on target for year end, the variance mainly revolves around timing of receipt of the revenue.
2. Performing arts centre utilisation ahead of budget projections. Timing variance of income receipted at the landfill.
3. Timing of contributions towards Council projects.
4. Industrial estate land sales has not met the year to date expectation.
5. Generally, other revenue is on target for year end, the variance mainly revolves around timing of receipt of the revenue.
6. Bad debts are in line with anticipated year end, however the variance is a result of timing.
7. Variance relates to incorrect timing of payments.

Finance & Performance Report - 31 March 2024
Statement of Capital Works $'000

	Adopted Budget 2023/24	Forecast 2023/24	YTD Forecast 2023/24	YTD Actuals 2023/24	Variance to YTD Forecast	YTD Forcast Percentage Unspend	Note	Commitments	YTD Actuals plus Commitments	Variance to Full Year Forecast	FY Forecast Percentage Unspend
Land & Buildings											
Land	705	705	620	41	579	93.4%		35	76	629	89.3%
Buildings	9,630	5,341	2,671	3,057	(385)	-14.4%		1,176	4,232	1,109	20.8%
Total Land & Buildings	**10,335**	**6,046**	**3,291**	**3,097**	**194**	**5.9%**		**1,210**	**4,308**	**1,738**	**28.8%**
Plant & Equipment											
Plant and Equipment	2,665	4,224	3,113	1,595	1,519	48.8%	1	1,912	3,506	718	17.0%
Furniture and Equipment	125	329	256	155	101	39.5%		7	162	167	50.8%
Lending Materials	97	97	73	96	(24)	-32.8%		0	96	0	0.4%
Artworks	25	25	25	3	22	86.5%		0	3	22	86.5%
Total Plant & Equipment	**2,912**	**4,675**	**3,467**	**1,849**	**1,618**	**46.7%**		**1,919**	**3,768**	**907**	**19.4%**
Infrastructure											
Roads	6,633	15,229	12,196	10,606	1,590	13.0%	2	1,308	11,913	3,316	21.8%
Bridges	214	437	167	69	99	59.1%		0	3	434	99.3%
Footpaths Walking Trails and Paths	429	822	633	713	(80)	-12.7%		168	882	(60)	-7.3%
Kerb and Channel	145	145	120	125	(5)	-4.2%		6	131	14	9.7%
Other Road Expenditure	351	351	351	241	110	31.4%		3	244	107	30.5%
Drainage	204	370	235	42	193	81.9%		0	42	328	88.5%
Recreation Leisure & Community Facilities	211	1,183	940	1,004	(64)	-6.9%		93	1,097	86	7.3%
Streetscapes	243	486	385	250	135	35.1%		0	250	236	48.6%
Waste Management	54	387	304	467	(163)	-53.6%		0	467	(79)	-20.5%
Parks Open Spaces & Streetscapes	662	1,092	682	265	418	61.2%		90	354	738	67.6%
Public Arts	30	45	45	1	44	98.0%		0	1	44	98.0%
Aerodrome	258	258	13	31	(18)	-137.1%		0	31	227	88.1%
Off Street Car Parks	54	54	54	34	20	37.0%		0	34	20	37.0%
Other Infrastructure	127	1,139	843	216	626	74.3%		8	224	914	80.3%
Total Infrastructure	**9,614**	**21,997**	**16,968**	**14,064**	**2,904**	**17.1%**		**1,676**	**15,674**	**6,324**	**28.7%**
Total Capital Works Expenditure	**22,861**	**32,719**	**23,727**	**19,010**	**4,716**	**19.9%**		**4,805**	**23,750**	**8,969**	**27.4%**

Comments on variance to YTD Forecast:

1. Plant and equipment, $1,519k variance to YTD forecast. Commitments of $1,912k.
   Commitments include 4 trucks and an excavator.

2. Roads, $1,590k variance to YTD forecast. Commitments of $1,308k.
   $923k North East Wonwondah Rd, $475k Noradjuha-Tooan East Road.

The forecast includes incomplete capital works budgeted in prior years. Some of these projects are complex multi-year projects and the amount of expenditure in each year of the project can be variable. Council is also in the process of responding to a large volume of capital grants from both the Federal and State government which have varied times for completion. In general, capital works delivery has been impacted by the escalating costs of materials and availability of specialised contractors to deliver on projects. Internally resourced capital works are generally on target with budget for delivery, however some resources have had to be diverted to completed weather impacted restoration works (in excess of $4.7m) which sat outside the budget setting process.

Finance & Performance Report - 31 March 2024
Financial Snapshot

Operational Expenditure $'000

Capital Expenditure $'000

Income $'000

Capital Spend by Asset Class $'000

Initiatives Expenditure $'000
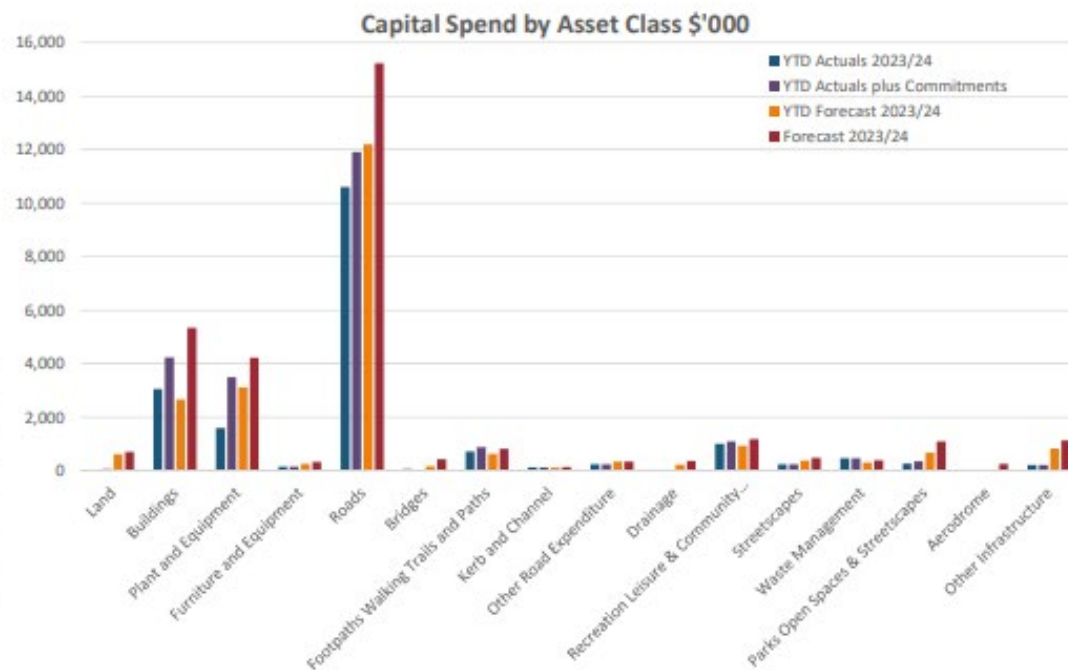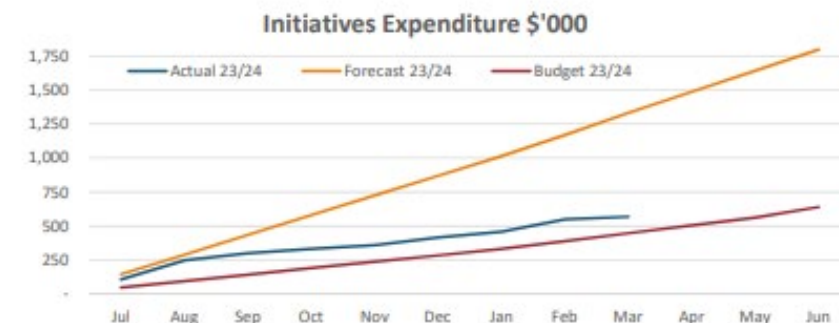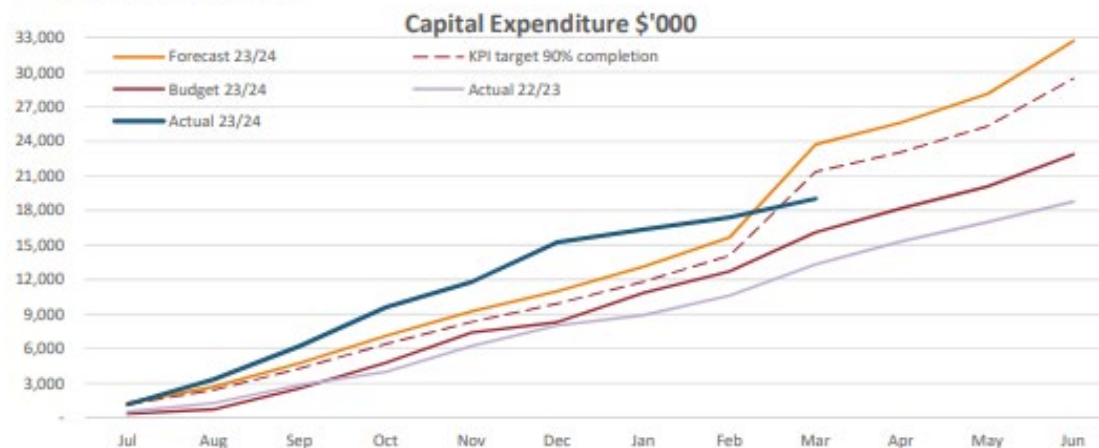
Finance & Performance Report - 31 March 2024
Investments & Loans

Investment Levels $'000

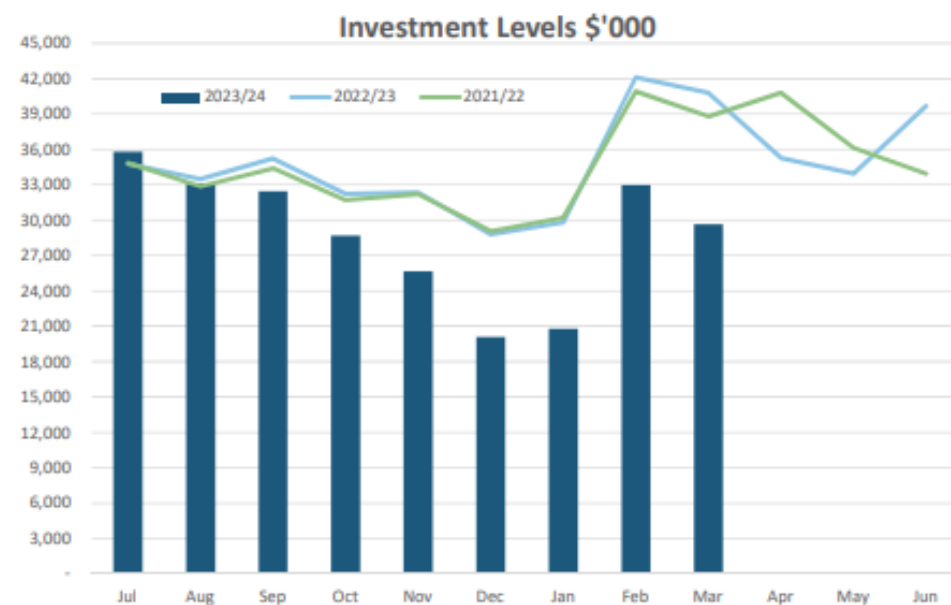*Note does not include grant claims (income) where expenses have occurred (DRFA in excess of $3 million)*

Principal Repayments & Interest Payments by Year $'000
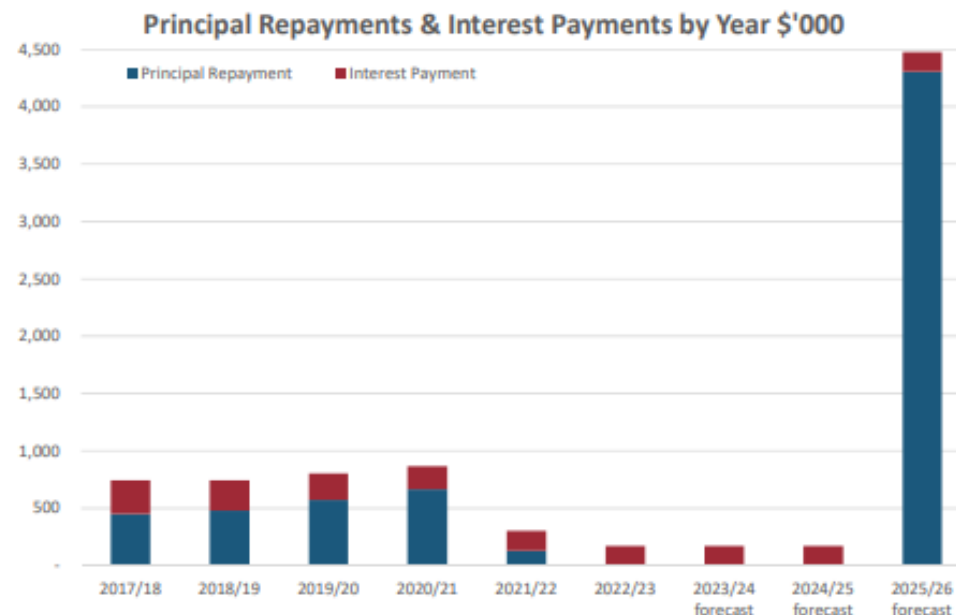
	Interest Rate	
Corporate Investment Accoun	4.80%	
8 Term Deposits	4.94% - 5.22%	Ranging 98 Days to 336 Days
Last investment	5.05%	238 Days 04/03/2024 to 28/10/2024

Value of Loans Outstanding at Year End $'000

Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 23	Start Date	Year End Date	No. of Years	
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	23 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	23 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	300,000	23 Jun 18	23 Jun 28	10	P
*Livestock roofing		1,887,143	1,427,143	29 Jun 20	29 Jun 44	24	P

* Funded from internal cash reserves

Loan borrowings of $400,000 have been included in the 2023/24 budget for City Oval/Sawyer Park construction.
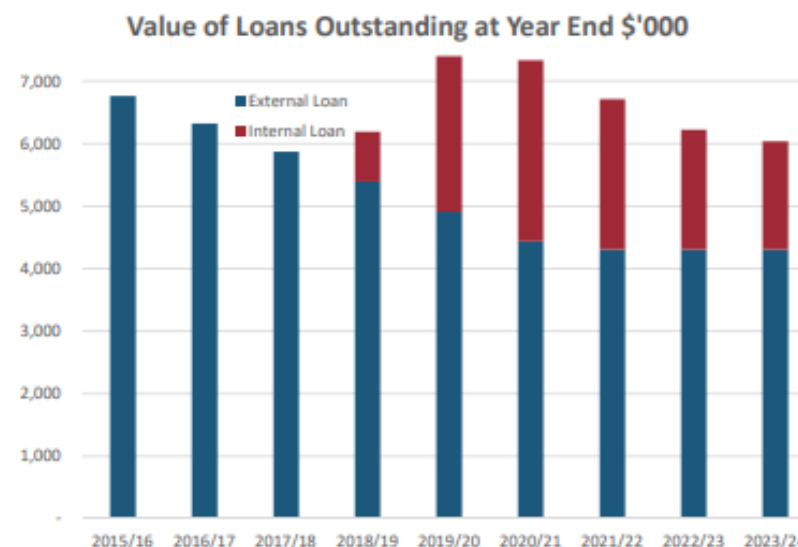
1. PURPOSE

The purpose of the policy is twofold. Firstly, to ensure that Council effectively engages with the community when required and when the community expects to be engaged, and secondly, to outline expectations for Council's engagement practice. This will be achieved by:

- Ensuring that Council engages with the community using a deliberative methodology on important strategic plans, including the Community Vision, the Council Plan, the Financial Plan and the Asset Plan.
- Council will partner with the Barengi Gadjin Land Council (BGLC) to ensure that traditional owners' rights, aspirations, and perspectives are incorporated into all HRCC Community Vision and Council Plan documents prepared under the *Local Government Act 2020*.
- Providing a guide to the type of engagement that will produce better outcomes for Council's projects and operations and ensure that this engagement meets the expectations of the community.
- Ensuring that the community is effectively engaged by Council and that barriers to participation are minimised.
- Ensuring that the appropriate level of engagement is used by Council.
- Providing a consistent approach to community engagement across the organisation through the use of the engagement toolkit that provides tools for planning, conducting, evaluating, and recording of engagement.

In addition, this policy will ensure that Council complies with the community engagement requirements of the *Local Government Act 2020* (Part 3 – Council decision making, Division 1 – Community Accountability, Sections 55 and 56) and conducts engagement in accordance with the Local Government Engagement Strategy detailed in the Recognition and Settlement Agreement between the State of Victoria and the Barengi Gadjin Land Council Aboriginal Corporation.

2. INTRODUCTION

Community engagement is a vital function for Council because by effectively engaging with our community:

- We will develop solutions using the knowledge and experience of our community.
- We will hear comments and be able to implement recommendations from the community on our plans, strategies and operations.
- We will be able to inform the community about decisions, plans and strategies that Council intends to adopt or implement.

The benefits of successful engagement can include:

- Community input that improves the quality of policy being developed, making it more practical and relevant.
- Community input that ensures services are delivered in a more effective and efficient way for that community.
- Community input that ensures Council-owned community facilities are developed and maintained in a more effective and efficient way for the community.
- Early notice of emerging issues that puts Council in a better position to deal with those issues in a proactive way, instead of reacting as anger and conflict arise.
- Good engagement that enhances the reputation of the Council as open, accountable, transparent and willing to listen.
- Engagement that can foster a sense of belonging to community and considerable benefits from working together on behalf of the community.

3. SCOPE

Councillors and Council staff should be aware of the importance of engagement, for both ongoing operations and one-off projects, and those circumstances where it is required or desirable. Councillors and Council staff that are involved in engagement should understand the standards and principles that govern effective engagement. Staff must use Council's engagement toolkit and the tools within, to assess the need to engage, plan, conduct, evaluate and record the engagement. The Community Relations and Advocacy Team has a role in advising Council Officers on engagement and in approving various steps in the engagement process.

Contractors conducting projects or ongoing operations on Council's behalf should adhere to this policy when conducting engagement activities. Contracts, requests for quotation and tenders are constructed to make this an obligation.

The policy does not apply to community engagement processes that are imposed by other Victorian legislation, such as land-use planning applications, or Council processes such as service requests or complaints.

4. PRINCIPLES

When engaging the community in a decision-making process, Council promises to:

- Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement.
- Actively seek out and encourage contributions from people who may be affected by or interested in a decision.
- Work with Traditional Owners and other First Nations people within our municipality in our community engagement processes, to ensure their voices and perspectives are heard, understood and respected.
- Provide relevant, timely and balanced information, including project funding sources (where available), so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement and an explanation of why elements are non-negotiable.
- Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly.
- Actively listen so that people's ideas and input assist in making the final decision.
- Consider the needs and interests of all people in the decision-making process.
- Inform the community about the final decision, and how their input was considered.
- Effectively record engagement plans, methodologies, community responses, outcomes and evaluations.

The following principles will guide Horsham Rural City Council's engagement practice:

4.1 Clear objectives and scope – Council will provide clear statements about the objectives and scope of each community engagement activity.

4.2 Representative engagement – Council will seek participants for each community engagement that are representative of the persons and groups affected by the matter that is the subject of the community engagement.

4.3 Genuine – Council will be upfront and explain how each community engagement process will influence Council decision making and will highlight the negotiable and non-negotiable elements of any community engagement.

4.4 Inclusiveness and accessibility – Council will provide reasonable support to enable meaningful and informed engagement processes for a diverse range of perspectives to be heard. Community engagement processes will recognise that there are a number of groups within the community who have particular

Warning – uncontrolled when printed – the current version of this document is kept on the HRCC intranet and/or website
HRCC Policy No: C04/095– Community Engagement Policy

Printed (date)
Page 2 of 5

requirements to enable them to participate effectively in engagement processes and will seek to accommodate and include these groups.

4.5 Provision of information and feedback – Council will provide objective, relevant and timely information that is easy to read and accessible to give community members the opportunity to provide informed input in the engagement. People participating in a community engagement process will be advised on issues of interest or concern and of the outcome and how community input affected the outcome and/or how community input was considered. The outcome of the engagement process will be communicated to the community and participants in the engagement using public means of communication (e.g. Council's website, newsletter, public notices and social media) and where contact information has been collected in an engagement process directly to participants.

4.6 Proportionate – Engagement will be in proportion to the impact of the decisions being made, plans or projects that have widespread impacts (i.e. affect more people) and/or greater impacts will have engagement methods that have scope for more engagement and greater influence on the decision makers. The Community Vision, Council Plan, Asset Plan and Long Term Financial Plan shall have engagement that uses deliberative methods.

4.7 Timing – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions. Engagement should be undertaken as early in a project as practical so as to promote community ownership. Council will, by using the Engagement Register, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.

4.8 Transparency – Council will communicate in an open and transparent way with the community to ensure meaningful input into Council's planning and prioritisation processes.

4.9 Evaluation – Council will evaluate community engagement processes against the goals as articulated in each community engagement plan.

4.10 Resourcing – Council will consider the effective resourcing for community engagement at the start of each new project and when ongoing operations are reviewed allowance should be made for the resources required for any community engagement that is warranted. Council will, by using the Engagement Register, ensure that where practical engagement activities will be conducted together.

5. COMMUNICATION

This policy will be communicated to Councillors, all Horsham Rural City Council employees and the community via the Intranet and Council website. Executive Management Team, managers and staff directly involved in engagement will be briefed on the policy and the associated procedure.

Project briefs that are prepared to engage contractors for work that includes community engagement must contain the obligation to conform to this policy. The policy will be made available via the tender portal when required.

6. RESPONSIBILITY

Policy Owner: Community Facilitator

This Policy will be reviewed every three (3) years or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC.

7. DEFINITIONS

Term	Meaning
Community	Horsham Rural City is made up of many communities, including: • those centred around a town, neighbourhood or region • those based on a particular interest, such as agriculture, sustainability, arts or sport • those based on life stages, lifestyles or population groups such as senior citizens, people with a disability or youth • those based on a particular unifying event, such as the drought or the Remlaw fire.
Community Engagement	A planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decision or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.
Deliberative Engagement	Mutual communication that involves weighing and reflecting on preferences, values, and interests regarding matters of common concern that produces a decision.
Stakeholders	Individuals or groups who are likely to be affected either physically or financially or with interest in, the project, policy or program e.g. adjacent residents, ratepayers, ethnic groups, absent owners, community groups, sporting clubs, agencies and Council's other departments or directorates. Council's projects, policies and operations do have varying impacts on the community and different stakeholders will be affected in different ways to account for these differences varying degrees of engagement will be appropriate depending on the circumstances.
The International Association for Public Participation (IAP2) recognises the following levels of engagement:	
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. Inform promise – We will keep you informed.
Consult	To obtain public feedback on analysis, alternatives and/or decisions. Consult promise – We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. Involve promise – We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. Collaborate promise – We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Empower	To place final decision making in the hands of the public. Empower promise- We will implement what you decide.
© International Association for Public Participation www.iap2.org	

8. SUPPORTING DOCUMENTS

Document	Location
Community Engagement Procedure	Intranet
Engagement resources	Intranet
Local Government Act 2020	Internet
The Recognition and Settlement Agreement between the State of Victoria and Barengi Gadjin Land Council Aboriginal Corporation	Intranet
The Ministerial Good Practice Guideline and General Guidance for Councils Engaging with Aboriginal Victorians- Local Government Victoria	Intranet
Public Participation and Community Engagement: Local Government Sector	Intranet
Local Government (Planning and Reporting) Regulations 2014	Internet

Warning – uncontrolled when printed – the current version of this document is kept on the HRCC intranet and/or website
HRCC Policy No: C04/095– Community Engagement Policy

Printed (date)
Page 4 of 5

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 June 2015	Council	New policy	
02	22 February 2021	Council	New Policy to align with requirements of the LG Act 2020	22 February 2024
2.1	March 2023	n/a	New logo	22 February 2024
03	February 2024	Council	Updated to align with requirements of the Settlement Agreement	February 2027

It is recognised that from time-to-time circumstances may change leading to the need for minor administrative changes to Council and Administrative Policies. Where an update does not materially alter a Policy, such a change may be made administratively, without the need for formal adoption by EMT or Council. Examples include a change to the name of a Council Department/Position Title, a change to the name of a Federal or State Government Department, and a minor update to legislation which does not have a material impact. However, all changes will be noted in the document control section and version number updated.

Warning – uncontrolled when printed – the current version of this document is kept on the HRCC intranet and/or website
HRCC Policy No: C04/095– Community Engagement Policy

Printed (date)
Page 5 of 5

Horsham Municipal Early Years Plan

2024–2028

HORSHAM
Rural City Council

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.

Contents

Message from the Mayor

I have to agree with John F Kennedy who in July 1963 described children as "the world's most valuable resource and its best hope for the future". It is with great pride and excitement that I introduce this plan which not only highlights the importance of our precious young residents, aged up to 10 years, but will help us all to provide the best hope for both their future and that of our whole community.

While families are often seen as parents, grandparents and children, we know that it is the whole village that raises our children. This is especially the case in our rural community where many people know each other, and each other's family well and are interconnected through many aspects of life.

We also know that this community faces challenges of distance, retaining a skilled workforce and providing all the facilities and services needed for the best foundation for our children to thrive.

Horsham Rural City Council (HRCC) has specific and important roles to support children aged 0-10 and their families, but we are not the only players in these foundational years. It is critical that all members of the supportive community work together and strive to be a place where your young people can truly live their best life.

This plan acknowledges our diverse community which includes First Nations traditional owners, migrants who've arrived over the past 150 years and an increasing number of new residents who have more recently come to Horsham from both Australia and many corners of the globe.

We want all children, whether their families have been here for one month or many generations, to enjoy the best foundations in life and we hope that this plan, in partnership with the collective endeavours of our supportive community, will help us all to achieve that goal.

Mayor, Cr Robyn Gulline
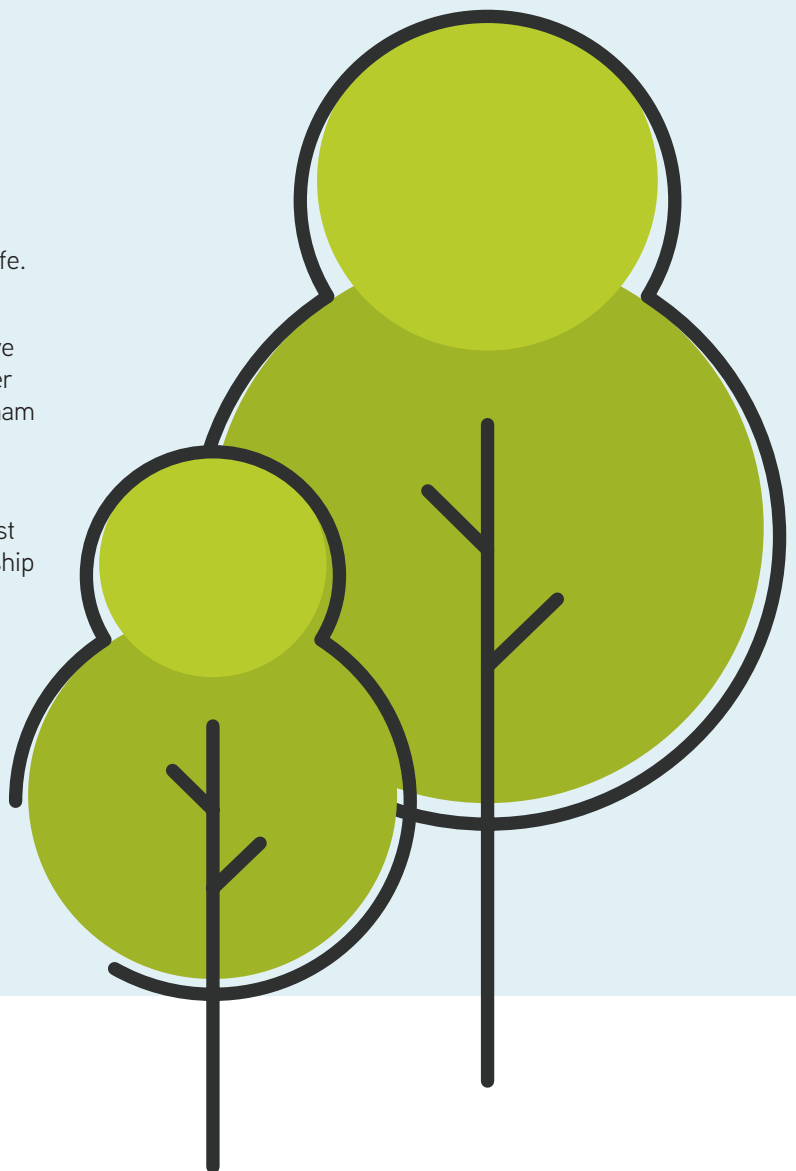
1 – About the plan

Purpose and background

Early years is an important part of Council's service offer. We provide Maternal and Child Health services, supported playgroup, library and immunisation programs. Council works on facility planning for early years use, can advocate for increased resources, services and infrastructure and is constantly working to help strengthen community capacity.

The Horsham Municipal Early Years Plan 2024-2028 (Early Years Plan) provides a strategic direction for the development and coordination of early years programs, activities and other local community development processes that affect children and their families and aims to ensure the best possible foundation for life success for both the children and families in HRCC.

As part of the plan's creation we created a data snapshot of the lives of our children 0-10, and their families, which highlights our strengths as well as areas where there is room for improvement.

This plan's development involved extensive consultation across the community of Horsham. We listened to parents, children, carers, agencies, grandparents and others who touch the lives of our children. We thank them for their time and honestly in providing this input.

We've used these valuable thoughts and responses to help draft priorities for the whole community in the Early Years. We know that the delivery of these important priorities will require a collective effort from all who dwell, work and play in this community.

History of the project

Municipal Early Years Plans foster a community-wide and whole-of-system approach to building community strength and addressing the underlying causes of inequity and vulnerability in children and families. They are place-based, with a focus on prevention, equity, health and long-term social and educational outcomes for children.

HRCC has committed to producing a plan and themes of:

- Supporting Families to Thrive;
- Building Blocks for Lifelong Learning;
- Strong Voices for the Community.

Community input

Key steps included:

1. Developing a data set of policies, research evidence, trends, services, community characteristics, partnerships and collaboration;
2. Engaging the community – including Council staff, external partners and agencies and community members, including children, both face to face and through a digital survey;
3. Analysing and identifying priorities, visions and direction;
4. Developing actions and an Early Years Plan;
5. Checking back in with community;
6. Council endorsement.

2 – What Council does in Early Years

Council works with a range of stakeholders to provide the following:

Planning and Coordination

We provide:
- **Service planning and development**
- **Early Years roles including:**
  - Community Services and Safety Manager;
  - Coordinator Youth and Early Years;
  - Casual immunisation staff;
  - Maternal Child Health Services;
  - Supported Playgroup Facilitators.

Developing and delivering strategic plans that include delivery elements across the early years sector including the Municipal Early Years Plan and:

PLAN	GOALS
HRCC Council Plan	Strategic objectives - Community, liveability; sustainability, accessibility and leadership.
HRCC Health and Wellbeing Plan 2021-2024	Health and Wellbeing Plan priorities include: • Support gender equity initiatives in the prevention of family violence; • Enhance the inclusivity, accessibility and safety of our places and spaces; • Support the communication process to increase knowledge of local health and community services available to the public; • Create engaging spaces and places for social connection and wellbeing to build community resilience; • Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning; • Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive aging; • Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members; • Promote recreational and social environments for people to enjoy (open spaces, waterways etc); • Planning for places and spaces to provide connectedness and social inclusion.
Play Space Strategy	Being developed – goal of current Council Plan - Increase the percentage of urban population within 400 m of a fully developed open space.
Social infrastructure plan	The Social Infrastructure Framework identifies and assesses existing social infrastructure provision focusing predominantly on Council owned facilities.
Community Inclusion Plan	Plan to help HRCC fulfil its vision as an inclusive place for people with disability, so they can participate, thrive and reach their full potential.
Child Safe Policy	Eleven Standards, reflecting the National Principles for a Child Safe Organisation developed following the Royal Commission into Institutional Responses to Child Sexual Abuse (Betrayal of Trust Enquiry).
Gender Equality Plan 2021-2025	Ensuring fairness for all people, so that everyone in HRCC and in the Horsham community can enjoy the same opportunities, rights and respect, regardless of their gender.
Victorian Charter of Human Rights and Responsibilities Act 2006	Human rights are essential in a democratic and inclusive society that respects the rule of law, human dignity, equality and freedom and belong to all people without discrimination, and the diversity of the people of Victoria enhances our community.

Service Provision

Working in partnership with State Government, HRCC:

- Delivers Maternal and Child Health Services;
- Provides an Enhanced Family Connection Officer;
- Delivers the Multi Birth Volunteer Program;
- Provides early years programs through the Library Service;
- Delivers Immunisation program;
- Provides a Supported Playgroup Officer and Program;
- Provides Art Gallery Childrens Programming;
- Provides supports through the Business and Tourism Development Team with family friendly events.
- Through the Kalkee Road Childrens and Community Hub, HRCC provides a venue for Toy Library and various playgroups, programs and services.

Facility Planning

Council provides:

- Kalkee Road Children and Community Hub;
- Kindergarten facilities tenanted by Emerge Early Years Service (EEYS) at Bennett Road, Natimuk Road, Green Park and Natimuk Preschool;
- Horsham Aquatic Centre Facilities – which provide learn to swim, creche, after school care and school holiday care;
- Horsham Library – provision of early years space
- Sporting facilities, open spaces, nature play park and playgrounds;
- HRCC Investment/Business Development support active enquiries for Childcare providers around navigating permits etc.

State and Federal Policy

POLICY	JURISDICTION	KEY
National Quality Framework for early Childhood Education and Care	Federal	The National Quality Framework (NQF) supports quality care experiences, environments and relationships.
Preschool Reform Funding Agreement	Federal	Includes funding for kindergarten.
Early Childhood Reform Plan	Victorian Government	Aiming to deliver systematic change targeted at supporting the children who need it most. Help prepare children for kinder, school and life. Further Kindergarten sites are planned on DET land.
Kindergarten for Every 3-year-old Building Blocks for 3-Y-O kindergarten	Victorian Government	From now until 2029 extra hours of subsidised kindergarten will be progressively introduced. New kindergarten has been built and Hub will be used for long day care.
MCH Memorandum of Understanding	Victorian Government	Free services available to all families with a child aged between birth and six years of age
Roadmap to Reform	Victorian Government	Aimed at improving the lives of vulnerable children.
Victorian Public Health and Wellbeing Plan	Victorian Government	Outlines public health strategic directions.
Local Government Policy	Local	Councils, State and Federal governments have a joint responsibility to ensure locally accessible family and children's services are available to support families in care, protection, health, development and education of children.

Our Industry Stakeholders

Service Provider environment:

ORGANISATION	ROLE	SUPPORT/SERVICES/FACILITIES
Barenji Gadjin Land Council (BGLC)	Traditional Owner Council for Wotjobaluk Nations.	Cultural consults; language and learning; cultural safety.
By Five	0-8 improve outcomes, physical, social mental and educational	Lobbying for and providing evidenced-based service data and provision. HRCC partners with By Five in the Paediatric Telehealth project.
Department of Education	Provision and monitoring of early years.	Planning for provision of kindergarten infrastructure and system-wide support.
Department of Families Fairness and Housing (DFFH)	Child Protection	Specifically targeted to support those children and young people at risk of harm or where families are unable to protect them.
Emerge Early Years Service	Manage 20 Wimmera kindergartens Biggest provider in Wimmera	Kinder; Allied health referrals; transition (to school) support and supporting families.
Grampians Community Health (GCH)		Family Violence supports for victims including children: alcohol and other drugs; mental health; and working with carers. Liaising with Headspace; Connections and NDIS support coordination.
Grampians Public Health Unit (GPHU)	Health promotion, prevention and early intervention on 9 priorities including Early years	Expanding Smiles for Miles Digital literacy Mental Health First Aid Health and wellbeing planning
Orange Door	Supporting families and children impacted by family violence	Triage service in Horsham and at rural outposts and range of support service staff working from one site.
Uniting Wimmera	Early help program	In-home support; referrals out; integrated Family Services and Access Early Learning
Wimmera Southern Mallee Local Learning and Employment Network (WSMLLEN)	Birth to school leavers	Literacy program for new babies.

Other stakeholders include

Primary schools; Goolum Goolum Aboriginal Cooperative; Playgroup volunteers; Victoria Police; Horsham Library; Horsham Art Gallery; Long Day Care Providers.

3 – Engagement process

What the data tells us

Horsham birthrate is fairly constant and the diversity of families is growing as migrants choose rural lifestyles and our First Nations population continues to grow.

The data showed continued high rates of family violence and higher than State average levels of stress for families of children entering school. While the Council has higher than average immunisation and Maternal Child Health (MCH) visits, rates of smoking during pregnancy were much higher than the state average.

In coming years the City will see increased hours for kindergarten in both three and four-year-olds. Stakeholders continue to collaboratively work on the challenges of insufficient childcare places, as well as workforce recruitment and retention issues in health and childcare roles.

The rural city also faces above average levels in language and speech concerns for children entering school and development delays for children in their first year of school.

Capacity to seek specialised help for these issues, is also hampered by challenges in recruitment and retention of skilled workers.

Parents, carers and professionals working with children and families

Fifty-nine respondents completed a 19-question survey about service and support in Horsham Rural City. They responded with strongly agree, agree, unsure, disagree or strongly disagree with the questions.

We also spoke to 14 adults and 8 children during two public pop-ups at Up Tempo cafe and the Horsham Plaza. Seven children completed a child's survey.

Survey Results

There was strong support and understanding around HRCC services for MCH and immunisation with 95% agreeing with children having access to MCH and 95 % in agreement that children had access to immunisation

There was less universal agreement about child access to playgroups and kindergarten with 56% disagreeing, while 78% agreed with access to required childcare.

Only 15% agreed that HRCC included children's needs in its planning process and more than half (57%) disagreed in the statement that the municipality provided excellent facilities for children. A total and 62% did not agree that parents/carer support services were easy to find.

Comments from survey

Childcare was one of the most commonly raised issues for respondents in their additional comments, as well as parks and recreation facilities. A lack of access to health and specialist services and the need for improved community-wide advocacy were also highlighted, as was the need for more targeted services to support parents. There was also an appetite for improved information about events and services.
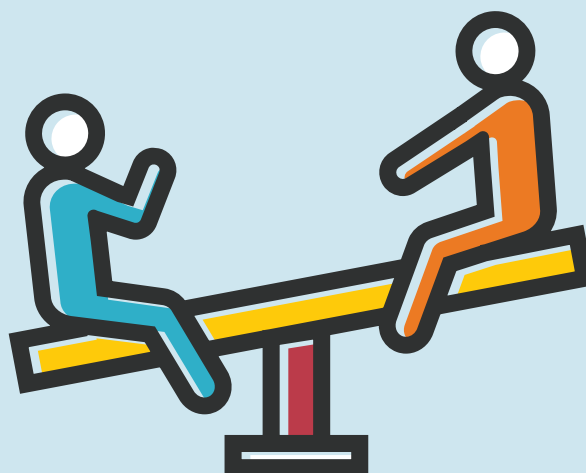
Summary of commentary during engagement

KEY TOPICS RAISED BY STAKEHOLDERS	NUMBER OF COMMENTS MADE
Playgrounds and recreation	18
Childcare shortage and workforce recruitment and retention	17
Maternal and Child Health	7
Kindergarten and early learning	7
Access to Services and Specialists	7
Advocacy and networking	6

Some of the comments include:

"The nature park along the river is fantastic. Please plant more trees throughout the community. Horsham is so hot in summer and the lack of nature strip trees would help."

"Daycare, childcare and kinder in this area is a joke. We need more!"

"HRCC needs to be advocating for families harder. Access to support services are virtually non-existent. Supports for children including community paediatric OT, counselling and psychology supports, services/ program to support families such as Circle of Security parenting program."

"More advocacy for kindergarten, childcare, inclusive play spaces, age-appropriate design, more child and family related facilities and groups would enable a better outcome for the children of our future."

"Access to childcare is a huge barrier for families and also after kinder care for families accessing Kinder that isn't within a childcare facility. Access to allied health professionals is also a huge barrier."
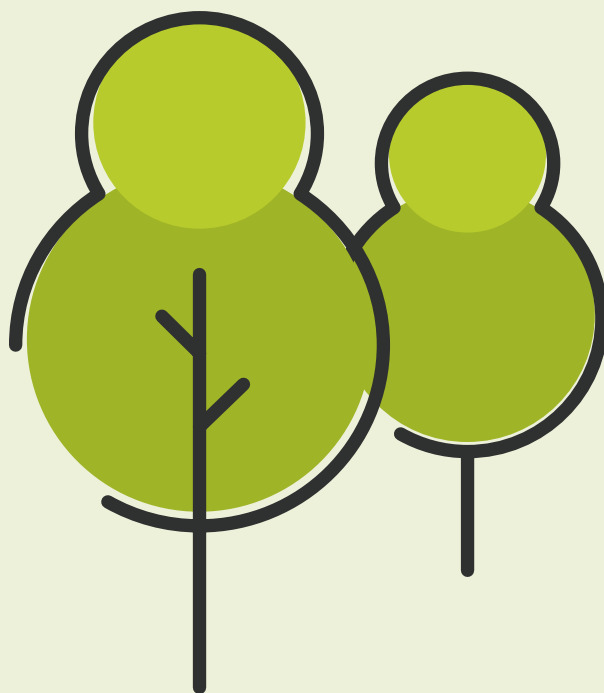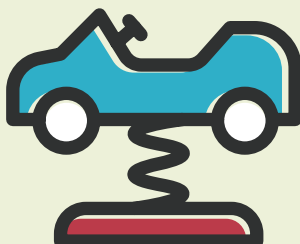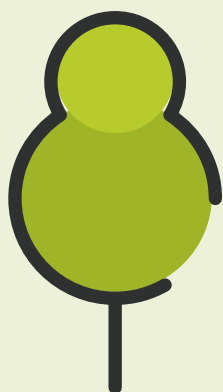
Out of the mouths of babes….

Seven children filled out the survey and we also spoke to others at two public engagement sessions.

Children told us **They liked:**

the river, parks, their school, events around town, shops and freedom to run around and make noise.

When asked what else they would like they talked about:

- Indoor play areas, more childcare, playgrounds near home, an outdoor pool and play programs with toys,

If they could be granted one wish,
their responses included:

- A show with free rides, a place to swim in the river, a water park, more playgrounds, indoor play centre and food outlets along the river.

"I like the river and the new water playground."

Industry Stakeholder Engagement

We spoke to the HRCC Maternal Child Health Nurses who work with new families. We engaged with representatives from agencies and other organisations working with children aged 0-10. These included two workshops and several one-to-one meetings. Many issues raised are outside the core business of HRCC and will require partnerships and collaboration to address.

Early Years Planning
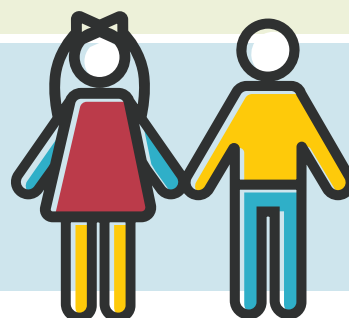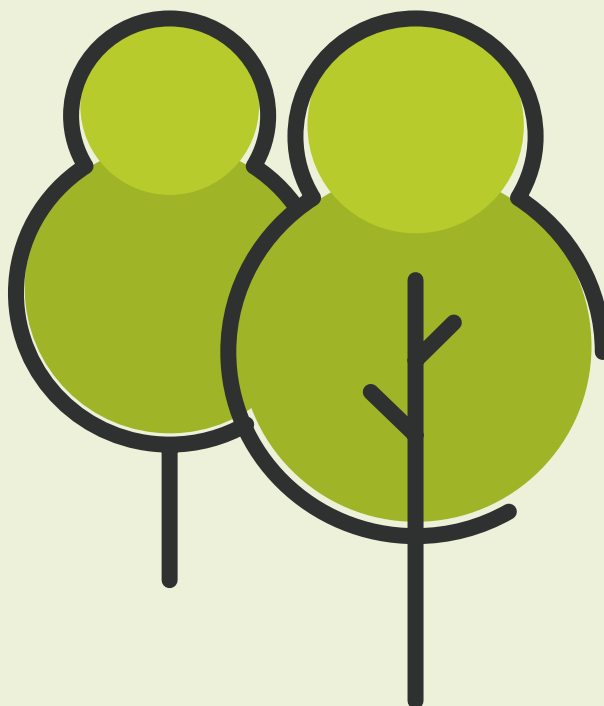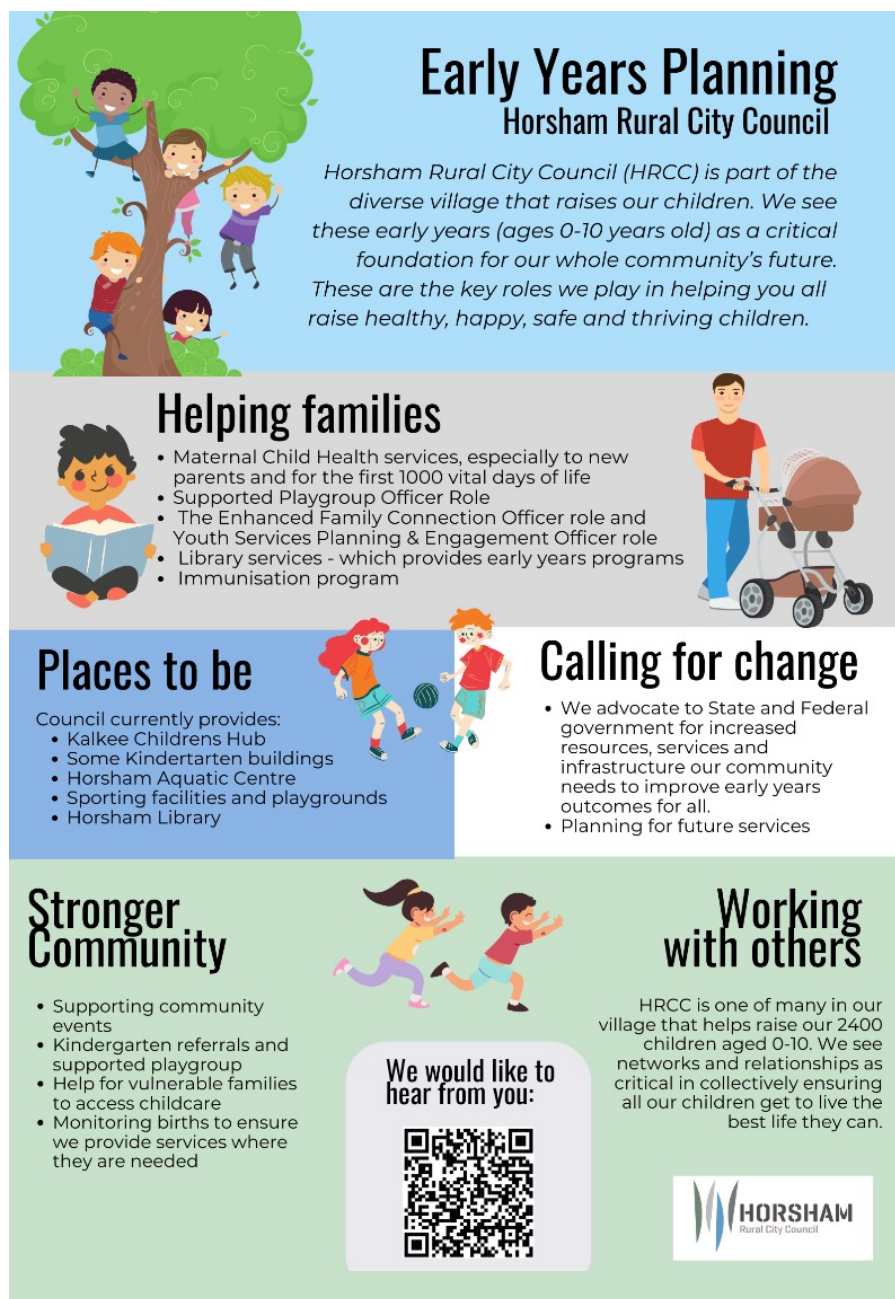## Horsham Rural City Council

Horsham Rural City Council (HRCC) is part of the diverse village that raises our children. We see these early years (ages 0-10 years old) as a critical foundation for our whole community's future. These are the key roles we play in helping you all raise healthy, happy, safe and thriving children.

Helping families

- Maternal Child Health services, especially to new parents and for the first 1000 vital days of life
- Supported Playgroup Officer Role
- The Enhanced Family Connection Officer role and Youth Services Planning & Engagement Officer role
- Library services - which provides early years programs
- Immunisation program

Places to be

Council currently provides:
- Kalkee Childrens Hub
- Some Kindertarten buildings
- Horsham Aquatic Centre
- Sporting facilities and playgrounds
- Horsham Library

Calling for change

- We advocate to State and Federal government for increased resources, services and infrastructure our community needs to improve early years outcomes for all.
- Planning for future services

Stronger Community

- Supporting community events
- Kindergarten referrals and supported playgroup
- Help for vulnerable families to access childcare
- Monitoring births to ensure we provide services where they are needed

We would like to hear from you:

Working with others

HRCC is one of many in our village that helps raise our 2400 children aged 0-10. We see networks and relationships as critical in collectively ensuring all our children get to live the best life they can.

HORSHAM
Rural City Council

Key issues identified included:

- Waiting lists for specialised support and medical interventions
- Challenges for families navigating services including the NDIS
- Lack of childcare;
- Recruitment and retention challenges especially in allied health and risk of burnout in existing workforce as a result.
- The opportunity for a coordinated regional advocacy approach to work more collaboratively in the early years space and reduce duplication of effort was also suggested.

As a result of these conversations, a key recommendation is to work with stakeholders to develop a well-designed, well represented and sustainable HRCC Early Years Network to advocate for children and families in the municipality.

4 – Key themes and actions

1. Supporting families to thrive

2. Building blocks for lifelong learning

3. Strong voices for our community

What is happening beyond Council

- **The Orange Door** has been established in Horsham to support children and families who have been exposed to family violence. It can connect people with a range of supports and services.

- **By Five** focuses on children aged 0-8 with three key advocacy priorities:
  – Equitable access to early years services;
  – High quality care for all families in the Wimmera Southern Mallee;
  – Creating environments that enable confident and connected families;

- **Federation University** has researched both childcare needs and young parents' experiences in HRCC and the Wimmera to support further advocacy.

  - **Wimmera Southern Mallee Regional Partnership** is also advocating for a range of issues which effect children and families in the region.
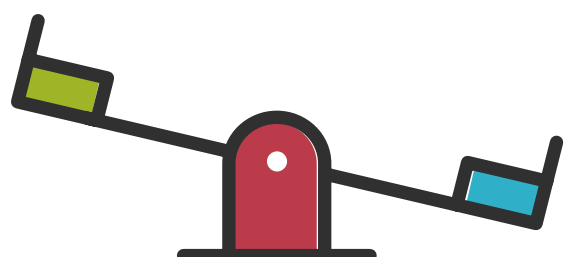
1. Supporting families to thrive

Respondents were supportive of Council services they know and use. But there was lack of understanding about how to access other services, provision of facilities, how council works to build capacity and about activities and events for children and how it includes children in its planning.

Stakeholders also raised concerns about access to specialists and other non-council services because of long waiting times, lack of qualified staff in the region and difficulty navigating the service system.

Capacity to seek specialised help for these issues, is also hampered by challenges in recruitment and retention of skilled workers.

OBJECTIVE	ACTION	ROLE OF COUNCIL	PARTNERS	INDICATOR	TIMING
1.1 Better informed families	1.1.1 Develop an Early Years Communication strategy to enable better community understanding of Council's Early Years services, including community playgroups and Council family services.	Deliver	Library; Town Hall; Recreation Team.	Communication strategy developed and actioned	2024
	1.1.2 Actively and strategically promote Council's core Early Years activities and services: Immunisation, MCH, Supported Playgroup, Libraries, Town Hall programming	Deliver	Early Years Team; Community Relations and Advocacy Team (HRCC).	Communication plan is operationalised and annually reviewed.	2024 -2027
	1.1.3 Maintain on HRCC website: Things-to-do-in-Horsham-with-small-children.pdf(PDF, 275KB)	Deliver	Early Years Team; Community Relations and Advocacy Team (HRCC).	Document updated every 6 months.	2024 -2027
	1.1.4 Actively and strategically share information about other related Council actions and strategies on Early Years social media and other networks Including: play spaces, sport and recreation, family events and opportunities of future childcare places.	Deliver	Early Years Team	Process established to better cross-promote posts affecting Early Years cohorts and their families.	2024 -2027
1.2 Better responding to family needs	1.2.1 Better support young parents through specific young parent groups.	Deliver	Early Years Team	Young parents group created.	2024
	1.2.2 Update the name of MCH services to reflect modern families.	Deliver	Early Years Team	Name changed and well communicated.	2025 -2026
1.3 Create stronger connections and collaborations across the entire Early Years Sector.	1.3.1 Look to partner with stakeholders to explore development of an Early Years Network advocating for children and families.	Partner	Uniting; Wimmera; Orange Door; Department of Education; Emerge Early Years Service; By Five; Grampians Community Health; Goolum Goolum Aboriginal Cooperative.	Network meetings held and Terms of Reference established by end of 2025.	2025

2. Building blocks for lifelong learning

While council owns some of the kindergarten buildings, Emerge EYS has the role of managing many of these services across the municipality.

There are concerns about:

- meeting the increasing hours of kindergarten availability;
- a shortage of childcare places.
- finding qualified staff to teach and care in the early years;
- and the above average number of students entering school with vulnerabilities.

While HRCC does not have control of these issues, we will continue to work with partners to seek solutions.

OBJECTIVE	ACTION	ROLE OF COUNCIL	PARTNERS	INDICATOR	TIMING
2.1 Supporting parents/carers to learn and grow	2.1.1 Work with council Business and external partners to fund and design an annual free family event.	Partner	Early Years Team; HRCC Business and Tourism Development Team	Event held in 2024	2024
	2.1.2 Work with external partners to promote their family-friendly events and potentially collaborate on jointly funded and delivered events.	Partner	Members of the HRCC Early Years Network	Events promoted by HRCC	2024 -2027
	2.1.3 Continue to support families to develop playgroups for connection and learning and to provide supported playgroup.	Deliver	Promotion of Community Development Grants to help fund equipment and facilities for playgroups Community Relations and Advocacy Team	Media release written and sent to promote grants to young families and playgroups - in line with grant opening timeframe	2024 -2027
	2.1.4 Continue to provide education and support through creation of new parents' groups, promotion of free and low-cost activities at the Horsham Library and Horsham Regional Art Gallery.	Deliver	Horsham Library; Horsham Regional Art Gallery; Business and Tourism Development unit	This promotion included in comms plan	2024 -2027
	2.1.5 Provide support for grandparent carers at Kalkee Road Children's Hub	Deliver	Early Years Team	Sessions held	2024 -2027
	2.1.6 Support efforts across the community to increase parents' ability to be involved in the workforce and to attract quality staff to the work in the Early Years Sector	Partner	By Five; Wimmera Southern Mallee Regional Partnership (WSMRP); Federation University	HRCC staff member on By Five Steering or Advisory Committee	2024

3. Strong voices for our community

Council delivers a range of key services but many issues raised during the community engagement were beyond council's individual control. These include long daycare services, access to allied health and other medical specialist services and the challenges with workforce retention and recruitment.

In response to this we propose development, in partnership with a range of stakeholders, of an HRCC Early Years Network. Once established, this network could then feed into regional advocacy processes for Children 0-10, being led by By Five, Federation University and the Wimmera Southern Mallee Regional Partnership.

OBJECTIVE	ACTION	ROLE OF COUNCIL	PARTNERS	INDICATOR	TIMING
3.1 To work with stakeholders to share information and advocate for Children aged 0-10	3.1.1 Work with partners in HRCC to develop framework for diverse, inclusive and broadly represented HRCC Early Years Network to collaboratively lobby, set priorities, design and advocate for our children and families.	Partner	HRCC; By Five; Wimmera Southern Mallee Regional Partnerships; Wimmera Southern Mallee Development; Emerge EYS; Department of Education; Uniting Wimmera; Grampians Community Health; Orange Door; Playgroup and other community representatives.	Governance and membership completed and group meetings held. Quarterly meetings being held	2024
	3.1.2 Explore and investigate the opportunity for a council staff member to join the By Five Steering Committee or Advisory Committee to extend regional advocacy efforts in issues such childcare, workforce, access to specialist health and other services.	Partner	By Five; Wimmera Southern Mallee Regional Partnerships;	HRCC on subcommittee	2025
	3.1.3 To work with the network to develop a list of key priority issues and actions aimed at improving outcomes for children in HRCC.	Partner	HRCC; By Five; Wimmera Southern Mallee Regional Partnerships; Wimmera Southern Mallee Development; Emerge EYS; Department of Education; Uniting Wimmera; Grampians Community Health; Playgroup and other community representatives	Priorities established and beginning to be pursued.	2025

5 – Implementation and review

Council will work with other key stakeholders in the community to deliver the recommendations of the Early Years Plan.

The Early Years Network will meet at least four times each year. One of these meetings will be used to review the progress of actions and outcomes. Indicators of success are listed in the Key Themes and Actions table. These will be updated annually.

Council will use this feedback and other data to undertake an annual review of the plan's progress. These results will be reported to the Early Years Network, HRCC Executive Management Team and HRCC Council.

HORSHAM
Rural City Council

Horsham Municipal Early Years Plan
Data Snapshot 2024–2028

Horsham Rural City Council population

Age Profile – 2021
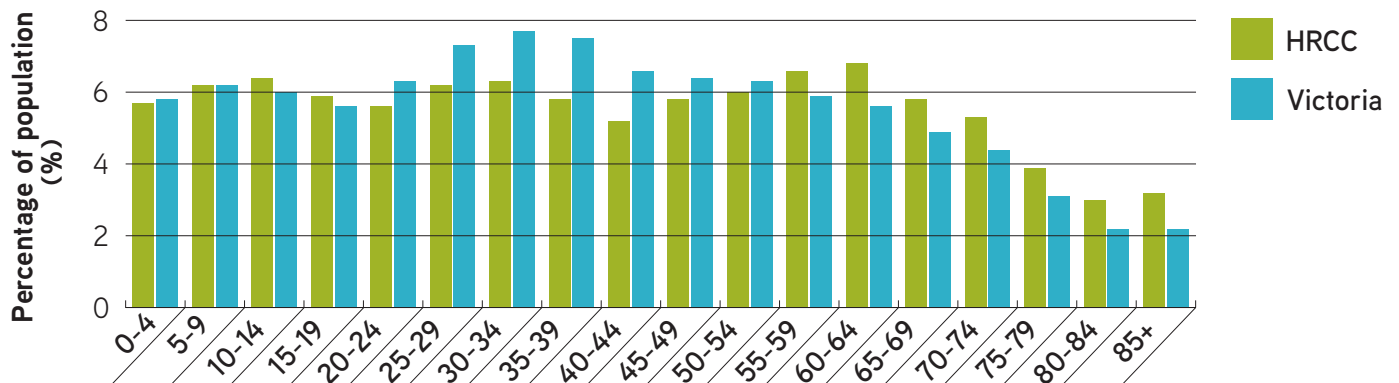
- Horsham Rural City Coulcil (HRCC) population is 0.3% of Victoria's total; median age Horsham 41, Victoria 38[1]

- Total HRCC population 2021 Census – 20,429[2] compared to Victoria 6.503 million

- Percentage of population aged 0-10 is slightly less than rest of Victoria and the percentage aged in older years, above the state average.

Projected population change HRCC
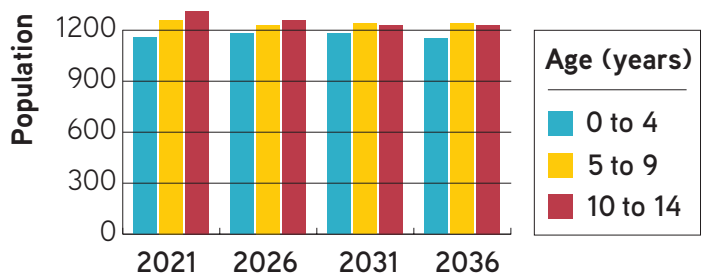
Birth rates in Horsham
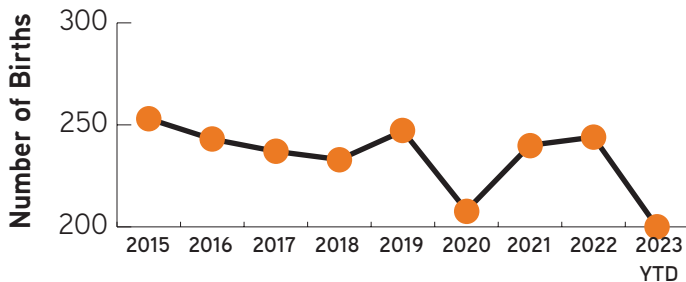
Our birth rates

After an increase during COVID 19, the overall early years population in HRCC is predicted to fall slightly over the next decade.[3]

Birthrates dropped to 208 in 2020, before increasing to 240 and 244 over the following two years during COVID 19. They are predicted to decline slightly in coming years (see table).

With ABS predictions based on historical data, these figures don't take into account potential population increases (including increased births) that may eventuate from several mining and renewable energy projects scheduled to begin over the next decade. These developments could potentially create 1000s of jobs and construction of hundreds of new houses.[4]

The average number of births over the past 9 years was 234 annually.

In Horsham 13.8% of women aged 20-24 have given birth, compared to 5.4% across all of Victoria. The rate of young women in HRCC aged 15-19, who have given birth has dropped from 22 in 2011 to 9 in 2021.[5]

What HRCC families look like

HRCC has about 6% less couples with children, and 6 % more couples with no children, than the rest of Victoria. It has just over half a percent more one-parent families than the State.[6]

The percentage of both couples with and without children has changed very little since 2016.

Family types as % of total families in community

Legend: HRCC 2021 | Victoria 2021 | HRCC 2016

79.6%
2016
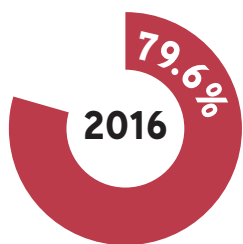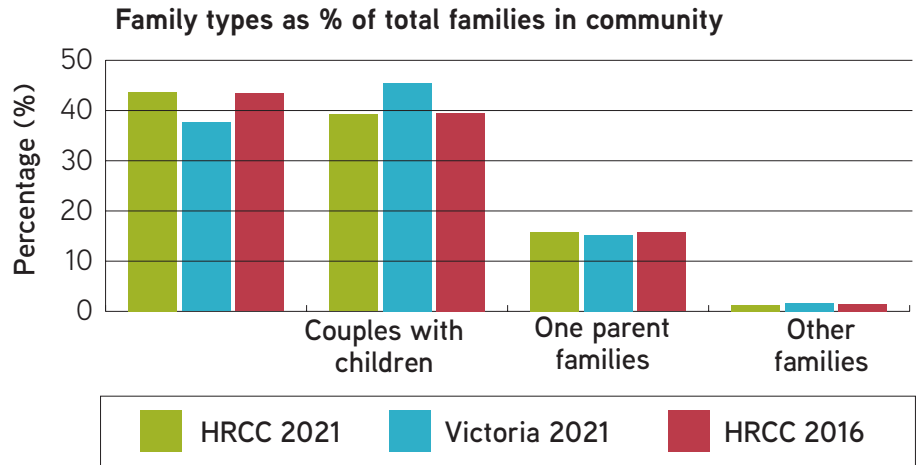
Both parents born in Australia 2016.

78.9%
2021

Both parents born in Australia 2021.

Culturally and linguistically diverse communities

Nearly 80 per cent of HRCC people had both parents born in Australia, which is nearly double the 42.4% figure for Victoria in 2021. More than 95% of households speak only English.

Horsham continues to be a destination for new migrant arrivals with 7.6% of the non-Australian born residents arriving in the previous two years. The population includes 183 people from India and 114 from the Philippines. It is critical to provide support to new families to reduce their isolation, which can be linked to poor health outcomes.

First Nations Children

- Aged 0-4 years – 44 or 12.2% of ATSI population in HRCC
- Aged 5-14 years 92 or 27% of ATSI population in HRCC
- The median ATSI age in HRCC is 21 years, compared to Victoria, 24 years[7]

1.9%

1.9% of HRCC's population are ATSI

Our children's health

A child's first 1000 days are critical for their future. Poor nutritional, mental and physical health can all impact on a child's ability to learn, live to full potential and be resilient throughout life.

A total of 97.7% of HRCC children were fully immunised at two years, and 97.5% at five years in 2018. However the LGA still has high rates of smoking in pregnancy. During 2017-2019 16.3% of women smoked in pregnancy, compared to the Victorian average of 8%.[8]

Our family experiences

Family life, living conditions and any traumatic experiences all have lasting impacts on children and their health, wellbeing and learning throughout life.

HRCC rates slightly below average for economic disadvantage, economic resources, advantage and disadvantage and education and occupation on the Socio-Economic Indexes For Areas (SEIFA) Index[9]. As in many towns there are pockets of greater advantage and disadvantages throughout the municipality. The number of people with a bachelor's degree is nearly half the level of Victoria and it has less people working as professionals than Victoria. Median weekly household income is $1351, much less than the Victorian average of $1759.[10]

HRCC continues to experience high rates of family violence (FV). In 2022-23 police reported 592 family incidents in the muncipality. In 44.4% of cases a child was present as a witness or a victim. Horsham's incident rate per 100,000 people is 2902, significantly higher than the Victorian average of 1632.

The region now has a designated multi-agency FV response through the Orange Door which supports families and children affected by FV.[11]

There were higher levels of stress rates for families of children entering school in the municipality than in both Victoria and non-Metro areas: HRCC 15%; non-metro 11.2% and Victoria 9%[12]. In 2020 7.1% of HRCC families were low-income welfare dependent and 16.1% of children were living in these families.[13]

Recorded Abuse Types at Incidents

- 38.2% Verbal Abuse
- 30.8% Emotional Abuse
- 14.8% Physical Abuse
- 1.9% Sexual Abuse
- 12.2% Other Abuse
- 2.1% Economic Abuse
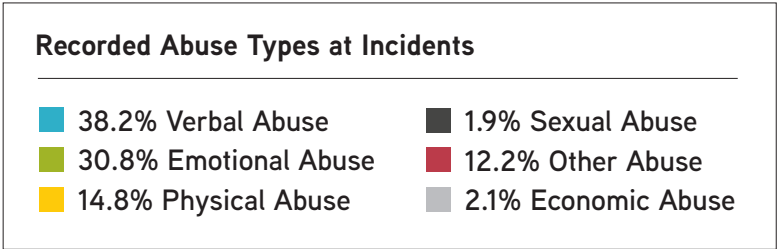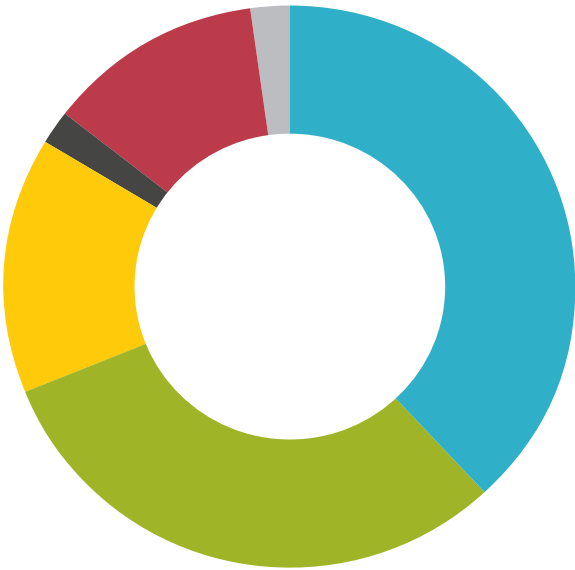
Supporting our families

A major issue raised by parents and agencies during our engagement was the challenges in recruiting to vital health, caring, education and support roles for families. The Grampians region has high level needs for roles including counsellors, occupational therapists, physiotherapists, psychologists, social workers, general practitioners and nurses – including mental health and practice.[14]

There are also shortages of childcare places and concerns that increased hours for kindergarten in coming years is expected to create new challenges.

A 2022 By Five report found:

- 300 children on childcare waiting lists across the Wimmera
- 34 job vacancies in early childhood and 84 positions needed to meet regional demand[15]

HRCC total children enrolled in 3 and 4 year old kindergarten

Number enrolled

2019 · 2020 · 2021 · 2022 · 2023 · 2024 *planned*
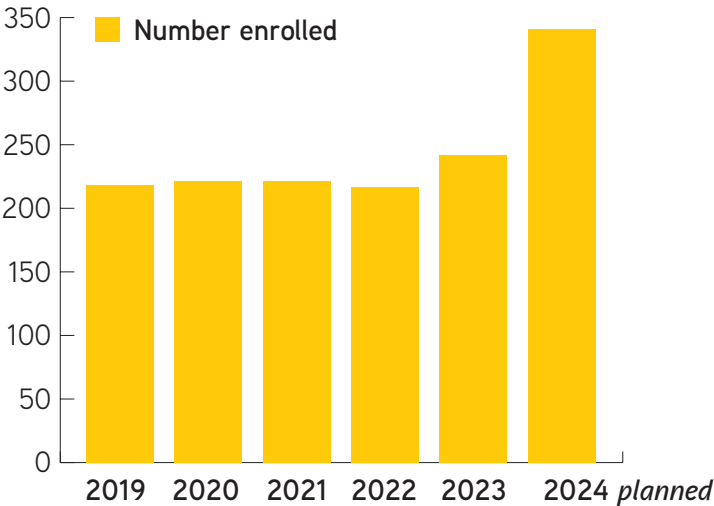
Our children's learning

Lack of support staff and services can create major challenges for young people's ability to thrive at both kindergarten and school.

Speech and language concerns on school entry were identified for 20% of HRCC children compared to 16.4% in Victoria.

There were more children in prep with intellectual, developmental delay or a learning disability - HRCC 12.6%; Non-metro 9.3%; Victoria 8.2%. The municipality also had higher levels than Victoria and Australia for children with 1 or 2 vulnerabilities in prep.[16] There were no significant changes from the 2015 results.[17]

Legend:
- At high risk of development and behaviour problems
- Seen paediatrician
- Seen audiolotist
- Participated in kinder
- General Health
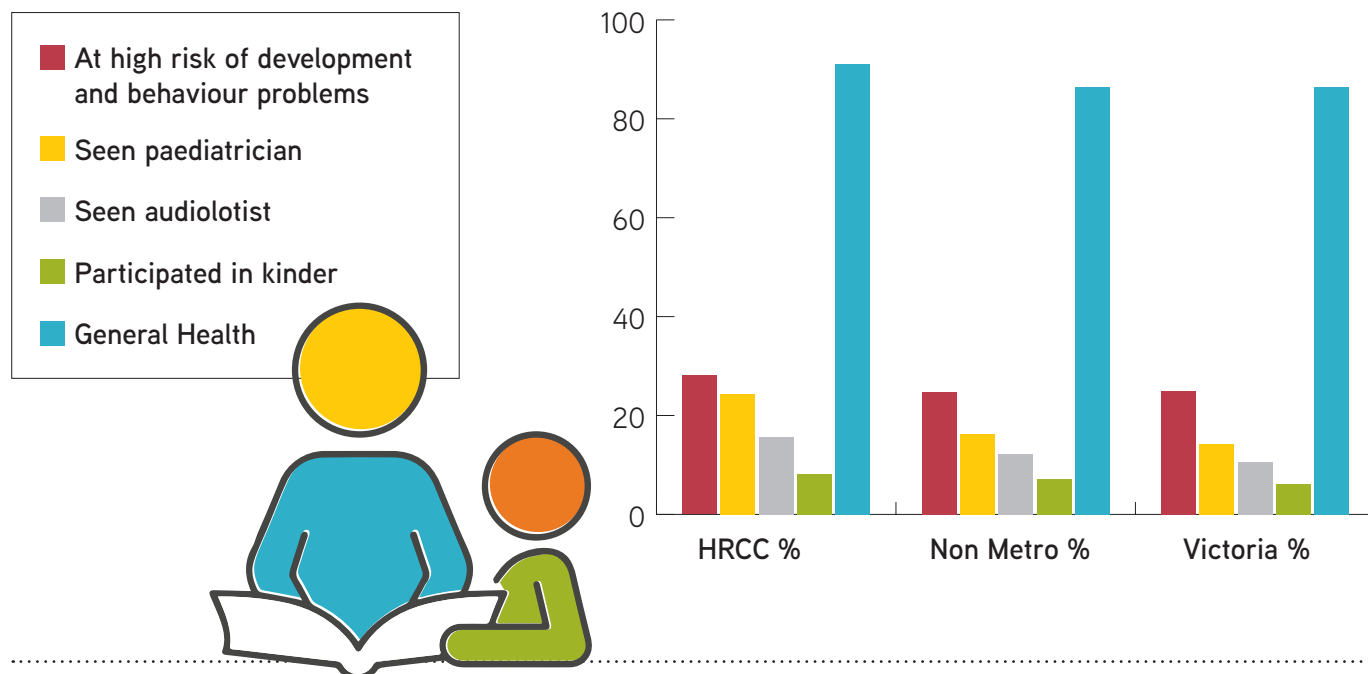
Community supports

Being part of a supportive and welcoming community can have positive influences on children. HRCC is committed to social connection and providing effective open spaces for children, as outlined in the various strategic planning documents. It also boasts higher than average volunteering rates.

Volunteering in the past 12 months
HRCC 24.1% Victoria 14.2%[18]

Unpaid care to other children
HRCC 7.7% compared to Victoria 5.5%[19]

Data reference

1. https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA23190

2. https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA23190

3. https://www.planning.vic.gov.au/guides-and-resources/data-and-insights victoria-in-future

4. Wimmera South Mallee Development, Jobs, Population and Growth Report 2022-2032

5. MAV summary of all Municipalities- 2021 Census

6. MAV summary of all Municipalities- 2021 Census

7. AUSTRALIAN BUREAU OF STATISTICS 2021 Census of Population and Housing

8. https://phidu.torrens.edu.au/social-health-atlases/topic-atlas/child-youth atlas#data-workbooks

9. https://www.abs.gov.au/statistics/people/people-and-communities/socio economic-indexes-areas-seifa-australia/latest-release#data-downloads

10. https://abs.gov.au/census/find-census-data/quickstats/2021/LGA23190

11. https://www.crimestatistics.vic.gov.au/family-violence-data/family-violence dashboard

12. file:///C:/Users/Simon/OneDrive/Documents/SIMONE%20DALTON%2 CONSULTING%20FILES/HRCC%20-%20Early%20Years%20Plan%20 project/2022%20Horsham%20Data%20Packj[21948].pdf

13. https://phidu.torrens.edu.au/social-health-atlases/topic-atlas/child-youth atlas#data-workbooks

14. https://www.rwav.com.au/wp-content/uploads/2023/06/RHOF.pdf

15. https://higherlogicdownload.s3.amazonaws.com/WDA/e5aa7945-c8ed-472a 811e-4c208a68285f/UploadedImages/FINAL_By_Five_Childcare_in_the_WSM.pdf

16. PHIDU Torrens University Data set – Social Health Atlas of Australia Victoria. Data by Local Government Areas September 2023

17. Source Emerge Early Years Services Kindergarten Enrolments

18. MAV summary of all Municipalities- 2021 Census

19. PHIDU Torrens University Data set – Social Health Atlas of Australia Victoria. Data by Local Government Areas September 2023

HRCC Early Years Plan Data and Engagement Summary Document

Appendix 1 – Engagement summary for Draft Plan

Engagement period open: 19th November 2023-26th January 2024

Adult survey – 59 respondents

Questions	Totally Agree	Agree	Unsure	Disagree	Totally disagree	Total
All children enjoy equal access to services regardless of religion, gender, ethnicity or ability:	16	13	14	11	5	59
Migrant and First Nations families are well supported in our community :	5	16	31	7	0	59
Non-traditional families are well supported in our communities :	3	15	33	8	0	59
Preschool children have access to playgroups and kindergarten services they require:	5	16	5	29	4	59
Children have access to the education and childcare services they require:	5	7	1	21	25	59
Children have a say in community decision making:	2	4	17	24	12	59
Our council includes children's needs in its planning process:	4	5	22	20	8	59
Horsham Rural City has activities/events geared towards children :	5	24	6	21	3	59
Horsham Rural City has activities to support children's hobbies,/skills/interests' development	3	15	19	18	4	59
Children have access to Maternal and Child Health Nurse services :	26	30	1	1	1	59
Children have access to immunisation clinics:	24	32	0	2	1	59
Children have access to disability and specialist health care support:	5	8	25	16	5	59
Children can move safely around the community (transport, walking, riding):	3	35	8	11	2	59
Children have easy access to public parks, play spaces and buildings:	10	29	5	14	1	59
Horsham Rural City is a safe and welcoming community for our children:	9	34	8	8	0	59
Our community works hard to advocate for children's needs:	4	15	23	15	2	59
Our community works hard to build capacity of our children and families:	4	14	19	20	2	59
Our council provides excellent facilities for our children:	4	15	6	26	8	59

Parents/carers support services are easy to find and access:	1	7	14	33	4	**59**
Total	**138**	**334**	**257**	**305**	**87**	
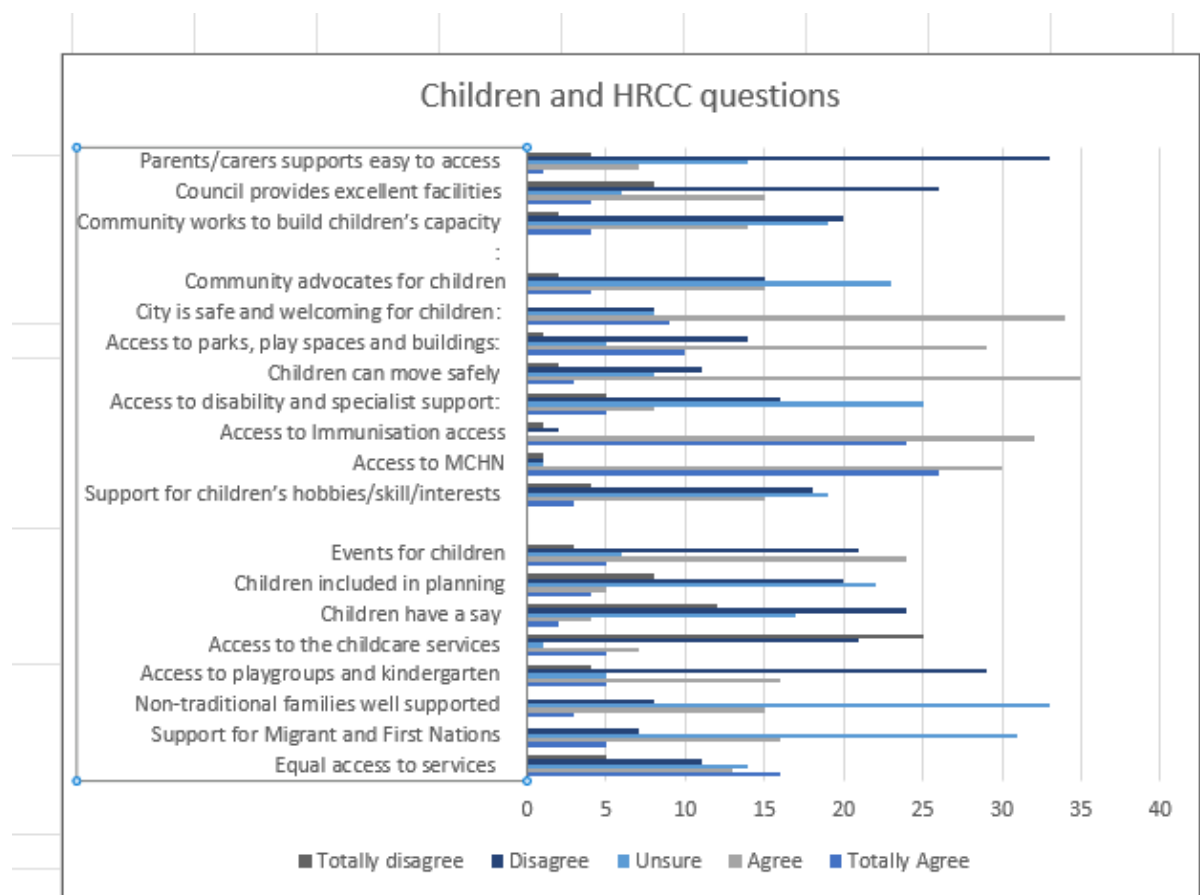
Children's survey – 7 respondents plus 7 other discussions with children

Questions	Responses
1.What are the three best things about living in Horsham?	I like the river and the new water playground; Relax feeling; The parks, water and pool, my family; The river. The bike tracks and jumps along the river. There's lots of things on to do on the weekends, like events around the town; The Aquatic Centre; Places to ride my bike; Kinder Gym; I like school, our shops, my family that live here. The Playground, Going to swimming lessons at Prouse. The houses are pretty.
2. What is something/s you would like to change about Horsham that would make it better for kids?	More playgrounds near my house. (Waterlink). More child care opportunities. Indoor enclosed play area (with coffee for mum), More care so I can play with kids and mum can earn money to buy me a unicorn. Water park working all the time. An indoor play area now kids' capers is closed. Outdoor pool for me (4-year-old).- reopen kids capers. have a special program where kids can have lots of fun and have toys there so they can play. a waterpark. That there were more playgrounds. That there were kids' food places.

3. If you were granted a wish to do something or get something for Horsham kids what would it be?	A show with free rides. An indoor play centre. Kids Capers opened again, or similar. Somewhere you could get fish and chips along the river and have pedal boats or kayaks to use. A waterpark. A place to swim in the river.

Two community pop-up sessions involving 14 parents and 8 children.

MCH Key issues identified

- No daycare for parents wanting to return to work; Lack of housing; Lack of psychological support
- Increased use of support from Salvos and Food Bank
- Many children are on waiting lists for daycare; allied health
- Parents find it hard to navigate the NDIS system- there are a lack of case workers to support people using the system.
- People feeling stressed, frustrated and exhausted

Agencies key issues identified

- **Workforce –** Lack of recruits, burnout of existing, shortages of specialists and other service providers
- **Facilities and infrastructure –** Insufficient infrastructure for future kinder needs ; can't provide spaces and places for all funded activities; need to better use existing assets
- **NDIS** – challenges navigating the services
- **Coordination and funding** – duplication of effort; opportunities for a coordinated advocacy approach and to work more effectively at a regional level

Comments from surveys and discussions during engagement

Topic	Comment	Response/ comment	Who's Responsible
Playgrounds and recreation 18	The playgrounds in Horsham North are an embarrassment. They need urgent investment to bring them in line with other facilities	Play spaces strategy	ROSP – internal HRCC
	No free activities. Nothing to do here. Nothing for New Years. Old out-dated playgrounds except for your overpriced " nature" one. No access to community sport for poor kids. Locked up tennis courts …, nowhere free for kids. S--- place to raise children	Play spaces strategy Note – Central park has several courts which are not locked	HRCC
	A fence between the river and the water park. An indoor playground like Kids Capers for kids to use during winter	Play spaces strategy	HRCC
	More bike parks around the CBD so when we ride into town we have somewhere to put our bikes! We love living in Horsham with our three children all under 5. The parks, play spaces are excellent ! An outdoor kid's pool would be one of the few things missing. And improving the path around the race course. Better marketing of events. We really hope the skate park development goes ahead- it looks great! A beach at the river for swimming would be the ultimate too!	Play spaces strategy Bike strategy	HRCC

	Kids having varying abilities, interests, backgrounds. Years ago it was only football, netball, tennis and cricket but kids need more options now. We have diverse backgrounds; abilities and our community needs to reflect that in our choices	Recreation team Community Development Grant Opportunity	HRCC
	Other than the Show and Kanamaroo, what activities are targeted for this age group?	Plan to better promote and continue to update current guide	HRCC
	I believe the Council have a focus on improving play spaces for all ages and development stages plus improving accessibility of paths/crossings which currently can be difficult with prams.	Play Spaces Strategy	HRCC
	Main parks are fabulous, smaller parks within streets could use some upkeep. It would be great to see a better BMX track set up behind the skate park/do that area up nicer	Bike Strategy Recreation team	
	More activities and events needed for children. Especially school holidays. More Facilities for BF and changing infants especially near playgrounds. Cafe facilities along river so can access from. Adventure island/Southbank/waterpark/botanical garden playground	Plans for several free activities annually Guide for free things to do	HRCC Network
	Nothing for young children, like 0-3. Especially now that kids' capers is closed, no safe indoor or fenced in play spaces for children with mental disabilities.	Guide for free things to do Kids Capers was commercial operation	HRCC
	Want more fenced in playgrounds – have fences at Weir Park and Botanical gardens. May park too close to highway and not completely fenced.	Play spaces strategy	HRCC
	Want more fenced in playgrounds – have fences at Weir Park and Botanical gardens. May park too close to highway and not completely fenced	Play spaces strategy	HRCC
	Heat of summer or cool of winter – there are no sheltered play places	Play spaces strategy	HRCC
	Also need more seating at playgrounds too.	Play spaces strategy	HRCC
	Person living at Graham's Bridge road Haven has to walk along 80kph roads to go for a walk into town. We suggested they check out the	Haven Planning process	HRCC
	More seats and shade at Parks; a fence right around May park; A kid's outdoor pool at the aquatic centre – want to spend the time outdoors but nowhere for smaller children to be.	Long term planning for aquatic centre	HRCC
	Family goes to Murtoa pool instead because no outdoor facilities for little kids at Horsham	Long term planning for aquatic centre outdoor water park	HRCC
	No toilets at the Adventure Island	New Toilets near Caravan Park	HRCC
Child care and Workforce impacts (17)	Nurses can't return to work because of lack of childcare. Costing the health system as they have to use more expensive agency nurses Some people have to wait for two years for childcare	Advocacy	By Five Federation University
	Needs to be underpinned by high quality; equity and access	Advocacy	By Five Network

	Need to elevate the value of Early childhood education and care (ECEC)		
	Focus on and promotion of liveability across our region (HRCC could lead this) and the need for improve inclusion of staff and new residents	Council Plan priorities Liveability	Business and Tourism Development Team
	Secure funding for ECEC to ensure support and secure employment for worker in this sector		Emerge By Five
	Rural loading for staff who move to rural areas – make this higher staff entry level as a starting point rather than a bulk $20,000 payment. f	Outside scope	By Five working on workforce
	Afterschool care: Where do you find out about that? How is the access and places for this?	Include in comms planning	
	There are a lack of family day care providers – what are the barriers to these? Could we set up an Early Years Network Bush Kinder – could 5 hours of bush kinder help with the lack of facilities ?	Plan for Early Years Network Bush kinder at Police Paddock	By Five Partners for Network Emerge EYS
	No daycare for parents wanting to return to work	Advocacy	ByFive
	Many children are on waiting lists for daycare; allied health	Advocacy	By Five
	Desperately need more childcare, I'm a registered nurse and I'm unable to return to my hospital contract. Spots needs to be available for essential workers	Advocacy	
	Childcare, wait list times for all childcare in Horsham is minimum of 12 months causing pressure and stress on families who require income support. Cost of living is increasing; mothers need to go back to work to support their families and without childcare this is not possible. This issue is important..	Advocacy Comms around supports	By Five Network
	We need more childcare services and kindergartens.	Advocacy	By Five Emerge
	Child care wait lists are way too long and parents cannot go back to work after maternity leave	Advocacy	
	Access to childcare, kindergarten hours that suit working parents is difficult. The added complexity is that even with new buildings for additional spaces how does the region attract the staff?	Advocacy	
	Childcare and kindergarten places are such a big problem here.	Advocacy	
	Childcare availability is a huge issue within the municipality. Due to not holding a health care card my child was excluded from playgroups on days I was able to attend (other playgroups fell on days I work). .	Advocacy	
	Access to childcare is a huge barrier for families and also after kinder care for families accessing Kinder that isn't within a childcare facility. Access to allied health professionals is also a huge barrier	Advocacy	
	Daycare, childcare and kinder in this area is a joke. We need more!	Advocacy	
Maternal Child Hearth Nurses (7)	I believe it is much better for receiving help in Horsham than in Adelaide where many friends are. Did not birth in Horsham but had MCH there right from the word go		
	Concern that as MCH is there for a limited time, children who do not end up in kinder may miss out because they go off the		

	MCH radar. Things such as autism and behavioural issues may be missed as a result and then it might be too late to get the support they need if not identified until they are over 6		
	Immunisation system - Parent said they were happy with it and it was easy to use but has not used the new state-wide system where you have to sign up.	Support comms around new Gov system	HRCC
	None occur on Thursday and Friday so they don't go as these are the days they don't work. They go to Storytime at the Library on Fridays.	Playgroups are run by parents, apart from Supported playgroup. Guide to playgroup in on HRCC website.	HRCC
	This was great – 20 people in the group and while could not remember it all it was good and the social side was great. Could have been more about breast feeding The moisturising the baby session was useful It was good not having too much structure and looked forward to going Some mums still regularly catch up on Thursdays Would be good to have a closed social media group right from the start so the connections begin straight away Had an older mum in the group and was great to connect with her as this may not have happened without a structured process. There was also a teen mum but they did not mesh as well	Comments noted Plans to provide young parents group	HRCC
	Is there a way to better promote opportunities for families – especially free things in Horsham they can do.	Guide is updated regularly will be address in comms strategy	HRCC
	Fathers – The term Maternal and Child Health - is problematic and does not encourage fathers. Times of appointments – could after hours options be created for fathers to be present at visits? Parents groups for fathers? Family and child health nurses – instead Maternal would be a good change. Inclusive language – Uniting did some training around use of language and pronouns – this would be good to adopt in MCH as well.	Addressed in plan	HRCC
Kinder and Pre-Prep/Early Learning (7)	Pre-prep – what do these facilities look like? Advocate to the government for land		Emerge and EY Network
	Concerns raised about the booking at birth process in Horsham kindergartens. "freaks mothers out making that decision when they have just given birth". Another comment was kinder – 8.30-3.30 would be great"	No central booking system for Kinder in Horsham	Emerge EYS and Childcare kinder providers
	Parent said the with many children already in daycare pre-prep would be easier to juggle if it was only many hours a few times rather than a few short hours over many times. One suggested was aligning it over school hours Forms for kindergarten are also complicated and seem to be duplicated.	Details still to be confirmed on this new policy	
	Concern about the system where new parents have to put their children's name at a kindergarten soon after birth. Discriminates against new arrivals with children of kindergarten age and also those unaware of the system. It puts stress on parents making that choice so many years ahead of the children actually starting Kindergarten	No central booking system for Kinder in Horsham	Emerge EYS and Childcare kinder providers

	Education facilities - daycare, Kindergarten and schools are all short staffed making it hard for parents who need to work to support their families	Advocacy	By Five Partners for Network
	Better access to children's readers (early Prep years) would be good at the library to continue over the holidays.	Noted	HRCC Schools
Access to services and specialists 7	Access to support services are virtually non-existent. Supports for children including community paediatric OT, counselling and psychology supports, services/program to support families such as Circle of Security parenting program	Advocacy	By Five Partners for Network
	Specialist care can really only be accessed in Ballarat.	Advocacy	By Five Partners for Network
	Lack of specialists means we travel 3.5hrs regularly for one of our children	Advocacy	By Five Partners for Network
	Access to specialist health services is not equitable and often prompt access is based on socio-economic background and those who can travel easily.	Advocacy	By Five Partners for Network
	Dr availability is terrible months in waiting lists and there are not specialists local	Advocacy	By Five Partners for Network
	As far as I am aware there are no support services unless you fit into a demographic.		
	Parents find it hard to navigate the NDIS system- there are a lack of case workers to support people using the system	Advocacy	EY Network By Five
Advocacy and networking	HRCC needs to be advocating for families harder.	Advocacy	EY Network
	I think the council are trying their best, and it is not always their role to do what some of the questions on this survey are regarding. However, more advocacy for kindergarten, childcare, inclusive play spaces, age-appropriate design, more child and family related facilities and groups would enable a better outcome for the children of our future.	Advocacy	EY Network
	M&M or Domiciliary meetings were done in the past – Mortality and morbidity – looked at incidents and what had happened and how to avoid similar situations and learn from them. Could something like that be reinstated?	Advocacy	EY Network
	Is there potential for an updated staffing from departments and agencies etc so that we can know who to talk to about different issues? Opportunity for a coordinated advocacy approach		EY Network
	Opportunity to work more effectively and collaboratively at a regional level		EY Network By Five
	Need to elevate the value of Early childhood education and care (ECEC)		

Appendix 2 – Engagement summary from Consultation Period

Engagement period open: 4th March 2024 - 8th April 2024

Topic	Comments	Response/ Comment	Who's Responsible
Childrens Feedback	Childrens feedback being addressed in the Early Years Plan	Childrens feedback related to child care, more playgrounds, reopen kids Capers. The feedback sat within Early Years Plan and is addressed within Early Years Plan relating to child care. Playspaces Strategy, Council Plan, Health & Wellbeing Plan	ROSP – internal HRCC Business, Investment Attraction – internal HRCC Youth & Early Years- internal HRCC
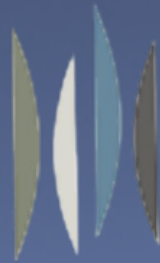
HORSHAM RURAL
CITY COUNCIL

AIRPORT
MASTER PLAN
HORSHAM AIRPORT

LEAPP

STAFFORD STRATEGY

three
CONSULTING

ratio:

enlocus
landscape architects

COMMON

ACKNOWLEDGEMENT
OF COUNTRY

At LEAPP, we acknowledge that we travel across the ancient landscapes and communities of the First Peoples. These lands have been nurtured and cared for by Traditional Custodians for thousands of years and we respect their ongoing protection.
We acknowledge past injustices against Aboriginal and Torres Strait Islander peoples. As our knowledge grows, we hope to learn from their resilience and creativity

Contact Information

Horsham Rural City Council
18 Roberts Avenue
Horsham
Victoria 3402
Australia

council@hrcc.vic.gov.au
03 5382 9777

DOCUMENT CONTROL SHEET

Document Title:	Master Plan Horsham Airport
File Reference:	Horsham Airport Final Master Plan
Issue Date:	9 May 2024

HORSHAM AIRPORT
AIRPORT MASTER PLAN

EXECUTIVE SUMMARY

The Horsham Aerodrome is on the cusp of possible change to its role in the community. From humble beginnings as a gliding club in the late 60s, the aerodrome has seen growth as a small General Aviation aerodrome serving the aviation community with flight training, exceptional national and international competitions, Air Ambulance services and a number of very successful aviation businesses. All of this activity has been very beneficial to the aviation community however, demand to serve the wider Horsham and Wimmera regions has quietly been growing. The airport is now at a point where demand for Regular Passenger Transport (RPT) has materialised to a point where such a service from Horsham to Melbourne would be viable. Recognising the change in traffic that is likely to happen, this Master Plan has had to accommodate the potential for RPT services becoming a major part of the future as well as further success and growth of the existing business and GA activities.

The Council identified that the normal 20-year planning horizon used for airports may put them in a position to fund and develop facilities at the airport that may need considerable change or redevelopment at some point in the future. As such, the Council wanted to ensure that the traditional 20-year Airport Master Plan was prepared but also wanted to ensure planning consideration was taken of a 50-year planning horizon. As a result, this Master Plan looks at the 2044 planning year development as shown in **Exhibit E-1**, to provide guidance within the standard 20-year period as well as a 2074 planning horizon to look at how the longer-term airport development may occur. The 2074 Master Plan is provided in **Exhibit E-2**.

The Horsham Airport sits on a 50-hectare site to the north west of the city of Horsham. The facility has 2 paved runways designated Runway 17/35, oriented north south, and Runway 08/26 oriented east west. The orientation of these runways is well suited to the prevailing winds experienced at the airport. The north south runway is 999m long and 24m wide. The runway is a Code 2 runway and suitable for the small aircraft activity that has been taking place at the airport. The longer Runway 08/26 is 1322m long and 30m wide. The Council has confirmation from CASA that this runway is Code 3 and can be used for instrument non-precision operations. To support the use of the runway as an instrument non-precision runway, the airport has published RNAV approaches for Runway 08 and Runway 26. In addition to the 2 available runways, Horsham Airport has 2 aprons to support visiting aircraft as well as GA activity. The Main Apron sits adjacent to Runway 08/26 and supports the aircraft refuelling facilities and the Wade Memorial Terminal building. The GA apron is alongside Runway 17/35

APPENDIX 9.6A

HORSHAM
Rural City Council

Harris Road

Runway 08 / 26 1492m x 30m

Moores Rd

Geodetic Road

Flacks Road

Runway 17 / 35 999m x 24m

Gliding
OPS

Gatehouse Road
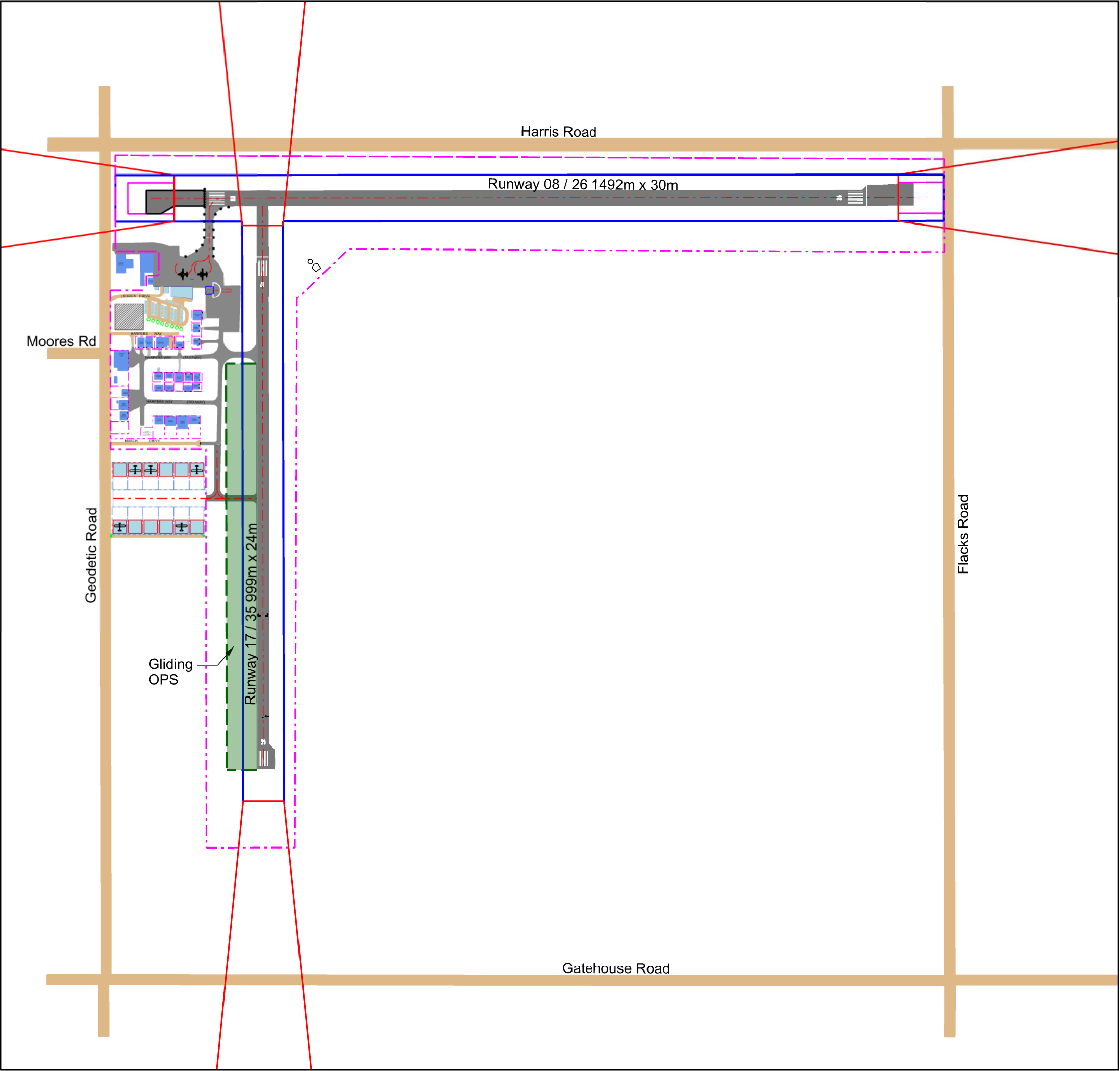
Horsham Aerodrome

Exhibit E-1
2044 Airport Master Plan

Harris Road

Runway 08 / 26 1564m x 30m

Moores Rd

MOORES ROAD

Geodetic Road

GEODETIC ROAD

Runway 17 / 35 999m x 24m

Gliding OPS

Flacks Road

Gatehouse Road

HORSHAM
Rural City Council
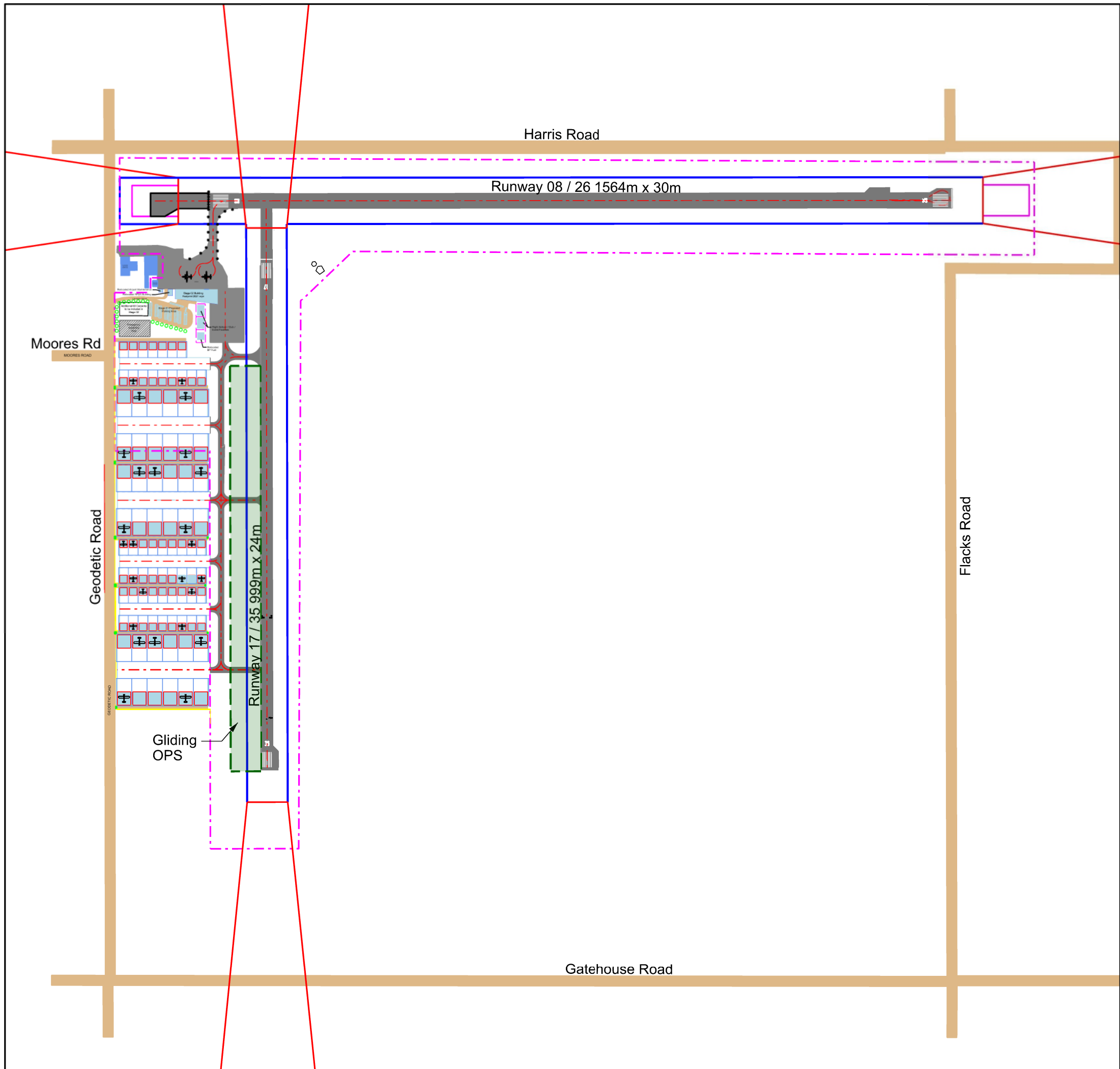
Horsham Aerodrome

Exhibit E-2
2074 Airport Master Plan
(Phase 3)

with tie down positions for GA aircraft. These facilities are well suited to support growth at the airport.

The airport supports a vibrant group of aviation businesses and private aircraft owners. These stakeholders, however, are unable to expand operations due to a lack of available land for the development of hangars. To support the future growth of GA businesses and private aircraft owners, the Master Plan identifies the expansion and growth of the airport property to the south. As the Council don't currently own the land to the south, there is an opportunity to develop and expand the airport through private-public partnerships which open opportunities for different financing approaches than traditionally used at the airport. The Master Plan expands the development of facilities and safeguards for commercial lease space well beyond both planning horizons used for this Master Plan.

With the heightened need for air services between Horsham and Melbourne, the Master Plan looks at the potential for air service development and compares the Horsham to Melbourne sector to other airports and their proximity to their state capital cities. The Horsham to Melbourne distance and population can be compared with airports where air services have been successful. The Master Plan then went on to examine surveys conducted within the community and with businesses as well as directly with resource sector employers in the area. Analysis of the fare structures was conducted to determine what suitable fares would support a reasonable demand and a sustainable route structure. This resulted in a forecast for an air service between Horsham and Melbourne as a daily service starting at a low forecast of 13,500 passengers per annum to a high demand at the end of the 50 year forecast period of 53,000 passengers per annum. This demand would be served by aircraft in the 19 seat range initially, growing to 30 to 34 seat aircraft at the 2044 forecast period and could extend to 70 seat aircraft towards 2074.

To accommodate RPT passenger services, a new passenger terminal would be needed as well as an extension of the main runway. As the demand over the 20 year planning horizon indicates a need to serve passenger services of 34 seat aircraft, the passenger terminal development has been sized for this demand level. A resulting terminal development of 950m^2 would be constructed on the site of the current terminal. Suitable redevelopment of the parking lot and access on Lauries Drive would present a welcoming and modern approach to the new terminal. Future expansion of the terminal is safeguarded in the Master Plan but it is expected that carriers serving the Horsham to Melbourne sector may prefer to increase frequency of services rather than increasing aircraft. If that was to happen, the terminal would remain at the size for the 34 passenger capacity and not be expanded. However, safeguarding the expansion of the Passenger Terminal has been considered in the period between 2044 and 2074 to respond to carriers increasing aircraft size as a means of adding aircraft capacity to the route sector. The ultimate Passenger Terminal could grow to up to 2000m^2 in 2074.

Initial services by smaller passenger aircraft such as the Jetstream 32 and the Fairchild Metroliner carrying 19 passengers are expected to be used. These aircraft are able to operate the sector with the available runway distance on Runway 08/26 at Horsham Airport. However, the existing Runway End Safety Areas (RESA) grandfathered from previous CASA regulations are smaller than currently required by CASA regulations. With the potential to introduce Regular Passenger Transport operations, it is recommended that the RESAs be brought up to the current regulatory standard. Retrofitting these RESAs into the runway would reduce the runway length available for takeoff and as a result the Jetstream and the Metroliner may not be able to operate with a full passenger loads on the sector during hot summer days. To ensure that these aircraft can operate, slight extensions to the runway would be built at either end to increase the takeoff distance available (TORA) while also providing the improved safety that comes from implementation of compliant RESAs.

With the 2 planning horizons, phasing has been broken into 3 phases of development:

Phase 1 – Implement RESAs and extend the TORA for Runway 08/26,
Phase 2 – Respond to the introduction of RPT Services, and
Phase 3 – Expand facilities with growth in RPT Services.

Phase 1

Phase 1 development shown in **Exhibit E-3** expands the runway to provide a TORA of 1378m while implementing 90m compliant RESAs in both directions. This extension of the TORA is possible within the airport property. To accommodate the pent-up demand for hangar space, initial expansion of the Commercial Precinct is provided to the south of Mason Drive.

Phase 2

With the introduction of RPT services, the redevelopment of the Terminal Precinct would take place as shown in **Exhibit E-4**. This Phase 2 development is triggered by the agreement be a carrier to start RPT services between Horsham and Melbourne. Phase 2 also expands the Commercial Precinct to the south to further develop more business activities at the airport. Phase 2 of the Airport Master Plan has been illustrated in **Exhibit E-5**.

Harris Road

Runway 08 / 26 1492 x 30m

Moores Rd

Geodetic Road

Flacks Road

Gliding
OPS

Runway 17 / 35 999m x 24m

Gatehouse Road

HORSHAM
Rural City Council
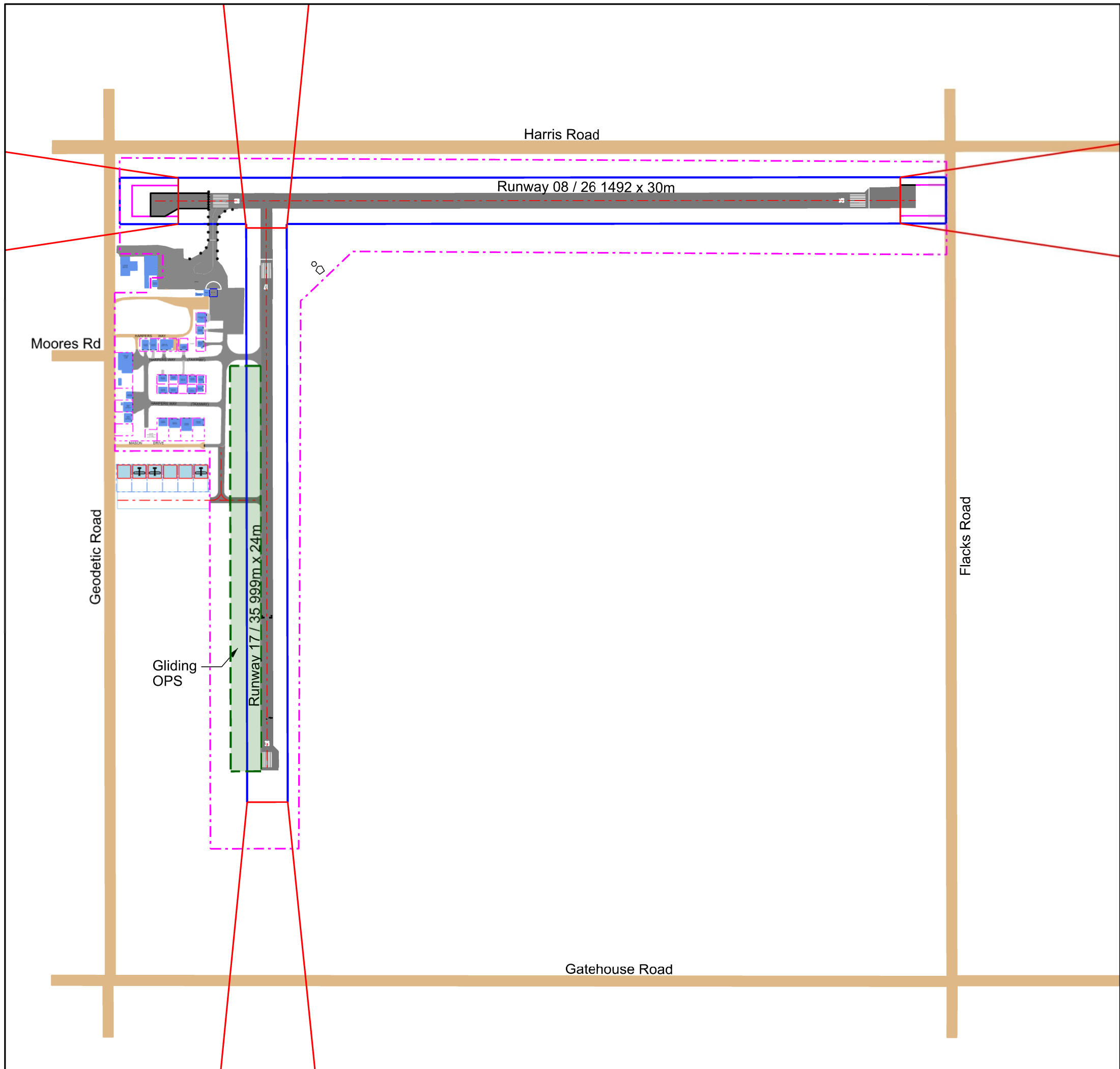
Horsham Aerodrome

Exhibit E-3
2044 Airport Master Plan
(Initial Phase 1)

Exhibit E-4: Passenger Terminal Precinct

Phase 3

Further development of the Commercial Precinct would continue with expansion to the south in response to demand. Growth of demand of the Horsham to Melbourne RPT sector may be accomplished through increased frequency of the 19 to 34 seat aircraft or it may be accomplished with low frequency of larger aircraft. The TORA provided in Phase 1 would be adequate for operations of 34 to 44 seat aircraft such as the Saab 340b or the ATR42. However, if carriers chose to serve the sector with larger aircraft, the runway would need to be expanded. Phase 3 safeguards for the potential expansion of the runway to provide enough TORA for larger turboprop aircraft. With larger aircraft, come a need to accommodate more passengers in the terminal building and therefore the building would expand in Phase 3. **Exhibit E-6** shows the expanded Passenger Terminal. With the expansion of the passenger terminal, the Airport Maintenance building, Aeromedical Transfer building and aircraft refuelling facilities would need to move. Along with the moved refuelling

Harris Road

Runway 08 / 26 1492m x 30m

Moores Rd

Geodetic Road

Flacks Road

Runway 17 / 35 999m x 24m

Gliding
OPS

Gatehouse Road
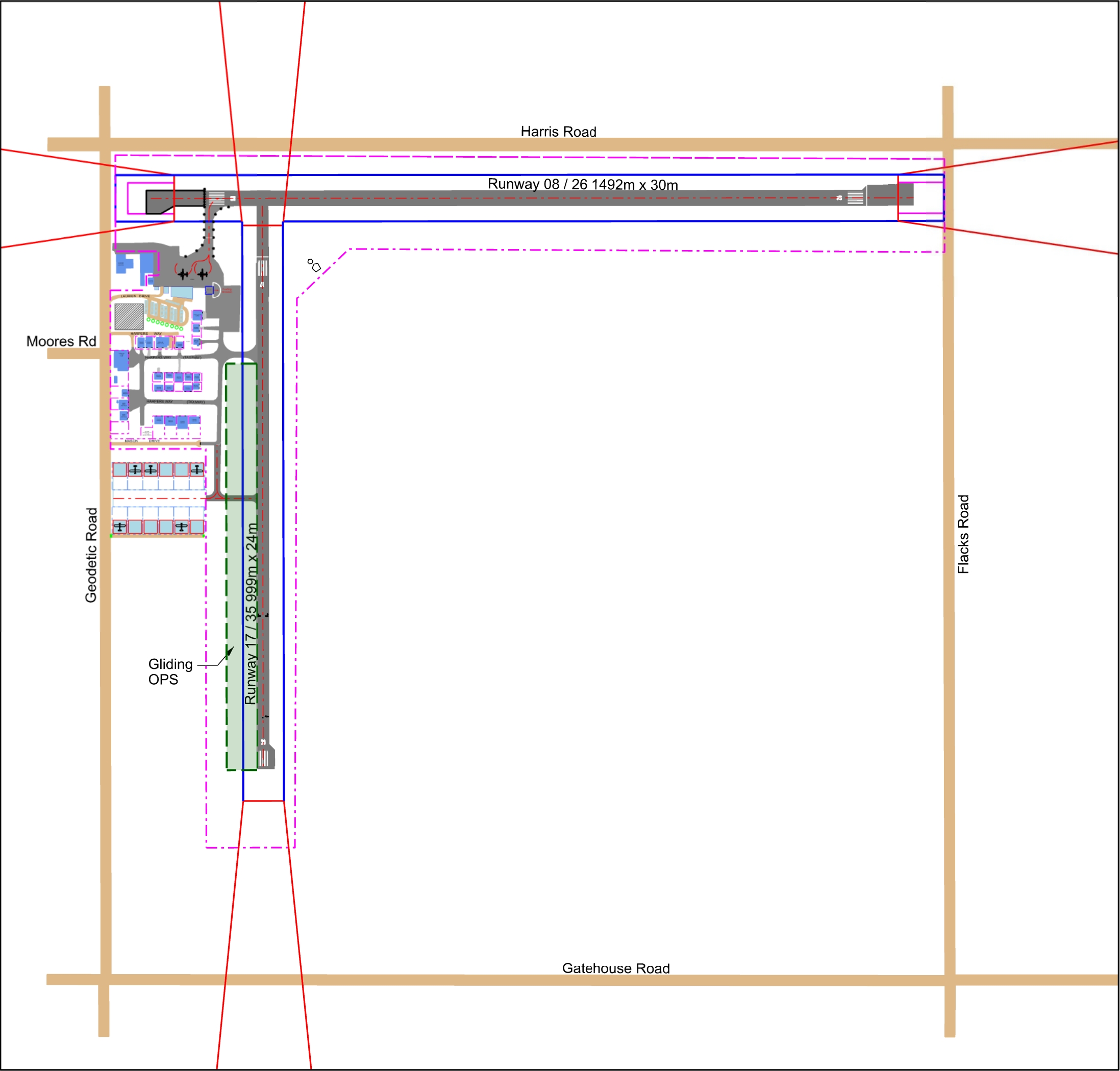
Horsham Aerodrome

Exhibit E-5
2044 Airport Master Plan
(Phase 2)

facilities, there is an opportunity to develop aviation community facilities adjacent to the GA apron to support the very successful flying events and competitions held at the airport as well as expanded flight training activities through the development of an Aviation Events Centre and Flight Training facility. The full 2074 development Phase 3 for the Horsham Flight Hub is provided in **Exhibit E-7**.

Exhibit E-6: Phase 3 Passenger Terminal Precinct

To protect airport operations and future opportunities identified by the Master Plan, changes to the Horsham Planning Scheme (Planning Scheme) are recommended.

These recommended changes involve formally referencing the Master Plan in the Planning Scheme, as well as amendments to local policy, rezoning of land, and amendments to overlay controls.

The Horsham Airport is surrounded by land held in private ownership, most of this land (including land within the flight path associated with the take-off and landing of aircraft) is zoned Farming Zone.

APPENDIX 9.6A

Harris Road

Runway 08 / 26 1564m x 30m

Moores Rd

MOORES ROAD

Geodetic Road

GEODETIC ROAD

Runway 17 / 35 999m x 24m

Gliding OPS

Flacks Road

Gatehouse Road
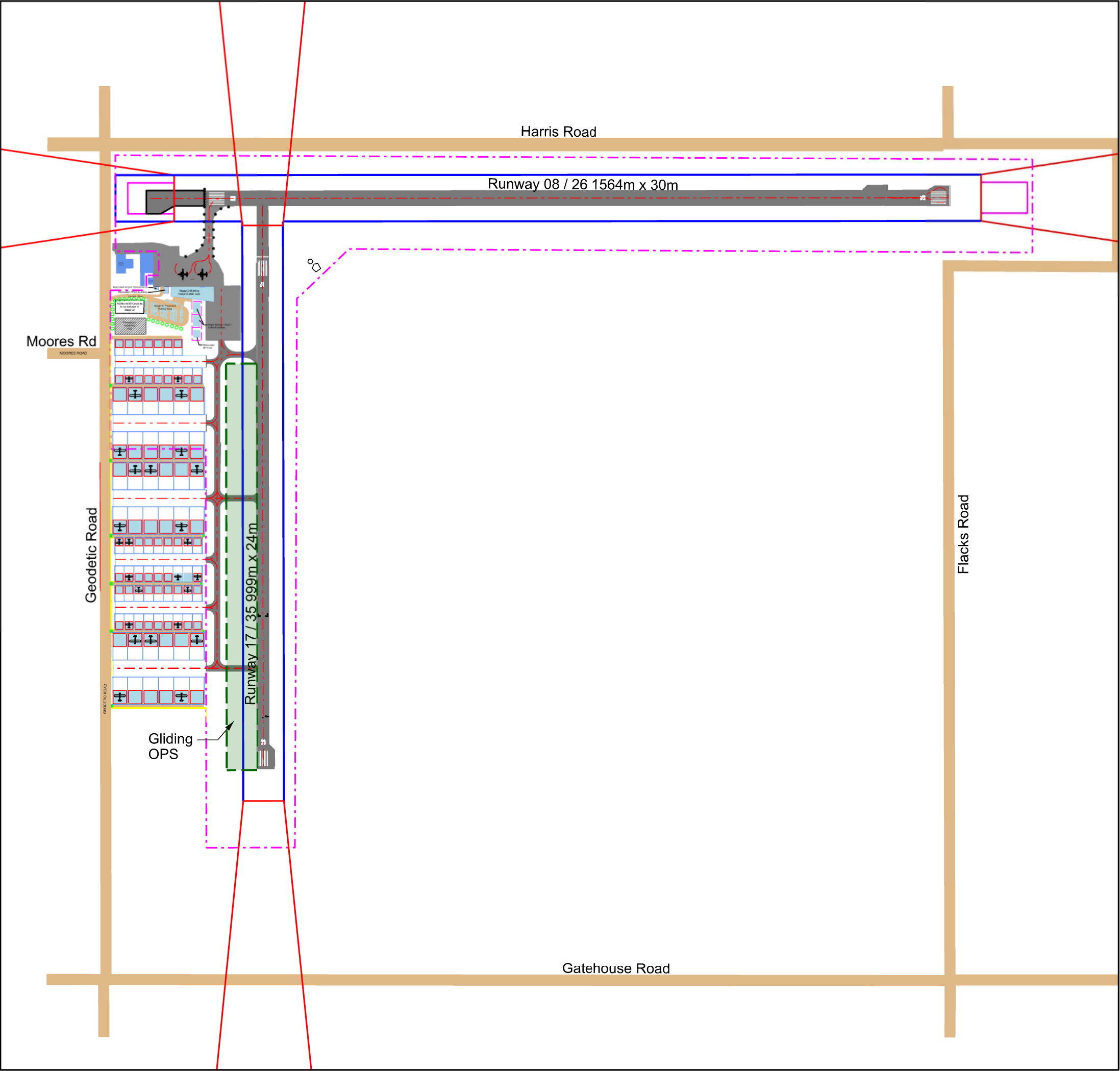
Horsham Aerodrome

Exhibit E-7
2074 Airport Master Plan
(Phase 3)

Without giving statutory effect to the Master Plan via the recommended amendments to the Planning Scheme, the future use and development of Horsham Airport could be compromised, whilst use and development in and around Horsham Airport will not be provided with appropriate statutory direction and certainty.

CONTENTS

01 INTRODUCTION

02 BACKGROUND
Planning Context

03 AIRPORT INFRASTRUCTURE
Runways
Taxiways
Apron and Stands
Terminal
Hangars
Roads
Fuel Facilities
Lighting
Navigational Aids
Wind Direction Indicators
Utilities
Other Buildings

CONTENTS

CONTENTS

CONTENTS

11 National Airports Safeguarding Framework

APPENDIX

Figures and Tables

Figures and Tables

SECTION 01
INTRODUCTION

01

Introduction

As part of a larger Horsham Airport Master Plan study lead by Stafford Strategy and comprising Three Consulting, Ratio, Leading Edge Aviation Planning Professionals (LEAPP), COMMON and Enlocus Landscape Architects were appointed to produce the 2024 Horsham Airport Master Plan. This document examines the historic airport traffic, current demand, and forecast the aviation activity through to 2044 for Horsham Airport. The Airport Master Plan also takes a longer-term view of the airport activity and direction to map out the 50 year Airport Master Plan to 2074. Most of the Airport's operational focus and revenue generation is determined by airport land rental. A key opportunity has been identified for the start of revenue passenger services making this exercise a key aspect of the master planning process. The Horsham Airport Master Plan then examines the existing airport infrastructure and identifies what infrastructure would be needed to accommodate the 2044 forecast aviation activity as well as significant developments needed to continue the airport growth to 2074.

In 2011 an upgrade took place of the airport pavement to seal Runway 17/35. Minor upgrading works were undertaken in 2021 with works including some runway pavement works, new guidance lighting and the installation of a new back-up power generator.

"This Master Plan outlines the forecast traffic over the next 20 years to 2044."

This Master Plan outlines the forecast traffic over the next 20 years to 2044. It identifies and safeguards the airport for the development of future commercial activity and how that activity interacts within the Horsham Airport to provide a vibrant and healthy aviation community and service to the residents of the region.

SECTION 02
BACKGROUND

02
Background

Horsham Airport is a CASA certified aerodrome owned and operated by Horsham Rural City Council. The aerodrome was established and built in 1967 with a daily service to Melbourne. Horsham Airport is located 5.6 kilometres northwest of Horsham in Victoria, Australia. The Aerodrome is located within a broad acre farming rural setting. Within the Airport, the Horsham Flight Hub is home to the Wade Memorial Terminal as well as an active commercial precinct. The Aerodrome comprises a total area of approximately 50 hectares.
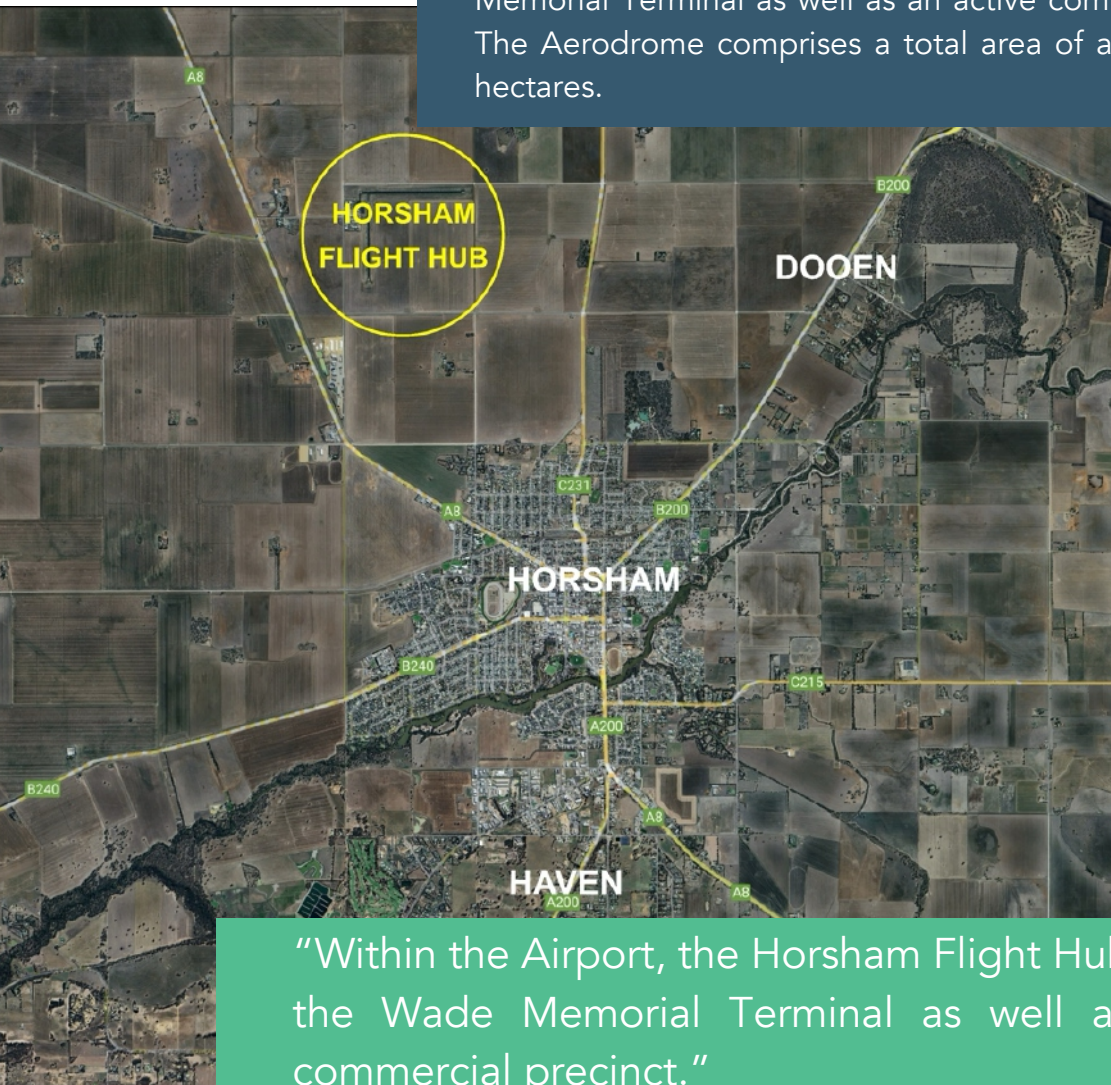
"Within the Airport, the Horsham Flight Hub is home to the Wade Memorial Terminal as well as an active commercial precinct."

The Horsham Flight Hub provides a range of aeronautical activities including general aviation, flight training, gliding activities, air ambulance services and emergency support during major emergency events such as bushfires and floods. A range of aviation support activity such as aircraft maintenance, painting, restoration, aircraft parts, private hangars and aero clubs are also accommodated within the Horsham Flight Hub at the Airport.

Planning Context

Historic development of airports was a response to the activity taking place on the aerodrome at the time with little regard for future development in traffic, revenue and types of aircraft. At the time, airports were either water based or provided grass takeoff surfaces which were cost effective to change and adapt. However, with the introduction of larger aircraft needing longer paved runways to accommodate passenger services and the need for passenger processing terminals, there was a realisation that funds spent on infrastructure needed to consider how the industry will likely change over a period of time to ensure future changes could be safeguarded and the funds being spent on infrastructure were well spent. This led to the need for coordinated long-term planning which we now refer to as Airport Master Planning.

As part of its role to establish uniform regulation and the regularity of aviation infrastructure around the world, in 1967 the International Civil Aviation Organisation (ICAO) began the development of a framework and guidance material for Airport Master Planning. This guidance material is found in ICAO Doc 9184 Airport Planning Manual Part 1 Master Planning, Part 2 Land Use and Environmental Control, and Part 3 Guidelines for Consultant/Construction Services. These 3 parts of Doc 9184 set a high level international regular approach to strategic airport development planning and community development near airports.

Australia has adopted the practice of developing Airport Master Plans and as part of the Airports Act 1996, established a requirement for the federally leased airports, to develop an Airport Master Plan on a regular interval with the recommendation for all airports to similarly develop Master Plans. The Commonwealth Government then introduced the Airports Amendment Act 2010 and subsequently the Airports Amendment Act 2018 which further refined the requirements for the development of Airport Master Plans as well as the planning context around airports. Through the Department of Infrastructure, a framework was created to address the interactions between development and land use around airports, airport operations and the aircraft using airports. This framework is defined in the National Airports Safeguarding Framework (NASF). The NASF guidelines help planning activities taking place around airports with the airport Master Plan feeding into the local planning activities and informing the local planning of long-term development of facilities to ensure the infrastructure can be developed to serve future needs while balancing the development needs of the community.

The individual states have then developed their own legislation with the primary aim to address the development lands outside airports to ensure the protection of aircraft in the air, people on the ground and the environment while allowing communities to grow and develop.

"Safeguarding Victoria's airports
Government response to the Melbourne Airport Environs Safeguarding Standing Advisory Committee report"

The 'Safeguarding Victoria's airports' outlined the government's response and actions to ensure airports are provided appropriate protections in Victoria. The response outlined three key areas, being providing clearer policy, upgrading and planning toolkit, and providing better access to information and guidance.

These focus areas then provided the following eight (8) recommended actions:

1. Strengthen the Planning Policy Framework and further implement the National Airports Safeguarding Framework.
2. Review the role and content of the Melbourne Airport Environs Strategy Plan.
3. Update planning controls, subject to further evidence, to provide targeted responses for:
   • Aircraft noise
   • Wildlife strike risk
   • Pilot distraction from lighting
   • Airspace intrusion
   • Public safety areas.
4. Update helicopter landing site provisions to address the risk of airspace intrusion, subject to further evidence.

5. Review opportunities to require the expert input of relevant authorities as part of the planning approval process and expand notice provisions for airport operators if appropriate.
6. Provide new and updated guidance for practitioners about planning for airports and airports safeguarding.
7. Improve access to spatial information.
8. Provide information about aircraft noise impacts to potentially affected people.

SECTION 03
AIRPORT INFRASTRUCTURE

03

Airport Infrastructure

The airport has grown over time with substantial infrastructure developed both by the Council as well as by tenants. The major facilities of the airport are listed below and illustrated in Exhibit 3-1.

Exhibit 3-1: Airport Facilities
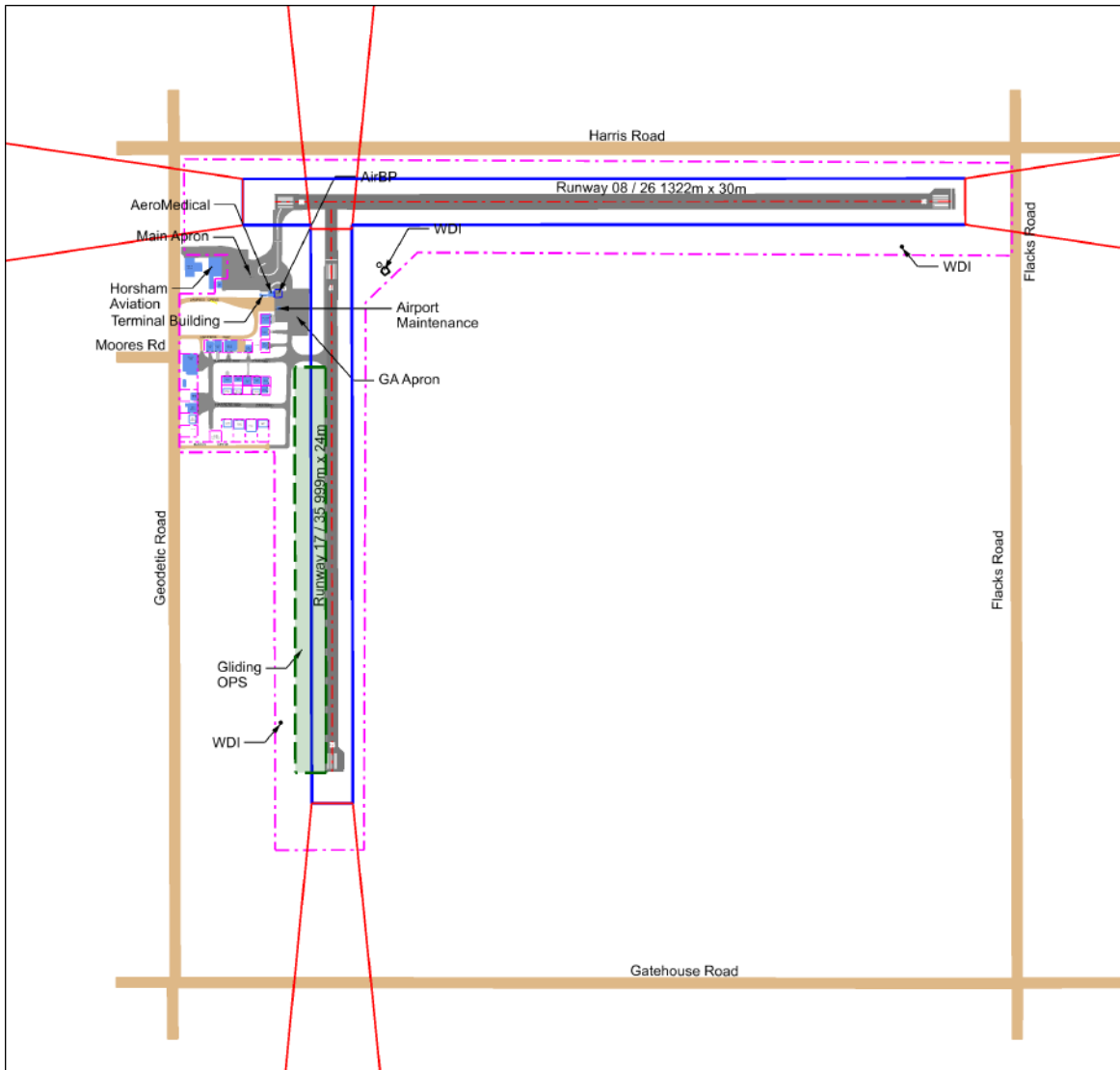
Runways

Horsham Airport has 2 runways aligned north-south and east-west. The north-south runway is designated Runway 17/35 and the east-west runway is designated Runway 08/26. Runway 08/26 is the longest and widest of the runways at YHSM at 30m wide and 1322m long. Runway 17/35, the secondary runway, is 999m long and 24m wide. Pavement for both runways is bitumen with corresponding strengths of:

Runway 08/26   PCN 6/F/B/580 (84 PSI) /U
Runway 17/35   PCN 6/F/B/5700/580 (84 PSI) /U

Runway 17/35 is capable of accommodating Code 2 aircraft. However, Runway 17/35 is only able to accommodate aircraft with an outer main landing gear of 6m. The runway strip for Runway 17/35 is 80m which conforms to the MoS 139 for non-instrument operations for Code 2 aircraft. During Gliding events, the grass area of the strip on the west side of the runway is used as the runway. Runway 17/35 does not have any declared Runway End Safety Areas (RESA). There is currently no requirement for a Code 2 non-instrument runway to have a RESA and therefore it is not a mandatory requirement. However, at the north end of the runway, there is ample room with suitable strength for a 90m RESA to be declared, if so desired. At the south end of the runway, there is a significant amount of land beyond the end of the pavement that could be declared as RESA. This land at the south end, may need some preparation to ensure it has the bearing strength necessary for a RESA.

Runway 08/26 is capable of accommodating Code 3 aircraft with outer main gear spans of less than 9m. The Runway Strip for Runway 08/26 is 90m which is less than the currently required 280m as per the current MoS 139, for non-precision instrument operations by Code 3 aircraft. Despite the 90m Runway Strip width, Council has confirmation from CASA, of grandfathering of Code 3 Non-Precision Instrument compliance for this runway. The runway length of 1322m, however, will limit potential Code 3 aircraft as most Code 3 aircraft will require longer runways to be able to operate with reasonable payloads.

As a Code 3 non-precision instrument runway, Runway 08/26, is required to have a minimum 90m RESA at either end of the runway strip. Currently, there are no RESAs at either end of the runway. There is adequate room for a RESA of more than the minimum 90m at the western end of the runway. However, to accommodate a 90m RESA at the eastern end, the Runway 26 threshold would need to be displaced and the Runway 26 Landing Distance Available (LDA) as well as the Runway 08 Takeoff Run Available (TORA) and LDA, would need to be reduced.

Currently the largest aircraft operating regularly to YHSM is the Beechcraft B350 King Air. The King Air is used by the RFDS for patient transfers. However, the RFDS services are currently undergoing a change in aircraft type with the addition of the Pilatus PC24 being introduced into the fleets of contractors serving RFDS units. The PC24 and the B350 have similar runway requirements and therefore the PC24 should be able to operate from YHSM without issue. The published operational distances for the runways are as tabulated below.

Table 3-1: Runway Published Operational Distances

Runway	A/C Category	TORA	TODA	ASDA	LDA
Runway 08/26					
08	3	1322	1382	1322	1322
26	3	1322	1382	1322	1322
Runway 04/22					
17	2	999	1059	999	999
35	2	999	1157	999	999

Taxiways

There are two taxiways at Horsham Airport. A 15m wide 90° taxiway joins the runway at Runway 08 threshold. This taxiway leads to the terminal building, and main apron. A 10m wide taxiway joins the runway at the middle of Runway 17/35 which provides access to all general aviation, private hangars, and fuelling area.

Apron and Stands

Horsham Airport has two aprons. The main apron area is located between the BP fuel facilities and the Horsham Aviation Services buildings, and adjacent to the terminal building. This is the primary apron for all Royal Flying Doctors (RFDS) and commercial Part 91 flights as well as visitors to Horsham Airport and to the Horsham Aviation facilities. Horsham Airport has a designated aircraft parking area on the north-western side of Runway 17/35 for General Aviation aircraft. Both apron areas have tie downs available.

Terminal

The existing passenger terminal building, known as the 'Wade Terminal', provides toilets and an enclosed waiting area for existing General Aviation operations at the Aerodrome. There has been some works undertaken in recent years to provide wheelchair access from Lauries Drive to the building and accessible toilet facilities. Based on visual inspection, the building appears to be in reasonably good condition and with ongoing general maintenance will remain suitable for current levels of General Aviation operations.
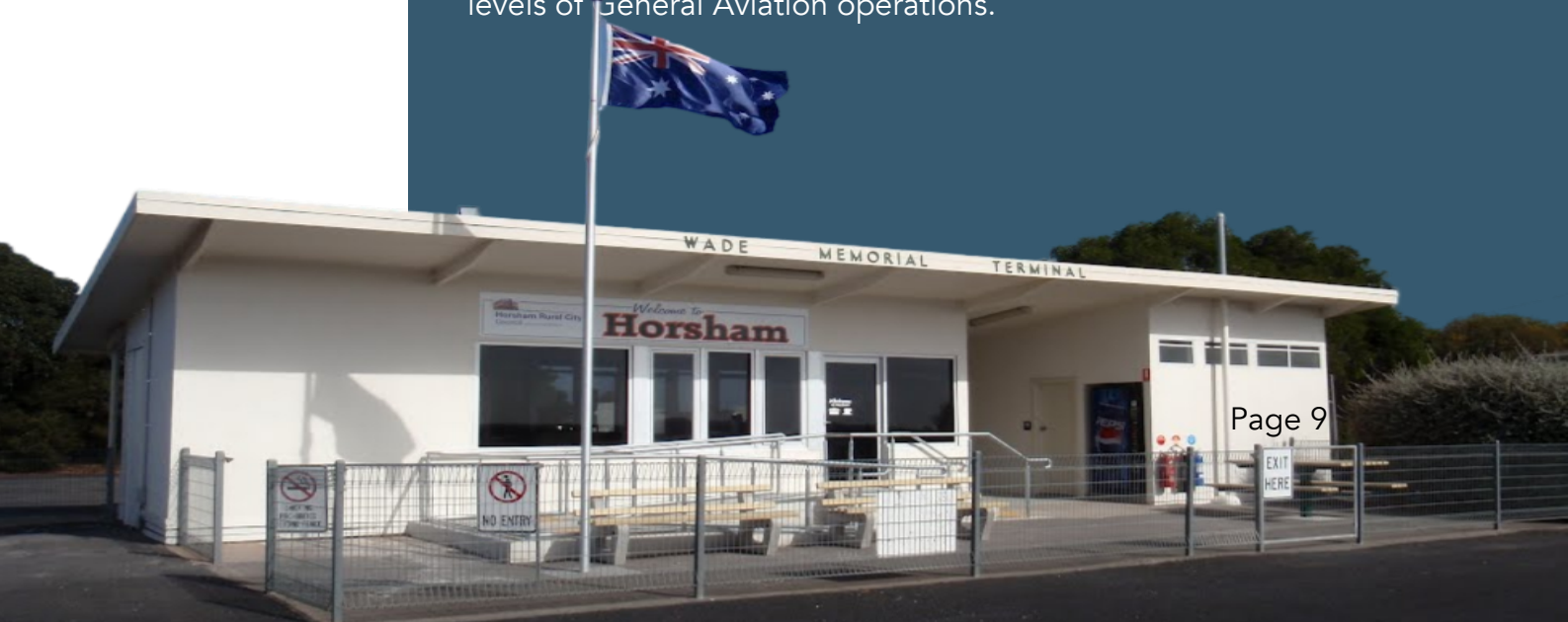
Hangars

The existing Hangar Precinct, located south of the Harpers Way, between Geodetic Road and the North-South Taxiway, contains 28 hangars of varying sizes. Secure vehicle access to the Hangar Precinct taxiways and hangar aprons is provided from Geodetic Drive, via Harpers Way. Hangars fronting Harpers Way have dual frontage to Harpers Way and taxiways via apron areas. Hangars along the west of the Hangar Precinct have direct rear access to Geodetic Road.

Hangars are currently occupied by a variety of users, including the Horsham Flying Club, Horsham Aero Club, AeroPaint, charter operators and private individuals. Layout of the Hangar Precinct appears to have developed in an ad-hoc manner, resulting in a relatively low density of hangar space per site area and length of taxiways. Hangar buildings vary in condition, with newer structures (generally clad in Colorbond, or similar sheet metal, cladding) in reasonably good condition, while older structures (generally clad in galvanised steel sheet metal cladding) display initial stages of surface corrosion and will likely need to be re-clad in the next 5-10 years.

Roads

The primary road access to the airport from Western Highway (A8) is via Geodetic Road from the south or from Moores Road that leads into Geodetic Road. Geodetic Road turns into Lauries Drive to Horsham Flight Hub Terminal Building and public car park. Both Harpers Way and Mason Drive from Geodetic Road provides access to north and south side hangars.

Fuel Facilities

There is a AirBP fuel facility located at the airport, which is operated by the Horsham Aero Club. This fuel facility Is used by charter companies and visiting aircraft including RFDS and aerial firefighting planes. The fuel facility provides both 100LL AvGas and JetA1. The AvGas and Jet A1 bowsers are positioned to face the Main Apron. Fuel storage is via in-ground fuel tanks.

"Hangars are currently occupied by a variety of users, including the Horsham Flying Club, Horsham Aero Club, AeroPaint, charter operators and private individuals."

Lighting

Both runways have runway lighting installed. The edge lighting on Runway 08/26 is spaced at 95m and on Runway 17/35, the light spacing is 57m. Currently both runways have pilot operated lighting that is controlled by radio. Taxiways have blue edge lighting installed. Taxiways have blue taxiway edge lighting.

Navigational Aids

Current there are no ground based navigational aids on the aerodrome. Non-precision approaches are provided using GNSS RNP approaches for Runway 08 and 26. In the past, the airport had an NDB in operation however, this navaid has been removed and is no longer available.

Wind Direction Indicators

Horsham Airport has 3 Wind Direction Indicators (WDI). The airport has one located on the western side of Runway 17/35, near the Runway 35 threshold. Another WDI is located east of the Runway 17 threshold and south of Runway 08/26. The third WDI is located south of Runway 08/26, near the Runway 26 threshold. The WDI located east of the Runway 17 threshold and south of Runway 08/26, near the Aerodrome Reference Point, is lighted.

Utilities

Airport power comes from the power utility lines along Geodetic Road to supply the airport power need. As part of an airport upgrading project, the Council installed a new backup power generator which is capable of powering the aerodrome lighting critical for night time flight operations as well as the Aeromedical facility to ensure emergency medical transfer are able to take place even in the event of a power failure.

Other Buildings

Horsham Aeromedical Transfer Station is currently located to the east of the Passenger Terminal, with two ambulance bays with frontage to Lauries Drive and direct access to the aircraft apron. The facility was completed in 2016 and is in good condition.

Carparking facilities for up to 17 vehicles are provided to the south of the Passenger Terminal with access from Lauries Drive. The grassed area located between Harpers Way and Lauries Drive is used for overflow car parking, as required. Aircraft Fuelling facilities are located to the east of the Air Ambulance building with secure access provided from Lauries Drive to the North South Taxi way.

SECTION 04

USABILITY

04
Usability

Aerodrome Reference Temperature

When aircraft operate at an aerodrome, the temperature of the air can have profound effects on performance with hotter temperatures requiring more runway length to achieve lift as opposed to cooler temperatures. When planning facilities, it is important to examine the impacts of temperature. To help establish a temperature that can be used for calculation of aircraft performance and therefore establish runway length requirements, the Aerodrome Reference Temperature is determined and used. In this case, an Aerodrome Reference Temperature of 31.8°C was determined and used for analysis of aircraft runway performance at Horsham.

Wind

The Bureau of Meteorology (BoM) has historic wind records extending back to 1997. As part of this project, historic wind was purchased from BoM to show wind strength and direction measurements recorded every 30 minutes. Analysis of those winds have been shown in a wind diagram in Exhibit 4-1. This diagram is usually referred to as a Wind rose which shows historic records of wind strength and direction. In this case, it depicts the 10-year historic wind records as a percentage of total records, at the airport, shown on the 16 cardinal compass points.

Exhibit 4-1: Wind Diagram Analysis
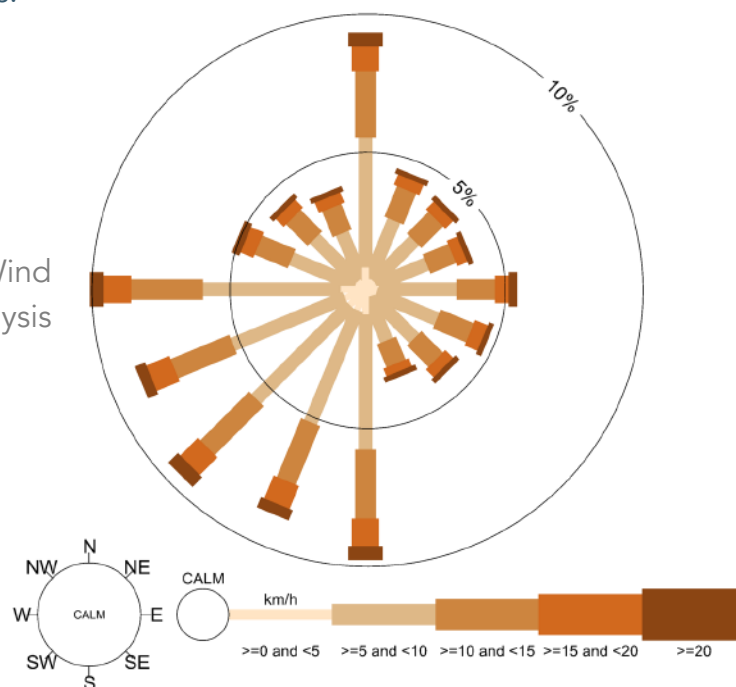
SOURCE ; Australian Government Bureau of Meteorology

Wind

Winds play a significant role the orientation of new runways or in the availability of existing runways. The reason is that aircraft takeoff and land into the wind, as much as possible. As aircraft fly relative to the flow of air, the speed of the air plus the speed of the aircraft, cause the wing to gain lift and the aircraft to take flight. So, when the wind is blowing straight down the runway, the aircraft is experiencing the full strength of the wind directly over the wings. Aligning a runway into wind would ensure this happens. However, the wind direction changes throughout the day and from season to season which would therefore require lots of runways pointing in all directions. In fact, early airfields were round fields which allowed aircraft to takeoff or land, directly into wind at all times. As aircraft got larger, they needed longer takeoff and landing runs and therefore, the corresponding airfield needed to grow considerably. This however, took up a lot of space and as aircraft grew, became impractical. Improvements to aircraft design allowed aircraft to takeoff and land when the wind was coming from an angle to the direction of travel, which is referred to as a crosswind. All modern aircraft are capable of safely landing and taking off with some degree of crosswind with larger aircraft being able to handle stronger crosswinds than smaller aircraft. Pilots will therefore select a runway based on the strength of the crosswind component, ensuring they are confident in their ability and the aircraft capability to operate safely.

Airport planners will therefore try to provide runways that demonstrate a good level of historic wind coverage for aircraft operating at the airport and for the wind conditions that tend to exist at the airport. When YSHM was constructed, the airport was designed with runways oriented east-west and north-south. Looking back at Exhibit 5-1, the primary winds are oriented north-south and east-west. The instances of winds in other directions are considerably less than along the same alignment as the runways. The highest proportion of winds occurs in north-south directions which favours Runway 17/35. Overlaying the wind data on the runways and identifying the typical crosswind capability of aircraft operating at YSHM, it is possible to see what the wind availability each of the runways provides and the combined runway wind coverage available at the airport.

Exhibit 4-2: Runway Availability for RWY 17/35
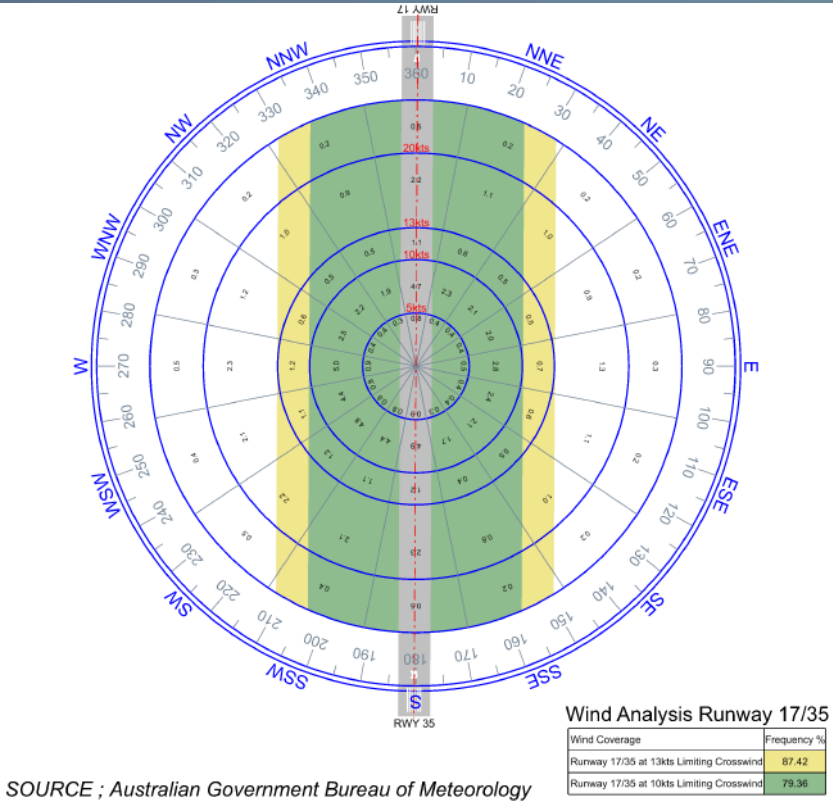
Exhibit 4-3: Runway Availability for RWY 08/26
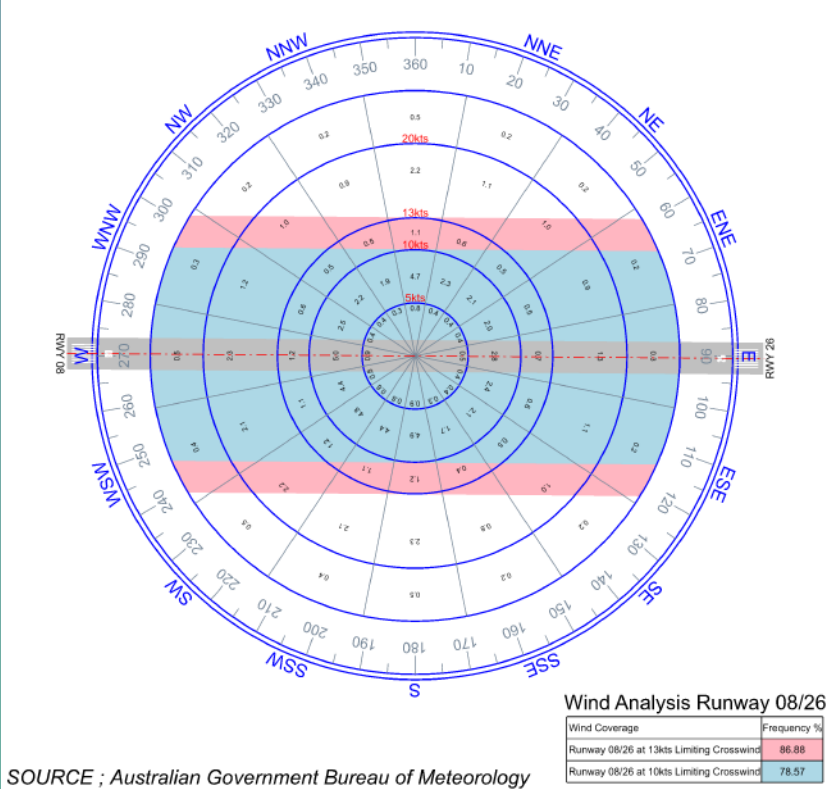
Exhibit 4-4: Combined Runway Wind Coverage

Wind Coverage	Frequency %
Combined Rwy at 13kts Limiting Crosswind	96.74%
Combined Rwy at 10kts Limiting Crosswind	94.54%

SOURCE ; Australian Government Bureau of Meteorology
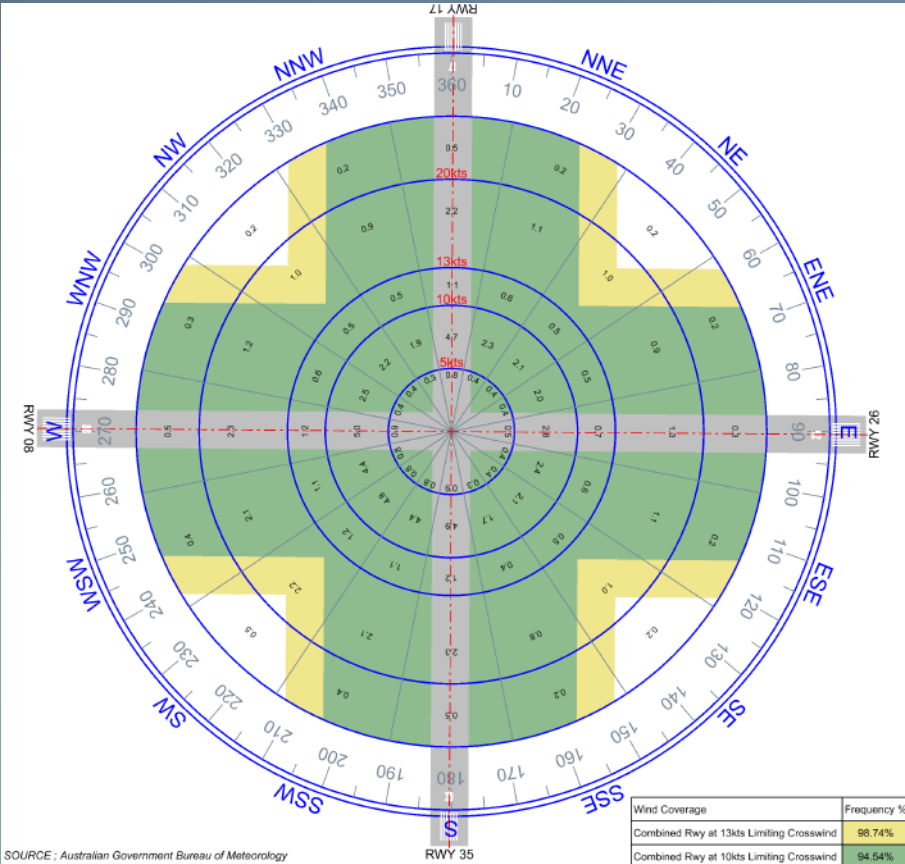
SECTION 05
EXISTING STATUTORY PLANNING FRAMEWORK

05

Existing Statutory Planning Framework

In considering how to give statutory effect to the Master Plan, the following section sets out the existing statutory planning provisions of the Horsham Planning Scheme (the Planning Scheme) that affect the Horsham Airport.

The Planning Scheme is administered by the Horsham Rural City Council as the Responsible Authority.

The Planning Scheme generally comprises three sections, namely planning policy, statutory controls, and other matters.

1. Planning Policy: Municipal Planning Strategy & Planning Policy Framework

The Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) provide general policy guidance under the Planning Scheme. It provides the policy framework within which a Responsible Authority can exercise discretion in deciding planning permit application matters.

The following policies within the Planning Scheme are of relevance to the planning of airports, including Horsham Airport:

- Clause 02.03-8 (Transport) is a local policy within the Municipal Planning Strategy which encourages the protection of air safety of Horsham Airport, and the facilitation of further development of the Airport and land adjacent to the airport for air service related businesses.
- Clause 18.02-7S (Airports and airfields) is a state policy within the Planning Policy Framework which seeks to strengthen the role of Victoria's airports and airfields within the state's economic and transport infrastructure, guide their siting and expansion, and safeguard their ongoing, safe and efficient operation. The overarching policy is supported by various strategies.
- Clause 18.02-7L (Horsham Airport) is a local policy within the Planning Policy Framework which provides various strategies to support the existing and future operations of Horsham Airport, encourage business growth associated with the Horsham Airport, and protect Horsham Airport from inappropriate use and development on and around the Horsham Airport.

2. Statutory Controls: Zoning and Overlays

Zoning

The Horsham Airport is in part zoned Special Use Zone Schedule 2 (SUZ2) 'Horsham Airport', which generally applies to the runways, and in part zoned Industrial 3 Zone (IN3Z) which generally applies to the apron, terminal, and aircraft hangar / business area.

The SUZ2 and IN3Z were introduced and applied to the Horsham Airport and adjoining land under Planning Scheme Amendment C025Pt1, which was gazetted 4 December 2008. The land was rezoned from the Farming Zone (FZ) to the SUZ2 and IN3Z.

Since the gazettal of the SUZ2 and IN3Z, the Planning Scheme has been amended to make various changes, including changes that affect the Horsham Airport. The most significant amendment relating to the Horsham Airport being Amendment C044 which was gazetted 29 October 2009. The Amendment rezoned the land required for the extension and upgrade of the north-south runway of the Horsham Airport from the FZ to the SUZ2.

Zones can control both the use and development of land.

The Special Use Zone (SUZ) has the following purpose:
• "To implement the Municipal Planning Strategy and the Planning Policy Framework."
• "To recognise or provide for the use and development of land for specific purposes as identified in a schedule to this zone."

The Special Use Zone Schedule 2 (SUZ) has the following purpose:
• "To provide for the use and development of land as an airport and associated activities."
• "To ensure that any proposed use and development is compatible with the airport and other uses in the vicinity of the airport."

The Industrial 3 Zone (IN3Z) has the following purpose:
- "To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To provide for industries and associated uses in specific areas where special consideration of the nature and impacts of industrial uses is required or to avoid inter-industry conflict.
- To provide a buffer between the Industrial 1 Zone or Industrial 2 Zone and local communities, which allows for industries and associated uses compatible with the nearby community.
- To allow limited retail opportunities including convenience shops, small scale supermarkets and associated shops in appropriate locations.
- To ensure that uses do not affect the safety and amenity of adjacent, more sensitive land uses.

The Planning Scheme Map that depicts the arrangement of these zones is included Exhibit 5-1, below.

Overlays

Additional planning controls can be implemented by way of overlay provisions.

There are two overlays that influence potential development in and around the Horsham Airport. These overlays are the
- Design and Development Overlay Schedule 2 (DDO2) 'Immediate Airport Environs Area'; and
- Design and Development Overlay Schedule 3 (DDO3), 'Wider Airport Environs Area'.

DDO2 and DDO3 have been applied to the Horsham Airport and environs within the Planning Scheme since 27 May 1999, when the Horsham New Format Planning Scheme was gazetted.

Design and Development Overlays can only usually control development and vegetation, and cannot control land use.

A comparison of the different elements within the DDO2 and DDO3 control is set out in Table 5-1 below:

FZ

Harris Rd

SUZ2

FZ

Moores Rd

SUZ2

Mason Dr

FZ

Polkemmet Rd

TRZ1

TRZ2

IN3Z

SUZ2

FZ

Western Hwy

FZ

FZ

Geodetic Rd

FZ

Flacks Rd

Plowrights Rd

FZ

Three Mile Rd

Gatehouse Rd

FZ

FZ

Legend:

- FZ - Farming Zone
- IN3Z - Industrial 3 Zone
- SUZ2 - Special Use Zone Schedule 2
- TRZ1 - Transport 1 Zone
- TRZ2 - Transport 2 Zone
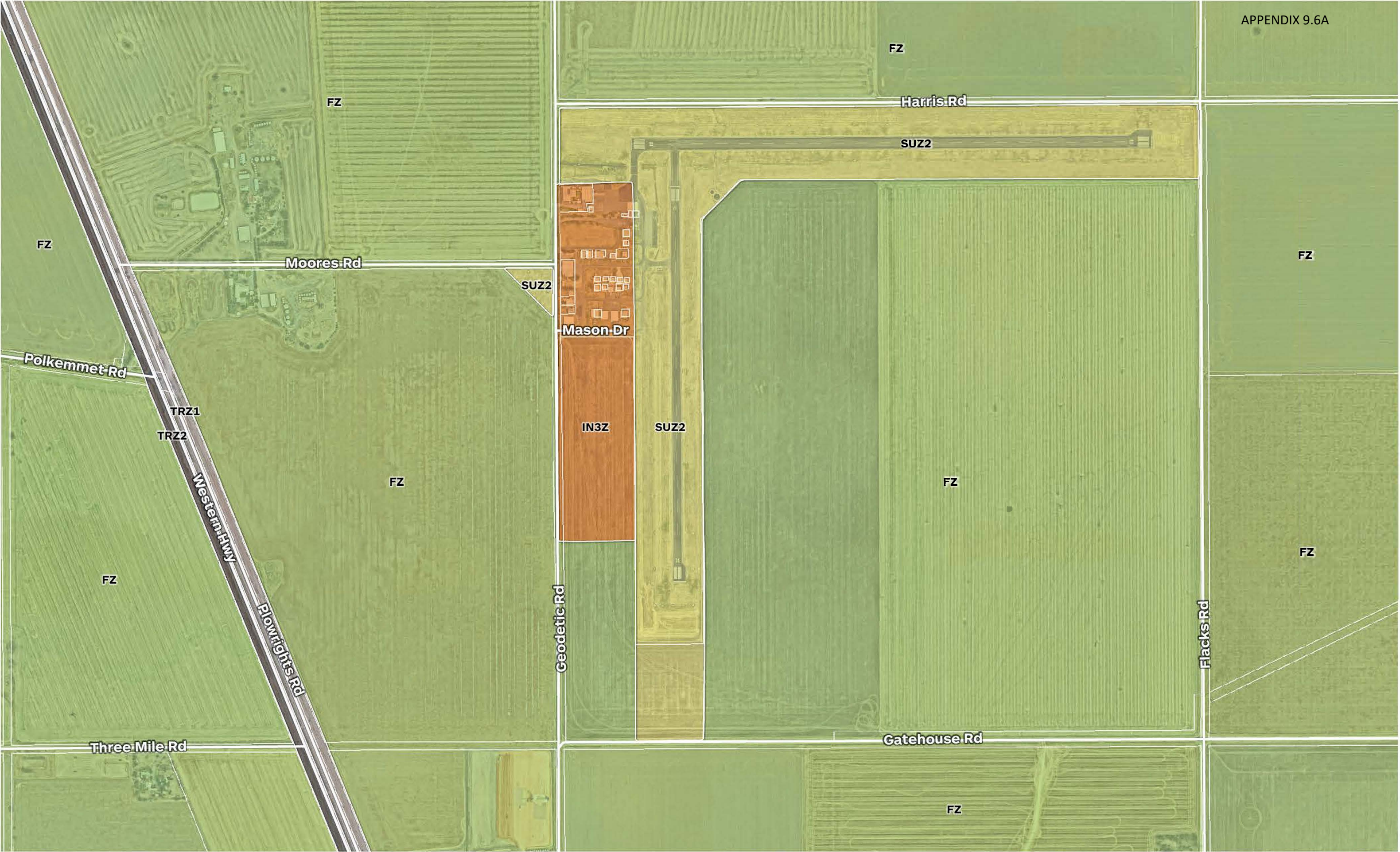
Exhibit 5-1: Zone Map

ratio:consultants
8 Gwynne Street
Cremorne VIC 3121
Ratio.com.au
T +61 3 9429 3111
mail@ratio.com.au

0   200   300m

Table 5-1: Comparison of DDO2 and DDO3 Elements

	Design and Development Overlay Schedule 2 (DDO2) 'Immediate Airport Environs Area'	Design and Development Overlay Schedule 3 (DDO3) 'Wider Airport Environs Area'
1.0 Design objectives	To maintain the efficiency and safety of the Horsham airfield. To ensure that development in the immediate environs of the airport does not prejudice the existing or future use of the airport.	To maintain the efficiency and safety of the Horsham airport. To ensure the height of development in the wider area surrounding the airport does not prejudice the existing or future use of the airport.
2.0 Buildings and works	None specified.	A permit is not required to construct a building or work which has a total height of less than 30 metres above natural ground level.
3.0 Subdivision	None specified.	None specified.
4.0 Signs	None specified.	None specified.
5.0 Application requirements	None specified.	None specified.
6.0 Decision guidelines	The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority: • The need to prevent buildings or works from being constructed which could interfere with or cause a safety hazard to aircraft operations in the immediate vicinity of the airport. • The existing and likely future use of the airport.	The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority: • The need to prevent buildings or works from being constructed which could interfere with or cause a safety hazard to aircraft operations in the vicinity of the airport. • The existing and likely future use of the airport.
	7.0 Vegetation Vegetation must not be allowed to grow to a height exceeding 15.5 metres unless the responsible authority is satisfied that the vegetation will not be a hazard to aircraft operations.	
	8.0 Notification Notice of any application must be given to the operator of the Horsham airport. An application is otherwise exempt from the notice requirements of Section 52(1)(a), (b) and (d) of the Act. An application is also exempt from the decision requirements of Section 64(1),(2)	

The Planning Scheme Map that depicts the arrangement of these overlays is included below at Exhibit 5-2 below.

Other Matters

Other matters within the Planning Scheme also controls a wide range of other matters associated with the use and development of land.

The following provisions within the Planning Scheme are of particular relevance to the future of the Horsham Airport:
• Clause 52.32 (Wind Energy Facility), which includes the requirement for wind farm planning permit applications to prepare a site context and analysis plan which identifies (amongst other matters) the direction and distance to nearby airports.
• The Schedule to Clause 74.01 (Application of Zones, Overlays and Provisions) identifies that the Special Use Zone is to be applied to particular sites, and specifically nominates that the SUZ2 is to apply to land required for the Horsham Airport.

DDO2

DDO3

HORSHAM
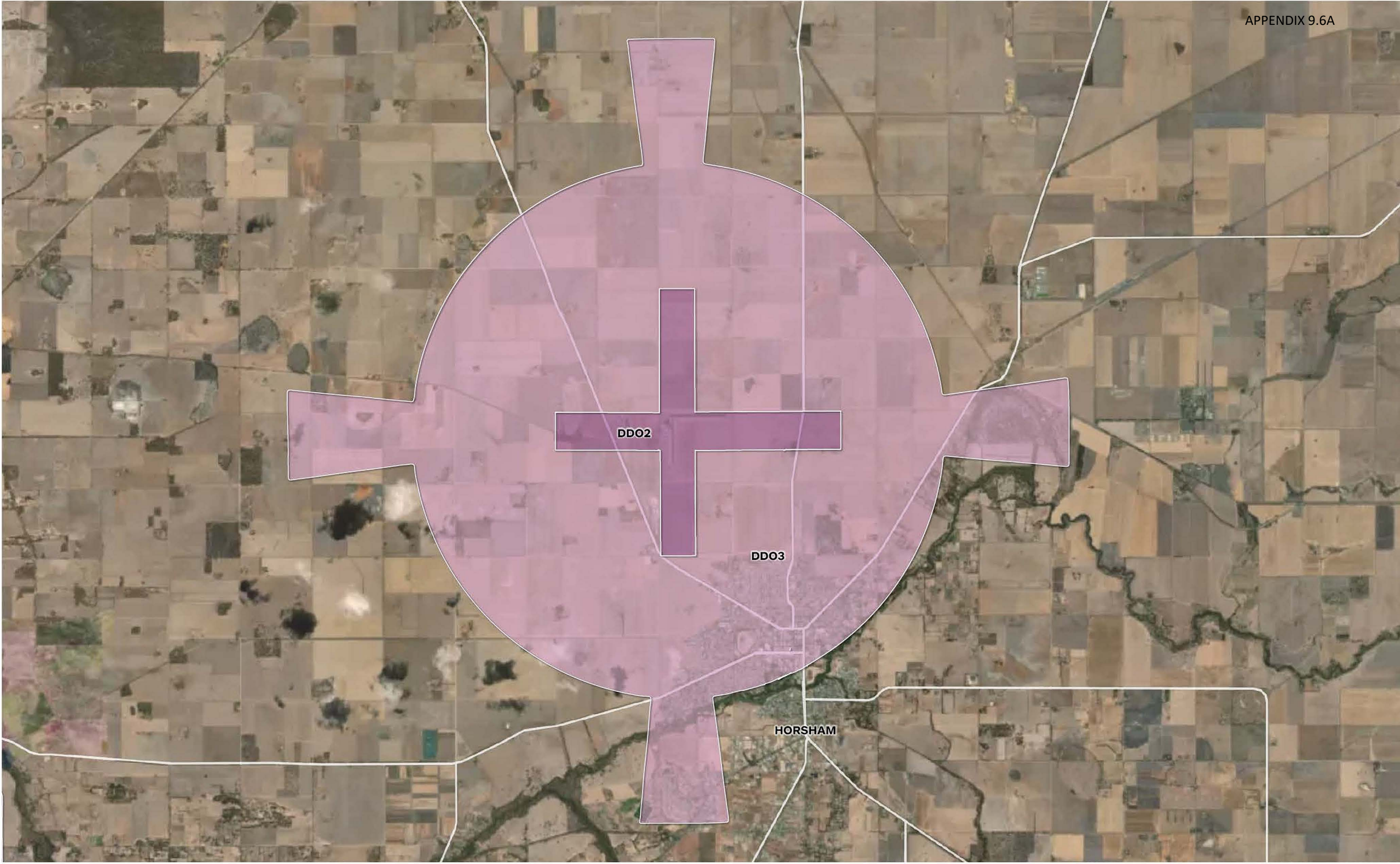
DDO2 - Design and Development Overlay Schedule 2

DDO3 - Design and Development Overlay Schedule 3

Exhibit 5-2: Design and Development Overlay Map

0 1 2 3Km

ratio:consultants
8 Gwynne Street
Cremorne VIC 3121
Ratio.com.au
T +61 3 9429 3111
mail@ratio.com.au

SECTION 06
DEMAND FORECASTING

06

Demand Forecasting

Horsham Airport currently does not have any Regular Passenger Transport (RPT) activity. All flight operations are either aeromedical, GA or commercial charter type activities. However, this part of the Master Plan explores the potential for RPT or: commercial aviation services at Horsham Airport (HSM). We will evaluate underlying demand patterns, not only for now but for up to 50 years into the future and test the commercial viability of airline services throughout that time period. To clarify, some travellers to and from the larger Horsham Region use air services today, the majority will do so at Melbourne Tullamarine (MEL) and it is thought that some travellers fly in and / or out of Avalon Airport (AVV), Bendigo Airport (BXG), as well as Adelaide Airport (ADL).

The underlying questions to be answered are:
- How many travellers to and from the Horsham Region use air services today
- How many travellers to and from the Horsham Region don't use air services but would do so if the right offer was in place
- How many travellers to and from the Horsham Region could be convinced to use HSM
- How is this expected to develop into the future
- What average air fares could airlines expect to achieve on flights to and from HSM
- Is the product of passengers and air fares sufficient to justify the introduction of commercial air services

It is important to note that in most air service value chains airlines are the ultimate risk takers; capacity or: aircraft time is scarce with airlines usually having a choice of where to allocate that scarce capacity; ultimately airlines will choose the most viable route options offering the highest probability to return profits. Keeping the above in mind, we are 100% proponents of the "build just in time" infrastructure investment philosophy, ideally after an airline has made a commitment to start a new route opportunity. We consider the alternative "build just in case" philosophy far too risky and a potential waste of owner / investor / ratepayer funds.

Regional Aviation

It is critical to compare demand and geographic characteristics within the larger Horsham Region with similar frameworks around Australia's East Cost. RPT traffic development as well as airline behaviour at carefully chosen comparison areas will allow conclusions as to future opportunities at HSM.

At 300 km's or around 3 ½ driving hours West of Melbourne, Horsham appears to be just on the border of justifying airline services. However, in New South Wales, there are a few RPT routes that are connecting or used to connect Sydney with catchment sizes and driving distances not dissimilar from Horsham to Melbourne:

- Sydney – Bathurst (discontinued in 2023)
- Sydney – Mudgee
- Sydney – Orange
- Sydney – Taree (discontinued in 2018)

The table below compares geographic as well as demographic characteristics of these points, shows that they're not dissimilar from characteristics at Horsham and highlights annual passenger numbers at what are comparable markets:

Table 6-1: Geographic and Demographic Characteristics Within Horsham Region

	From State Capital												
---	Distance	Driving Time	Catchment Population	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Bathurst	201	2:45	49,000	24,957	26,814	25,157	20,091	19,427	17,423	20,180	21,037	20,639
Mudgee	265	3:30	30,000	7,011	10,126	11,475	11,705	1,859	366	9,717	9,598	9,298
Orange	258	3:30	61,000	54,021	59,840	63,907	57,141	51,560	48,877	49,247	54,089	58,528
Taree	331	3:45	52,000	19,165	18,450	16,822	16,474	15,495	14,416	13,725	12,995	8,164
Hosham	299	3:15	45,000									

* Passenger numbers from Transport for NSW, data series ends in FY18

A common characteristic of regional markets, where regional shall stand for markets that are not heavily driven by leisure or resources traffic, is the capacity bias to the state's respective capital cities. The table below shows regional markets across New South Wales, Victoria and South Australia and shows the percentage of flights serving the regional town's capital city. In many cases this percentage is 100% and the average comes out at 78%.

The underlying reasons for that bias are as follows:
- Commercial, administrative and medical connections within Australian states
- VFR (visiting friends and relatives) connections within Australian states
- Typically lowest distance to reach a well-connected hub and gateway airport

Table 6-2: Regional Markets across New South Wales, Victoria and South Australia

| State | Airport | City | RPT Departures in 2023 | | |
			to State Capital	Overall	State Capital %
NSW	ABX	Albury	2,442	3,388	72%
NSW	ARM	Armidale	1,826	1,949	94%
NSW	BHQ	Broken Hill	668	1,370	49%
NSW	BHS	Bathurst	299	300	100%
NSW	BNK	Ballina	2,485	2,997	83%
NSW	CAZ	Cobar	239	239	100%
NSW	CFS	Coffs Harbour	2,594	3,252	80%
NSW	DBO	Dubbo	2,706	3,738	72%
NSW	DGE	Mudgee	241	241	100%
NSW	GFF	Griffith	1,148	1,653	69%
NSW	LDH	Lord Howe Island	691	691	100%
NSW	MIM	Merimbula	370	1,602	23%
NSW	MRZ	Moree	581	581	100%
NSW	MYA	Moruya	938	1,145	82%
NSW	NAA	Narrabri	182	201	91%
NSW	NRA	Narrandera	505	979	52%
NSW	OAG	Orange	1,818	2,331	78%
NSW	PKE	Parkes	731	731	100%
NSW	PQQ	Port Macquarie	2,330	2,712	86%
NSW	TMW	Tamworth	1,313	1,797	73%
NSW	WGA	Wagga Wagga	2,404	3,183	76%
VIC	MQL	Mildura	2,529	3,328	76%
SA	CED	Ceduna	393	393	100%
SA	CPD	Coober Pedy	165	165	100%
SA	KGC	Kingscote	399	399	100%
SA	MGB	Mt. Gambier	1,048	1,686	62%
SA	MOO	Moomba	259	530	49%
SA	OLP	Olympic Dam	1,220	1,220	100%
SA	PLO	Port Lincoln	3,375	3,375	100%
SA	WAY	Whyalla	1,009	1,009	100%
Total NSW, VIC, SA			36,908	47,185	78%

As per the table above, there aren't many regional comparison airports in Victoria. Mildura is the only one listed … we left out Avalon as it serves the Greater Melbourne area as well as Bendigo as its proximity as well as quick car and train connections to Melbourne give it quite different characteristics to Horsham.

Even though Mildura's catchment area is significantly larger than Horsham's and its distance to Melbourne is almost twice that of Horsham (see table below), we believe that an analysis of the Mildura aviation market will provide valuable insights for development options at Horsham. This will be discussed in greater detail below.

Table 6-3: Analysis of Mildura Aviation Market

| | From State Capital | | | | | | | | | | | |
	Distance	Driving Time	Catchment Population	FY 15	FY 16	FY 17	FY18	FY 19	FY 20	FY 21	FY 22	FY23
Mildura	542	6:00	110,000	212,789	218,224	223,401	234,136	241,656	175,095	57,670	98,327	196,709
Horsham	299	3:15	45,000									

Determination of Current Demand for Air

The analysis into current demand patterns for air services into and out of the Horsham catchment area undertaken in mid 2023 was widened with the results summarised below. As highlighted below and discussed in detail thereafter, a variety of data sources was deployed for the purposes of an RPT assessment:

- Community Survey, conducted by Stafford Strategy via SurveyMonkey (N=391)
- Industry Survey, conducted by Stafford Strategy via SurveyMonkey (N=78)
- Questionnaire to Horsham businesses sent out in November 2023 (N=13)
- Communication with resources companies
- ABS Census (2021)
- Tourism Research Australia (TRA), National Visitor Survey (NVS)
- BITRE Aviation Statistics
- Insights from past three consulting project work

Community Survey

Council invited residents to participate in what was labelled a travel survey and received an impressive 391 responses. Whilst this represents a good response rate producing a theoretical margin of error of +/-4.9% at the 95% confidence level, we see a few problems:

- Survey was conducted within Horsham only and did not extend to the airport's total catchment area (see comments in relation to ABS Census below)
- At 2% the percentage of non travellers appears extremely low. three consulting has conducted travel surveys in a wide variety of regional (non-capital city) markets and have found that the average of non-travellers within a community is around 27% (12% non-travellers at all, 15% non flyers)
- It is possible that more than one member of a household completed the survey which would skew results as questions were asked on a per household basis

- In summary, the survey is insufficiently controlled and consequently not properly randomised. This means that findings should not be up-factored to the whole population
- Whilst we won't use the survey to assess overall travel volumes, the other aspects have been made part of our analysis, such as destination ranking for outbound travel, the origin ranking for inbound travel, importance of air travel aspects (same-day return, day and time of operation, etc.) as well as statements with relation to fares respondents are willing to pay

Industry Survey

Council invited representatives of businesses located at Horsham to participate in what was labelled a travel survey. We see fewer problems here:

- Survey was conducted within Horsham only but it is thought that businesses throughout the larger catchment area would be disproportionately located in Horsham itself
- It is not very likely that the same survey was completed twice by the same company
- Industry surveys can't be up-factored as travel behaviour and patterns are likely to differ significantly between industries and companies
- Again, what we found most useful and have made part of our analysis are the destination ranking for outbound travel, the origin ranking for inbound travel as well as statements with relation to fares respondents are willing to pay

Business Questionnaire

Via the help of Council, three consulting was able to reach out to businesses in the Horsham catchment area in November 2023. This was complemented by communication with resources companies planning to establish mining sites in the area.

- A modest 13 companies participated in the exercise
- Two mining operators (DMS and WIM Resource) participated in the exercise with both not expecting to generate significant FIFO or business travel patterns into the Horsham area
- As per above, industry surveys can't be up-factored as travel behaviour and patterns are likely to differ significantly between industries and companies
- Again, answers to the questionnaire were useful to establish a destination portfolio and respondents' willingness to pay

ABS Census (2021)

We tried to understand the potential catchment area of HSM and did so by comparing drive times to both Horsham and Melbourne from SA2 areas around the airport. The table below summarises our findings:

Table 6-4: Potential Catchment Area of Horsham

SA2	Population					
	2016	2017	18	2019	2020	2021
Horsham	16,462	16,551	16,615	16,733	16,913	16,944
Horsham Surrounds	3,443	3,442	3,456	3,469	3,464	3451
Stawell	8,225	8,245	8,272	8,313	8,373	8,465
Yarriambiack	6,693	6,645	6,634	6,611	6,575	6,454
Nhill Region	6,960	6916	6889	6878	6889	6,907
West Wimmera	2,782	2,784	2,783	2,781	2,782	2,748
HSM Catchment Population	44,565	44,583	44,649	44,785	44,996	44,969

It is thought that residents from these areas would be interested in RPT services from and to HSM, that flying to Melbourne would be preferred to drive to Melbourne from a pure elapse time basis. The catchment size is calculated at 45,000 residents, with no significant growth over the most recent 5-year period.

Tourism Research Australia (TRA), National Visitor Survey (NVS), International Visitor Survey (IVS)

Via its NVS and IVS, TRA produces a comprehensive picture of travel within, as well as out of and into Australia. For the purposes of this exercise we ignored international inbound data and concentrated on intra-state (both inbound and outbound), inter-state (both inbound and outbound) and outbound international travel.

The catchment area was defined as per above (the SA2 areas of Horsham, Horsham Surrounds, Stawell, Yarriambiack, Nhill Region, and West Wimmera) and, to reduce margins of error, we averaged data on a 3-year basis … the data below represents observations for the average of 2017, 2018, and 2019. We split the results by state of origin / destination, by overnight and same-day travel pattern, as well as by mode of transport. In theory, the dataset could also be split by purpose of travel but the ever-reducing number of observations for smaller subsets would create substantial margins of error.

The table below summarises our findings which are highlighted as follows:
- At almost 85% of all travel, Victoria represents the lion share as both origin and destination from an to the Horsham catchment area
- At 21%, Melbourne's share of overall travel is relatively low
- For outbound travel this reduces to just 16% which appears low when compared to observations for other areas around regional Australia
- South Australia is the second most popular destination and origin, easily explained by its proximity to Horsham
- Out of the remainder, New South Wales and Queensland command a 75% share
- At just 6,500 trips per year, international travel out of the catchment area is limited
- The ratio of trips by air (for the outbound market only) is just 3%, a clear sign of lack of access to adequate air services

Table 6-5: All Modes of Transport Comparison Analysis

| | All Modes of Transport | | | | | |
	Outbound Overnight	Outbound Same Day	Outbound International	Outbound Overnight	Inbound Same Day	Total
Melbourne	104,307	67,880	-	164,176	39,355	375,718
Other Victoria	206,043	611,918	-	274,503	55,570	1,148,034
ACT	830	-	-	5,620	-	6,450
New South Wales	16,525	-	-	45,940	-	62,465
Northern Territory	1,590	-	-	3,333	-	4,923
Queensland	9,419	-	-	17,795	-	27,214
South Australia	39,984	30,679	-	99,913	6,066	176,642
Tasmania	3,039	-	-	2,142	-	5,182
Western Australia	3,628	-	-	3,867	-	7,495
Total Domestic	385,365	710,477	-	617,290	100,991	1,814,122
Total International			6,557			6,557
Grand Total						1,820,679

| | By Air | | | | | |
	Outbound Overnight	Outbound Same Day	Outbound International	Outbound Overnight	Inbound Same Day	Total
Melbourne	558	-	-	879	-	1,437
Other Victoria	1,026	-	-	1,247	-	2,273
ACT	830	-	-	-	-	830
New South Wales	5,597	-	-	3,812	-	9,410
Northern Territory	926	-	-	603	-	1,529
Queensland	6,082	-	-	8,028	-	14,110
South Australia	1,560	-	-	461	3,742	5,764
Tasmania	2,725	-	-	-	-	2,725
Western Australia	1,919	-	-	-	-	1,919
Total Domestic	21,224	-	-	15,030	3,742	39,996
Total International			6,557			6,557
Grand Total						46,553

BITRE Aviation Statistics

BITRE, in combination with ABS Census data was used to calculate average propensities to travel … an expression of how many trips per annum are made by the entire or part of a population.

Investigating data for 2019 (the last full year before the effects of Covid-19 distorted travel data), and assuming that 15% of domestic passengers are actually international visitors (this equates to an average of around 0.9 domestic flights for every international visitor to Australia) yields the following results:

- Propensity to fly for Australia overall: 1.48 trips per annum
- Propensity to fly for residents of state capital as well as residents of Gold Coast, Cairns, Townsville and Launceston: 1.72 trips per annum
- Propensity to fly for residents of all other areas of Australia: 0.89 trips per annum

Insights from the Combination of All Data Sources

To calculate possible uptake of an RPT service to and from HSM, we started with a few assumptions:

- Melbourne as the strongest single point of destination / origin
- Melbourne Essendon (MEB) as the preferred airport as it is home to regional aircraft operators, closer to the CBD, not security controlled and thus much quicker in passenger processing
- The choice of MEB means that possible connect traffic to places such as Sydney and Brisbane is burdened by a necessary airport transfer (around 10 - 15 minutes)
- Same-day return services are a relatively important service aspect (43% of respondents in industry survey and 66% of respondents in community survey regarded this as a decisive aspect in their decision making process). However, we think it is rather unlikely to secure 2 round-trips a day, scheduled as one in the morning, the other one in the evening, as RPT is introduced at HSM, so have decreased passenger potential accordingly
- In general, we routinely choose to err on the downside when assessing the introduction of RPT services. Having worked for airlines extensively ourselves, we know and appreciate that network planners approach their jobs conservatively.

Resident Outbound Travel

The starting point is the area's catchment population, estimated at 45,000 residents. Applying the non capital city propensity to fly multiplier (0.89) would give us 40,000 resident trips by air per year. As the service will connect HSM to MEB, and is not scheduled in a double- daily pattern, based on the Community Survey, only 25% (combination of Melbourne and not requiring same-day return) of potential travellers qualify for the service. Another 10% of potential air travellers would go to New South Wales, Queensland, Canberra or to international destinations … it is assumed that a service to MEB could capture 50% of these, making the overall outbound market 30% of 40,000, or 12,000 trips, equating to 24,000 passengers.

Visitor Inbound Travel

The ratio of outbound to inbound trips can be calculated via NVS data and stands at 60% / 40%. Applying this metric puts the inbound visitor market at 40% / 60% * 24,000 passengers = 16,000 passengers.

Total Travel

Adding resident outbound and visitor inbound yields a total of 40,000 passengers per year, with around 85% travelling between Horsham and Melbourne with the reminder connecting to either interstate or international flights. This needs to be qualified by price elasticity considerations which can be drawn from the Community Survey, as shown below:

Exhibit 6-1: Demand Curve Based on Community Survey
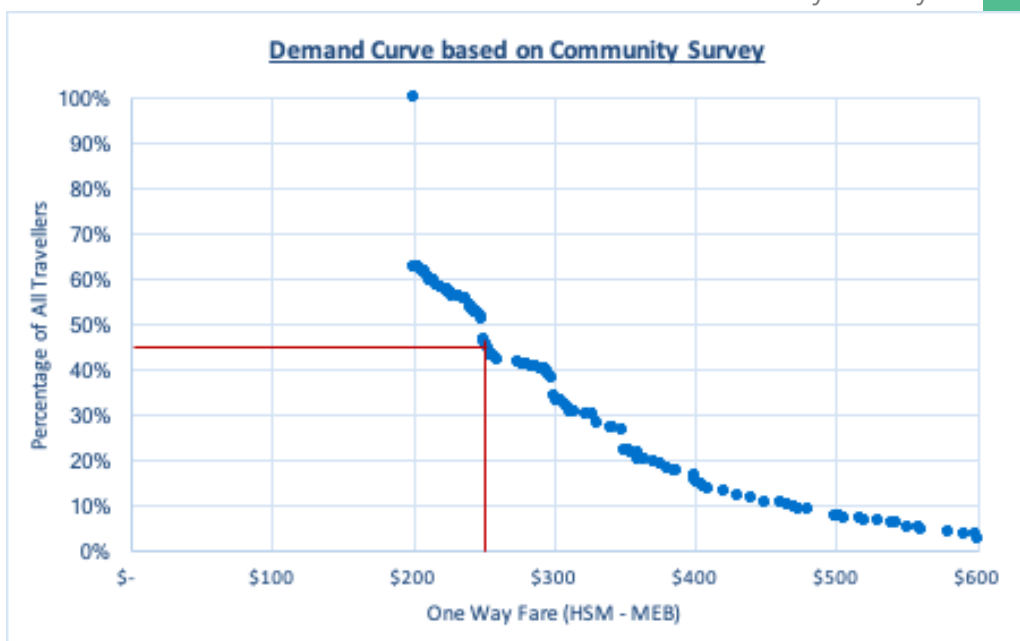
Next we checked average air fares on existing MEB and MEL services and concentrated on routes of similar distance to HSM – MEB (269 km's) served by 19 and 34 seat aircraft (Fairchild Metroliner and Saab 340) from either MEL or MEB. This was done as a fare scraping exercise conducted in early December 2023, interrogating the online booking systems of both Rex and Sharp Airlines for travel over the next two weeks as well as one month out and three months out from the booking date.
We determined the following average fare points:
- MEL – Burnie (Rex): Average Fare of $278 over 377 km's
- MEL – Mount Gambier (Rex): Average Fare of $271 over 358 km's
- MEL – Merimbula (Rex): Average Fare of $332 over 456 km's
- MEB – King Island (Sharp): Average Fare of $236 over 254 km's
- MEB – Flinders Island (Sharp): Average fare of $269 over 375 km's

All except one observation fit into the $200 - $300 fare bracket … and it must be assumed that at load factors around 70% to 75%, respective operations are profitable.

Above observations were used for a correlation analysis with distance as the independent and average fare as the dependent variables, producing an R squared of .91 representing high statistical significance. The distance between HSM-MEB is 269 km's and using above regression analysis to determine a price point for a service on that route produces a result of $234.
As can be seen from the demand curve above, this would attract 46% of the overall market, producing a realistic market size of 18,400 passengers per year, which translates into 177 one-way passengers each week.

We introduced a portfolio of similar aviation markets above … Sydney to Bathurst, Mudgee, Orange and Taree. With 61,000 residents, Orange's catchment area is almost 50% larger than Horsham's; moreover, Orange does attract significant inbound tourism so is removed from the set of comparison markets. A crude propensity calculation for the remaining markets (overall airport traffic divided by catchment population) produces a factor of 0.3. This is clearly lower than what was discussed above but would reflect two important aspects of the comparison set: the relatively close distance to the state capital and what might be perceived as relatively high fares … aspects that would also be true for a potential Horsham – Melbourne service. Applying the factor of 0.3 to Horsham's catchment size of 45,000 points at 13,500 passengers per year, translating into 130 one-way passengers each week.

Combining the two approaches discussed above produces a bandwidth of between 130 and 177 weekly one-way passengers (that's between 22 and 29 passengers per flight assuming 6 services to be flown per week) and sounds like a reasonable travel base.

Whilst we can't up-factor the Industry Survey, its absolute numbers are of interest here: There are 1,593 trips, so around 3,200 passengers per annum that would fly on business between Horsham and Melbourne not requiring same-day return services. Price elasticity for Industry Survey participants is somewhat lower and the business specific demand curve suggests that two thirds of overall demand would choose to fly for one way air fares up to $250. In summary, it can be assumed that around 2,100 passengers of the 18,400 shown above, so at least 12%, would travel for business purposes.

130 - 177 one-way passengers a week could attract an aircraft as large as the Saab 340 (34 seats) at 6 or 7 services a week or the Fairchild Metroliner at either higher frequencies, and/or at higher load factors and higher average fares. Whilst both Saab340 and Metroliners are operated by MEB based airlines (Sharp Airlines and Link Airways), Rex, operating out of MEL, has Australia's largest Saab 340 fleet.

Demand Forecast

This part of the exercise intends to determine how current (FY24) demand levels are expected to develop over the future to give Council guidance whether and, if so, when and how airport infrastructure has to be expanded to cater to increased passenger throughput.

Usually, for airports that benefit from existing RPT services and a time series of annual passenger throughput levels, demand forecasts rely on regression analyses that correlates actual annual passenger numbers with economic (e.g. GDP) or demographic (e.g. population) drivers observed for the same time period. Routinely, this is split into outbound (resident) and inbound (visitor) travel segments and once the best cause and effect relationships have been determined, forecasts for drivers (e.g. GDP growth and/or population growth over time) will define future unconstrained demand levels. Clearly, as there are no historic observations for passenger traffic at HSM, this approach is not available for this project.

Our work across regional Australia highlights that similar airports, where similarity can be based on geographic, size and/or dominant purpose of travel (e.g. leisure, FIFO, etc.) parameters, experience similar growth patterns. This is shown in the two diagrams below highlighting similar demand patterns at a group of airports in both South Australia and New South Wales:

- South Australia: Port Lincoln, Mount Gambier, Whyalla: all serve mid-size regional communities and do not attract disproportionate leisure or resources related traffic
- New South Wales: Albury, Wagga Wagga, Dubbo, Tamworth, Armidale: all serve larger regional communities, again without attracting disproportionate leisure or resources related traffic

Exhibit 6-2: Traffic Development at Selected SA Regional Airports

Traffic Development at Selected SA Regional Airports
(Normalised, FY00 = Base)
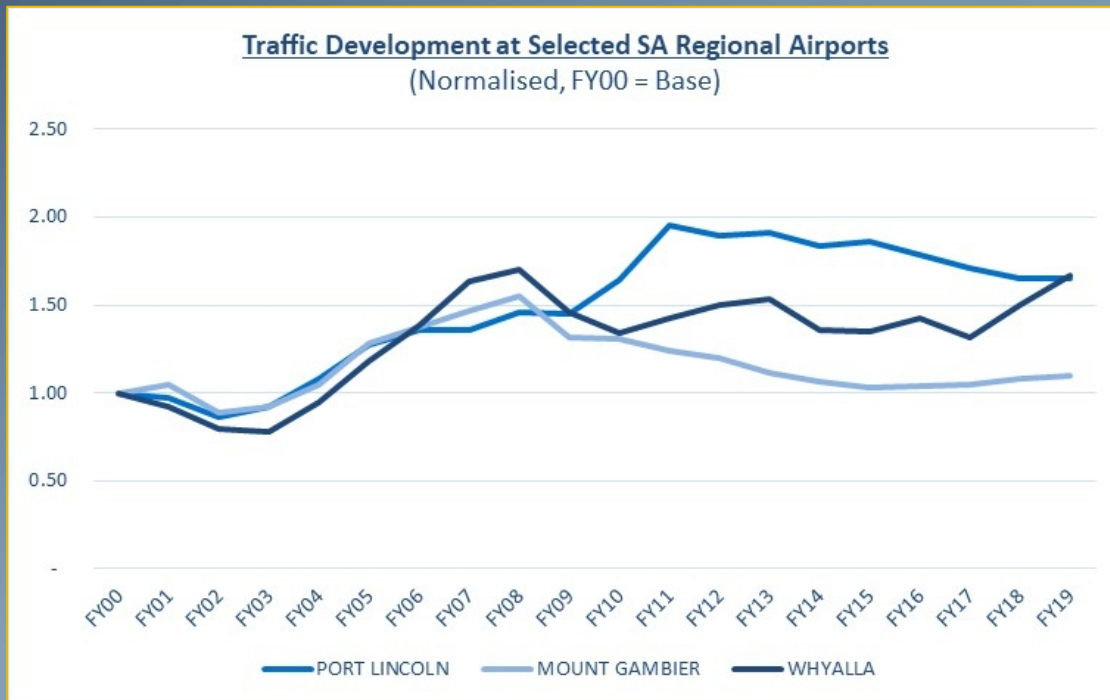
Exhibit 6-3: Traffic Development at Selected NSW Regional Airports

Traffic Development at Selected NSW Regional Airports
(Normalised, FY00 = Base)
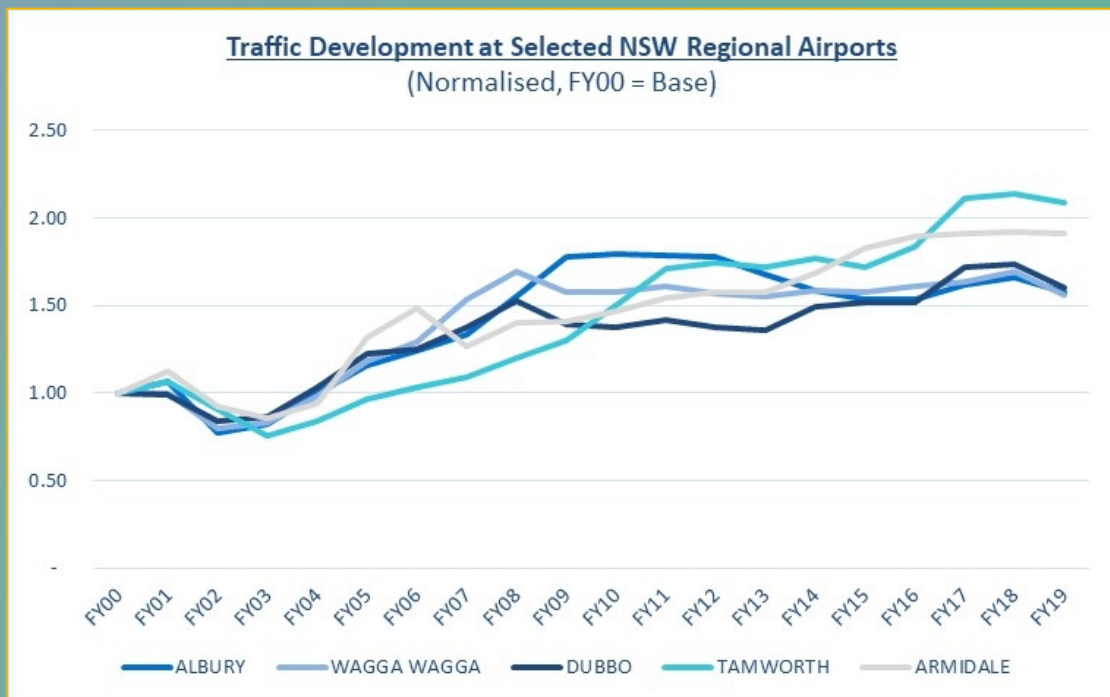
As pointed out above, Mildura Airport (MQL) shares a few similarities with Horsham, most importantly the strong traffic bias to and from the state capital. Lacking other comparison airports, we decided to utilise insights gained from studying traffic development at Mildura Airport for the demand forecast for HSM.

Creating regressions for MQL highlighted the importance of Melbourne for the airport. Whilst in most cases domestic outbound traffic is driven by a state's GSP, domestic inbound is more likely driven by Australia's GDP. In MQL's case, both directions (outbound and inbound) correlate better with Victoria's GSP, further confirming that MQL is a reasonable benchmark for a HSM demand forecast.

TRA's NVS dataset (air only) for the larger Mallee region correlates well with both Victoria GSP growth and MQL total traffic growth. TRA's NVS data for the Horsham catchment area's also correlates well with Victoria GSP, which, in summary allows the following logic.
- Forecasting Mallee's air traffic growth via Victoria GSP delivers a base line for MQL traffic growth
- Forecasting MQL traffic via Victoria GSP delivers an upside for MQL traffic growth
- The above is relevant for the Horsham catchment area as its air traffic growth (as defined by the NVS) is equally well defined by Victoria GSP

All 4 regressions are shown below:

Exhibit 6-4: MQL Total Traffic/ GSP

MQL Total Traffic / GSP

y = 0.7651x - 117009
R² = 0.8832
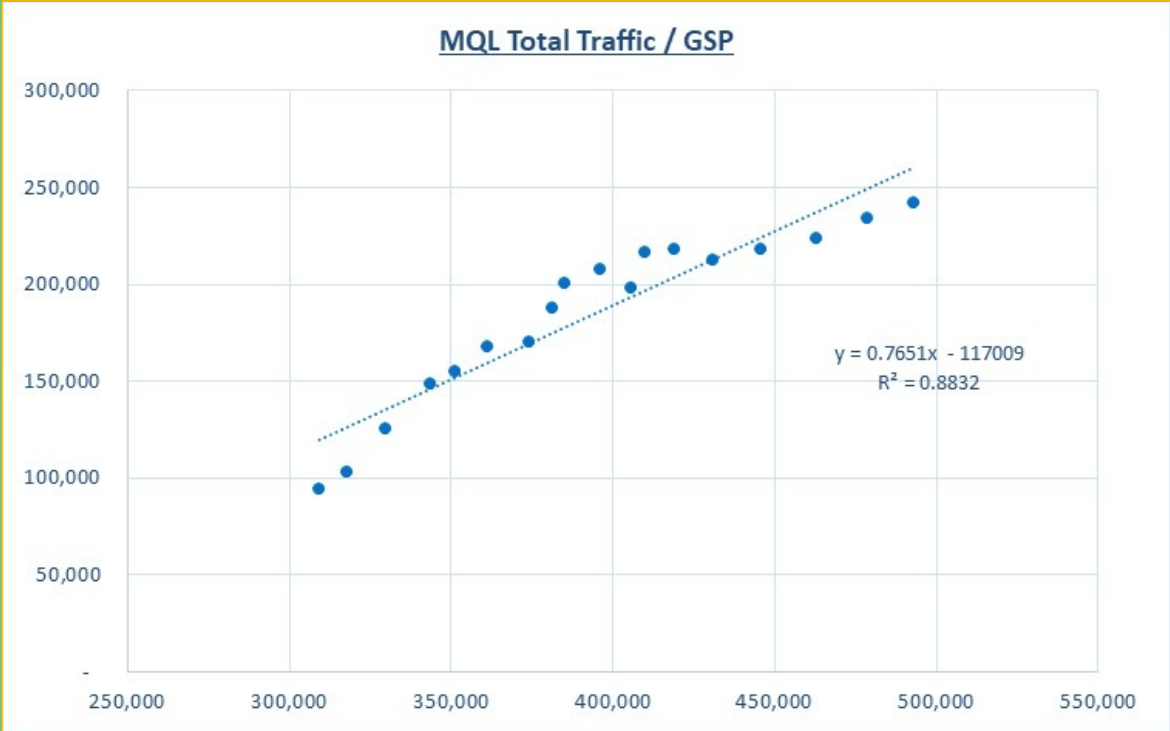
Exhibit 6-5: TRA Mallee (Air Only) / GSP

TRA Mallee (Air Only)/ GSP

y = 0.31x - 22664
R² = 0.6748
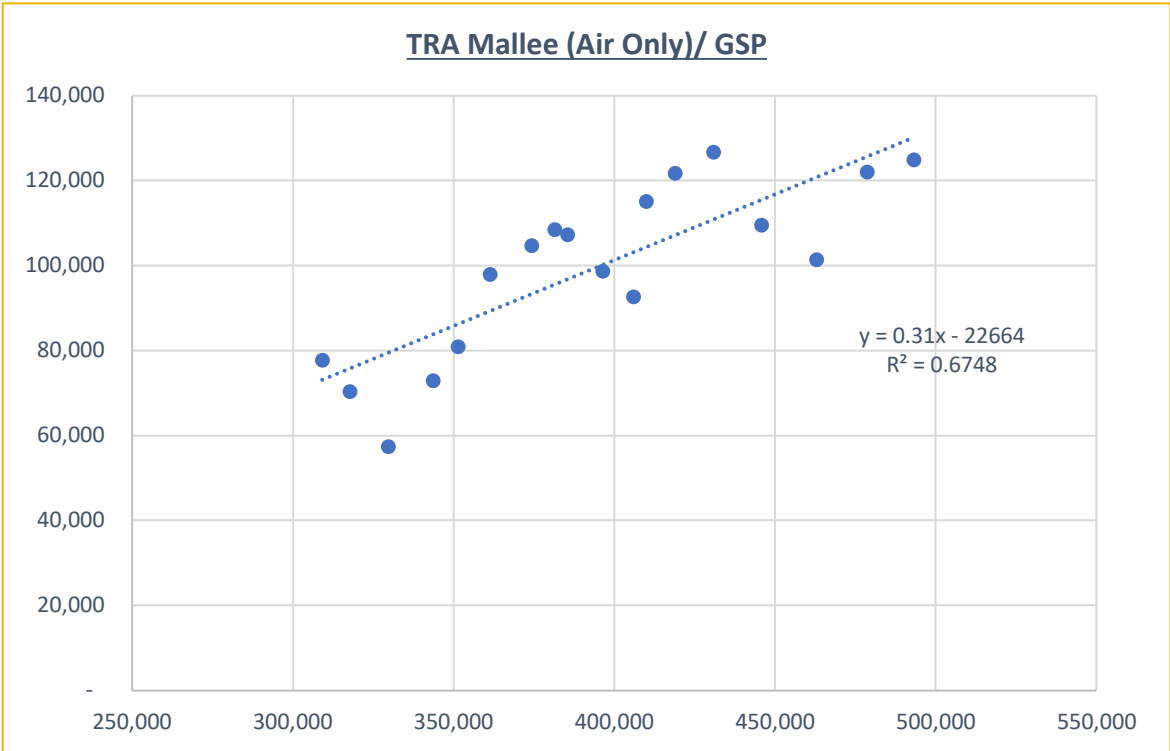
Exhibit 6-6: MQL Total Traffic/ TRA Mallee (Air Only)

MQL Total Traffic / TRA Mallee (Air Only)

$y = 0.9362x - 1771.9$
$R^2 = 0.7532$

Exhibit 6-7: TRA Horsham Catchment (Air Only)/ GSP

TRA Horsham Catchment (Air Only) / GSP

$y = 0.3508x - 112723$
$R^2 = 0.842$
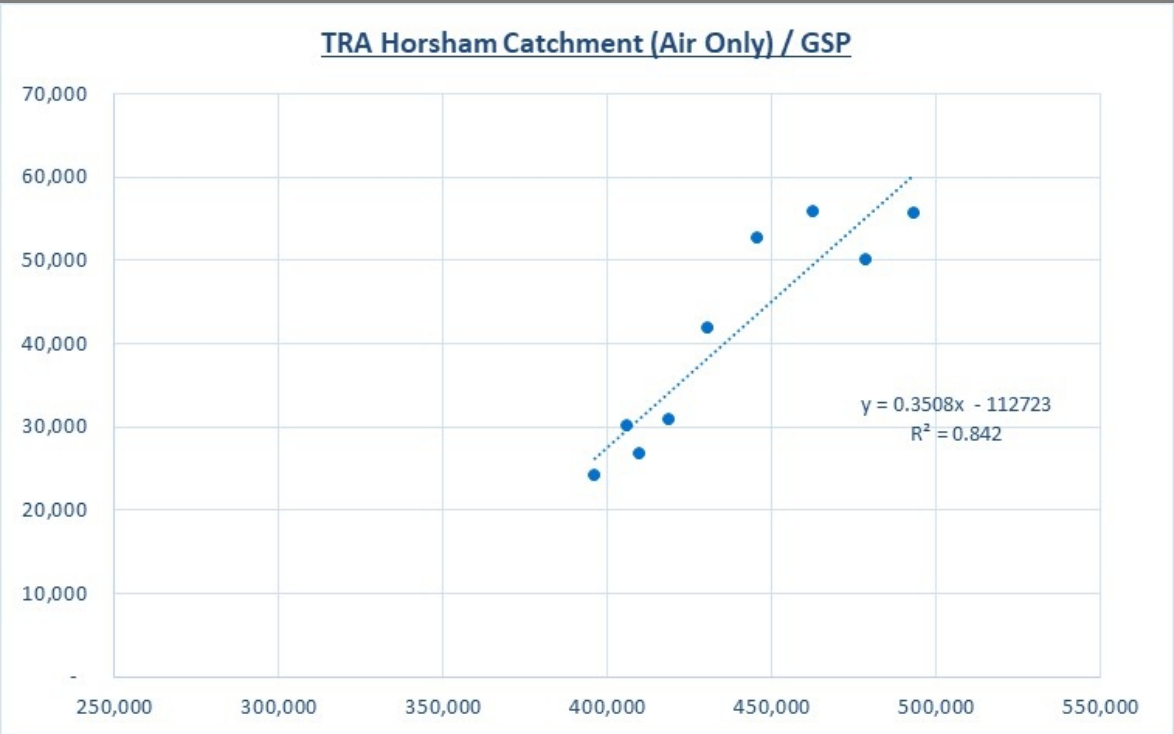
The strong correlations shown above including the circumstantial connection between traffic development within the Mildura and Horsham catchment areas suggest that a traffic forecast for MQL allows conclusions for HSM.

As past traffic results for MQL are available, we could create historic regressions correlating traffic with economic drivers and then produce a high level MQL traffic forecast for the next 50 years. This was done twice with the results shown below as an area between a lower end forecast (TRA over GSP based) and a higher end forecast (MQL over GSP based).

Exhibit 6-8: Demand Forecast for Mildura Airport
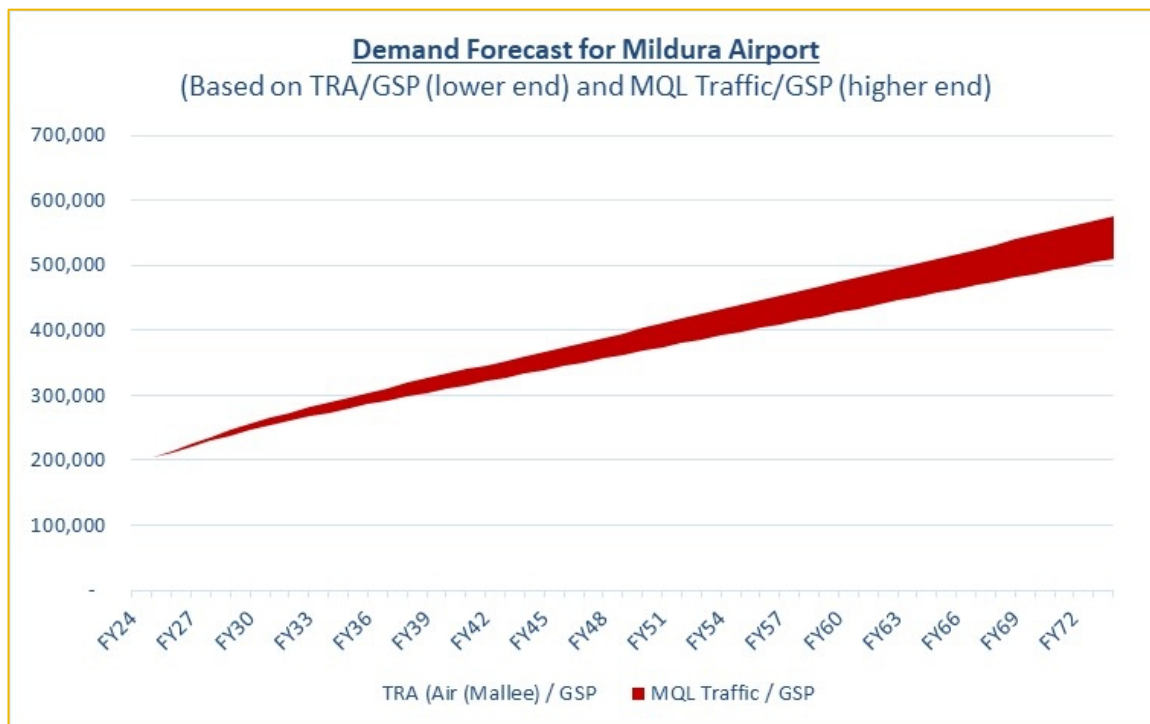
As per the logic presented above, the same parameters are used to create an annual traffic forecast for HSM, anchored at the FY24 demand estimates of between 13,500 and 18,400 passengers per annum

Exhibit 6-9: Demand Forecast for Horsham Airport
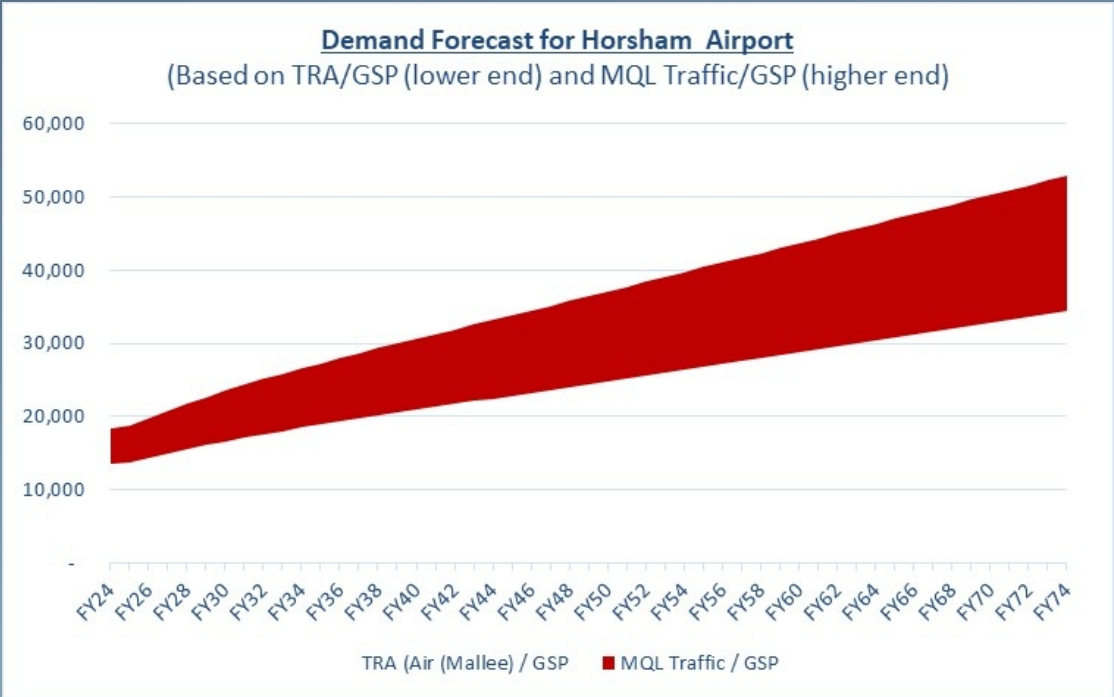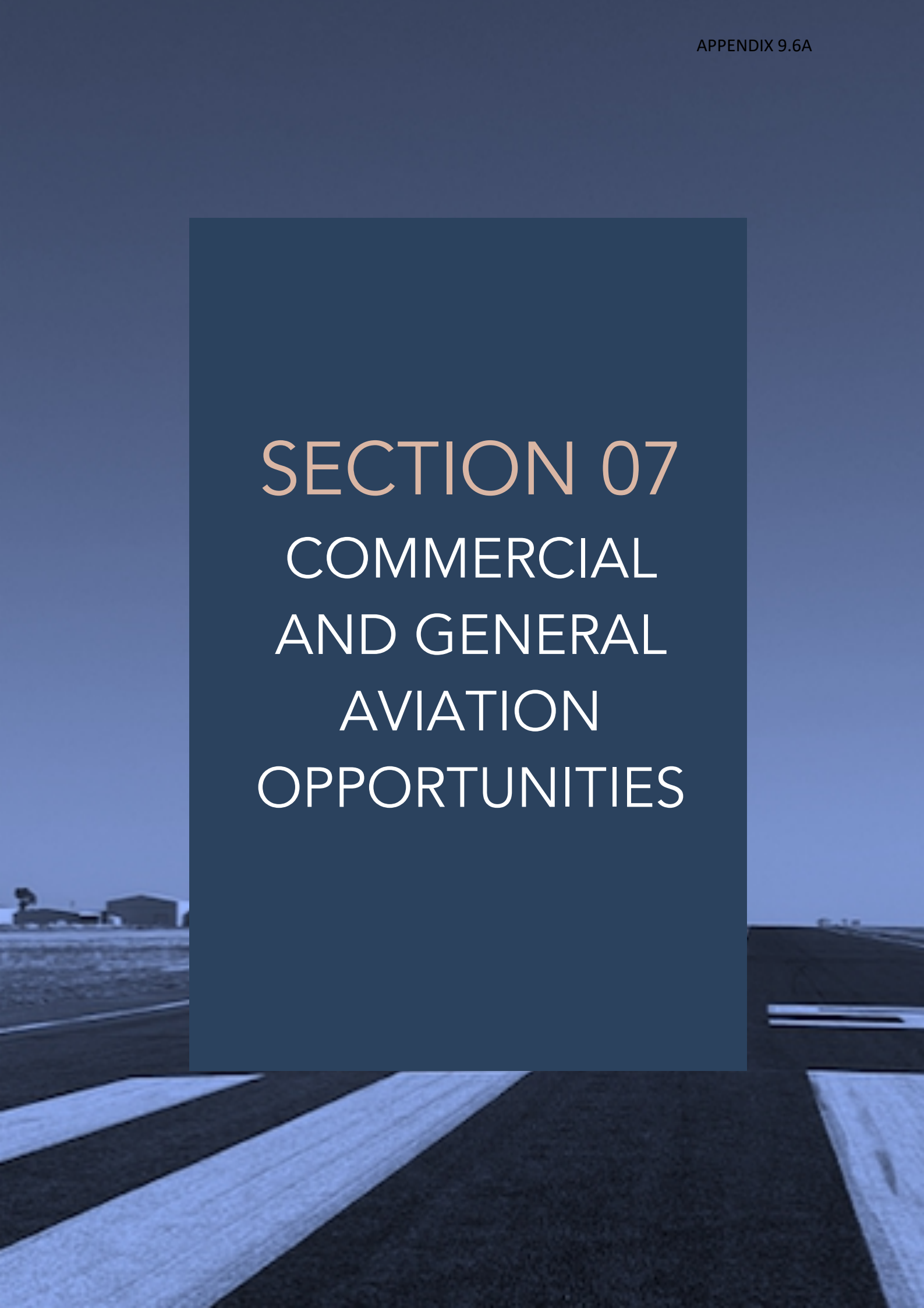
Finally, this last picture is translated into a daily one-way passenger forecast for HSM:

Exhibit 6-10: Daily One Way Passenger Forecast for Horsham Airport
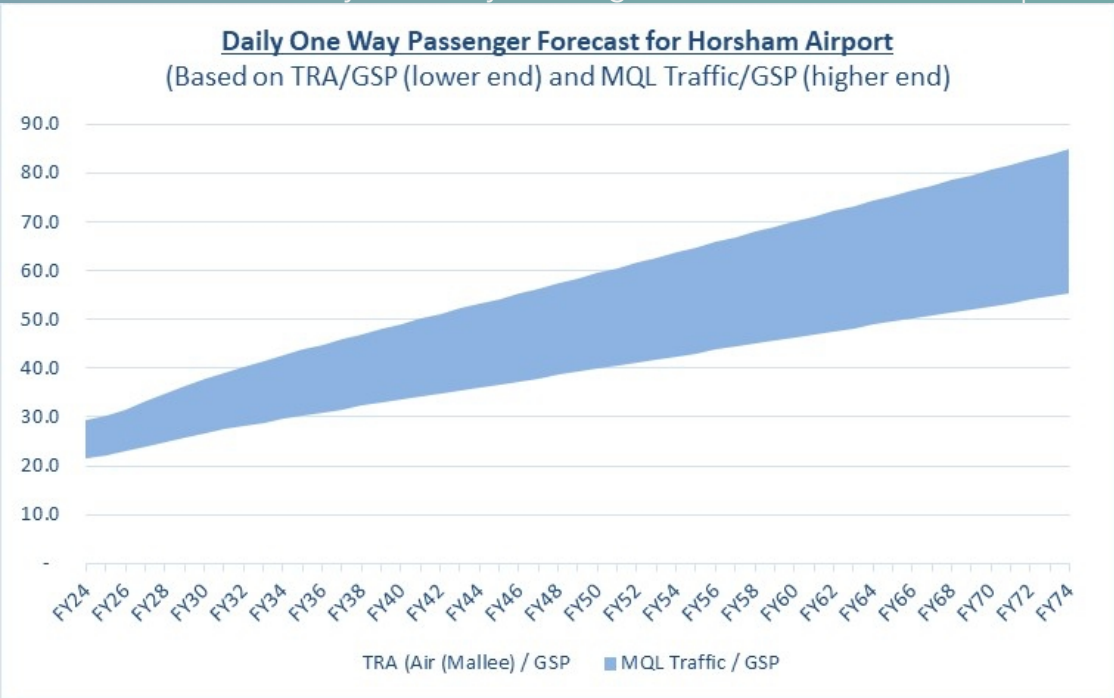
The above points to daily one-way traffic levels between 22 passengers (FY24 low) and 29 passengers (FY24 high), up to 55 passengers (FY74 low) and 85 passengers (FY74 high). Annual totals are between 13,500 (FY24 low) and 53,000 (FY74 high). These numbers are comparable with current traffic results at a variety of Australian airports, Mudgee and Tarree on the lower end as well as Merimbula and Kingscote on the higher end. All these airports are served by one airline and in most cases to one destination only. Aircraft in use are typically Saab340 (34 seats) with Mudgee getting services by Jetstream32's (19 seats). The lower end of traffic results are achieved with one daily round-trip whilst the higher end is achieved with up to three daily roundtrips.

SECTION 07

COMMERCIAL AND GENERAL AVIATION OPPORTUNITIES

07

Commercial and General Aviation Opportunities

Regular Passenger Transport

As part of the Master Plan for Horsham Airport, business development opportunities were examined. This analysis examined the potential for RPT operations to take place at the Aerodrome. The forecast analysis examined a number of travel surveys to determine how the population in Horsham travel and how responsive they would be to an RPT air service. The analysis resulted in a probable demand for 177 one-way passengers per week. This analysis also suggested aircraft in the 19 to 34 seat category could serve the sector, specifically the Fairchild Metroliner, Jetstream 32 or the Saab 340b. The Fairchild Metroliner and Jetstream 32 are both Code 2B aircraft based on the ICAO Aircraft Classification System, whereas the Saab 340b is a Code 3B aircraft.

Flight Training

Australia is a very large country with a corresponding, large airspace. The country also benefits from good weather for much of the year. In addition, English is the official language of the country which also happens to be the official language of aviation world-wide. These factors make Australia an ideal location for the training of pilots both for domestic carriers as well as overseas carriers. The commercial aviation industry world-wide, is experiencing a significant pilot shortage as a result of the retirement of large portions of the worlds pilots as well as carriers reducing their workforce during the pandemic. The training market is poised to experience high demand for pilot training and local flights schools can take advantage of the opportunity. There are currently 2 flight schools at Horsham Flight Hub offering flight training. These operations are not serving the international pilot markets but are smaller organisations, providing flight training for local residents from the Horsham and Wimmera region, looking to learn to fly, either as a recreational activity or have a desire to make a career in aviation. Pilot demand world-wide is still very high and employment opportunities for pilots remains strong. The local flight schools see opportunities for more flight training activity at Horsham Flight Hub. The schools would like to see better facilities that could be used by the schools including common classrooms, rest areas and briefing facilities.

Aerial Firefighting

At present the primary base for aerial firefighting is at Hamilton Airport to the south of Horsham. Hamilton Airport, has a 1704m long runway that is 30m wide and has a contract to accommodate Large Air Tankers (LATs). During an aerial firefighting event, many organisations and aircraft are brought together to provide support and fight the bushfire. Use of LATs are only one response to a fire event and although a LAT can provide a single large fire suppressant load, it takes time for such an aircraft to arrive on scene, drop its load, return the airport to reload and then return to the fire event. Such an appliance is a very good tool for the agencies coordinating the firefighting response. However, to properly and efficiently suppress a bushfire, the controlling agencies will bring together aircraft of different sizes with varying firefighting or Air Attach Supervision (AAS) roles and capabilities. Smaller aircraft and AAS aircraft may be based at the same location as the LATs but also may be based closer to the fire front to facilitate faster turnaround times and keeping a constant observation and coordination of all aerial firefighting appliances. During discussions with Council and some of the tenants, the view was expressed that Horsham would better serve as an aerial firefighting base if the runways at Horsham were longer. Aerial firefighting is an important community service and one that any community would desire to have based at their local airport. It should be cautioned that aerial firefighting will increase the number of flight operations, particularly during a fire event. However, the growth and economic benefit of having such an operation based at the airport would need to be determined.

Glider Activity and Events

Many airports across Australia claim to have great soaring and try to promote soaring events. However, Horsham has a history of delivering some of the best national gliding training and competitions in the country. As such, the gliding community at Horsham appears to be very active with a significant amount of glider training taking place as well as organising regular and popular gliding events such as the annual Horsham Week and Horsham Coaching Week as well as being part of the World FAI Sailplane Grand Prix. The gliding community would like to grow the events and have better facilities for the events such as a club house. Currently those attending events bring their own accommodation in the form of caravans or tents which keep them close to the flying activity.

This limits the overall community benefit and flow of economic activity as a result of the events. Joint promotion and incentives to move the social events surrounding the gliding, into the town might help to shift the emphasis away from on-airport temporary accommodation, to use of hotels, motels, shared accommodation and food and beverage outlets, in the community.

Hangarage

Expressed by many tenants, was the need to increase the hangarage available. Some of the tenants, identified a need to expand their existing aviation business facilities, or increase hangarage. There was a general view that Horsham Flight Hub was in a unique position of having a high demand for additional hangarage and associated taxiways and aprons. The Council however, has received limited direct interest in new hangarage opportunities.

SECTION 08
FUTURE DEVELOPMENT REQUIREMENTS

08

Future Development Requirements

Design Aircraft

To determine the size of future facilities, one or more aircraft are identified as design aircraft. This helps to establish the Codes used for safeguarding, size of facilities and runway length required. For Horsham, the forecasts have established the level of passenger demand that could be generated. This demand could be accommodated using a few different aircraft. By examining the aircraft and demand, the critical requirements can be established and therefore used for planning purposes. There is very likely enough demand to initiate a flight service between Horsham and Melbourne for 19 passengers each way. At this level of demand, there are commercial passenger aircraft that can provide this level of capacity. However, many of these types are either very old and out of production or are designed to serve different markets and therefore may not provide a suitable economic solution for early adoption. The 2 primary contenders for the 280km (150nmi) flight sector are the Fairchild Metroliner, the Jetstream 31/32 and the Dornier 228. All three of these aircraft are old and out of production. There are also limited numbers operating in Australia. As of writing, there are 43 Fairchild Metroliners, 5 Jetstream 31/32 and 3 Dornier 228 aircraft on the Australian aircraft registry. Initiating a commercial service between Horsham and Melbourne with these aircraft would be possible but over time, carriers will retire older aircraft and add new aircraft to their fleets. The only aircraft of this size that are currently in production are the very new Cessna SkyCourier and the DeHaviland DHC-6 Twin Otter. Both of these aircraft can carry 19 passengers but operate at much slower speeds than the Metroliner or the Jetstream 31/32. As such the carriers operating costs would be higher for the flight sector, requiring higher airfares and therefore, may not be as economical.

The forecast passenger demand has identified that passenger numbers would likely grow to a one-way demand in 2044 of 22 passengers in the low case and 29 passengers in the high forecast case. To accommodate RPT passenger demand therefore, the facilities at Horsham should be developed to accommodate aircraft in this range. The aircraft that are able to accommodate this passenger complement is limited with many types no longer in production. Aircraft with the seating compliment to accommodate the 22 to 29 passengers include:

Table 8-1: Aircrafts with Seating Compliment to Accommodate 22-29 Passengers

Aircraft	Seats	Production Run	Number Produced	Code
Saab 340b	34	1983 to 1999	459	3
Embraer 110 Bandeirante	30	1968 to 1990	503	3
Embraer 120 Brasilia	30	1983 to 2001	357	3
Jetstream 41	29	1992 to 1997	100	3
Dornier 328	30	1991 to 2000*	217	

Dornier GmBH went in bankruptcy in 2002. However, in 2019, DRA GmBH was formed and acquired the production rights for the 328 series with expectations of restarting production of a slightly stretched version accommodating up to 42 passengers. The first flight of the new production is forecast for 2024.

Of the above aircraft, there is a large number of Saab 340b aircraft currently flying in Australia, mostly with Rex. However, as the fleet is aging and no longer in production, Rex is looking to move to another aircraft to provide regional turboprop services. The aircraft being considered for replacement have seating compliments of approximately 40 to 44 seats. The Saab 340b will continue to operate in Australia for some time to come and it is likely that when Rex retires the Saab 340 aircraft, these will begin a new life with another carrier.

If a carrier such as Rex were to take up the opportunity presented by a Horsham to Melbourne service as identified in the forecasts, their fleet replacement would allow them to serve demand beyond the 2044 horizon and accommodate larger passenger loads. However, carriers will try to maximise the passenger numbers per flight in order to drive the best revenue return. As such, a carrier will tend to operate a smaller aircraft on fight sectors with low demand and larger aircraft on sectors with high demand. However, if they don't have suitably matched aircraft, they may also choose to look at frequency as a means of increasing capacity to respond to increases in demand. All of this is done within the confines of the aircraft fleet they operate and/or plan to operate in the future. As such, If Rex was to add an aircraft such as the ATR 42 to their fleet, this would permit the carrier to suitably respond to demand with good load factors, towards the 2044 timeframe. When demand exceeds the capacity of the aircraft being operated i.e. the Saab 340b or possibly the ATR42, the carrier may increase frequency or look at using a larger aircraft such as the ATR 72. If Rex was to select an aircraft such as the ATR42 as their Saab 340b replacement, adding ATR72 aircraft to the fleet would be a natural development to give the carrier more flexibility in responding to capacity. Such demand would also open the opportunity for a carrier to respond with aircraft such as the Q400. Both the Q400 and ATR72 have similar passenger complements and runway length requirements. However, both aircraft would necessitate more runway than is available at Horsham Airport.

Runway

The airport has 2 runways: Runway 08/26 and Runway 17/35. Runway 08/26 is 1322m long and able to accommodate the current aircraft demands. The 1322m TORA provided by Runway 08/26 would be adequate to accommodate the Saab 340b aircraft on a flight from Horsham to Melbourne as identified in the forecasts. Growth of the demand beyond the 30 passenger one-way demand forecast in 2044, can either be accommodated by the carrier operating an additional frequency or by using a larger aircraft. If a carrier was to use a larger aircraft, a runway extension or a new runway would be necessary. Runway 17/35 is Code 2 and of a suitable length to accommodate GA traffic and occasional commercial Code 2 aircraft operations.

There are numerous different aircraft that could be used to fulfil the demand between 2044 and 2074 for additional capacity, including aircraft that as yet have not been developed or use propulsion system that have not been used in the commercial aircraft market. It is therefore a difficult task to identify a design aircraft that can help determine if the Council should consider either a new runway or extend the runway to accommodate a larger aircraft. Table 9-2 contains runway length requirements for currently known aircraft that could provide the capacity to accommodate demand.

Table 8-2: Runway Length Requirements for Aircrafts

Aircraft	Seats	TORA Required	Code	Production
Fairchild Metroliner	19	1310	2	Out of Production 2001
Saab 340b	34	1282	3	Out of Production 1999
Jetstream 41	29	1380	2	Out of Production 1997
EMB110	30	N/A	3	Out of Production 1990
EMB120	30	N/A	3	Out of Production 2001
Dornier 328	30-42	N/A	2	Out of Production 2000
ERJ 135	37	1270	3	Out of Production 2016
ATR42	42-48	1060	2	In Production
ERJ145	44	1200	3	Out of Production 2016
ATR72	72-74	1290	3	In Production
DHC-8-200	37	880	2	Out of Production 2009
Q300 (DHC-8-300)	50	1080	2	Out of Production 2009
Q400 (DHC-8-400)	74	1450	3	In Production
ERJ170/175	78	1100	3	Out of Production 2016
Fokker F70	80	N/A	3	Out of Production 1997
A220-100	108 - 153	1250	3	In Production
A220-300	130-160	1333	4	In Production

Accommodating the longer-term demand would necessitate either constructing a new runway or extending the existing runway. Any change to the runway to accommodate a higher aircraft Code would be deemed an upgrade of the runway. An upgrade would require the Council to bring the runway strip width for Runway 08/26 into full compliance with the current MoS 139. The Current MoS requires a runway strip to be 280m wide for Code 3 non-precision instrument runway. As the airport currently has a Code 3 runway which does not comply with the current MoS 139 requirements in terms of strip width, upgrading of the runway to Code 4 would negate the grandfathering currently in place and therefore the requirement for a 280m wide strip would be necessary. To accommodate a 280m wide runway strip, a new runway would need to be constructed.

Extend Existing Runways

The analysis conducted had the objectives of achieving a TORA of 1322m i.e. the published current TORA and/or achieving a TORA of 1450m which was determined as necessary for operation of the Q400 aircraft on the Horsham to Melbourne sector. The solutions attempted to add as little additional land as possible, through extending the existing runways. To achieve this, the analysis looked at:

• Do Nothing,
• Minimal extension to Runway 08/26,
• Extend Runway 08/26, and
• Extend Runway 17/35.

Do Nothing

The existing Runway 08/26 does not have the Runway End Safety Areas identified in the current MoS139. The RESAs available for Runway 08/26 are compliant with the MoS 139 version 1.14 issued in January 2017 and therefore the RESAs are considered a grandfathered from the older MoS version. The current MoS 139, for a Code 3 non-precision runway, identifies that there should be a minimum length RESA of 90m. This 90m of RESA plus the 60m of runway strip end, gives a total distance of 150m to protect an aircraft if it overruns or undershoots a runway. At the western end of the runway, there is ample room to implement a 90m RESA. Some ground preparation may be required to ensure all bearing strength requirements are met. At the eastern end of the runway however, it is not possible to provide a 90m RESA at the end of the runway strip without making changes to the runway. To provide a compliant RESA, the Runway 26 threshold must be displaced by 34m to the west as shown in Exhibit 8-1. This will result in a reduction of the declared distances in both directions as a RESA is provided to protect both the overrun condition as well as the undershoot condition. The resulting TORA in the 26 direction drops to 1288m. The Saab 340b would still be able to operate from this reduced TORA with full passengers to Melbourne. However, the Metroliner and the Jetstream 32, would only be able to operate with restricted loads and therefore, unlikely to be viable.

Table 8-3: Runway 26 Threshold Displaced by 34m to the West

Runway Direction	TORA	TODA	ASDA	LDA
08	1402	1462	1402	1288
26	1378	1438	1378	1288

Exhibit 8-1: Runway Threshold Displaced by 34m to the West
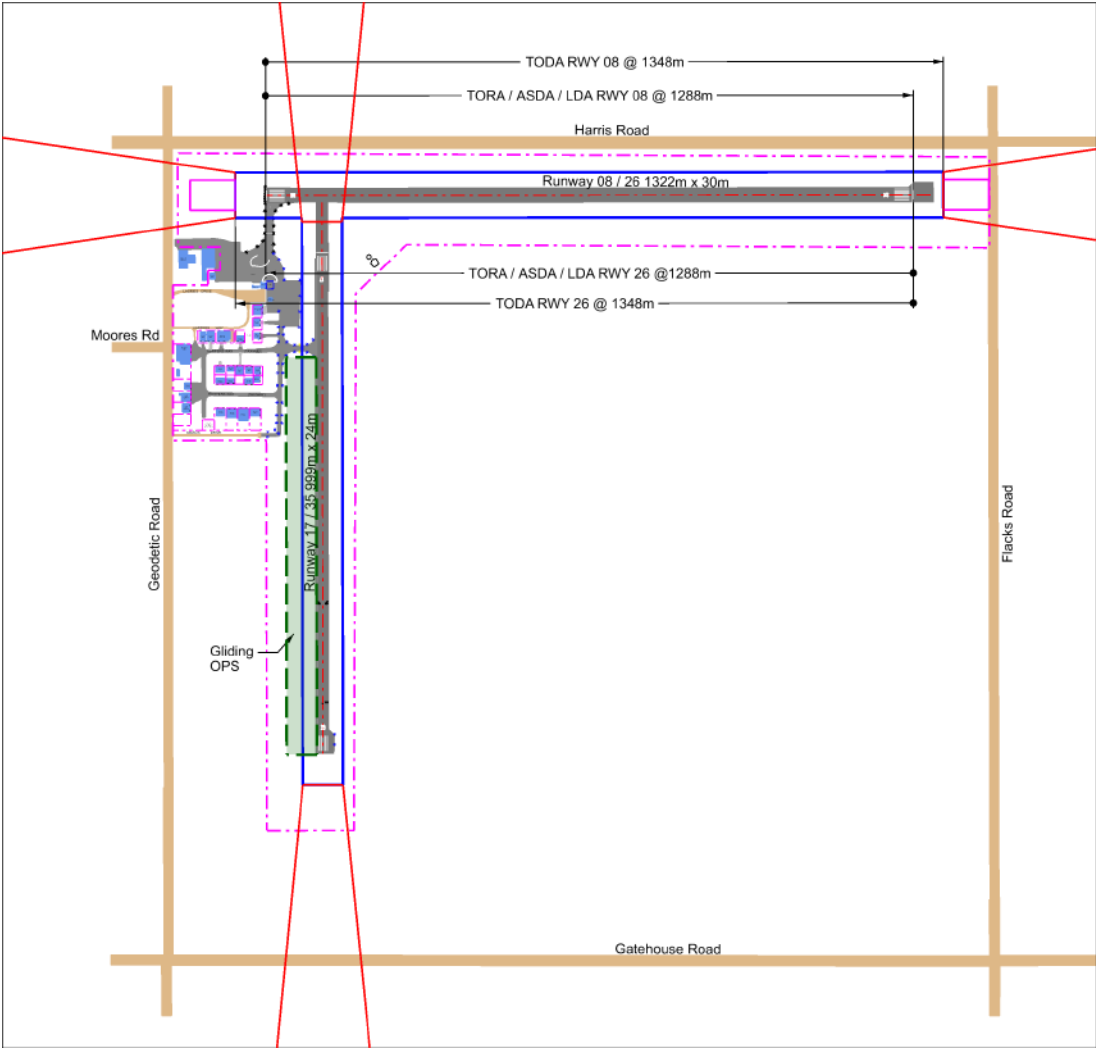
Minimal Extension to Runway 08/26

The first option for increasing the runway length available is to extend to the maximum possible, within the property boundary. This option extends the runway at both the west and east ends of the runway. At the eastern end of the runway, the Runway 26 threshold can be displaced by 34m to the west to provide 150m to the property boundary similar to the Do Nothing Option discussed above. The runway is then extended 56m to the east to regain TORA for the Runway 26 direction. At the west end, the runway is extended by 114m. However, the Runway 08 threshold does not move. This solution increases the available TORA for the runways to the maximum that can be achieved within the property and ensure adequate TORA is available for the Metroliner and Jetstream 32, as well as additional runway for heavier aircraft. The declared distances for the minimal extension solution is provided in the table below and shown in Exhibit 8-2.

Table 8-4: Minimal Extension to Runway 08/26

Runway Direction	TORA	TODA	ASDA	LDA
08	1402	1462	1402	1288
26	1378	1438	1378	1288

Exhibit 8-2: Minimal Extension to Runway 08/26
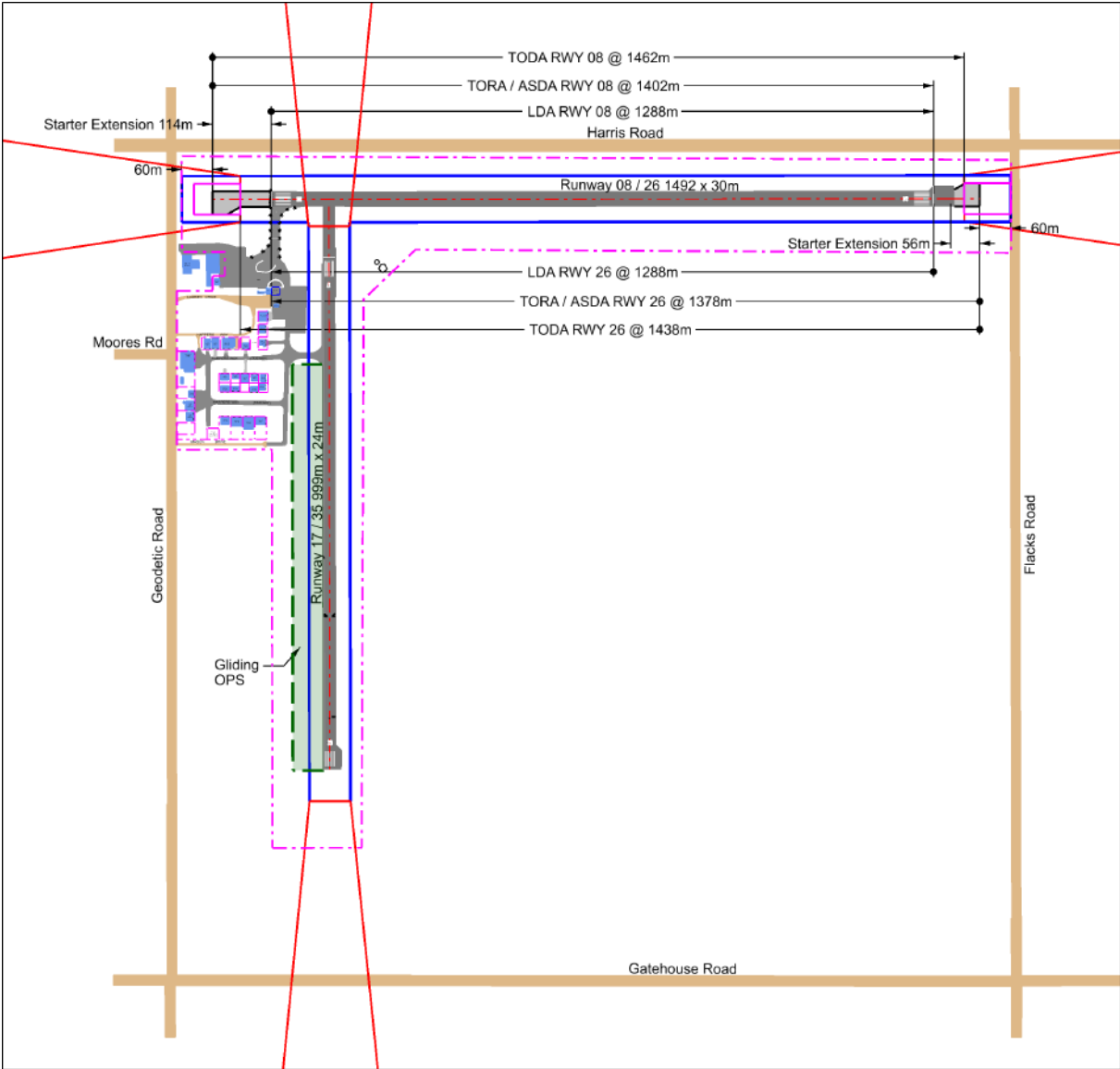
Extend Runway 08/26

Extending the runway to the maximum possible at the western end and then extending at the eastern end as need, maximises the use of the existing infrastructure and minimises the additional land needed to achieve the increased TORA identified for potential future operations. In this option, the runway TORA has been extended to at least, 1450m in the 26 direction which is in excess of 1450m in the 08 direction. As identified earlier in the document, the current runway strip is 90m rather than the 280m found in the current MoS 139. The Council have documentation from CASA dated 2017, to demonstrate the grandfathering of the narrower runway strip width for Code 3 non-precision instrument operations. The current Runway 08/26 is Code 3 and an extension of the runway to accommodate the potential for a 70 to 80 seat aircraft would likely remain a Code 3 aircraft. For example, the Q400 and ATR 72 aircraft are both Code 3 aircraft with passenger capacities of 72 to 74 seats. Therefore, unless CASA deems it necessary, the runway extension would not be an upgrade. Similarly, the runway would remain a non-precision instrument runway. Extending the runway would provide a minimum TORA of 1450m enabling turboprop operations by the Q400 to operate Horsham to Melbourne and provide capacity for the 2074 forecast demand. Extension of the Runway 08/26 would require the diversion of Flacks Road around the end of the extension. It would also require the acquisition of 3.1ha of additional land to enable the 128m runway extension and RESA implementation, at the eastern end. At the western end, the runway is extended the 114m representing the maximum extension on the western side, within the airport property. The overall solution provides a minimum TORA of 1450m in the Runway 26 direction. As this is no longer a balanced field runway arrangement, the TORA in the Runway 08 direction increases to 1564m. The extension of Runway 08/26 has been illustrated in **Exhibit 8-3**. Extension of the runway also gives the Council the ability to implement compliant RESAs on Runway 08/26. At the western end of the runway, there is enough land for the implementation of a 90m RESA without impacting Geodetic Road or the property boundary, on the western side of the airport. As the Council would be extending the property to the east, a 90m RESA has been shown to protect overrun and undershoot accidents at the 26 runway end.

Table 8-5: Extend Runway 08/26

Runway Direction	TORA	TODA	ASDA	LDA
08	1564	1624	1564	1564
26	1450	1510	1450	1450

Exhibit 8-3: Extend Runway 08/26
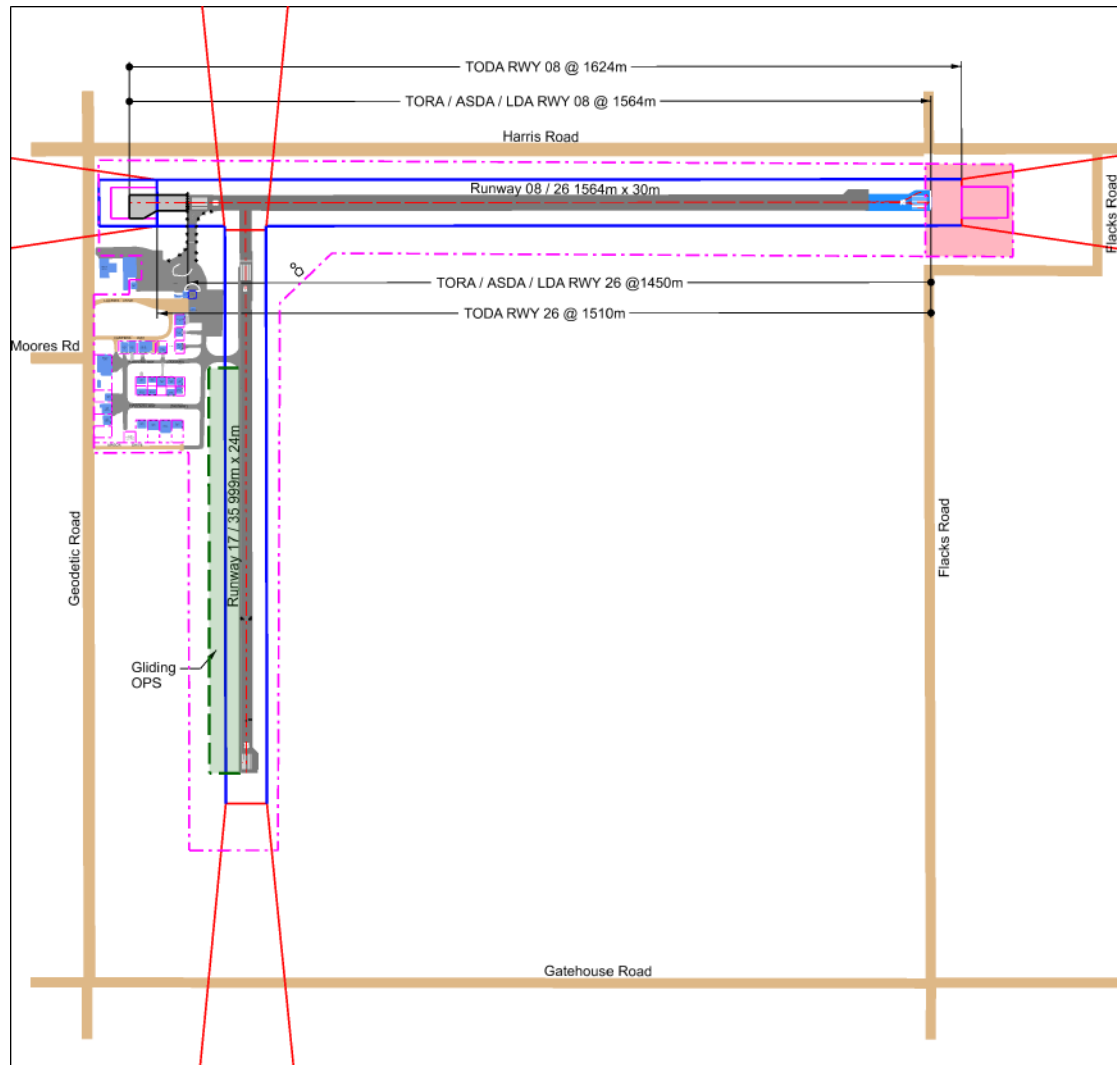
Extend Runway 08/26 with Full Strip

The current Runway 08/26 strip width is 90m whereas the current MoS identifies a Code 3 Non-Precision Instrument runway should have a strip width of 280m. The airport is able to continue to operate and extend the runway as a Code 3 non-precision instrument runway as the runway is not being upgraded or replaced.

However, if the Council wanted to bring the strip width into compliance with the current MoS139, a solution would be to extend the runway and displace the Runway 08 threshold to the east to ensure the Runway 08 approach 2% surface and the Runway 26 takeoff surface cleared the future extended passenger terminal, taxiway and GA Apron. Considerable additional land and pavement would be needed to provide the same TORA as available on the current runway. However, overall expansion required would not be as significant as would be necessary for a completely new runway as discussed further in this section of the Report. Exhibit 8-4 illustrates the extension necessary to provide the longer TORA while ensuring the approach and takeoff surfaces clear the future terminal, taxiway and GA Apron.

Table 8-6: Extend Runway 08/26 with Full Strip

Runway Direction	TORA	TODA	ASDA	LDA
08	1899	1959	1899	1564
26	1322	1382	1322	1322

Exhibit 8-4: Extend Runway 08/26 with Full Strip
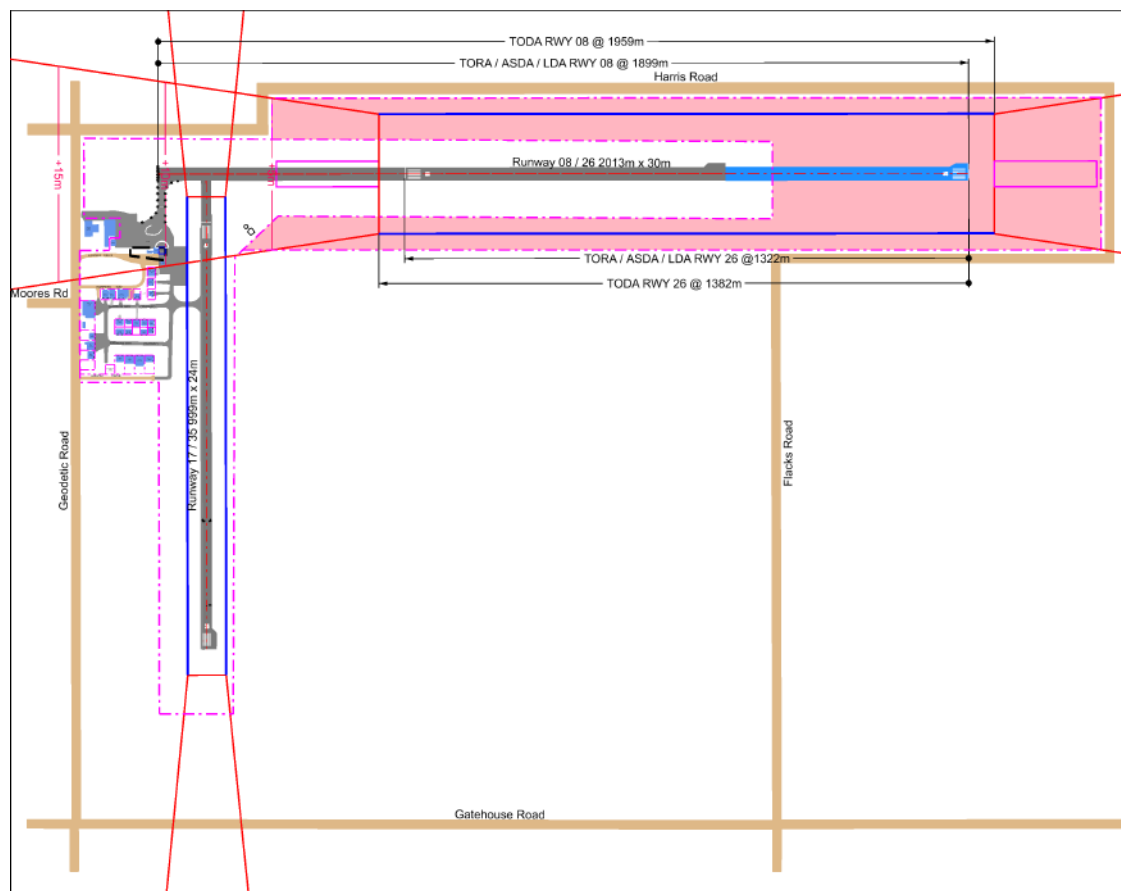
Extend Runway 07/35

Similar to Runway 08/26, it is possible to extend Runway 17/35 to 1456m to achieve the maximum potential within the property. This length however only provides a TORA of 1328m for Runway 35 and 1186m for Runway 17. As this extension is to accommodate Code 3 aircraft, the pavement would need to be widened to at least 30m. This upgrading of the runway Code would require the upgraded runway to comply with the current CASA MoS 139 which would therefore require a full 280m wide runway strip to accommodate instrument non-precision operations. Upgrading of the runway strip would therefore require removal of approximately 10 hangars, the Passenger Terminal Building, the GA Apron, the fuel facilities, the Aeromedical building and the airport maintenance shed resulting in a substantial reduction in usable airport land. Upgrading the runway from a Code 2 to a Code 3 runway would require the runway to come into compliance with the current MoS 139 standards including the approach surface. The non-precision instrument approach surface would lower the slope of the approach surface from 4% down to 2%. This lowering of the approach surface would likely cause urban planning and land use restrictions to the south of the airport, i.e. towards the City of Horsham. Upgrading of Runway 17/35 would result in future RPT aircraft using the runway and increasing the noise impact of the airport on the population to the south. Exhibit 8-5 below shows the increased runway strip width.

Table 8-7: Extend Runway 17/35

Runway Direction	TORA	TODA	ASDA	LDA
17	1328	1388	1328	1088
35	1186	1246	1186	1088

Exhibit 8-5: Extend Runway 17/35
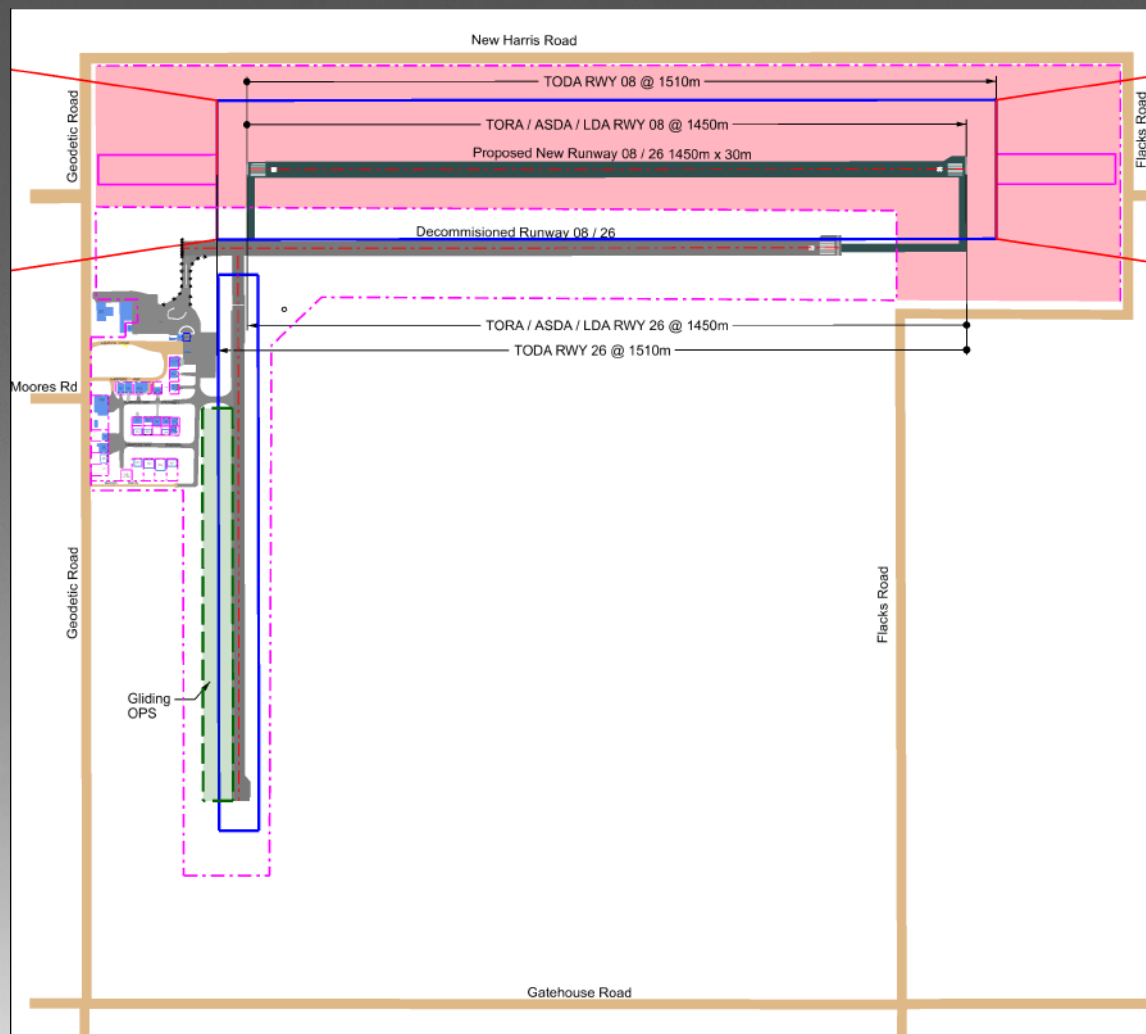
New Runway

Analysis for the construction of a new runway to accommodate a fully compliant 280m wide runway strip to permit possible Code 4 operations was considered. Three solutions were examined were:

1. New East-West Runway,
2. New North-South Runway, and
3. New North East-South West runway

New East-West Runway

Building a new East-West runway to accommodate Code 3/4 Non-Precision Instrument operations, would require the runway to be constructed to the northeast of the current Runway 08/26. This would necessitate diverting Harris Road and Flacks Road. The property would need to be expanded by 68ha of additional land. All additional land needed to accommodate the expansion would be acquired from a single landowner. The current Runway 08/26 would ultimately be turned into a parallel taxiway to serve the new runway. The pavement strength for this new runway should be reviewed prior to construction to ensure current ACN are achieved for the forecast aircraft traffic. The new runway is illustrated in Exhibit 8-6.

Exhibit 8-6: New East-West Runway
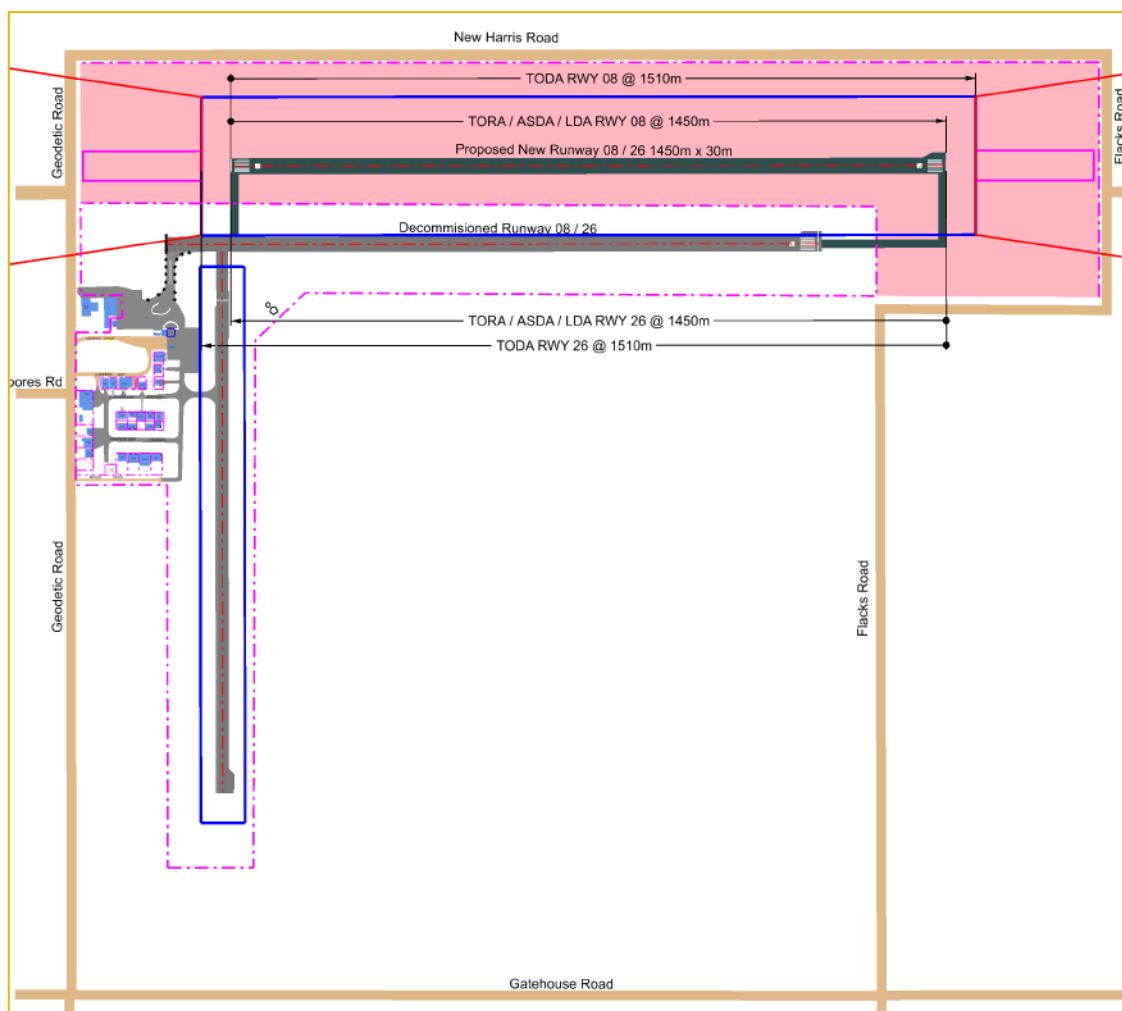
New North- South Runway

Extending the runway to the maximum possible at the western end and then Construction of a new north south runway as shown in Exhibit 8-7, would be built to the east of the current Runway 17/35 to ensure the existing hangars are outside the runway strip. The expansion would require 35.9ha of additional land.

The current Runway 17/35 has a hump in the middle of the runway and an overall downward slope to the south resulting in a situation where aircraft at the north end of the runway are unable to see aircraft at the Runway 35 threshold. The land available for a new north-south runway would suffer the same problem. To maintain the height over Gatehouse Road, it isn't possible to achieve the full 1450m TORA without either diverting Gatehouse Road or Harris Road. However, as the existing runway would be converted to a parallel taxiway, partially mitigating the hazard caused by the slope in the runway. Similar to extending the existing Runway 17/35, a new Runway 17/35 would require full compliance with MoS 139 and therefore the approach surface to the south over the City would have a 2% slope and therefore result in height restrictions on new developments. With larger aircraft being able to use the north-south runway direction, the population to the south would experience an increase in noise exposure.

Exhibit 8-7: New North-South Runway

Harris Road

Runway 08 / 26 1322m x 30m

Moores Rd

Geodetic Road

Flacks Road

Decommisioned Runway 17 / 35

Proposed New Runway 17 / 35 1456m x 30m

TODA RWY 17 @ 1246m

TORA / ASDA RWY 17 @ 1186m

LDA RWY 17 @ 1088m

LDA RWY 35 @ 1088m

TORA / ASDA RWY 35 @ 1328m

TODA RWY 35 @ 1388m

Gatehouse Road
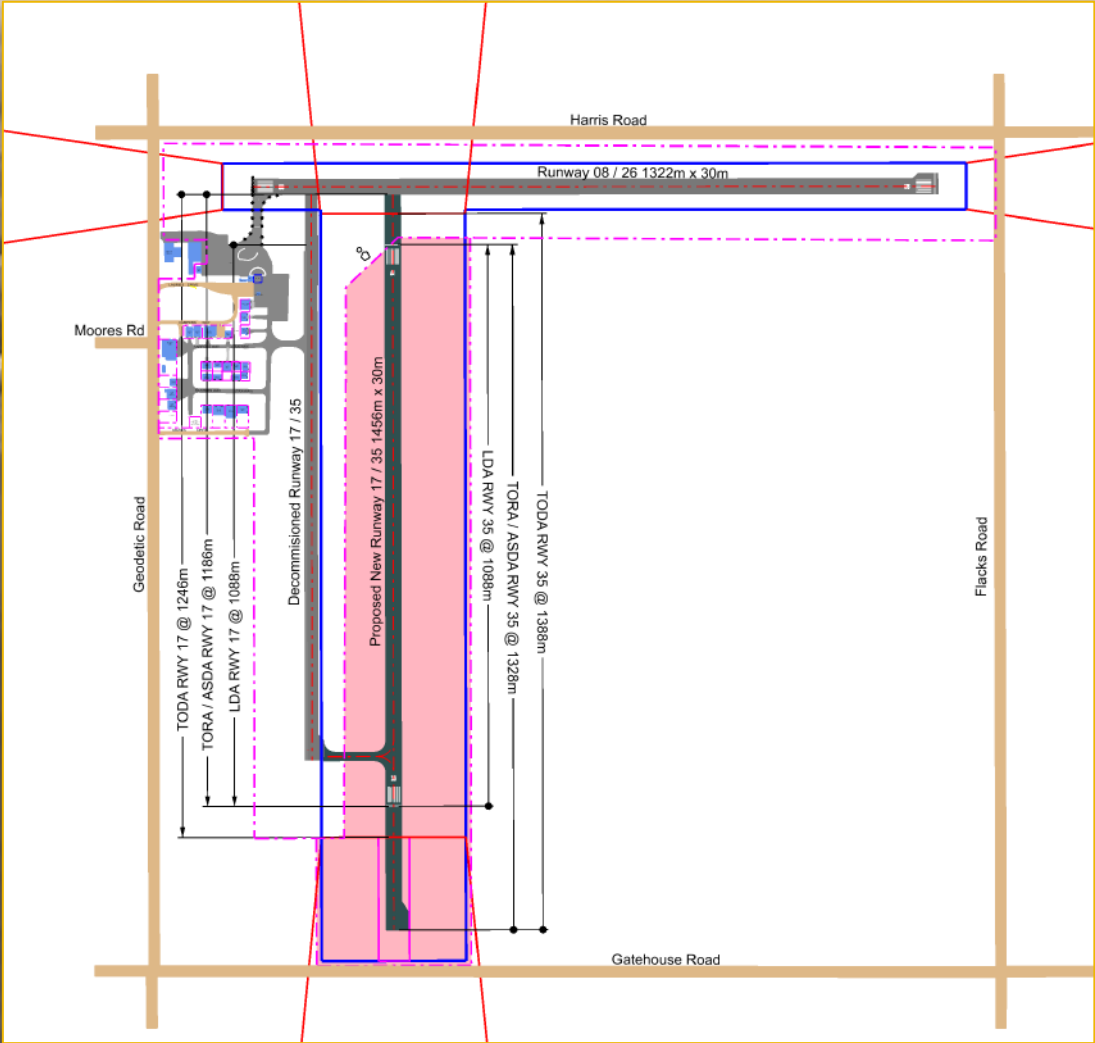
New North East-South West Runway

Building a new runway as illustrated in Exhibit 8-8, on a north east to south west alignment would require 83.6ha of additional land from the landowner. As the prevailing wind analysis identified, the predominant winds are east-west and north-south. As such an alignment on a north east to south west alignment would have less availability than either of the current alignments. The addition of a 3rd runway would increase maintenance costs to the Council and only add 3.4% availability to the overall runway system as shown in Exhibit 8-9. Operational access to the runways would require aircraft to taxi on one or other of the existing runways to access the new runway. As the land slopes to the south, constructing a new runway would have some of the same issues as Runway 17/35.

Exhibit 8-8: New North-East to South West Runway
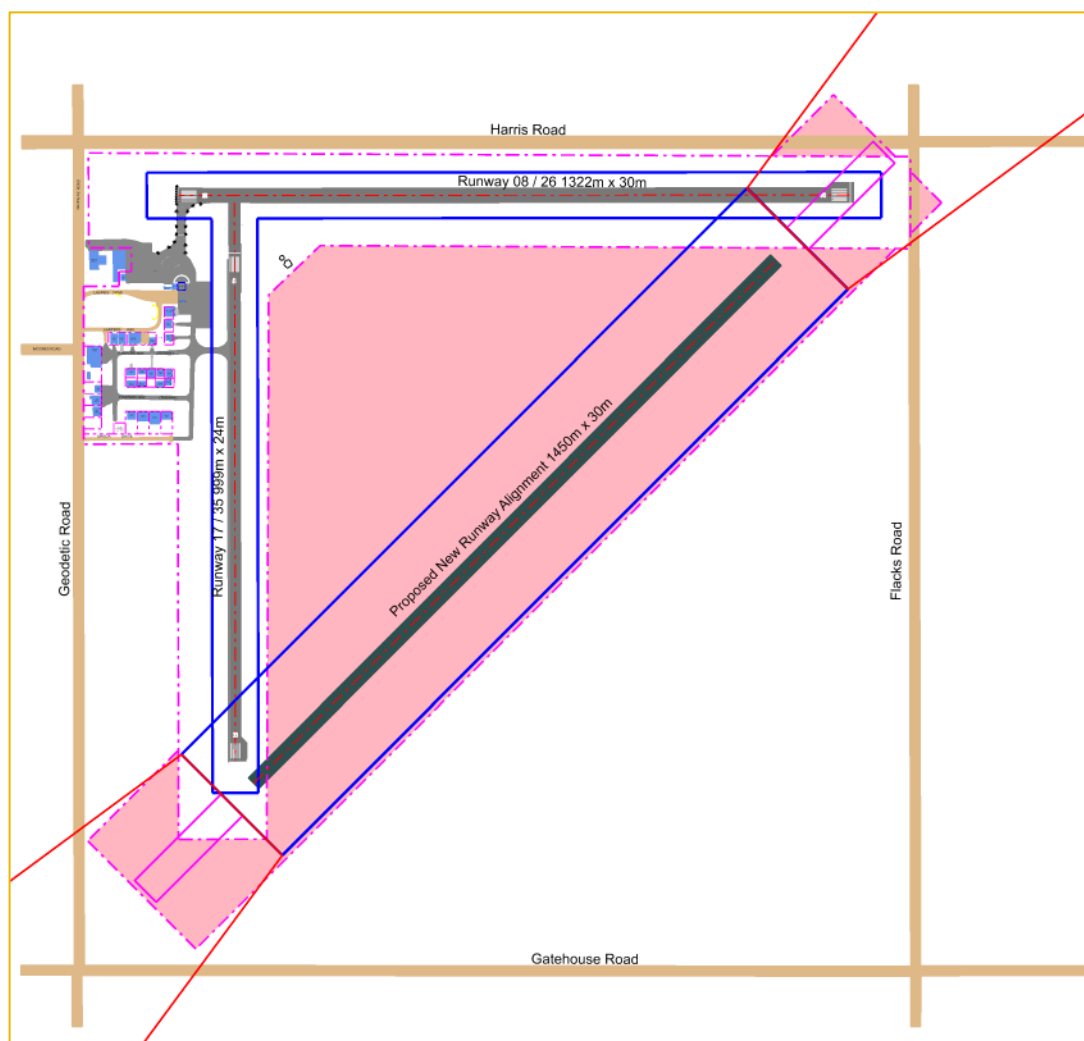
Exhibit 8-9: Overall Runway System

Wind Coverage	Frequency %
Combined Rwy at 13kts Limiting Crosswind	99.52%
Combined Rwy at 10kts Limiting Crosswind	97.91%

SOURCE ; Australian Government Bureau of Meteorology
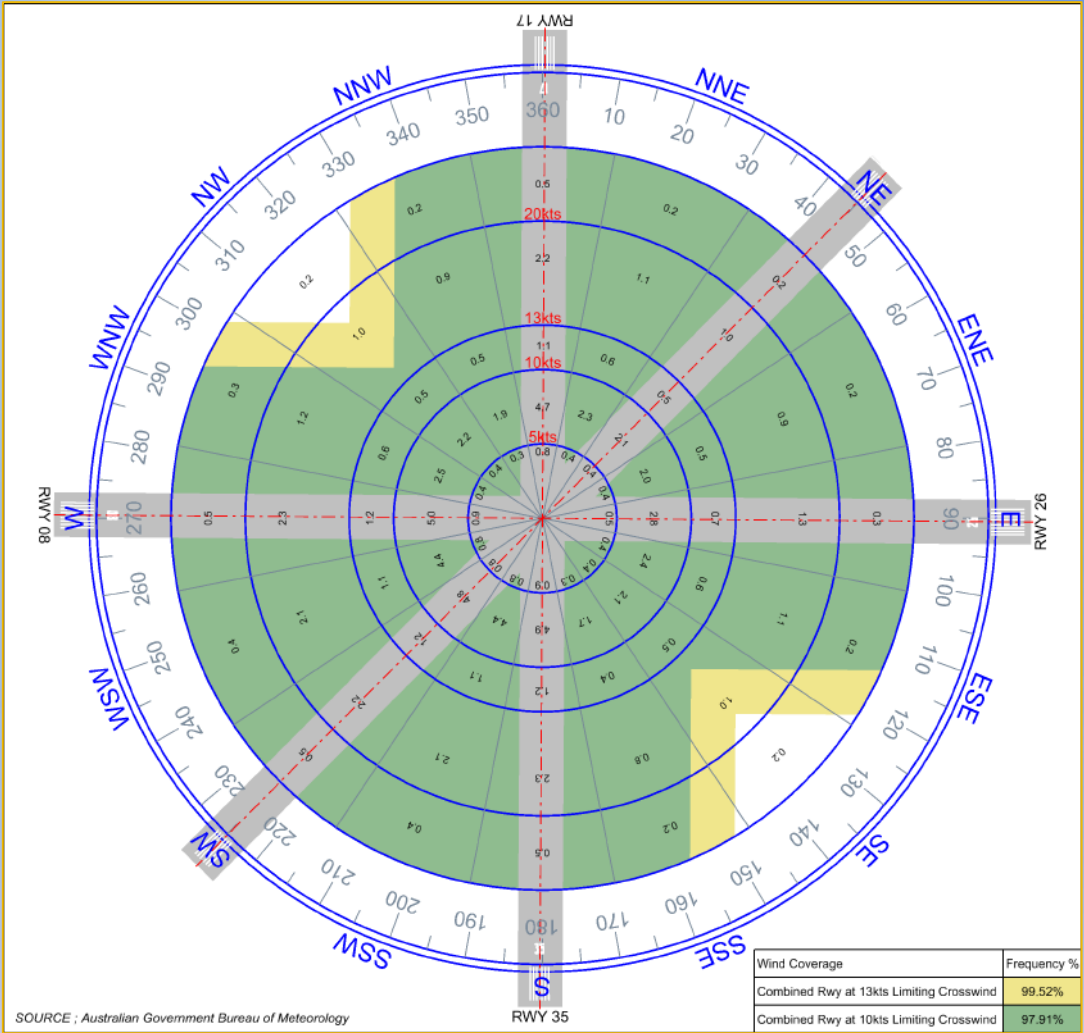
Pavement Strength

The runway pavements have been rated at PCN of 6 which is suitable for some of the aircraft that could serve the sector. For example, the Metroliner has a ACN of 3 which is below the PCN of 6 published for the pavements. However, both the Saab 340b and Jetstream 41 have fully loaded ACNs higher than the published PCN which would indicate that the specific loading of the aircraft should be considered to determine if undue degradation to the pavement is likely due to the aircraft operation. For example, the Saab 304b on a pavement with a B subgrade, has an ACN between 4 and 7 and therefore, a flight from Horsham to Melbourne, would not be operating at MTOW and therefore the PCN of 6 would likely be adequate. However, a new runway or an extension of Runway 08/26, would need strengthening of the pavement to accommodate a higher ACN necessitated by larger aircraft operating on the runway.

Terminal

As noted previously, the existing Passenger Terminal building is suitable for current General Aviation operations however, does not provide adequate facilities to service Regular Passenger Transport (RPT) operations if demand materialises.

Benchmarking of similar Australian regional centres that have secured RPT aviation services forecasts passenger demand of between 35 000 - 53 000 passengers per annum. A 34 x seat design aircraft allows this demand to be met with one daily round trip for the lower end and up to three daily trips for the higher end of the forecast demand.

Utilising an allowance of 14m²/passenger (inclusive public areas, back of house, circulation, plant & services), a peak occupancy of 68 passengers (arriving and departing) requires a nominal building footprint of up to 950m² to service forecast RPT demand. The initial development of the terminal building is shown in Exhibit 8-10.

Analysis of similar regional passenger terminals, including Merimbula, Mudgee and Kingscote, suggests a functional brief for the terminal building comprised of the following for the initial stages of RPT service:

Table 8-8: Analysis of Similar Regional Passenger Terminals

ELEMENT	AREA
Central Foyer/Concourse	160m²
Check In/Screening	75m²
Departures	180m²
Arrivals	45m²
Baggage claim	90m²
Baggage handling	90m²
Café/Retail	125m²
Staff offices	30m²
Public toilets	50m²
Circulation	30m²
Mechanical plant	25m²
Utilities/storage	16m²
TOTAL	916m²

Exhibit 8-10: Initial Passenger Terminal Development
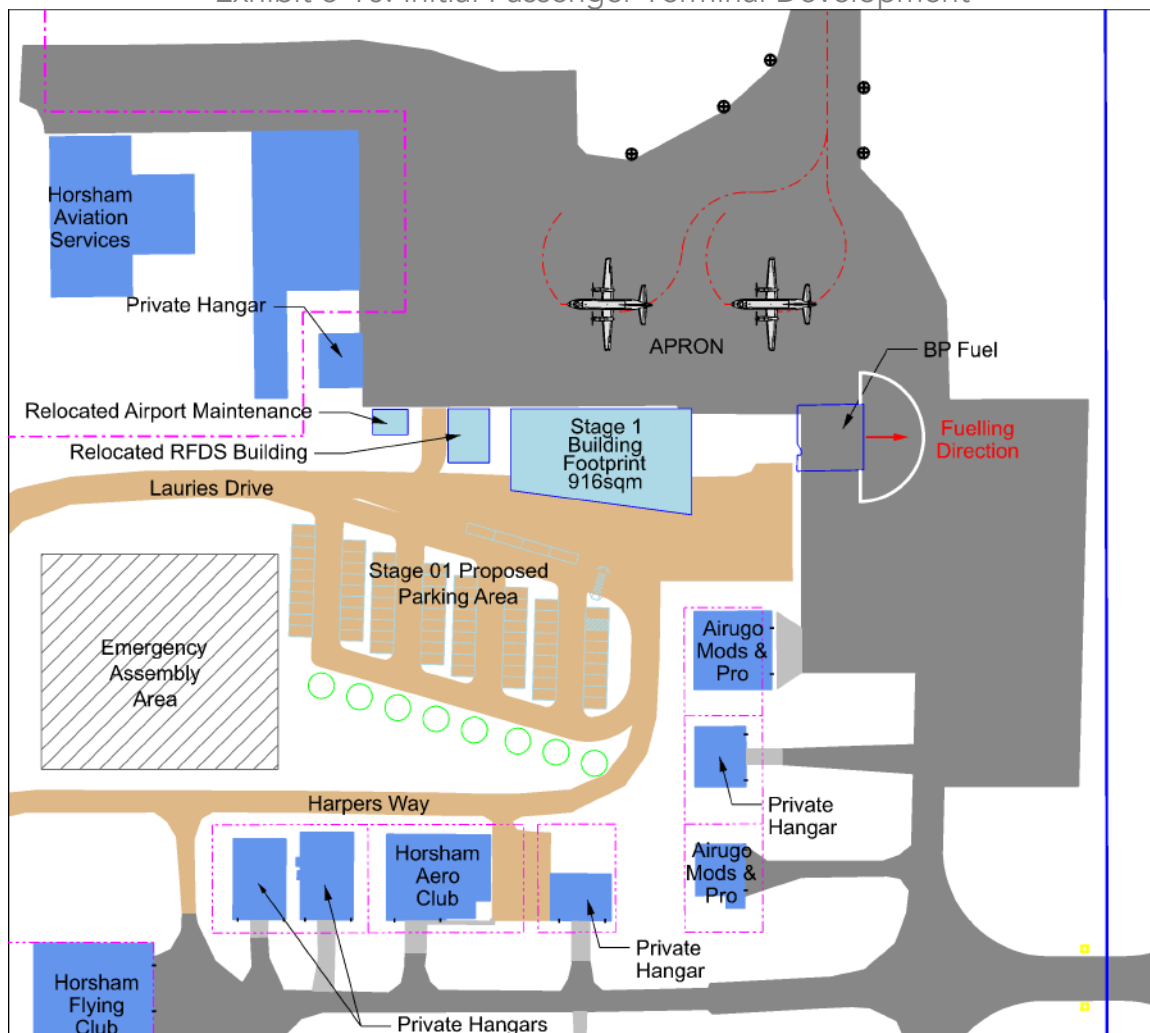
To futureproof the Master Plan, allowance should be made for potential longer-term increases in RPT demand. This demand could be accommodated either through increased daily service frequency or larger aircraft operating less frequently. Increased service frequency is unlikely to significantly increase the required building footprint, however larger aircraft will proportionally increase building volume to accommodate increased peak passenger occupancy. A nominal 2000m² building footprint should be allowed for in longer term planning to accommodate a 70+ seat design aircraft should the larger aircraft approach be adopted. Expansion of the terminal building in the longer term to accommodate larger aircraft is provided in Exhibit 8-11.

Exhibit 8-11: Long Term Expanded Passenger Terminal
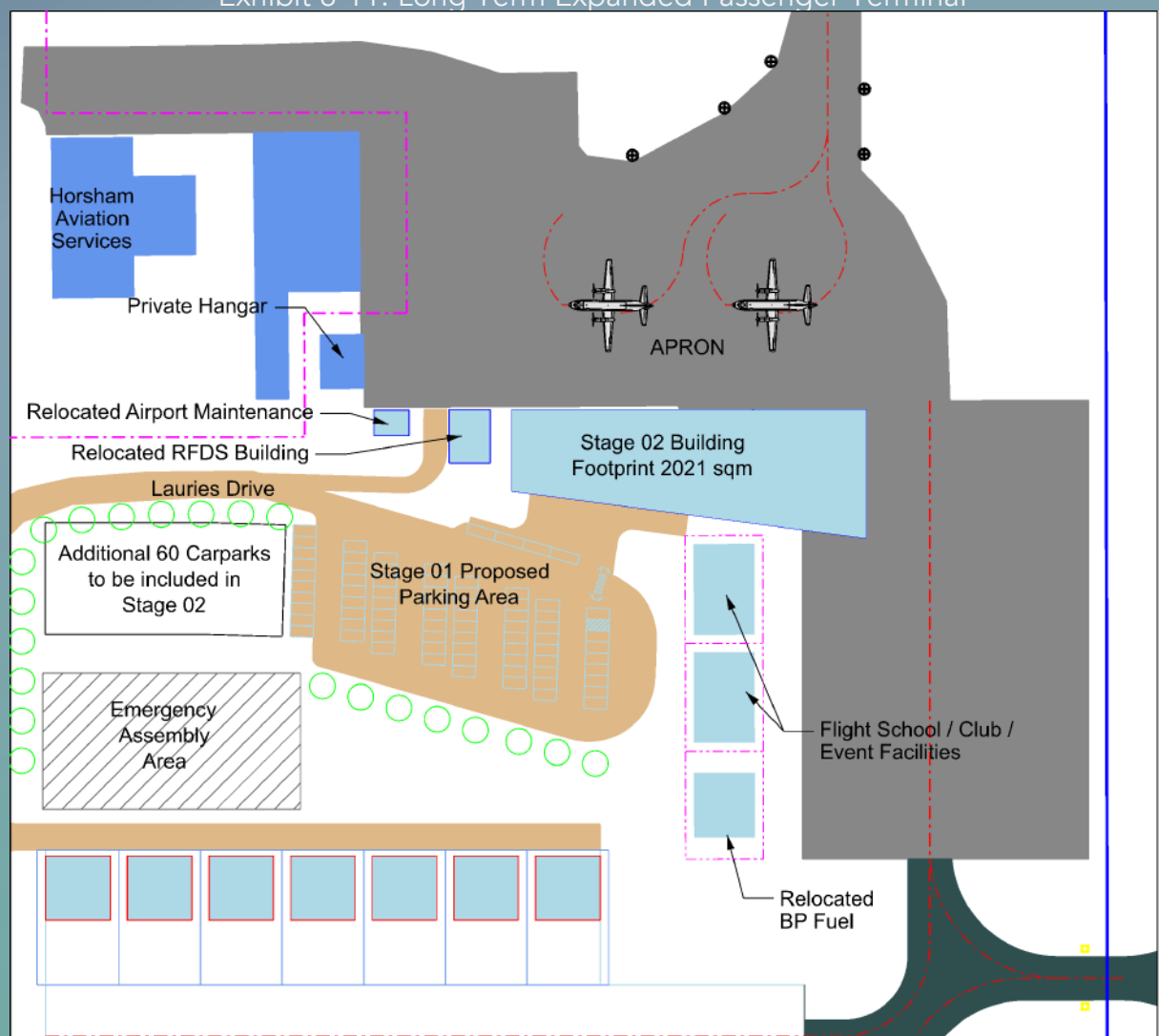
Main Apron

Horsham Airport has a Main Apron that is located at the north end of the property and is accessed directly from Runway 08/26. The Main Apron is also in front of the existing passenger terminal. To accommodate any of the potential aircraft considered for the longer term forecast passenger demand, the Main Apron does not need expansion. However, some of the facilities that are accessible from the main apron would need to be moved to accommodate the Passenger Terminal and RPT aircraft parking stands. For the eastern of the 2 RPT stands to be usable for Code 3 RPT aircraft, the refuelling facility would need to be moved and made accessible exclusively from the GA Apron. This would require moving the bowsers to the GA side of the refuelling facility. In the longer term when, or if, the terminal is expanded, the refuelling facility would be moved to a new location at the south end of the GA apron. In addition, the Aeromedical facility and passenger transfer point would move to the west side of the passenger terminal including the access gate. The initial development of the Main Apron has been illustrated in Exhibit 8-12 and the full development of the Apron has been provided in Exhibit 8-13.

Exhibit 8-12: Initial Development of the Main Apron
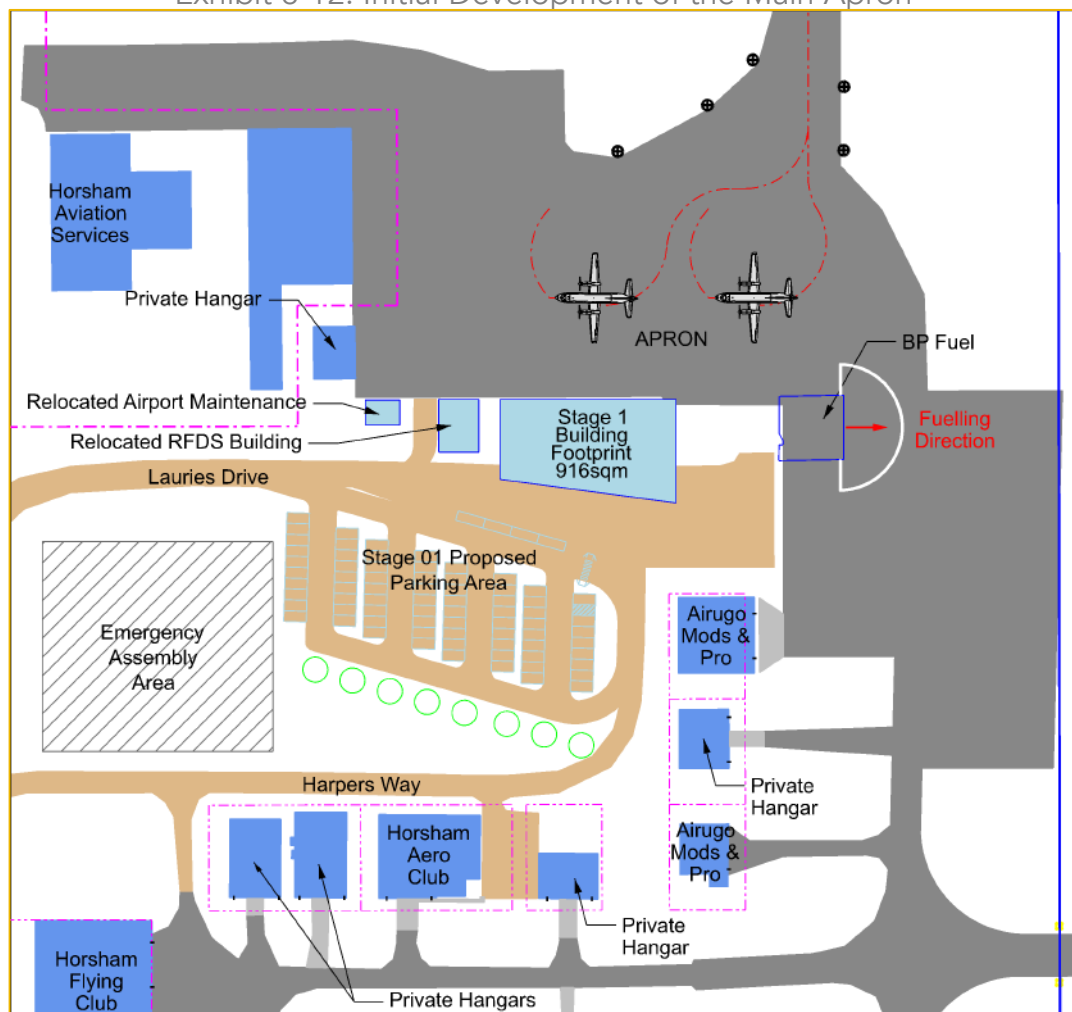
Exhibit 8-13: Full Development of the Apron
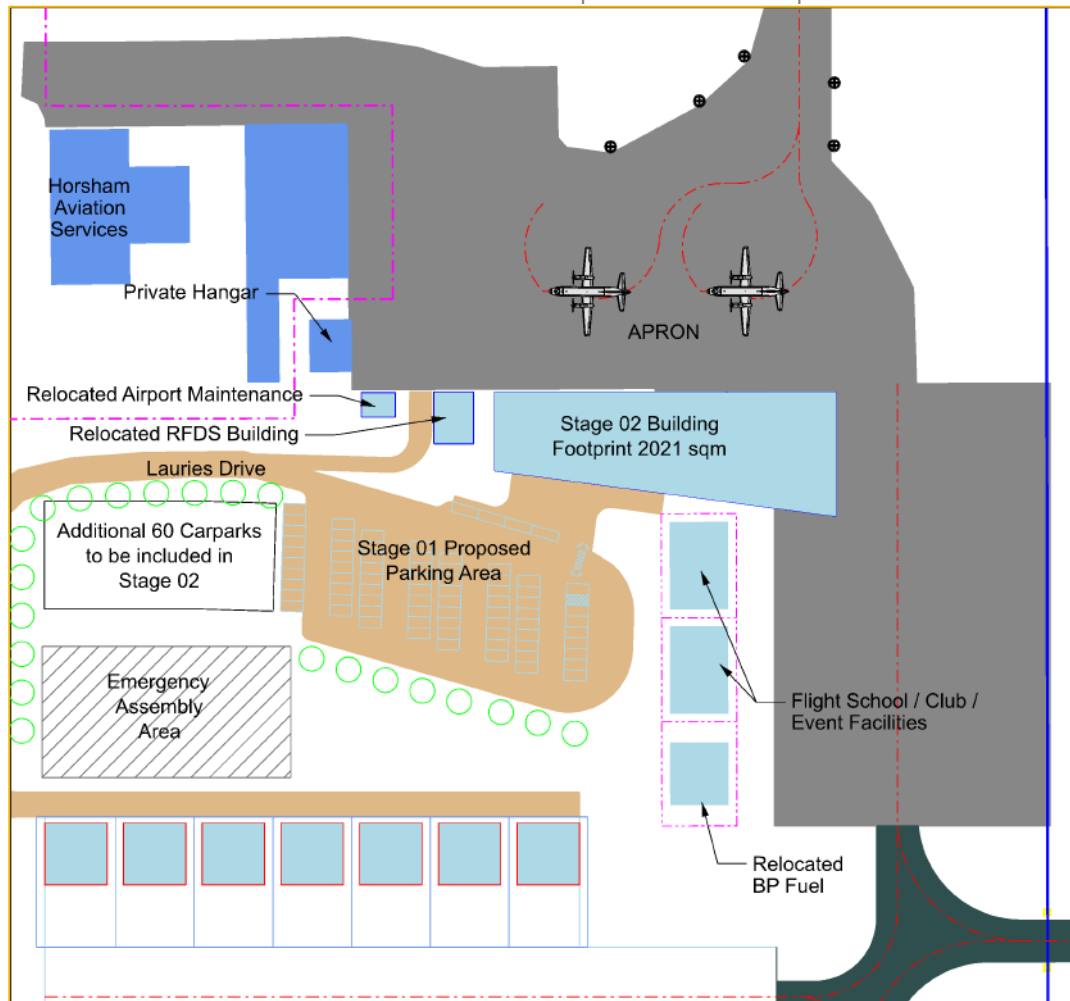
Flight Training Facility

Current flight training activity at Horsham is relatively limited with 2 organisations providing training. However, there are significant opportunities for pilot training at small regional aerodromes in Australia with ample airspace capacity. With the current worldwide pilot shortage and shortage of aircraft maintenance engineers, there is a need for training. For new pilots, airports with low traffic levels, provide good opportunities for pilots to develop initial skills while flying the prerequisite number of hours necessary for their initial training before moving to a busier airport for the next phase. If an organisation that is providing international flight training, can be attracted to establish a facility at Horsham, it would increase activity at the airport including business activity for other support industries both aviation and non aviation businesses at or near the airport. During an operational day, an organisation such this would park aircraft on an apron in anticipation of the students' flight.

Such an organisation can get fairly high usage from their aircraft and therefore make full use of the GA apron. Therefore, having their training facility beside the GA Apron would help to attract such an organisation and facilitate their training activities. To accomplish the development of a flight training facility in this location one of the hangar facilities that currently faces the GA apron would need to be relocated into the new commercial hangar precinct.

Aviation Events/ Aero/ Gliding Club

With the repeated success of the gliding activities, a facility that could be used as an organisational centre and social focal point for the events as well as a location for ongoing airport community use with view of the GA Apron and Runway 17/35, would encourage growth of the events and aviation activity at the airport. Such a facility could be available to the Horsham Aero Club, the Horsham Flying Club and Wimmera Aero Club as well as the Horsham Week Competition. A common use facility would necessitate moving a currently tenanted hangar into the new commercial precinct.

GA Apron

The initial development of the passenger terminal has little impact on the GA Apron. However, the development of a Flight Training Centre and/or an Events/Club facility on the GA apron would create a focal point for non-RPT activity at the airport. Pilots visiting the airport, would tiedown at the GA Apron. However, the GA Apron is currently in front of private hangars and the Aeromedical facility. Such a location is functional but uninviting and does not welcome visitors to the airport as it could. Access to fuel, the Passenger Terminal and Public Restrooms would best be served from the main apron. With the development of RPT traffic, there is a need to move the fuel bowsers to the GA Apron either moving the bowsers or the full fuel facility. This pushes all GA activity to the GA Apron and with the development of a Flight Training Facility and/or an Aviation Events Centre/Club House, a focal point for visitation to the airport is established.

With growth of RPT traffic, eventually, the passenger terminal would need to expand to the Stage 2 development discussed. At this point in time, the existing fuel facility would need to be moved to enable the development of the passenger terminal. The fuel facility would be relocated to the southern end of the GA Apron.

Growth of RPT traffic will eventually require the Passenger Terminal to expand. At that point, the expansion would require the relocation of the fuel facility to the southern end of the GA Apron. To facilitate this move, the GA Apron would need to be expanded to ensure aircraft can taxi in front of the fuel bowsers for refuelling. Growth of the GA Apron is shown in Exhibit 8-13.

Hangarage

As identified in the Horsham Flight Hub Master Plan Business Case & Feasibility Study current hangar space at the Aerodrome is insufficient and operators are encroaching on one another particularly in outdoor apron space. All 24 hangars are currently let on the site, with a number of hangar users expressing desire for more hangar space to enable business growth. Additional space south of Mason Drive has been identified for the future growth of hangar lots to accommodate the needs of existing tenants and additional space for expanding the commercial activities at the airport as well as smaller facilities for individual private aircraft owners. The long-term future development of the Commercial Precinct provides a large number of lease lots that are arranged to provide the maximum use of the land while providing flexibility for the Council to find better development solutions to ease the burden on both small companies as well as private users.

Benchmarking analysis of similar hangar precincts in Australia suggests provision of hangars in two sizes; a smaller 15x15m hangar ($225m^2$) to accommodate Code A sized aircraft as well as larger 26x26m hangar ($676m^2$), to accommodate multiple Code A aircraft or Code B aircraft. Facilities to accommodate more aircraft can then be achieved by using multiple lots and developing these together as a single structure. Traditionally, Councils have provided lots that are considerably larger than the tenants require, resulting in large areas of grass surrounding the hangar facilities. This added space adds to the overall maintenance burden. For commercial operations, individual hangar facilities are often preferable as the larger structure can enable part of the building to contain specialist machining shops, spray booths, offices as well as floor space for aircraft. Commercial operators will usually finance single bespoke hangars to be developed on a leased lot. However, private aircraft owners don't have the same needs as commercial tenants and usually, have the primary or singular goal of storing their aircraft out of the weather. The solution to these divergent needs can be quite different.

In Australia, the model for hangar development and obtaining leases has been relatively uniform across the country with Councils releasing leases of bare land or land with basic utilities such as power connections, for a given period such as 10 or 20 years. This requires the tenant to finance and construct the hangar facility. Financial institutions could potentially, provide assistance. However, most will not provide funding on lease-hold leases. This leaves the tenants having to fund the construction of the hangar themselves. For companies, looking to develop businesses on airports, they start out with a significant financial burden for the business premises, as well as the equipment and staffing, before they are able to start operations. For private aircraft owners, it makes it very difficult to own and protect their assets, thereby discouraging the uptake in aviation activity at airports. Exhibit 8-14 shows the future commercial development of Horsham Flight Hub compared to Caboolture Aerodrome in Queensland and Brampton Airport in Ontario Canada. Caboolture Aerodrome is owned by the Morton Bay Regional Council but is managed and operated by the Caboolture Aeroclub. Recently, the Aeroclub embarked on an expansion of their hangar facilities. Rather than following the approach used by most councils around the country, the Caboolture Aeroclub engaged a developer to construct the hangars and rent these to club members. This meant that the club members were able to take on hangar space without needing to put forward the capital to develop the hangars in the first place. The result was a huge success with all hangars rented out quickly and the developer was interested in developing more hangars if the Aeroclub chose to do so. By having a single developer finance and construct a number of hangars at once, the layout ended up be more efficient with less wasted space. The resulting hangars were of different sizes but in general, were rented as 15m x 13m spaces ranging from 6 rentable spaces to 8 rentable space per building. From Exhibit 8-14, the 5 buildings at Caboolture Aerodrome are the new hangars constructed in via this partnership with a developer. An international example of a different approach to developing hangar facilities for users is Brampton Airport in Canada. This airport has a high number of hangars that are designed to house private aircraft and not waste space by nesting the aircraft on either side of the building. Brampton is a privately-owned airport which is owned and operated by the Brampton Flying Club and therefore are able to finance the construction of hangars as an organisation, and subsequently rent the completed hangars to club members. The efficiency they have employed to maximise the storage of private aircraft, is by nesting aircraft as seen in Exhibit 8-15.

EXHIBIT 8-14

APPENDIX 9.6A
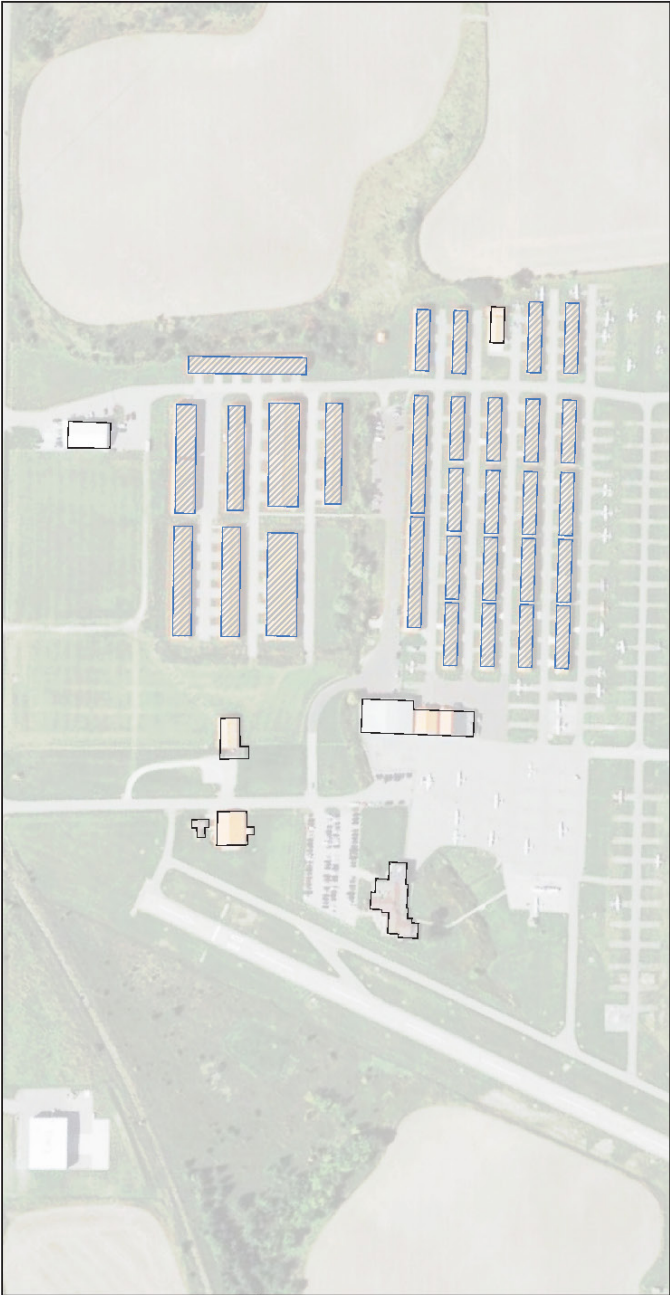
BRAMPTON, ONTARIO
TOTAL HANGER AREA: 21,280 M2 [EXISTING]

CABOOLTURE, QUEENSLAND
TOTAL HANGER AREA: 20,045 M2 [EXISTING]
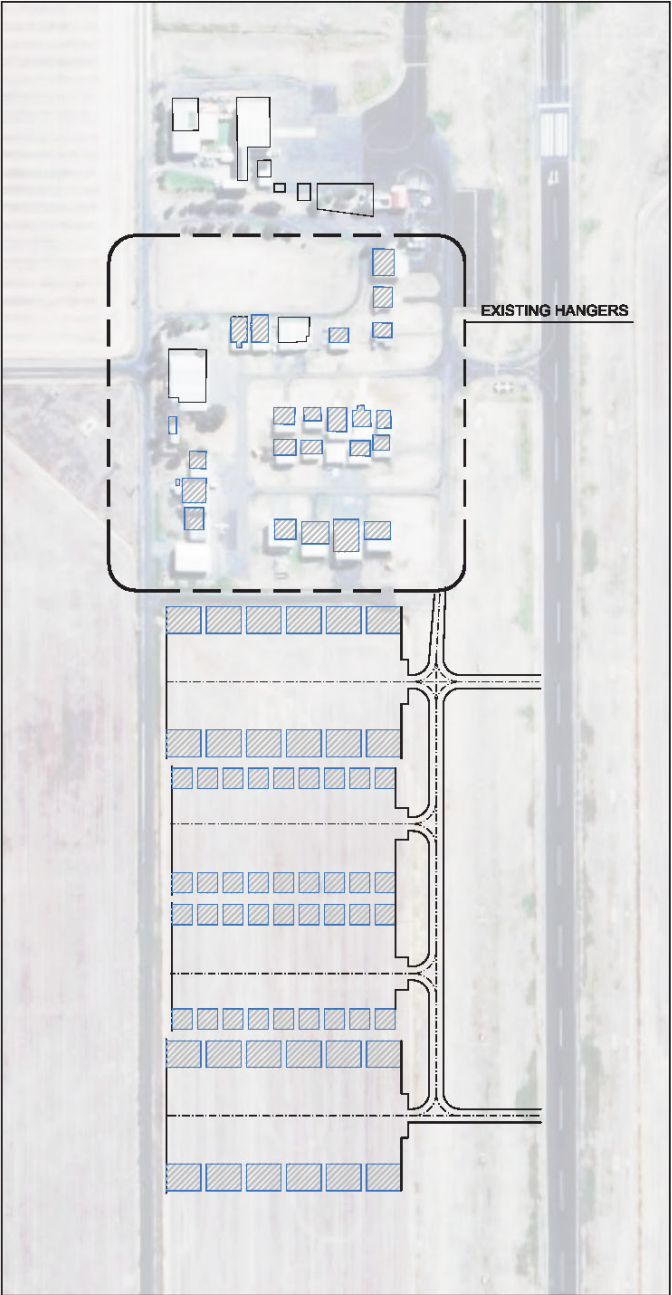
EXISTING HANGERS

PROPOSED HORSHAM 2044
TOTAL HANGER AREA:2024: 4,197 M2 [EXISTING]
TOTAL HANGER AREA 2044: 20,580 M2 [NEW] + 4,197 M2 [EXISTING]

1:4000 @ A3

EXHIBIT 8-15

SMALL HANGAR BENCHMARKING (CODE A AIRCRAFTS)

HANGAR APRON 15000

4000

15000

15000

31375

19000

INDIVIDUAL MINIMUM SIZING, NTS

INDIVIDUAL HANGARS

92750
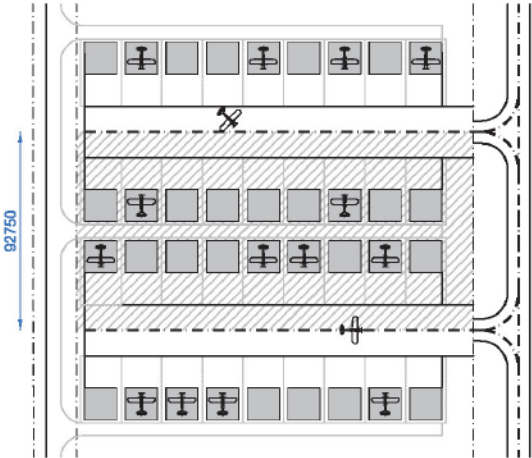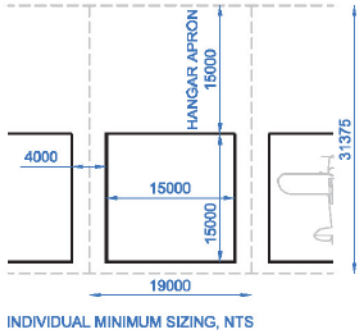
AREA CTR RUNWAYS: 17,074M2
18 HANGARS TOTAL
225 SQM / HANGAR
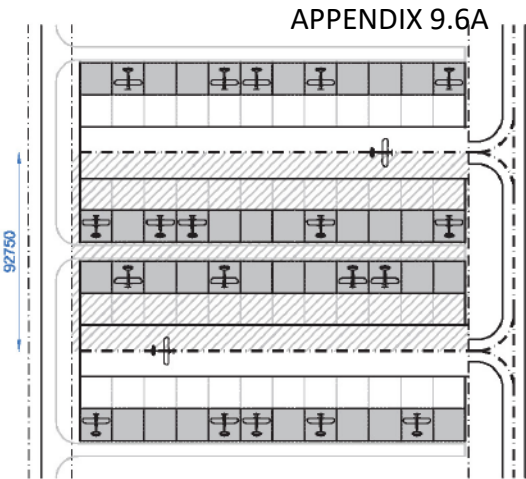
LONG LINEAR HANGAR A

92750

AREA CTR RUNWAYS: 17,074M2
24 HANGARS TOTAL
225 SQM / HANGAR
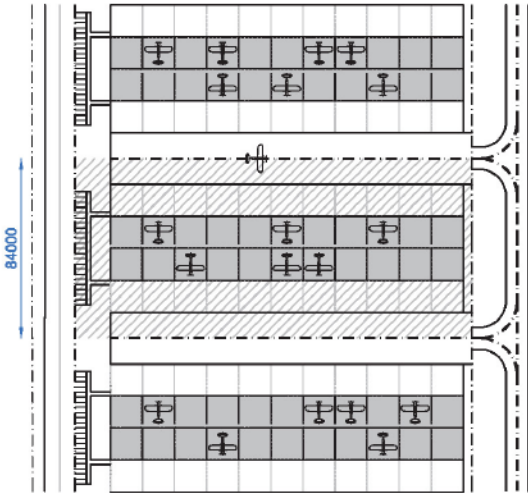
LONG LINEAR HANGAR B

84000

AREA CTR RUNWAYS: 15,450M2
22 HANGARS TOTAL
225 SQM / HANGAR
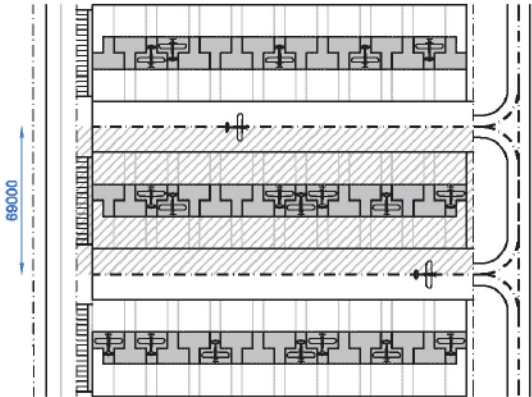
CONNECTED T-HANGAR A

69000

AREA CTR RUNWAYS: 12,666M2
17 HANGARS TOTAL
150SQM / HANGAR
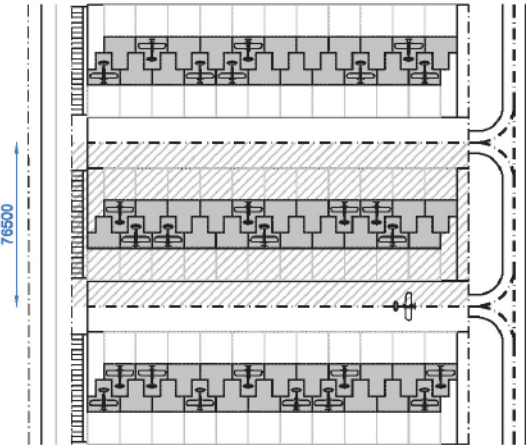
CONNECTED T-HANGAR B

76500

AREA CTR RUNWAYS: 14,058M2
22 HANGARS TOTAL
169 SQM / HANGAR

HANGAR TYPOLOGY - SMALL

SCALE: 1:2500 @A3   **DATE OF ISSUE:** 15.02.24

N

Hangars of this style, are referred to as 'T' Hangars and are common overseas but have not be developed frequently in Australia with the leasing arrangements likely a significant barrier to their development. Exhibit 8-15 provides a range of different hangar layouts that could be used for developing small hangars, depending on the demand for space and the ability for the Council to attract either a developer or a financing arrangement to take away the upfront capital burden potential tenants experience. Since most airport owners lease land to tenants, there is little incentive for the development of large hangar developments and therefore this highly efficient approach to providing hangars for private owners to rent, is not common. If the Council were able to encourage a developer to get involved in the development of hangar facilities at Horsham Flight Hub, it may be possible for the development of larger structures that are divided up into smaller rental units. The uptake of rentable units will be stronger than for self-financed facilities on individual leased lots.

All Code B sized hangars should be arranged as individual lease lots as the larger lot sizes are more suitable for businesses needing larger facilities. Since businesses will have need for direct vehicle access, the facilities will need space behind the hangars for vehicle parking and access. These hangars should be detached/standalone buildings allowing for individual hangars to be constructed in response to emerging demand, while allowing for a variety (or mix) of development models, subject to Council's preferred approach.

The available land south of Mason Drive will provide for initial expansion of the Commercial Precinct. As demand grows, this space will become exhausted at some point in time. When this occurs, the only further development opportunity on the west side of the runway is for the current existing hangar facilities to be redeveloped. It is expected that these hangars will be very old and in need of replacement at this point and therefore would not be a major upheaval for the airport or tenants.

SECTION 09
MASTER PLAN

09

Master Plan

Towards 2044

An Airport Master Plan usually focuses on the development activity for the airport during a 20 year planning horizon. The Master Plan gives the Council a roadmap for the long-term development of the airport to ensure sensible, strategic, and coordinated development activity takes place. However, any development identified, will need to be phased over time to ensure that facilities are constructed when needed and not in advance of demand. Council can also use the plan to actively market and develop opportunities that may be possible as well as use the Master Plan to watch the market and act as demand for facilities and services present themselves. As such, we have 2 distinct phasing taking place in the Master Plan:

• Forecast demand driven
• Opportunity demand driven

The forecast demand is based on looking at the current demand and what services, particularly RPT services could be developed with current demand and then growing that demand over time in a logical and analytical manner. This process has identified a demand for passenger flight services from Horsham to Melbourne at fare levels that would result in a successful flight sector. These forecasts have then been grown with knowledge of how these markets tend to react to changes in the economy, market availability, changes in peoples' propensity to travel, etc. as well as comparisons to similar markets around the country. This development of demand over time results in trigger events for infrastructure development.

"The Master Plan gives the Council a roadmap for the long-term development of the airport to ensure sensible, strategic, and coordinated development activity takes place."

APPENDIX 9.6A

HORSHAM
Rural City Council

Harris Road

Runway 08 / 26 1492m x 30m

Moores Rd

Geodetic Road

Flacks Road

Gliding
OPS

Runway 17 / 35 999m x 24m

Gatehouse Road
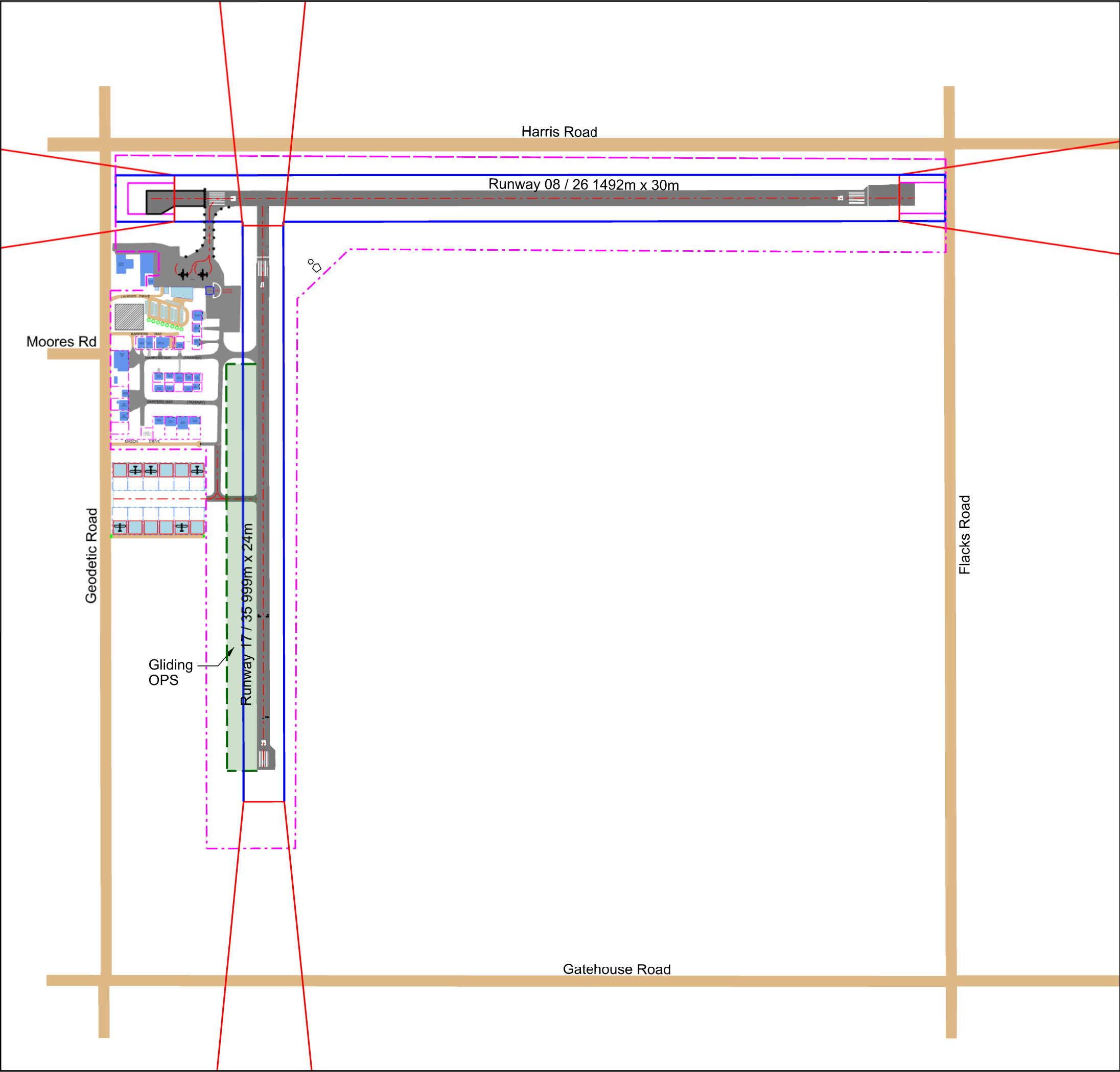
Horsham Aerodrome

Exhibit 9-1
2044 Airport Master Plan

In contrast, there are infrastructure developments which would not be triggered at specific times during the planning horizon but are triggered by individuals or organisations taking up the opportunities that have been identified. For example, the Council has not had any inquiries for additional commercial hangar space at the airport. However, the current tenants have overwhelmingly identified that there is a severe lack of available land for new hangars. The Commercial Precinct has been developed to satisfy that demand. It is not possible to forecast at this stage the speed of uptake of new lease lots and therefore these are examples of opportunity driven demand phases.

Phase 1

The initial Phase 1 development of the airport have been illustrated in Exhibit 9-2. This development is expected to provide adequate facilities to accommodate the establishment of RPT services and commercial growth of the Horsham Airport.

Passenger Terminal

Passenger demand for an RPT service has been established with the forecasting for an initial demand for a daily service of a 19 seat aircraft up to a 34 seat aircraft over the forecast period. Accommodating passenger processing would require the construction of a new passenger terminal planned for the processing of passengers on this service. However, the initial stage of the airport Master Plan is for the Council to engage a Route Development organisation to market the Horsham to Melbourne sector to likely carriers. Once the commitment has been achieved, the Council can embark on the design and construction of the new Passenger Terminal such that the new terminal is open for the start of services. As the existing passenger terminal is located on the same site as the new terminal, it will need to be redeveloped before services commence.

Harris Road

Runway 08 / 26 1492 x 30m

Moores Rd

Geodetic Road

Flacks Road

Gliding
OPS

Runway 17 / 35 999m x 24m

Gatehouse Road

HORSHAM
Rural City Council
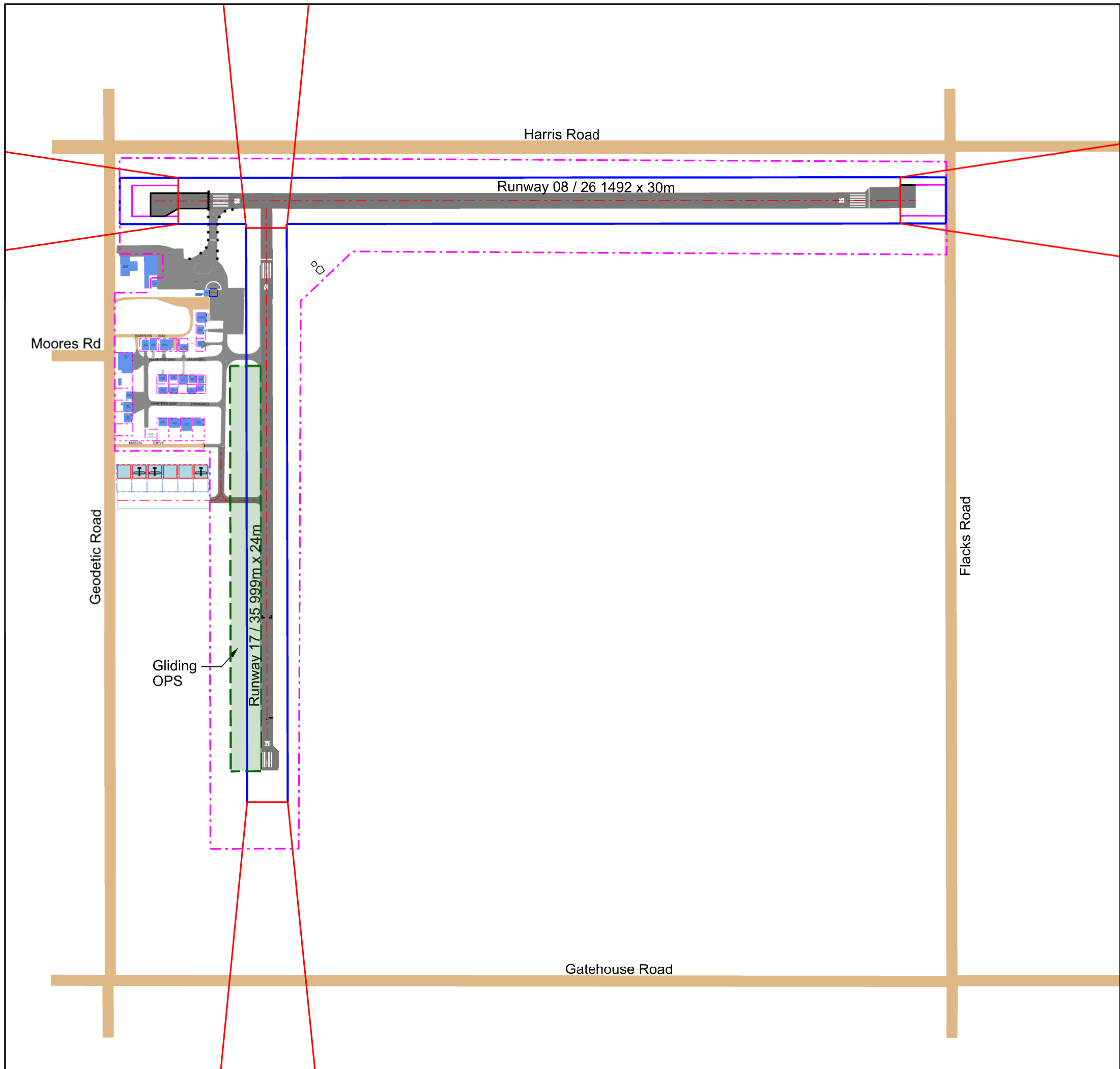
Horsham Aerodrome

Exhibit 9-2
2044 Airport Master Plan
(Initial Phase 1)

Runways

To bring the RESAs into compliance with the current MoS139 and remove the dispensation being used remain compliant with the MoS139 version 1.14 January 2017, 90m RESAs should be retrofitted into the runway. However retrofitting RESAs reduces the TORA available and therefore the variety of aircraft that might be used to initiate an RPT flight service between Horsham and Melbourne. To ensure limitations are not imposed on potential aircraft for the sector from the outset, the Minimal Extension to Runway 08/26 option should be part of the Phase 1 development planning. The version of the MoS139 that is used to determine the grandfathering of the current 60m RESA provision, also identifies that if a runway is extended, the full 90m RESAs should be implemented at that time. This runway development would increase the RESAs to the full 90m requirement and should provide adequate runway to accommodate the forecast passenger growth through to the 2044 period and potentially beyond. Focusing on the extension of Runway 08/26, rather than Runway 17/35, ensures noise from larger aircraft is kept away from the City and the more restrictive OLS surfaces do not increase restrictions for urban planning and development in the City. In addition, as the Runway 08/26 is already a Code 3 runway, it can be extended and maintain the current grandfathered OLS provisions. As discussed earlier in this document, Runway 17/35 is Code 2 and does not benefit from the grandfathered OLS provisions and therefore upgrading of Runway 17/35 would require full compliance with current MoS 139 requirements; in other words, construction of a new runway.

Aprons

Initial phase of development for the Airport Master Plan requires no change to either of the aprons.

Commercial Precinct

Discussions with existing airport tenants has identified that there is pressure on the existing availability of hangar space both for private and recreational aircraft storage as well as commercial aviation activity. This lack of available space presents an opportunity for the Council or another organisation to supply land ready for hangar development or for provision of fully developed hangars that can be rented directly to tenants. If the Council was to partner with a local and interested developer, Council could provide completed facilities ready for businesses to rent rather than construct themselves. One of the biggest impediments businesses and individuals constructing hangars at airports in Australia is access to capital. Involving a developer in the process could remove this impediment.

During Phase 1, the Council should begin preparation for some form of land release. The initial development would consist of an extension to the parallel taxiway alongside Runway 17/35 and a single cul-de-sac taxilane. Hangar lot development would consist of a row of Code B sized hangar lots to accommodate 26m x 26m hangars just south of Mason Drive. This development would increase the available hangar lease lots by 6 as shown in Exhibit 9-3.

Exhibit 9-3: Initial Development of Commercial Precinct
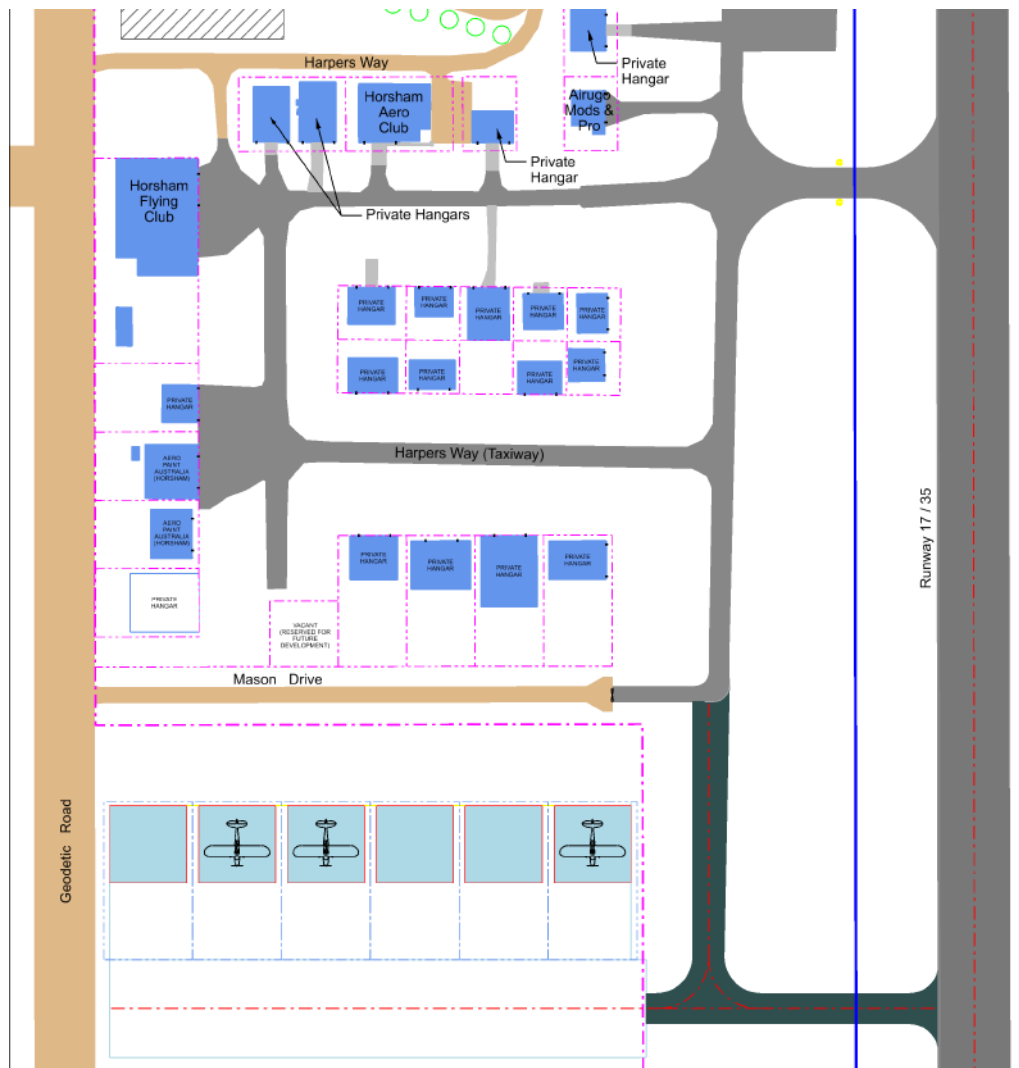
Phase 2

While Phase 1 of the Master Plan provides some improvement to airside infrastructure and preparations for RPT, Phase 2 represents the start of RPT services. With a carrier committed to operate a service, Phase 2 would be initiated to facilitate the needs of the RPT carrier. Phase 2 has been illustrated in Exhibit 9-4.

Passenger Terminal

With commitments to operate RPT services, a new passenger terminal will need to be developed. The Master Plan identifies the need for a civic presence to establish a clear precinct identity. This need is reflected in the proposal through the incorporation of a clear and functional arrival sequence, hierarchical landscaping treatments, and signage.

Harris Road

Runway 08 / 26 1492m x 30m

Moores Rd

Geodetic Road

Flacks Road

Gliding
OPS

Runway 17 / 35 999m x 24m

Gatehouse Road

HORSHAM
Rural City Council
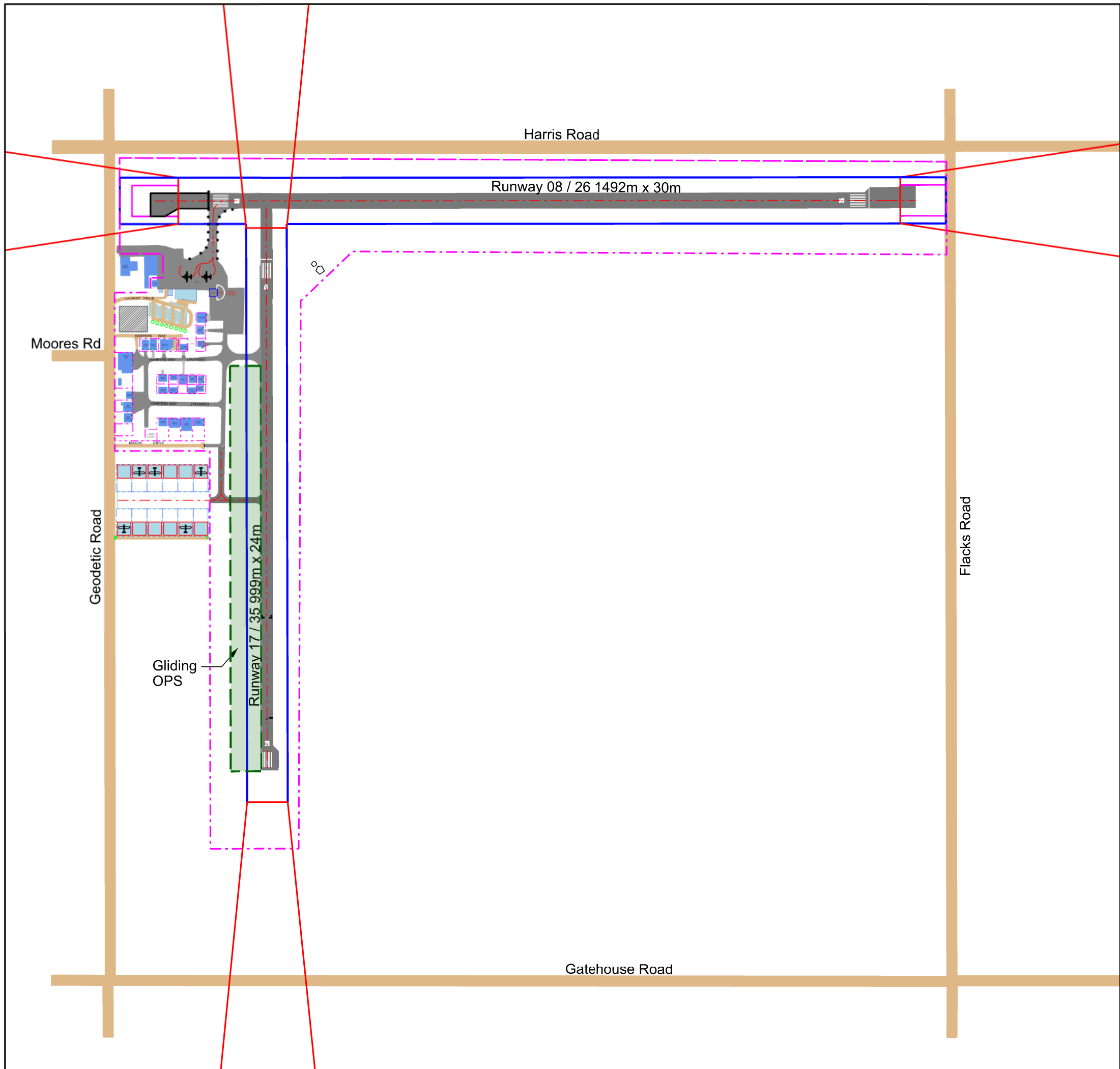
Horsham Aerodrome

Exhibit 9-4
2044 Airport Master Plan
(Phase 2)

The overall Master Plan has been considered across two timeframes; 0-20 years and 20-50 years. The Phase 1 development of RPT services is to secure the commitment for services before embarking on development of the terminal with Phase 2 representing the construction of the terminal and start of RPT at Horsham Airport.

To accommodate a new Passenger Terminal building to support RPT operations, the existing passenger terminal building and air ambulance facility are to be demolished. A new Passenger Terminal Building is to be located on the footprint of the existing building, providing access to the expanded aircraft apron to the north and new passenger vehicle drop-off and pick up to the south the terminal building.

Existing aircraft fuelling facilities are retained in place in this stage of the Master Plan.

Precinct signage to be introduced at the intersection of Lauries Drive and Geodetic Road. While car parking in current location is upgraded, and expanded to accommodate up to 72 vehicles including provision for two AS1428.1 compliant accessible parking bays.

Terminal Precinct detail plan for the 2044 Master Plan has been provided in Exhibit 9-5.

EXHIBIT 9-5   TERMINAL ZONE STAGE 01 - PHASE 02 2044

APPENDIX 9.6A

1 Terminal building forecourt with seating

2 Car drop-off area

3 New carpark

4 DDA carpark

5 Existing hangars

6 Controlled vehicle access from Geodetic Rd to existing hangars

7 Existing taxilane

8 Ambulance driveway/drop-off

9 Relocated ambulance building

10 Relocated groundsman building

11 Existing apron area

12 Entrance signage

PRIVATE

PRIVATE

PRIVATE

GEODETIC RD

LAURIES DR

HARPERS WAY

MOORES RD

EXISTING FUELING STATION

STAGE 01 TERMINAL BUILDING

EMERGENCY ASSEMBLY AREA

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

LEASED

1:1000 @ A3

Aeromedical Facility and Apron Access

To facilitate the development of the new Passenger Terminal, the Aeromedical facility would need to be relocated. The Master Plan moves the Aeromedical facility to the west of the Passenger Terminal and provides vehicle access beside the relocated facility.

Airport Maintenance

With the new passenger terminal, the airport maintenance facility would be relocated to the west of the Passenger Terminal.

Commercial Precinct

Further development of the Commercial Precinct to the south can be accomplished based on demand and uptake of the Phase 1 hangar lot release. The size and number of hangar lots developed in Phase 2, would be based on demand for new and upgraded facilities being offered. The total Commercial Precinct can be staged based on this demand as it materialises.

Towards 2074

Stage 2 of the Master Plan anticipates expansion of Regular Passenger Transport (RPT) operations in combination further expansion of aircraft maintenance and other commercial activities projected to grow during this timeframe. The 2074 Airport Master Plan represents a very long-term strategic development to help steer near-term development activity. The 2074 Airport Master Plan has been provided in Exhibit 9-6.

HORSHAM
Rural City Council

Harris Road

Runway 08 / 26 1564m x 30m

Moores Rd

MOORES ROAD

Geodetic Road

GEODETIC ROAD

Runway 17 / 35 999m x 24m

Flacks Road

Gliding
OPS

Gatehouse Road
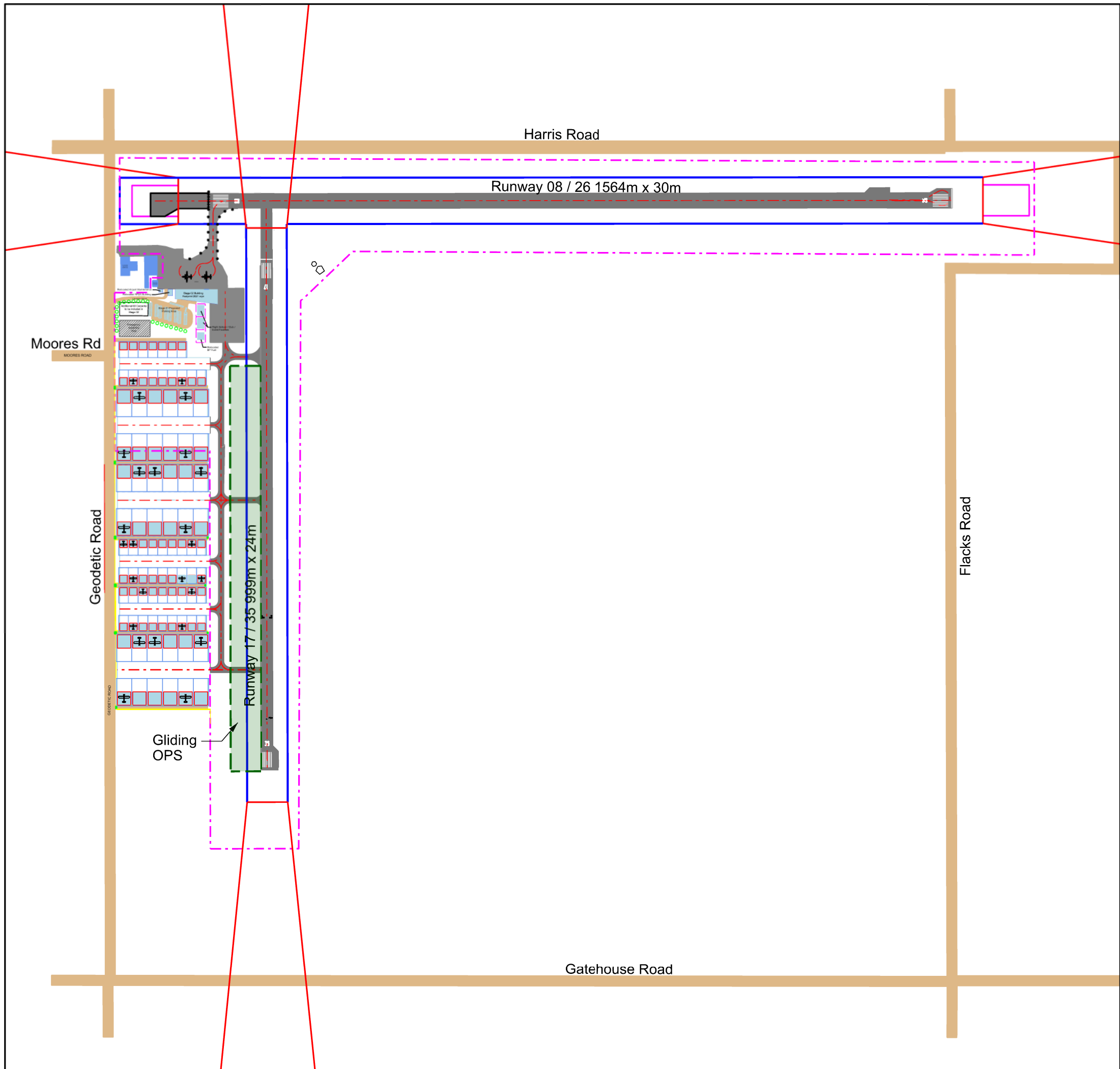
Horsham Aerodrome

Exhibit 9-6
2074 Airport Master Plan
(Phase 3)

Phase 3

Terminal Precinct

As discussed earlier in this document, the forecast RPT passenger traffic is expected to be accommodated by single daily services using 30 seat aircraft. However, as the Horsham to Melbourne sector strengthens, there will be a point at which the demand could be accommodated by a single daily service of a larger turboprop aircraft. For example, the forecast daily demand for 2074 is between 55 and 85 passengers. A carrier could accommodate this demand through flying multiple small aircraft or a single larger aircraft. As the success of the sector and the level of demand is considerably long term, planning for this time frame and the demand that would develop, needs to consider the different ways the traffic demand could be accommodated and build into the planning, flexibility to respond to the development of demand as it happens or as refined over time and closer to the forecast milestone date. The forecasts identified a range of passenger demand from 55 to 85 passengers per day which could be accommodated by multiple trips using a smaller aircraft such as the 30 seat aircraft size that is likely to provide the capacity for the 2044 forecast period. If this was to occur, the passenger terminal would have a peak passenger demand equivalent to the capacity of the 30 seat aircraft being operated. As the initial phase of construction for the terminal is to accommodate the capacity for a 30 seat aircraft, no further expansion of the facility would be required. However, if it became apparent that the carrier serving the sector was going to increase the aircraft size in order to accommodate the increased demand, the passenger terminal would need to be expanded accordingly. The Passenger Terminal size for the 2074 demand is therefore based on the larger peak period caused by an increase in aircraft size.

To accommodate expanded RPT operations, the Passenger Terminal is expanded, with the current aircraft fuelling facilities relocated to the southern end of an expanded GA aircraft apron area. Carparking is further expanded to reflect increased passenger numbers with 60 additional car spaces.

Terminal Precinct detail plan for the 2074 Master Plan has been provided in Exhibit 9-7.

EXHIBIT 9-7   TERMINAL ZONE STAGE 02 - PHASE 03 2074

1 Terminal building forecourt with seating
2 Car drop-off area
3 New carpark
4 DDA carpark
5 Flight school/club building forecourt with seating
6 Future commercial hangar development
7 Code A aircraft 24m wide taxilane
8 Hangar road access
9 Relocated ambulance building
10 Ambulance drop-off/driveway
11 Relocated groundsman building
12 Entry signage
13 Increased apron area
14 Controlled vehicle access from Geodetic Rd to commercial hangars

STAGE 02 TERMINAL BUILDING EXTENSION

FLIGHT SCHOOL/CLUB EVENT FACILITIES

FUEL

PRIVATE

PRIVATE

PRIVATE

ADDITIONAL 60 CARPARKS IN STAGE 02

EMERGENCY ASSEMBLY AREA

LAURIES DR

GEODETIC RD

GEODETIC RD

MCGREGORS RD

Runway Extension

Runway 08/26 is of a suitable length to accommodate operations of Saab 340b aircraft operating with full passenger loads from Horsham to Melbourne and with the minimal extension in Phase 1, capable of accommodating a wide variety of aircraft to better suit the demand profile and carrier fleets. If the carrier operating the sector chooses an aircraft that needs more takeoff runway or upgrades their aircraft to a larger aircraft, the Council may need to extend the runway. An opportunity may arise that necessitates the Council to extend the runway to accommodate a specific operator such as the need to base a larger aerial firefighting aircraft at Horsham Airport. However, the need to accommodate larger aircraft are often a result of RPT growth and a carrier choosing a larger aircraft to operate. Therefore, the Master Plan has safeguarded for an extension to the main runway to 1450m but the expansion of the runway should be driven from a solid opportunity to cater to larger aircraft such as growth in the RPT sector.

GA Apron

To accommodate the expansion of the Passenger Terminal, the refuelling facilities would move to the south end of the GA Apron and the apron would be expanded to provide adequate land for aircraft to manoeuvre in front of the fuel bowsers. At this point in time, it is not possible to determine how GA aircraft will be powered in 50 years time and therefore planning needs to provide room around the facilities to accommodate new technologies such as electric charging or hydrogen refuelling, as well as adequate room to accommodate the transition from the current AvGas and Jet A1 to the future power source for aviation.

Beside the GA Apron, a flight school site has been identified as well as an Aviation Events/Club House facility. Development of these facilities would require the redevelopment of the existing hangars and would be triggered by the approach to Council, from organisations interested in building or operating such facilities.

Commercial Precinct

Development of future hangar sites for more private and commercial aviation activities would be based on opportunities that arise and the development of demand as businesses approach the Council seeking space on the airport. The Master Plan identifies a large development of hangar sites south of Mason Drive. Once all of these sites have been developed, further commercial hangar sites can be developed through the redevelopment of existing hangar sites to facilitate a higher density of structures. The current lease lot sizes are quite large with considerable land surrounding the hangars. Therefore, redevelopment of the sites in the longer term would enable the airport to increase efficiency of land use resulting in more lease lots for hangars on the current property.

Statutory Implementation

The statutory implementation of the Master Plan will require a Planning Scheme Amendment to the Horsham Planning Scheme (the Planning Scheme).

Whilst existing provisions within the Horsham Planning Scheme provide various policies and controls relating to the Horsham Airport, the following amendments would support the strategic direction for the Horsham Airport and provide better guidance for future use and development in and around Horsham Airport.

1. Planning Policy: Municipal Planning Strategy & Planning Policy Framework

The existing Municipal Planning Strategy and Planning Policy Framework provide various protections relating to the operation of airports, however, the following amendments to policy will support the implementation of the Master Plan:

- Clause 02.03-8 to be amended to specify airport-related industries being located within and proximate to the Horsham Airport.
- Clause 18.02-7L to be amended to specify that Wind Farms should avoid locating within the flight paths, unless it can be demonstrated that they will not impact the future operations of the Horsham Airport.
- Clause 18.02-7L to be amended to include this Master Plan as a reference document.

The amendments to planning policy are required to ensure that the Master Plan is afforded statutory weight and appropriate policy directions are given to provide strategic direction encouraging airport-related activities and reducing potential land use conflicts.

2. Statutory Controls: Zoning and Overlays

Zoning

The SUZ2 generally applies to the runways, whilst the IN3Z generally applies to the apron, terminal, and aircraft hangar / business area. The following amendments to zoning would support the implementation of the Master Plan:

• Rezone land affected by IN3Z to SUZ2, to better align the preferred land uses for the Horsham Airport with the future directions sought for the Horsham Airport. This initiative will protect the potential for airport-relates land uses to establish and minimise the potential for inappropriate industrial land uses to occur.

• Amend the 'Table of uses' in the SUZ3 to better align with the preferred land uses for the Horsham Airport.

• Amend the 'Decision guidelines' in Clauses 2.0, 3.0, and 4.0 of the SUZ3 to include reference to this Master Plan.

The amendments to the applicable zoning controls are necessary to ensure that appropriate land uses establish within the current and future flight hub precinct. Without revision to the zoning controls, there is greater probability for inappropriate land uses to occupy land which is needed to accommodate the future growth of the Horsham Airport.

Until such time that Airport-related uses seek to establish within the future Horsham Flight Hub precinct, is noted that the existing farming operations can continue to occur.

Overlays

DDO2 and DDO3 apply to the 'Immediate Airport Environs Area' and 'Wider Airport Environs Area' respectively. The following amendments to the overlays would support the implementation of the Master Plan:

• Amend the DDO2 and DDO3 location to align with the flight paths to and from the Horsham Airport.

• Amend Planning Scheme Map No. 8DDO to better align DDO2 and DDO3 with the location of the runways.

• Amend the 'Decision guidelines' of DDO2 and DDO3 to include reference to this Master Plan and the Horsham Airport Obstacle Limitation Surfaces chart provided in Section 11.

The amendments to the applicable overlay controls are required to provide a more targeted control which aligns with the required protections over development proximate to the Horsham Airport. Without revision to the overlay controls, there will continue to be an inefficient built form control which does not adequately consider development consequences relative to the Horsham Airport.

Other Considerations

1. Airport Environs Overlay

Other metropolitan and regional airports have the benefits of noise sensitivity protections provided by an Airport Environs Overlay control.

The purpose of the Airport Environs Overlay is:

- "To implement the Municipal Planning Strategy and the Planning Policy Framework."
- "To identify areas which are or will be subject to high levels of aircraft noise, including areas where the use of land for uses sensitive to aircraft noise will need to be restricted."
- "To ensure that land use and development are compatible with the operation of airports in accordance with the appropriate airport strategy or master plan and with safe air navigation for aircraft approaching and departing the airfield."
- "To assist in shielding people from the impact of aircraft noise by requiring appropriate noise attenuation measures in new dwellings and other noise sensitive buildings."
- "To limit the number of people residing in the area or likely to be subject to significant levels of aircraft noise."

The extent and configuration of the Airport Environs Overlay is usually defined by ANEF contours.

An Airport Environs Overlay was identified as a potential control for inclusion in the Planning Scheme by the independent planning panel appointed to consider the Horsham New Format Planning Scheme which was gazetted on 27 May 1999.

A future action that supports the Master Plan is:

- Consider amending the Planning Scheme to introduce an Airport Environs Overlay (AEO) to further protect the future of the Horsham Airport from potentially incompatible land uses.

The introduction of an Airport Environs Overlay should be considered to provide appropriate protection to the Horsham Airport and avoid potential encroachment of sensitive land uses.

2. Additional Airport Land

Within the Master Plan of the Master Plan, it is anticipated that the Horsham Airport will need to be expanded beyond its existing ownership boundaries. Accordingly, additional land to the west of the existing Airport runways may need to be utilised. Similarly, the extension of the east-west runway may be required, and additional land may be required to the east of the existing runway.

The statutory planning controls applying to any additional land required for the future operations of Horsham Airport should be consistent with the recommendations of this Master Plan.
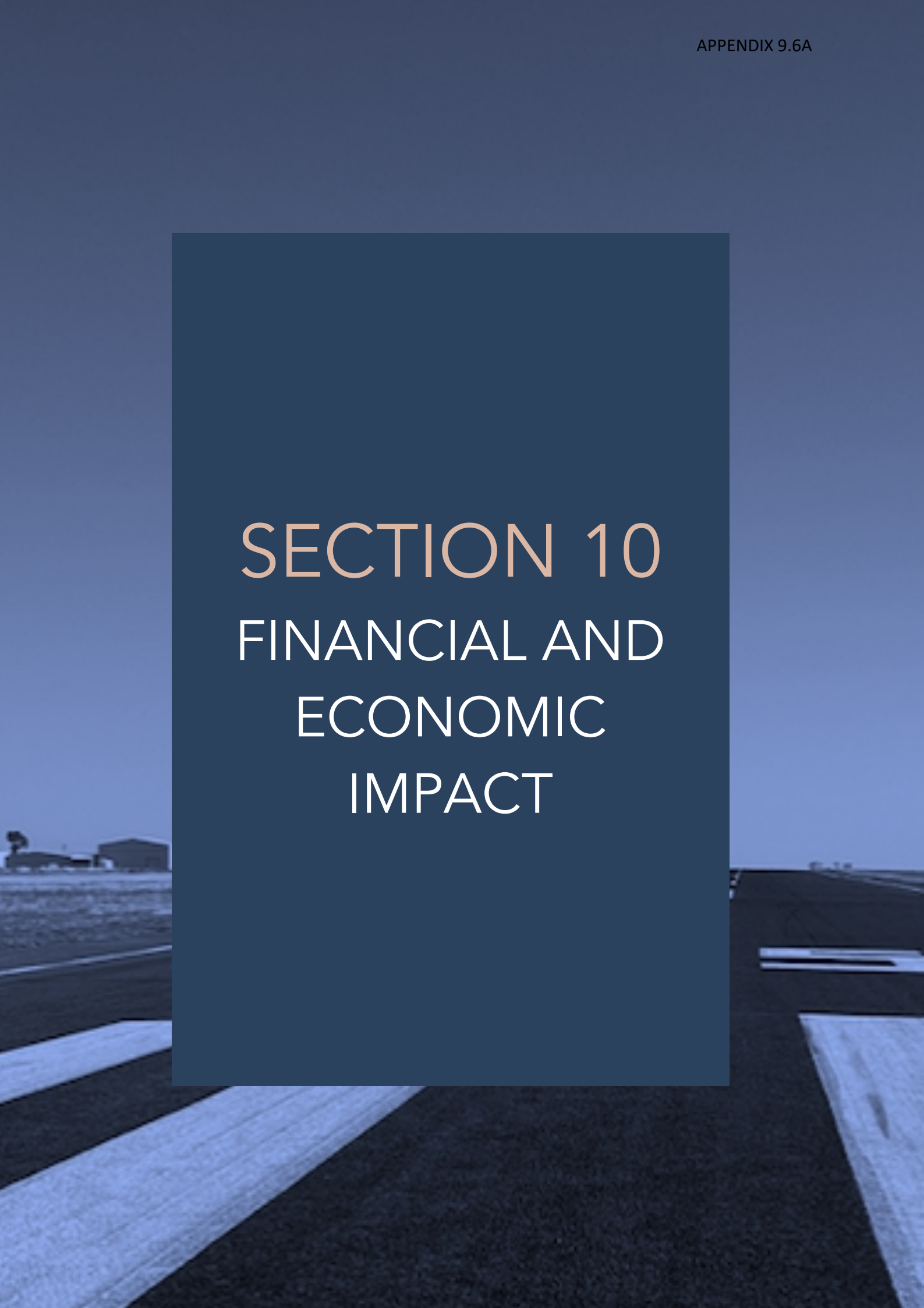
This initiative may be staged depending on the timing of the expansion of the Horsham Airport.

A future action that supports the Master Plan is:
• Consider the need for additional land to be utilised for the purposes of the Horsham Airport. Any such additional land should have the same zone and overlay controls as recommended in this Master Plan.

The potential of additional land should be explored by Council to ensure that sufficient land supply for the Horsham Airport is achieved. Without additional land, the Horsham Airport is significantly constrained and future opportunities for airport-related activities to establish will be compromised.

SECTION 10
FINANCIAL AND ECONOMIC IMPACT

10

Financial and Economic Impact

Overview

A financial appraisal (along with an economic appraisal) has been undertaken to examine the financial costs and benefits of redeveloping the Horsham Airport with a focus on the generation of expected revenue streams and operating expenses. Importantly, the modelling has been undertaken over 20 years (2024-2044), as required by the Victorian Treasury (while the full Master Plan extends a further 30 years beyond this – out to 2074).

The Master Plan offers an analysis of development options in two stages:

- The first stage reflects a minimal reinvestment requirement over the next 20 years as the existing infrastructure is expected to be able to cater to current and future demand out to 2044.
- The second stage of the Master Plan reflects the 30 years from 2045-2074 and notes that if market demand for RPT and other general aviation services continues to grow in this latter period, extension of runways and supporting infrastructure may be required. But for the next 20-year period, Horsham is likely to be able to use its existing airport infrastructure to cope with short-medium term aviation demand.

"Importantly, the modelling has been undertaken over 20 years (2024-2044), as required by the Victorian Treasury (while the full Master Plan extends a further 30 years beyond this – out to 2074)."

The financial appraisal therefore focuses on the period from 2024 to 2044 and identifies:

• a cash-flow model to track revenue and operating costs and the net annual financial position;
• a financial Net Present Value (NPV) which demonstrates the difference between the benefits and the costs achieved; and
• an Internal Rate of Return (IRR) which provides an estimate of the profitability of a potential investment.

Assumptions

Global Assumptions

The financial model uses several global assumptions that provide a platform to develop medium-longer term revenue and expenditure assumptions. These assumptions reflect general public and market expectations for the direction of the Australian economy over the next 20 years and have considered global aviation trends more broadly.

Table 10-1: Global Assumptions Applied

Assumption	Comment
Consumer price index (CPI)	2.5%
Nominal discount rate/weighted average cost of capital	9.7% (2.5% inflation rate is assumed and applied to a 7% real discount rate)
Growth in demand	Strong growth in demand for general aviation services such as flight school training, small-medium aircraft refurbishment requirements

Passenger Throughput

The financial model assumes a mid-scenario passenger throughput as outlined below. This is a median between the low and the high throughput scenarios developed as part of this Master Plan.

Exhibit 10-1: Medium Pax Through Scenario*
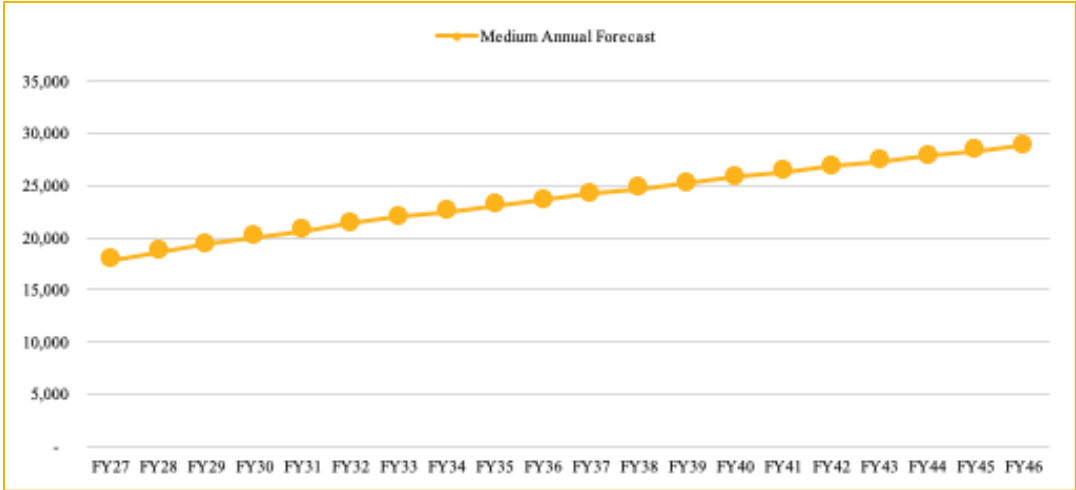
Based on the mid-point between the low and high scenarios developed by Three Consulting

Capital Expenditure

To redevelop the Airport, as per the elements identified in the Master Plan, are estimated at $14 million. (see Table 10-2). This includes the following.

- Estimated capex costs of $14 million. This includes the slight extension of Runway 08/26, a 250 m^2 apron expansion to address current apron issues, terminal precinct redevelopment and upgrades, lighting upgrades, planning and development fees of 10.5% as well as contingencies of 15%.
- A provision of $0.52 million for the potential acquisition of 10.5 ha of land south of Mason Drive to enable the expansion of hangarage space. The capital cost associated with the development of hangar buildings has not been included within the Master Plan because the capital development cost would more likely be borne by the operators of the hangars and/or a commercial aviation site developer who may sell or lease the new facilities developed. Limited demand for investment is expected for the hangarage precinct from 2024 to 2044, but assuming demand and growth in general aviation services, the potential for new investment to support expanded and new maintenance services, storage of aircraft and facilities to support growth in aviation events, flight training etc is more likely to occur post this period.

---

[1] This is an estimate only, based on advise from Horsham Rural City Council.

- The future cost associated with the purchase of additional associated with future runway expansion, has not been included in this capital cost assessment as the timing for this is not yet known. However, the technical aviation analysis indicates that runway expansion of the 08/26 runway out to a 1,450m length (from 1,322m currently) might be required in the mid-longer term to support larger aircraft should forecasted growth potential be realised.

Table 10-2: Capital Expenditure Estimates

Element	Length and width	$ Per m^2	Est. Cost	Contingency (15%)	Sub Totals
Extended Runway 08/26 (use of TORA area to extend to 1,450m length)	5,220 m^2	$1,200	$6,264,000	$939,600	$7,203,600
Strengthened apron	250 m^2	$1,200	$300,000	$45,000	$345,000
Lighting upgrade	200 units	$450	$90,000	$13,500	$103,500
Passenger Terminal Precinct	911 m^2	$3,500-$4,500	$3,910,500	$585,575	$4,496,075
Planning and development fees	10.5%		$1,109,000	$166,350	$1,275,663
Total development and planning costs					$13.42m
Provision for land acquisition	10.5 hectares	$*	$525,000	$78,750	$603,750
Total estimated CAPEX**					$14.0m

*   As advised by HRCC. The option of either leasing or purchasing the land is yet to be investigated with the land owner but for the interim, an estimated acquisition price (as advised by HRCC) has been factored in to the overall capital development cost.
** Note that the expected timeframe for development of the new airport terminal precinct is in 15-20 years time

Revenue

The financial model develops total revenue estimates by estimating revenues based on the RPT passenger forecasting completed by Three Consulting on a per-passenger basis as well as non-RPT traffic growth. Therefore, total revenue from these sources are affected by both the change in price of the revenue source and by the change in the number of passengers and aircraft who use Horsham Airport.

Table 10-3: Revenue Growth Rate Assumptions Applied

Revenue Item	Rate Assumption
Landing charges non-RPT	Tied to non-RPT traffic growth and CPI.
Landing charges RPT	Tied to passenger growth and CPI.
Grassed parking fees p/a	Tied to non-RPT traffic growth and CPI.
Passenger fees	Tied to passenger growth and CPI.
Car parking fees	Tied to passenger growth to reflect the turnover provisions and CPI.
Hangar lease fees	CPI (every three years)
Rental car operator leased space	CPI (every three years)
Café lease fee	CPI (every three years)

The following revenue streams and assumptions have been included in the financial appraisal (Table 10-4).

Table 10-4: Revenue Stream Assumptions (Year 1)

Revenue Item	Year 1 Revenue Assumption
Landing charges non-RPT	$15 p/aircraft*
Landing charges RPT	$20.00 per tonne (assumed MTOW of Metroliner being 7,257 kg or 7.257 tonnes) equating to a charge per landing of $145.140.
Grassed parking fees p/a	$1,140 p/a per space used
Passenger fees	$22 p/pax, based on industry averages and noting commencing of the service in 2027.
Car parking fees	$10 p/day per vehicle
Hangar lease fees	$200 p/month
Rental car operator leased space	$10 p/day per leased space
Café lease fee	$300 p/month

This fee was confirmed with other regional airports

Operating Costs

The financial model includes the following operating cost assumptions (Table 10-5).

Table 10-5: Operating Cost Growth Rate Assumptions

Operating Cost Item	Rate Assumption
Security	CPI
Grounds maintenance	CPI
Admin costs (site manager)	CPI
Marketing and promotion	Tied to turnover
CASA admin fee	CPI
Airport maintenance (including light replacements and runway repairs)	CPI
Insurance	CPI
Marketing incentive	n/a – flat line fee
Marketing incentive (dollar for dollar with airline)	n/a – flat line fee
Opex Contingency	Tied to operating expenditure

The following operating cost item assumptions have been included in the financial appraisal (Table 10-4).

Table 10-6: Operating Cost Assumptions (Year 1)

Operating Cost Item	Rate Assumption
Security	$72,000 for a security contract to manage security at the Airport.
Grounds maintenance	Equates to $15,000 per month, or $180,000 per annum. Includes staff costs and materials. Assumed this would be contracted out. Currently costing $120k pa.
Admin costs (site manager)	$96,000 for a full-time site manager. Inclusive of oncosts.
Marketing and promotion	Calculated at 5% of turnover (this reflects an industry average). To market the Airport hub including hangar facilities and events held at the Airport.
CASA admin fee	$12,000 per annum.
Airport maintenance	$60,000 per annum to cover repairs and maintenance such as light replacements and runway repairs etc.
Insurance	$80,000 per annum, based on industry averages.
Marketing incentive (2024-2026)	$50,000 per annum. This marketing support offered by HRCC would run for three years in the lead up to the RPT service operating to assist in securing an RPT service operator.
Marketing incentive (dollar for dollar with airline)(2027-2029)	$50,000 per annum for three years once an RPT operator is secured. This is based on a dollar-for-dollar investment in marketing the new routes where HRCC would match the airline in marketing the new route. The marketing support would run for a period of three years to assist the airline in establishing the route.
Opex Contingency	Opex Contingency: 10% of total OPEX to cover unanticipated operating costs.

Financial Appraisal Summary

Table 10-7 provides a summary of the financial appraisal results while Table 10-8 provides the full cost benefit for the Airport development. Together, they demonstrate the following:

- A nominal required yield (return on investment) of 3% has been applied reflecting this is not a commercial project but rather a public good project with both public and private investment required to activate it.

- A nominal discount rate (which reflects the average weighted cost of capital) of 9.7% has been applied assuming that an element of debt capital will be required. This reflects a 2.5% inflation rate applied to a 7.0% real discount rate. The nominal discount rate typically reflects the cost of capital to the entity undertaking the proposal or the cost of lost opportunity for alternative use of the funds – in some cases, it may reflect the required rate of return for the project.

- The Internal Rate of Return is too low to calculate and the Financial Net Present Value is -$12 million which reflects the financial constraints of available revenue streams and ongoing estimated operating expenses along with the impact of the capital development cost requirements.

- The cash flow over the operational period averages a negative $124k per annum which illustrates that whilst the project is unable to produce a positive financial NPV or IRR it is close to covering its annual operating costs from revenue generated. This is an important outcome to note. In addition, it is important to note that a modest uplift in airport charges for aircraft and/or passengers should turn the average annual cash flow positive.

- The reason for this negative IRR and NPV financial result is due to the level of capital development cost required for the redevelopment, and the challenge of trying to generate higher revenue streams to offer a stronger return on investment. It is also important to note that the expected redevelopment of the terminal precinct is not expected to occur for 15-20 years.

- Furthermore, the source of capital funding for the overall redevelopment during this first 20-year stage of the Master Plan has not been predetermined. It may well be that much of the $14m for the capital development can be sourced from state and commonwealth government sources due to the significant broader economic benefits that the airport is expected to be able to generate to support a number of surrounding local government areas, a broader community of interest, and a wide range of existing and new business opportunities.

- Separately, and importantly, there are a variety of attractive economic benefits able to be generated that reflect the important public good benefits of the project and which offer far more attractive economic NPV and BCR results, as distinct from the financial results.

Table 10-7: Financial Appraisal Summary

Financial Appraisal	Result
Estimated CAPEX	$14m
IRR	n/a
Average annual cashflow (operational)	-$124k
Financial NPV	-$12m

Table 10-8: Cashflow and Financial Appraisal Model

Top Line Financial Appraisal: Horsham Flight Hub - Master Plan

Assumptions

Discount rate	9.7%
Year 1 of Operation	2027

Period numbers (top row): 1 = 2027, 2 = 2028, 3 = 2029, 4 = 2030, 5 = 2031, 6 = 2032, 7 = 2033, 8 = 2034, 9 = 2035, 10 = 2036, 11 = 2037, 12 = 2038, 13 = 2039, 14 = 2040, 15 = 2042

Revenue

Revenue		PV - 31/12/24	Totals	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Landing charges non-RPT	Nominal	$132,585	$389,671	-	-	-	$17,550	$17,993	$18,443	$19,373	$19,857	$20,357	$21,385	$21,921	$22,473	$23,608	$24,198	$24,803	$26,061	$26,715	$27,386	$28,775	$28,775
Landing charges RPT	Nominal	$0	$0	-	-	-	-																	
Grassed parking fees p/a	Nominal	$136,904	$393,940	-	-	-	$17,100	$18,240	$19,380	$21,033	$22,202	$23,370	$23,954	$23,954	$23,954	$24,553	$24,553	$24,553	$25,167	$25,167	$25,167	$25,796	$25,796
Passenger fees	Nominal	$3,096,249	$9,126,826	-	-	-	$392,443	$409,837	$426,216	$452,603	$467,539	$481,667	$507,618	$521,068	$534,040	$560,480	$573,530	$586,322	$613,677	$626,173	$638,667	$667,472	$667,472
Car parking fees	Nominal	$211,108	$622,284	-	-	-	$26,758	$27,943	$29,060	$30,859	$31,878	$32,841	$34,610	$35,527	$36,412	$38,215	$39,104	$39,976	$41,842	$42,694	$43,545	$45,509	$45,509
Hangar lease fees (existing hangars)	Nominal	$280,013	$817,406	-	-	-	$28,800	$33,600	$38,400	$44,280	$49,200	$49,200	$50,430	$50,430	$50,430	$51,691	$51,691	$51,691	$52,983	$52,983	$52,983	$54,308	$54,308
Rental car operator leased space	Nominal	$489,680	$1,565,810	-	-	-	$36,500	$43,800	$51,100	$59,860	$67,343	$74,825	$84,365	$92,035	$99,704	$110,058	$117,920	$117,920	$120,868	$120,868	$120,868	$123,889	$123,889
Café lease fee	Nominal	$23,284	$64,914	-	-	-	$3,600	$3,600	$3,600	$3,690	$3,690	$3,690	$3,782	$3,782	$3,782	$3,877	$3,877	$3,877	$3,974	$3,974	$3,974	$4,073	$4,073
Total Revenue		**$4,369,822**	**$12,980,850**	-	-	-	**$522,751**	**$555,012**	**$586,198**	**$631,698**	**$661,708**	**$685,950**	**$726,146**	**$748,717**	**$770,796**	**$812,482**	**$834,872**	**$849,142**	**$884,571**	**$898,573**	**$912,589**	**$949,822**	**$949,822**

Expenditure

Expenditure		PV - 31/12/24	Totals	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Security	Nominal	$519,440	$519,440	-	-	-	$72,000	$73,800	$75,645	$77,536	$79,475	$81,461	$83,498	$85,585	$87,725	$89,918	$92,166	$94,470	$96,832	$99,253	$101,734	$104,277	$104,277
Grounds maintenance	Nominal	$1,298,600	$1,298,600	-	-	-	$180,000	$184,500	$189,113	$193,840	$198,686	$203,653	$208,745	$213,963	$219,313	$224,795	$230,415	$236,176	$242,080	$248,132	$254,335	$260,694	$260,694
Admin costs (site manager)	Nominal	$692,587	$692,587	-	-	-	$96,000	$98,400	$100,860	$103,382	$105,966	$108,615	$111,331	$114,114	$116,967	$119,891	$122,888	$125,960	$129,109	$132,337	$135,645	$139,037	$139,037
Marketing and promotion	Nominal	$218,491	$218,491	-	-	-	$26,138	$27,751	$29,310	$31,585	$33,085	$34,297	$36,307	$37,436	$38,540	$40,624	$41,744	$42,457	$44,229	$44,929	$45,629	$47,491	$47,491
CASA admin fee	Nominal	$86,573	$86,573	-	-	-	$12,000	$12,300	$12,608	$12,923	$13,246	$13,577	$13,916	$14,264	$14,621	$14,986	$15,361	$15,745	$16,139	$16,542	$16,956	$17,380	$17,380
Airport maintenance (including light replacements and runway repairs)	Nominal	$1,298,600	$1,298,600	-	-	-	$180,000	$184,500	$189,113	$193,840	$198,686	$203,653	$208,745	$213,963	$219,313	$224,795	$230,415	$236,176	$242,080	$248,132	$254,335	$260,694	$260,694
Insurance	Nominal	$577,612	$577,612	-	-	-	$80,000	$82,000	$84,050	$86,151	$88,305	$90,513	$92,775	$95,095	$97,472	$99,909	$102,407	$104,967	$107,591	$110,281	$113,038	$115,864	$118,760
Marketing incentive (2024-2026)	Nominal	$125,058	$125,058	$50,000	$50,000	$50,000	-																	
Marketing incentive (dollar-for-dollar with airline)(2027-2029)	Nominal	$94,795	$94,795	-	-	-	$50,000	$50,000	$50,000	-														
Opex Contingency	Nominal	$478,624	$478,624	-	-	-	$69,614	$71,325	$73,070	$69,926	$71,745	$73,577	$75,532	$77,442	$79,395	$81,492	$83,540	$85,595	$87,806	$89,961	$92,167	$94,544	$94,544
Total Expenditure		**$5,390,380**	**$15,236,896**	**$50,000**	**$50,000**	**$50,000**	**$765,751**	**$784,576**	**$803,767**	**$769,183**	**$789,194**	**$809,348**	**$830,849**	**$851,863**	**$873,345**	**$896,411**	**$918,936**	**$941,546**	**$965,866**	**$989,566**	**$1,013,841**	**$1,039,980**	**$1,042,876**

Development Costs

Development Costs		PV - 31/12/24	Totals	2024	2025	2026	2027	... 2043
Subtotal construction costs and contingencies	Nominal	$9,476,540	$7,652,100	-	$3,644,753	$8,504,423	-	-
Subtotal fees and planning	Nominal	$995,037	$55,200	-	$382,699	$892,964	-	-
Subtotal provision for land acquisition for industrial zone 3	Nominal	$470,934	$603,750	-	$181,125	$422,625	-	-
TOTAL		**$10,942,510**	**$14,028,588**	-	**$4,208,577**	**$9,820,012**	-	-

Cash flow summary

Cash flow summary		PV - 31/12/24	Totals	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Cash inflow from (used in) operating activities																							
Operating revenue	Nominal	$4,369,822	$12,980,850	-	-	-	$522,751	$555,012	$586,198	$631,698	$661,708	$685,950	$726,146	$748,717	$770,796	$812,482	$834,872	$849,142	$884,571	$898,573	$912,589	$949,822	$949,822
Operating expense	Nominal	-$5,390,380	-$15,236,896	-$50,000	-$50,000	-$50,000	-$765,751	-$784,576	-$803,767	-$769,183	-$789,194	-$809,348	-$830,849	-$851,863	-$873,345	-$896,411	-$918,936	-$941,546	-$965,866	-$989,566	-$1,013,841	-$1,039,980	-$1,042,876
Net cash flows from operating activities	Nominal	**-$1,020,558**	**-$2,256,046**	**-$50,000**	**-$50,000**	**-$50,000**	**-$243,000**	**-$229,563**	**-$217,569**	**-$137,485**	**-$127,487**	**-$123,398**	**-$104,703**	**-$103,146**	**-$102,549**	**-$83,929**	**-$84,063**	**-$92,404**	**-$81,295**	**-$90,993**	**-$101,252**	**-$90,157**	**-$93,054**
Cash flows from (used in) investing activities																							
Capital costs	Nominal	-$10,942,510	-$14,028,588	-	-$4,208,577	-$9,820,012	-																	
Lifecycle costs	Nominal																							
Net cash flows from investing activities	Nominal	**-$10,942,510**	**-$14,028,588**	-	**-$4,208,577**	**-$9,820,012**	-																	
Net Cash Flow (Nominal)	Nominal	-$11,963,068	-$16,284,634	-$50,000	-$4,258,577	-$9,870,012	-$243,000	-$229,563	-$217,569	-$137,485	-$127,487	-$123,398	-$104,703	-$103,146	-$102,549	-$83,929	-$84,063	-$92,404	-$81,295	-$90,993	-$101,252	-$90,157	-$93,054
Cumulative Net Cash Flow (Nominal)	Nominal	-$109,067,873	-$281,971,603	-$50,000	-$4,308,577	-$14,178,588	-$14,421,589	-$14,651,152	-$14,868,721	-$15,006,206	-$15,133,692	-$15,257,090	-$15,361,793	-$15,464,939	-$15,567,487	-$15,651,417	-$15,735,480	-$15,827,884	-$15,909,179	-$16,000,171	-$16,101,423	-$16,191,580	-$16,284,634
IRR (Nominal)	Nominal	Not calculated																						
Total costs	Nominal	$16,332,890	$29,265,484	$50,000	$4,258,577	$9,870,012	$765,751	$784,576	$803,767	$769,183	$789,194	$809,348	$830,849	$851,863	$873,345	$896,411	$918,936	$941,546	$965,866	$989,566	$1,013,841	$1,039,980	$1,042,876
Total benefits	Nominal	$4,369,822	$12,980,850	-	-	-	$522,751	$555,012	$586,198	$631,698	$661,708	$685,950	$726,146	$748,717	$770,796	$812,482	$834,872	$849,142	$884,571	$898,573	$912,589	$949,822	$949,822
Net benefit	Nominal	**-$11,963,068**	**-$16,284,634**	**-$50,000**	**-$4,258,577**	**-$9,870,012**	**-$243,000**	**-$229,563**	**-$217,569**	**-$137,485**	**-$127,487**	**-$123,398**	**-$104,703**	**-$103,146**	**-$102,549**	**-$83,929**	**-$84,063**	**-$92,404**	**-$81,295**	**-$90,993**	**-$101,252**	**-$90,157**	**-$93,054**

IRR	Not calculated
NPV	**-$12.0m**

Economic Appraisal

Some of the key benefits of the Airport redevelopment and introducing an RPT service for the local economy will primarily come from the direct increase in economic output (during the construction and operational phases) as well as through additional visitation to Horsham Rural City and surrounds. The flow-on effects also tend to benefit the broader regional and state economy. To assess these benefits, an economic appraisal has been undertaken which is far more encompassing than a financial appraisal and enables the quantification of these broader benefits.

Framework

The cost benefit analysis (CBA) assesses the merit of investing in a project, i.e., it assesses if it is worth doing when a broader lens is applied. CBA compares the project's economic, social, and environmental benefits with its costs, to establish if the economic benefits outweigh the economic costs. If this is the case, the project is considered worth proceeding with from a broader community welfare (or economic efficiency) perspective.

Table 10-9 lists the incremental costs and benefits that have been included in the CBA. These are detailed in the following section.

Table 10-9: CBA Framework

Costs	Benefits
Capital costs	Total revenue (generated by the Airport)
Recurrent operating costs including ongoing maintenance costs	The residual value of the Airport
Noise*	Construction-related benefits (direct & indirect)
	Construction-related employee spend (direct & indirect)
	Community use and enjoyment benefits (time saved)
	New Visitor spend (interstate and international only)
	The residual value of the Airport
	Business development and confidence*
	Safety benefits (savings in accidents prevented)*
	Social disadvantage reductions*
	Future agricultural produce opportunities*
	Increased liveability*
	Improved Emergency support*

These costs and benefits have not been quantified in the CBA.

Costs

Capital Costs

All project capital costs have been outlined in Table 10-2. The redevelopment cost totals an estimated $14 million including a 15% contingency to help cover escalation provisions.

Recurrent Operating Costs

The recurrent operating cost assumptions for the redeveloped Airport are shown in Table 10-5 and Table 10-6.

Noise*

Aviation noise is a consideration for the costs of this project, although it is unable to be quantified. The proposed introduction of RPT services will have decibel noise outputs when performing take-off and landing operations. It can be said that this may impact the surrounding community depending on the flight path taken and prevailing wind direction, however, these services are to be operated during daylight hours rather than at night which limits the disturbance to ambient noise.

Benefits

Revenue Generated

The revenue assumptions and total revenue generated at the redeveloped Airport are outlined in Table 10-3 and Table 10-4.

Residual Value

The value of the assets at the end of the 20-year evaluation period recognises the long-term life of the capital works proposed. This has been estimated by using the estimated value of new buildings and applying a straight-line method which is calculated at 33% of the total capital cost of the asset in the final year of the project (2042) which totals $1.96 million.

Construction-related Benefits (Direct & Indirect)

Output

The redevelopment of the Airport site is likely to generate significant economic output during the construction phase. Output is classified into the following two categories.

Direct output effects: output specifically related to the construction costs associated with the redevelopment of the Airport.

Indirect output effects (production and consumption induced effects): In addition to the direct output created by the redeveloped Airport, flow-on, or, indirect output, is also generated. This output effect is estimated by applying a series of multipliers. These multipliers are utilised to determine the measures of direct impact and to determine estimates of flow-on impacts throughout the economy in terms of economic output.

Direct Effects

The construction cost of the redevelopment is estimated at $14 million.

Considering that supply chain limitations continue to still impact building materials and construction costs, the estimated costs should be considered conservative, along with the economic outputs generated, even with the provision for cost escalation provided. However, as much of the construction redevelopment is expected to occur in 15-20 year's time, it may be assumed that supply chain constraints may have reduced by this timeframe and building material costs are more competitive by then. What is harder to predict is the future size of the construction sector and whether labour costs might not escalate as badly as is currently being experienced.

Indirect Flow-On Effects

The construction industry has strong linkages with other sectors, so its impacts on the economy go further than the direct contribution of construction output. The impacts of construction on other sectors of the economy are determined by 'multipliers'[2]. In the simplest form, these multipliers are utilised to measure the direct impact and to determine estimates of flow-on impacts in terms of the output generated.

There are two types of multipliers[3], being:
- Production induced: comprising first-round effects[4] and industrial support effects[5]; and
- Consumption induced: relating to the demand for additional goods and services due to increased spending by wage and salary earners across all industries arising from employment.

The multipliers adopted in this report are sourced from the ABS Australian National Accounts: Input-Output Tables (ABS Pub: 5209.0). These tables identify first-round effects, industrial support effects and consumption-induced multiplier effects at rates of $0.62, $0.65, and $0.95 respectively to every dollar of construction.

The estimated $14 million construction cost required for the redevelopment is estimated to generate a further $17.8 million in production-induced effects and $13.3 million in consumption-induced effects. The total economic activity generated by the construction phase alone of the redeveloped Airport, therefore, is estimated at $45.1 million.

---

[2] Multipliers refer to the level of additional economic activity generated by a source industry.

[3] Note that the multiplier effects are national, and not necessarily local. The ABS notes that "care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy." Nevertheless, multipliers represent a significant additional economic benefit associated with development to the national economy

[4] All outputs required to produce the inputs for construction

[5] The induced extra output from all industries to support the production of the first-round effect.

Table 10-10: Economic Multipliers- Airport Redevelopment Construction Phase Only

	Direct Effects	Production-induced effects		Consumption Induced Effects	Total
		First-round effects	Industrial support effects		
Output Multipliers	1	0.62	0.65	0.95	3.21
Output	$14.0m	$8.7m	$9.1m	$13.3m	$45.1m

Employment

The proposed redevelopment of the Airport is also likely to create new employment opportunities during the construction phase. Employment opportunities are classified into the following two categories: direct employment and Indirect employment (production and consumption-induced effects).

• Direct employment
jobs specifically related to the construction of the redeveloped Airport. Every dollar of output in the Australian economy sustains employment directly within the industry that it is directed. The amount of direct employment generated varies between industries, depending on the level of output, contribution to the economy and labour intensity. It is estimated by the ABS that the equivalent of 2.35 full-time construction positions over 12 months is created for every $1m of construction work undertaken[6].
Based on the estimated direct construction cost of $14 million, approximately 33 job years[7] would be generated (this is equivalent to 33 jobs throughout the development).

• Indirect employment flow-on effects
In addition to the direct employment created by redeveloped Airports, flow-on, or, indirect employment, is also generated. This employment effect is estimated through multipliers. These multipliers are utilised to measure the indirect impact and to determine estimates of flow-on impacts in terms of employment.
The ABS Australian National Accounts: Input-Output Tables identifies employment multipliers for first round, industrial support, and consumption-induced effects of 0.73, 0.79 and 1.42 respectively for every job year in direct construction.

---

[6] ABS Australian National Accounts: Input-Output Tables 2013-14 (ABS Pub: 5209.0)
[7] One job year equals one full-time job for one year

Including the direct and multiplier impacts, the redevelopment of the Airport could, therefore, have the potential to generate 130 jobs years through a mixture of indirect and induced employment.

Table 10-11 provides a breakdown of the employment multipliers generated through the redevelopment of the Airport[8].

Table 10-11: Employment Multipliers- Construction Phase Only

	Direct Effects	Production-induced effects:		Consumption Induced Effects	Total
		First-round effects	Industrial support effects		
Employment Multipliers	1	0.73	0.79	1.42	3.95
Employment generated per ($m)	2.35	1.712	1.867	3.347	9.28
Total Job Years Created	33	24	26	47	130

Community Use and Enjoyment Benefits (Time Saved)

The redevelopment of the Airport and the introduction of an RPT service will provide benefits to the surrounding community with community use and enjoyment benefits in the form of increased time saved. Leisure time allows people to recover from the pressures of work and other commitments, bond with family and community members, pursue their interests, and reflect on their life direction and meaning[9].

---

[8] It is important to note that the multiplier effects noted are national and not necessarily local. The ABS states that "care is needed in interpreting multiplier effects: their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow on effects of construction activity to the rest of the economy. Clearly through its multipliers, construction activity has a high impact on the economy." (ABS Year Book 2002 - The Construction Industry's Linkages with the Economy)

[9] Australian Bureau of Statistics (2015) Frameworks for Australian Social Statistics, Culture and Leisure

Individuals value their leisure time, even if they are not paid for it. According to the Queensland State Treasury[8] half of an appropriate hourly wage rate is assumed to be a reasonable proxy for the value of leisure time; this approach is also used by the NSW State Treasury.

To calculate the value of leisure time, ABS Census data was used to calculate the average hourly earnings of paid workers in 2023 at $37.00[10]. Dividing this provides a leisure value of $18.50 per hour. To calculate the annual value of leisure time the value per hour is multiplied by the estimated number of hours that locals may save by utilising an RPT service out of the Airport. It is estimated that residents who utilise the RPT service may save 6 hours per annum. This is summarised in Table 10-12.

The value of leisure that tourists/visitors experience has not been included as part of this benefit. This is due to this benefit accruing to people who live outside the region and to avoid the possibility of any double counting.

Table 10-12: Community Use and Enjoyment Benefits (Time Saved)

Metric	Value
Residents using RPT service in year 1	10,703
Hours saved using the airport per annum per resident	6.00 hours
Average hourly wage	$37.00
Leisure value	$18.50
Hours saved using the airport per annum by residents	64,218 hrs p/a
Use value benefits	$1.188m

New Visitor Spend (Interstate and International Only)

The redevelopment of the Airport is likely to encourage new visitors to Horsham Rural City – those who may not have visited if not for the introduction of the RPT services. These visitors will spend in the LGA on accommodation, F&B, experiences, and transport etc.

[9] https://www.abs.gov.au/statistics/labour/earnings-and-working-conditions
[10] https://www.abs.gov.au/statistics/labour/earnings-and-working-conditions

The additional visitor spending generated as a result of the Airport is calculated by determining visitor spend in the LGA under the redevelopment scenario and multiplying this by the new visitation. Only interstate and international visitor spend is included in this benefit.

Table 10-13: Increased Spend by International Visitors- Year 1

Metric	Value
New interstate and international visitors to Horsham	1,937
Spend per visitor with project	$900
Total Additional visitor spend	$1.744m

Business Development and Confidence*

The new investment and the increased visitation and spending are likely to contribute to business development and improved confidence in Horsham Rural City. This will increase the sustainability of local businesses through greater tourism spending and allow a better quality of services to be delivered by local businesses in the broader region.

This increased business confidence will likely result in an improved service offering and business environment for the community.

This benefit has not been quantified.

Safety Benefit (Savings in Accidents Prevented)*

The introduction of an RPT service will likely result in several safety benefits including a reduction in road accidents from those undertaking the drive from Horsham to Melbourne (and vice versa) after long shifts resulting in:
- lives saved;
- a reduction in the pressure on the health system; and
- a reduction in delay during maintenance operations.

This benefit has not been quantified.

Social Disadvantages Reduction*

This project has significant potential to address several areas of disadvantage including the provision of additional employment opportunities; enhanced access and connectivity to nature; improved cultural awareness and understanding; and Improved connection with the community.
This benefit has not been quantified.

Future Agricultural Produce Opportunities*

Horsham Rural City is a well-known agricultural region, with the sector being the second largest by output (totalling $335.4 million) and fourth largest by jobs generated (886 jobs)[12].

Future agricultural expansion and exports from Victoria have the potential to boost regional air services or dedicated freight services, ensuring that time-critical freight arrives at its destination while maintaining product quality. Increasing airfreight options, through infrastructure requirements and regional growth, will boost the region's connectivity by allowing for more efficient airfreight transporting high-value commodities to and from Australia's hubs to the regions.

Increased Liveability*

The liveability of regionally areas is intrinsically linked to their connectivity and the range of services and facilities available within the community and in other centres. Airports play an important role in offsetting the geographical disadvantages of living in these parts of Australia by delivering essential and emergency services[11].
Liveability improvements through the introduction of RPT services may be seen through:
- Accessibility:
  o Increased access and options for residents to travel and visit friends and relatives (and vice versa)
  o More destination options for travellers to and from Horsham Rural City.

---

[11] https://app.remplan.com.au/horsham/economy/industries/employment?state=Wj7eCk!w8J ZHvlZMF5bP9DT2NZl4CqFRS1MVIaR9RDsXE1EWS2SYnh1SWlOO4xl97g

[12] Deloitte Access Economics, 2018

- Healthcare:
  - o Linking the community to specialist medical treatment that may not be available in existing networks or destinations available from Horsham, particularly enabling easier/expedited access to services in Melbourne.
  - o Providing more efficient accessibility and connectivity to specialist medical services in East Coast capital cities through direct point-to-point services to the specialist o offering increased access opportunities for medical professionals to visit Horsham and the surrounding communities.
- Services and facilities:
  - o Growth in retail, hospitality, health and other sectors within Horsham and surrounds.
  - o Increased visitation to the region to support local services and businesses.
- Population growth benefits:
  - o The introduction of an RPT service may be a catalyst for population growth in the LGA and broader region, which will fuel additional air services, as well as social connectivity for the community.

Improved Emergency Support

The proposed upgrades at Horsham Airport, including the extended runway, will provide higher-quality infrastructure which will allow for improved landing access for emergency aircraft operations.

The extended runway would also supplement the ability for casualty evacuation by allowing for higher-capacity aircraft to operate out of Horsham should the need arise.

Cost Benefit Assessment

Table 10-14 provides a summary of the cost benefit results for the redeveloped Airport (Table 11-15 provides the full cost benefit assessment). It demonstrates that once the additional economic benefits and costs that are explained in the section above are modelled, the project produces a highly attractive economic NPV of $56 million and a benefit-cost ratio of 3.73; meaning that for every dollar invested, an additional $3.73 in economic benefit is likely to be generated.

The economic benefits generated reflect a strong NPV and BCR result. It is important to recognise that there are fundamental differences between the financial appraisal and the economic appraisal for this project. As shown, the economic appraisal results are very positive, reflecting the far broader economic benefits able to be generated and noting that this project is a highly important public good project, where investment from both the public and private sectors is going to be required.

The financial appraisal shown separately in this section, reflects that this project is not a commercial project in which the private sector would look to be the sole investor. This project requires public sector investment as well as private because the return on capital investment alone (as illustrated in the financial appraisal), is unable to generate a sufficiently attractive commercial result. But as an important public-private investment partnership, attractive economic benefits are able to be generated as reflected in the strong economic NPV and BCR results achieved.

The risk assessment of the project as well, which is illustrated in the next section, also reflects the need for both public and private sector investment in the project to help mitigate several of the risks associated with the various project recommendations.

Table 10-14: Cost Benefit Summary

Metric	Result
BCR	3.73
NPV	$56m

Table 10-15: Cost Benefit Summary

Top Line Cost Benefit Assessment: Horsham Flight Hub - Master Plan

Assumptions	
Discount rate	7%
Year 1 of Operation	2027

														0	1	2	3	4	5	6	7	8	9	9
Benefits	**Assumptions**		PV - 31/12/24	Totals	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Total Revenue		Real	$6,484,630	$11,824,513				$509,372	$540,598	$570,776	$599,887	$628,196	$650,889	$671,880	$692,417	$712,486	$732,354	$752,186	$764,469	$776,364	$788,071	$799,775	$811,510	$823,281
Residual value	33%	Real	$1,196,334	$4,629,434	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$4,629,434
Construction-related benefits		Real	-	-																				
Construction-related benefits (direct & indirect)		Real	$37,648,203	$45,172,055	-	$13,551,616	$31,620,438																	
Construction-related employee spend (direct & indirect)	$8,050 p/worker	Real	$221,183	$265,386	-	$79,616	$185,770																	
Community use and enjoyment benefits (time saved)		Real	$11,673,396	$25,956,328	-	-	-	$1,188,033	$1,240,687	$1,290,271	$1,336,734	$1,380,847	$1,422,574	$1,462,653	$1,501,405	$1,538,785	$1,575,579	$1,612,263	$1,648,224	$1,683,046	$1,717,318	$1,751,581	$1,785,934	$1,820,392
New Visitor spend (interstate and international only)		Real	$19,054,337	$36,854,395	-			$1,743,610	$1,806,398	$1,866,010	$1,922,398	$1,976,558	$2,028,926	$2,079,439	$2,129,161	$2,178,734	$2,227,329	$2,274,387	$2,320,700	$2,367,002	$2,413,425	$2,459,990	$2,506,726	$2,553,604
Total Benefits		Real	**$61,967,043**	**$124,702,111**	-	**$13,631,232**	**$31,806,208**	**$3,441,015**	**$3,587,683**	**$3,727,057**	**$3,859,019**	**$3,985,601**	**$4,102,389**	**$4,213,972**	**$4,322,983**	**$4,430,005**	**$4,535,263**	**$4,638,836**	**$4,733,393**	**$4,826,413**	**$4,918,814**	**$5,011,346**	**$5,104,171**	**$9,826,711**

Costs	**Assumptions**		PV	Totals	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Operating Cost		Real	$4,936,630	$10,330,348	$55,000	$55,000	$55,000	$633,015	$634,733	$636,393	$582,994	$584,551	$585,799	$586,953	$588,083	$589,187	$590,279	$591,370	$592,046	$592,700	$593,344	$593,988	$594,633	$595,280
Total development cost		Real	$12,510,428	$14,028,588		$4,208,577	$9,820,012																	
Total Costs		Real	**$16,628,619**	**$24,358,937**	**$55,000**	**$4,263,577**	**$9,875,012**	**$633,015**	**$634,733**	**$636,393**	**$582,994**	**$584,551**	**$585,799**	**$586,953**	**$588,083**	**$589,187**	**$590,279**	**$591,370**	**$592,046**	**$592,700**	**$593,344**	**$593,988**	**$594,633**	**$595,280**

Net Benefits		Real	**$56,046,683**	**$100,343,174**	- **$55,000**	**$9,367,656**	**$21,931,196**	**$2,808,000**	**$2,952,950**	**$3,090,664**	**$3,276,025**	**$3,401,050**	**$3,516,590**	**$3,627,018**	**$3,734,900**	**$3,840,819**	**$3,944,983**	**$4,047,466**	**$4,141,347**	**$4,233,713**	**$4,325,470**	**$4,417,359**	**$4,509,537**	**$9,231,430**

Real Discount Rate	7.0%
NPV	$56.0m
BCR	3.73

SECTION 11
NATIONAL AIRPORTS SAFEGUARDING FRAMEWORK

11

National Airports Safeguarding Framework

Care in land use planning in the vicinity of the airport is critical to the ability for the continued safe operation of aircraft at airports and for safeguarding the ability to expand airports to match demand and support the community. The Department of Infrastructure recognised the importance of airports as national strategic assets, creators of employment, support for tourism and transport. The Department has therefore created a framework for protecting airports and providing guidance for development in the vicinity of airports. This framework is maintained by the Department of Infrastructure and is referred to as the National Airports Safeguarding Framework. At the time of developing this report, there were 9 Guidelines published on the Department of Infrastructure website. The 9 NASF guidelines have been provided below:

Guideline A: Measures for Managing the Impacts of Aircraft Noise

Aircraft noise and noise exposure is an important factor when considering land development and development applications in and around airports. It is in the vicinity of airports where aircraft are operating at lower altitudes such as on approach or departure and therefore closer to people on the ground. Noise energy dissipates with distance and therefore aircraft landing, takeoff or flying around airports exposes people on the ground to higher noise energy.

"Care in land use planning in the vicinity of the airport is critical to the ability for the continued safe operation of aircraft at airports and for safeguarding the ability to expand airports to match demand and support the community."

In attempts to ensure airports are able to expand and develop at the same time as communities are able to grow, the Commonwealth adopted and modified the Noise Exposure Forecast system of determining the level of noise nuisance that would be likely experienced by populations near airports with allowance for growth in air traffic. As such, Australia created the Australian Noise Exposure Forecast (ANEF) which was uniquely developed to address noise nuisance around Australian airports. ANEF contours are created by using the Master Plan forecast horizon year traffic and the airspace arrival and departure traffic patterns. The outcome of an ANEF study is a series of contours identifying different levels of noise exposure that is expected if the airport traffic grows to the forecast levels. The ANEF system identifies acceptable land uses within a set of ANEF contour levels these acceptable land uses and associated ANEF contour levels as defined in Australian Standard AS2021:2015 are shown in Table 11-1, as follows:

Table 11-1: AS2021:2015 Permissible Land Uses within ANEF Contours

Building Type	ANEF Zone of Site		
	Acceptable	Conditionally Acceptable	Unacceptable
House, home unit, flat, caravan park	Less than 20	20 to 25 ANEF	Greater than 25 ANEF
Hotel, motel, hostel	Less than 25	25 to 30 ANEF	Greater than 30 ANEF
School, university	Less than 20	20 to 25 ANEF	Greater than 25 ANEF
Hospital, nursing home	Less than 20	20 to 25 ANEF	Greater than 25 ANEF
Public building	Less than 20	20 to 30 ANEF	Greater than 30 ANEF
Commercial building	Less than 20	20 to 25 ANEF	Greater than 35 ANEF
Light industrial	Less than 30	30 to 40 ANEF	Greater than 40 ANEF
Other industrial	Acceptable in all zones		

Assessment of ANEF contours for an airports requires the use of specialist software which considers the number and type of aircraft activity forecast and the flight patterns. This software used for assessing noise exposure is the US FAA Aviation Environmental Design Tool and the version of the software used to assess the future forecast traffic for Horsham Airport and was current at the time of running developing the ANEF Contours in this report, is Version 3f. The outcome from the AEDT assessment of the future aircraft type, frequency and route structure, can be found in Exhibit 11-1.

ANEF 20

ANEF 25
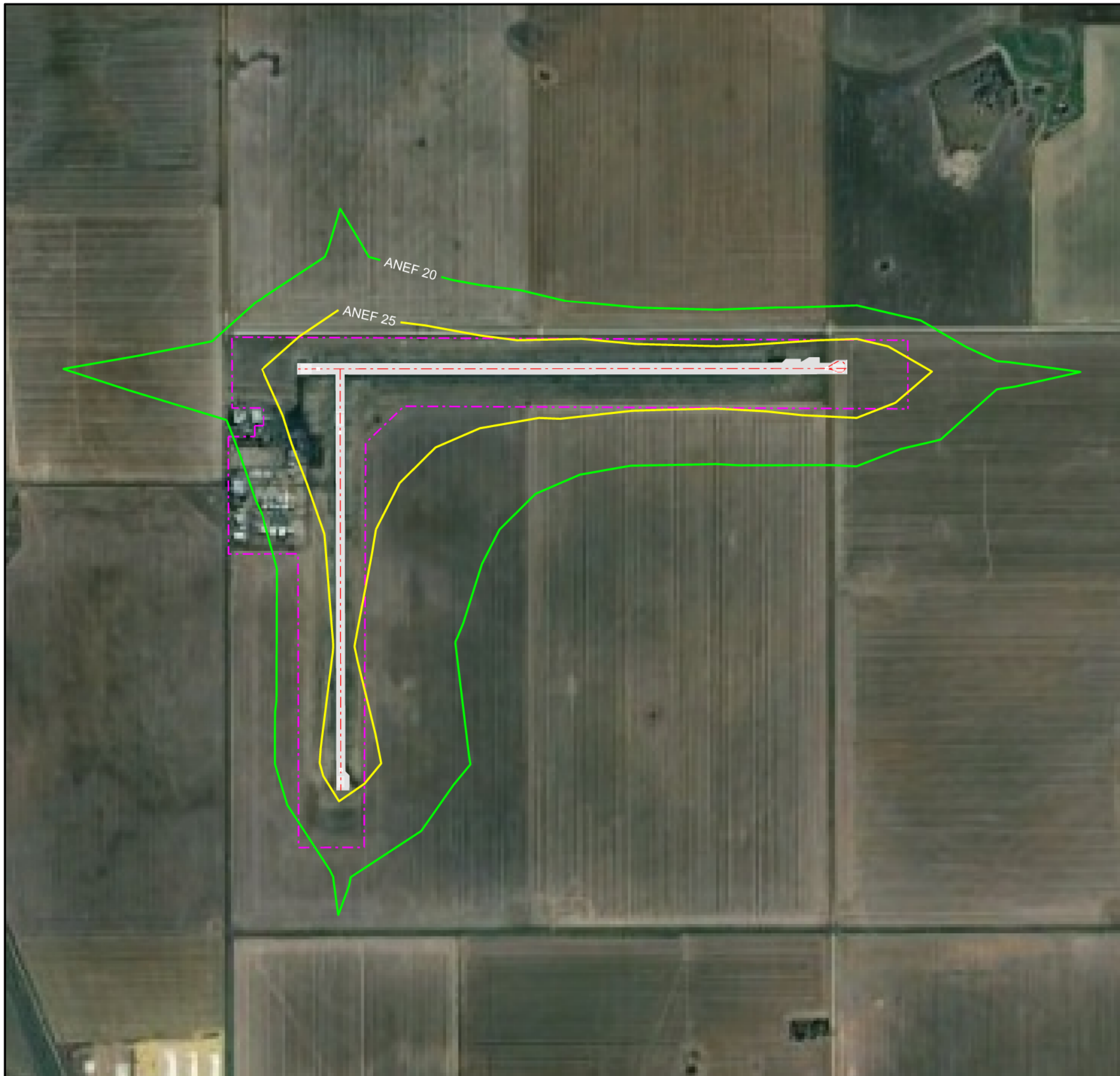
Horsham Aerodrome

Exhibit 11-1
Aircraft Noise Exposure

Guideline B: Managing the Risks of Building Generated Windshear and Turbulence at

Windshear is a phenomenon where there is a rapid change in wind direction or speed. This usually occurs as a result of turbulent air up against laminar air. The boundary between these different air flows can have a significant impact on aircraft in flight, particularly in the approach phase where the aircraft is low and close to the stall speed as is the case during the landing phase of flight. NASF Guideline B is designed to ensure local planning authorities consider structures that might cause windshear or significant turbulence. Buildings that are on airport or large structures in the final stages of the approach such as hangars near the runway threshold should be examined to determine the level of risk they pose to operations. Windshear or turbulence can occur in the lee of the building, from ground level up to approximately the height of the building. Small building, building that are located off airport property, and buildings under the level of the flight path are less likely to cause windshear and are therefore less of a risk for windshear or turbulence. Windshear and turbulence can be identified and studied through a number of techniques such as mathematical modelling, simulation or wind tunnel testing. Buildings that are farther away from the flightpath will have less influence on the airstream as it crosses the flightpath as the effects of windshear and turbulence diminish with distance. NASF Guideline B provides 2 tools that can be used by the Council to trigger further investigation of a proposal for a structure. To help determine if a structure should be reviewed for potential windshear, Schiphol Airport in Amsterdam has created a 1:35 rule for assessing potential windshear and the NASF Guideline B has identified a Zone of Influence where consideration of buildings development applications should consider potential for windshear. The Zone of Influence is a rectangular box around the end of each runway 1400m long and 2400m wide (1200m on either side of the centreline). The Zone of Influence for each of the runways at Horsham Airport have been identified in Exhibit 11.2. Note as the Zone of Influence starts 500m down the runway, for Runway 17/35, the Zone of Influence for the Runway 17 overlaps with the Zone of Influence for Runway 35 and have therefore been depicted as a single zone. Within the Zone of influence application of the Schiphol Airport 1:35 Rule can identify if the height and distance from the centreline of the runway is cause for further scrutiny. The 1:35 Rule is a slope rising perpendicular to the centreline of the runway, at a slope of 1:35. Any structures that would penetrate the 1:35 slope, within the Zone of influence, should receive further examination. The bottom of Exhibit 11.2 is depiction of the 1:35 slope, identifying the area where Council may choose to require further assessment of potential windshear.

Exhibit 11-2
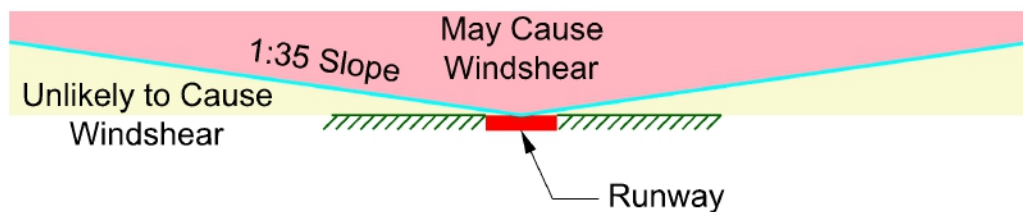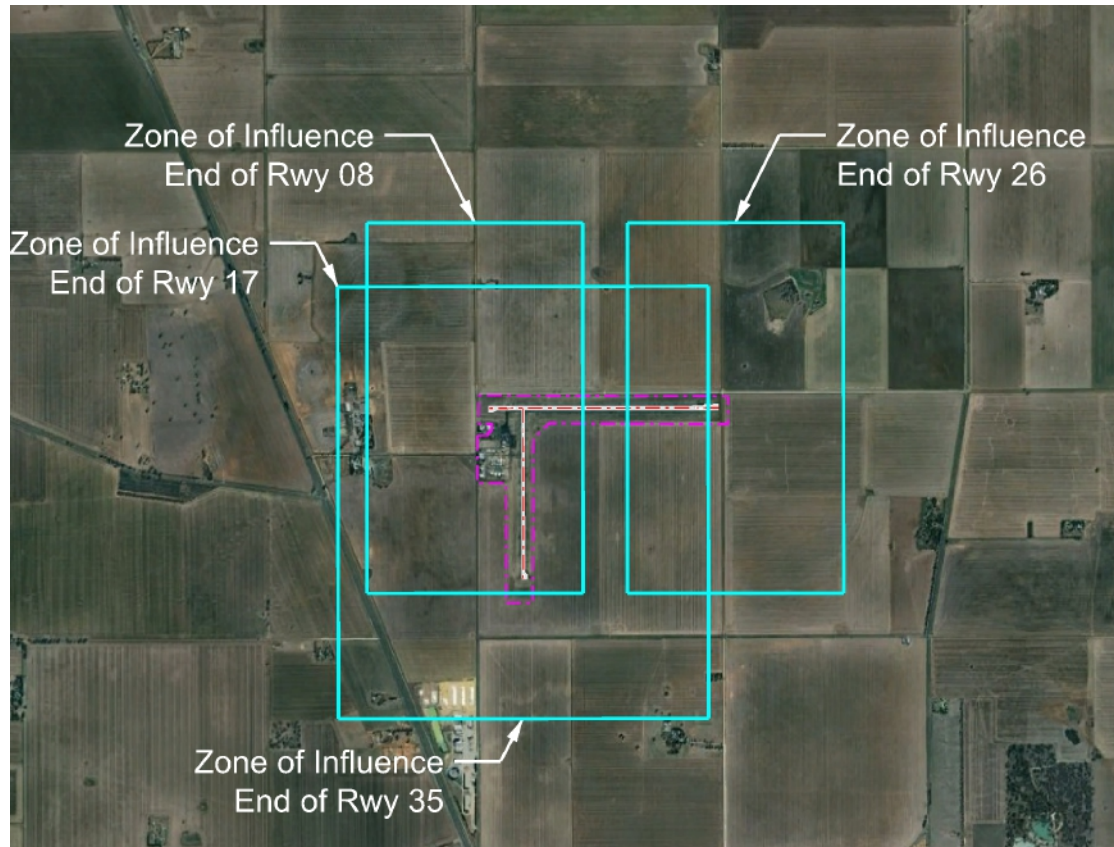
Guideline C: Managing the Risks of Wildlife Strikes in the Vicinity of Airports

Wildlife activity in and around an aerodrome can pose a serious hazard to aircraft activity. Bird activity at or around the airport is a continuous concern as a bird strike can damage an aircraft, cause an engine failure and pose a significant risk to the safety of the aircraft operation and therefore the occupants of the aircraft. However, bird activity is not the only wildlife hazard as larger animals can find their way onto the airport and result in a collision with an aircraft. Developers need to ensure that proposed developments do not increase the potential for wildlife activity at the airport, in the vicinity of the airport or the approaches to the airport. Development Applications in the vicinity of the airport need to ensure the proposed development will not attract hazardous wildlife to the area.
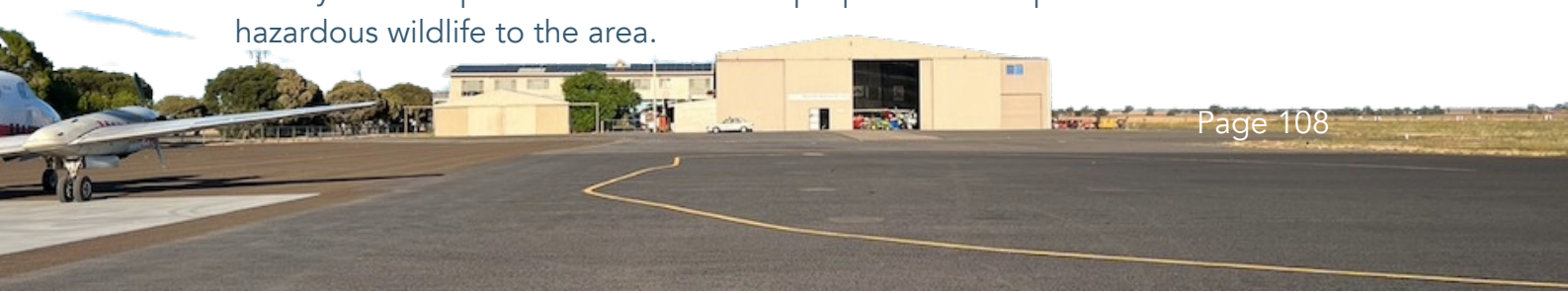
Guideline D: Managing the Risks of Wind Turbine Farms as Physical Obstacles to Air Navigation

Wind Turbines pose a significant risk to aircraft activity. To achieve the best efficiency from the freestream wind, the turbine needs to be constructed as tall as possible. This has lead to very tall wind turbines and wind farms. In addition, it is not possible to identify the tips of the turbine blade with obstacle lighting, making it difficult for pilots to determine if they are clear of the blades particularly in low visibility. To address the risks of wind turbines, near to the airport, wind turbines must not exceed the Obstacle Limitation Surfaces defined in NASF Guideline F. For wind turbines further away from the airport, Guideline D has been established to assist developer and the Council assess the potential risks posed by an application. Guideline D provides guidance for an application within 30km of an airport for wind turbines in excess of 150m above the runway elevation

Guideline E: Managing the Risks of Distractions to Pilots from Lighting in the Vicinity of Airports

The purpose of Guideline E is to ensure lighting installations do not cause distraction to pilots or cause confusion leading to pilots believing they are landing on a runway when in fact it is a different facility. Guideline E should be used to determine if the lighting for sports stadium flood lighting, construction lighting, motorways, shipping container yards, wharves, refineries, industrial facilities, etc. should be reviewed and assessed to determine if they would present a distraction to pilots. NASF Guideline E is measured at 3 above the horizontal and is therefore concerned with lighting that could cause glare to pilots or confusion for pilots. Exhibit 11.3 illustrates the 4 zones that correspond to different lighting levels as defined in Guideline E for Horsham Airport.

Exhibit 11-3
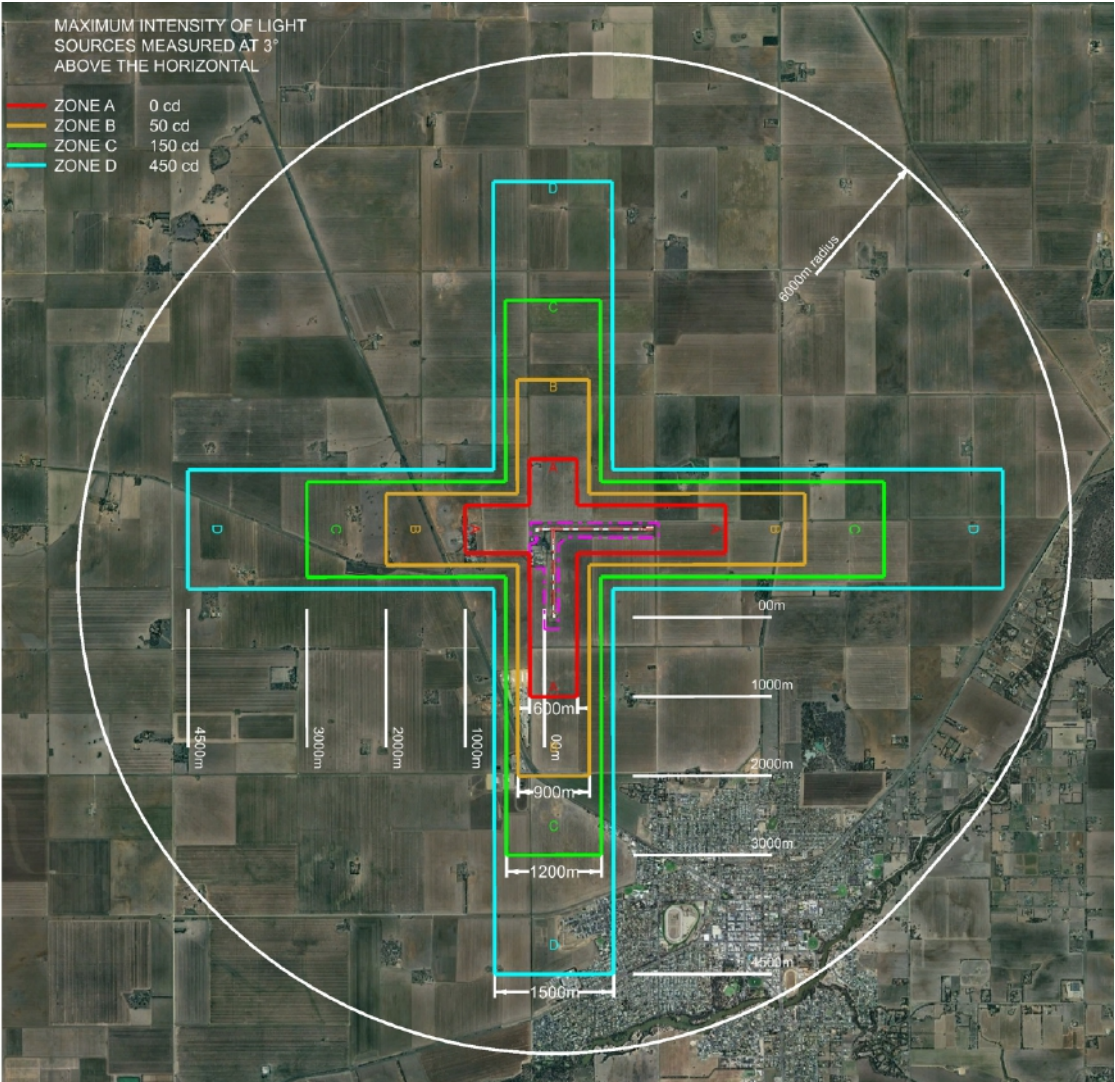
Guideline F: Managing the Risks of Intrusions into the Protected Airspace of Airports

To facilitate the manoeuvring of aircraft in the air, CASA has defined a series of surfaces in the airspace that are used to restrict the development of obstacles. These surfaces are collectively known as the Obstacle Limitation Surfaces (OLS) or Obstacle Protection Surfaces. When development is proposed in the vicinity of the airport and the wider Horsham region, the proposal should be checked against the OLS to ensure the development does not exceed the height restrictions defined by the OLS. The Horsham Airport is surrounded by agricultural land. However, the town of Horsham is approximately 3km from the end of Runway 17/35 and therefore, land use planning and development activity in and around Horsham can impact on aviation activity at the airport. The Obstacle Protection surfaces at Horsham Airport are Found in Exhibit 11-4.

These protection surfaces are used by planners to limit development activities that may penetrate the surfaces and become hazards to aircraft in the air. Establishing and controlling the airspace around airports and limiting development activity is part of the NASF Guideline F.

Off the ends of each of the runways there are Approach and Takeoff surfaces. These surfaces start from the end of the runway strip and slope upwards. Along the sides of the runway strip are the Transitional Surfaces. The transitional surfaces extend on a slope upwards to intersect with the Inner Horizontal Surface. The Inner Horizontal Surface is a horizontal surface that sits 45m above the aerodrome elevation and extends up to 4km from the airport. Starting at the outer edge of the Inner Horizontal Surface is the Conical Surface extending on a slope, up to 75m above the aerodrome. The OLS provided in Exhibit 11-4 illustrate these surfaces as they pertain to the minimal extension to the runway at Horsham Flight Hub and are expected to remain in place until approximately 2044. If the Council has need, either due to increase aircraft size from RPT growth or as a result of an operator needing a longer runway, Council should use the OLS provided in Exhibit 11-5 to limit development that might limit the future extension of Runway 08/26.

Runway 08 and Runway 26 have published RNAV instrument procedures. These procedures have protection surfaces associated with each procedure. The protection surfaces or PANS-OPS surfaces are created based on existing obstacles to protect the flight procedure being operated.
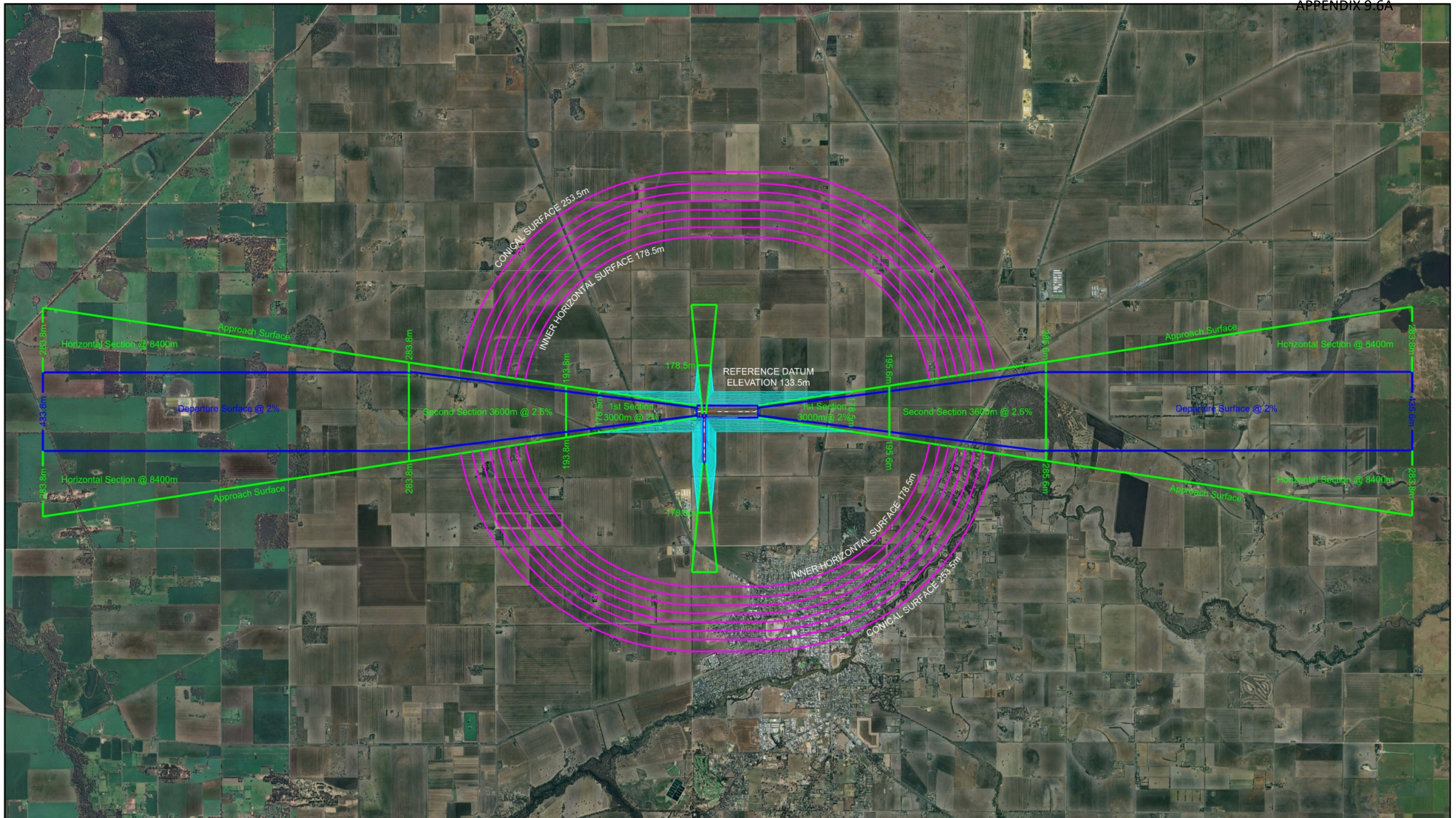
Horsham Aerodrome

Exhibit 11-4
Horsham Aerodrome
Obstacle Limitation Surfaces
(OLS)

HORSHAM
Rural City Council
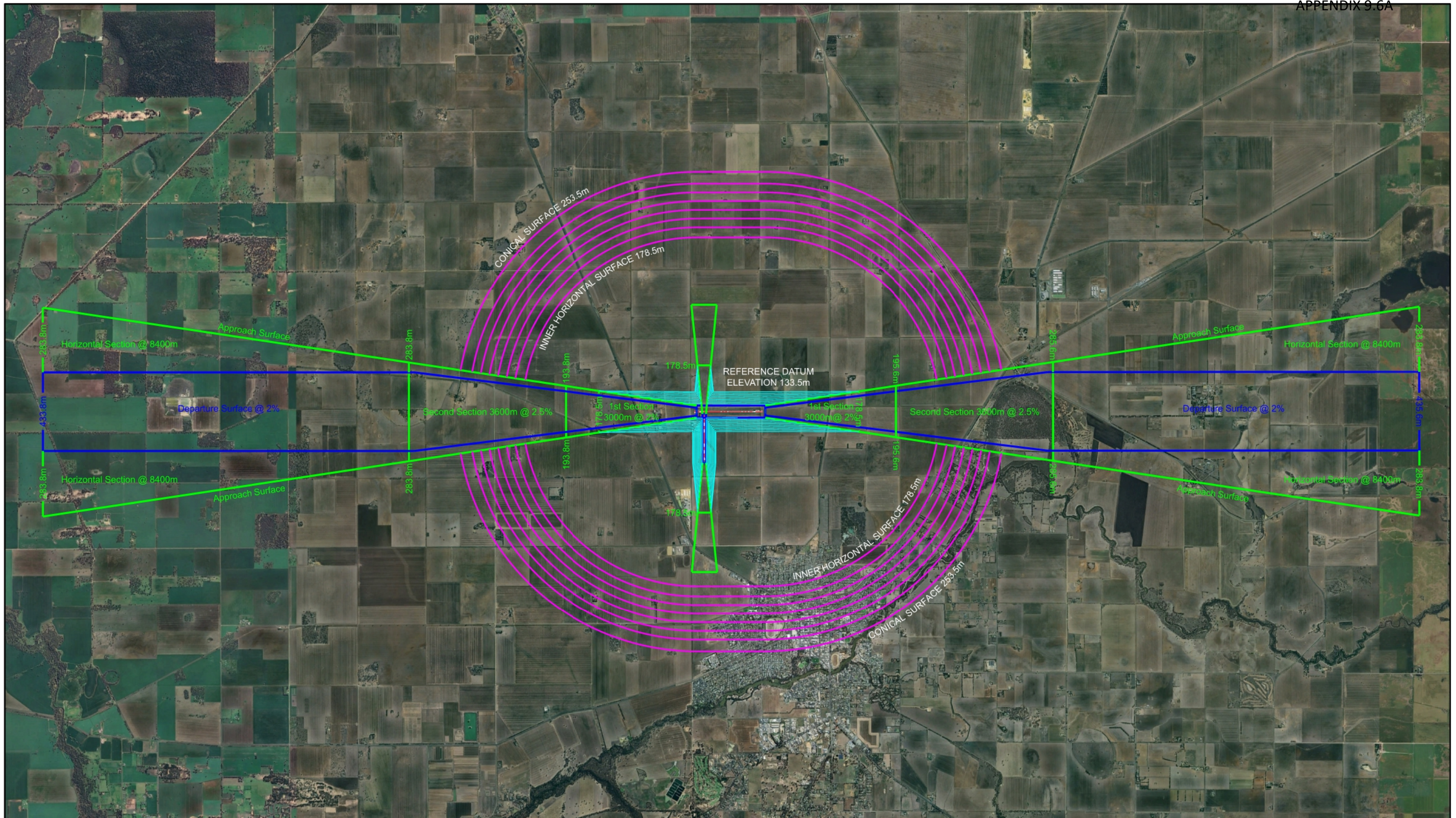
Horsham Aerodrome

Exhibit 11-5
Horsham Aerodrome
Obstacle Limitation Surfaces
(OLS)

HORSHAM
Rural City Council

Full detailed PANS-OPS surfaces are developed by specialist procedures designers from Airservices Australia and have been provided an Appendix to this report. Development that would impact the PANS-OPS surfaces and therefore the instrument approaches to the airport should be discouraged to preserve the safety provided by the procedures design.

Any Development Application should ensure the proposal does not penetrate the defined OLS for the airport. A development proponent should use the OLS in this report as well as confirm with the Aerodrome Manual at the time of lodgement to ensure the DA is compliant with the current OLS for the airport.

Guideline G: Protecting Aviation Facilities-Communications, Navigation and Surveillance

Some activities and structures can cause permanent or temporary interference with communication and navigational equipment (CNS) used by aircraft and air traffic control. Airports and Air Traffic Services providers, can establish a Building Restriction Area (BRA) around the airport or around specific pieces of CNS equipment to ensure the signals from the equipment can be received by aircraft. This is primarily an issue with legacy navigation system or equipment associated with precision instrument approaches.

A Development Application should confirm with the Council and with the Aerodrome Manual to determine what CNS/ATM equipment is in place at the airport at time of lodgement or planned for implementation. At the time of writing this report, Horsham Airport does not have a BRA defined nor any specific equipment requiring the establishment of a BRA.

Guideline H: Protecting Strategically Important Helicopter Landing Sites

Any Development Application must consider the potential for specialist helicopter landing sites such as found at some hospitals. Helicopter activity at Horsham Airport would occur on the existing runways and therefore this Guideline is not specifically applicable to Horsham Airport. However, any developer should confirm with Council to determine if at the time a DA is prepared, a special helicopter landing site has not been established at the airport or in the region.

Guideline I: Public Safety Areas

To reduce risk to people and property on the ground, an area around the end of each runway has been identified as a Public Safety Area (PSA). The PSA is in addition to the implementation of a RESA which is specifically designed to protect the aircraft and ensure ARFFS vehicles are able to attend the scene of an accident. Within a RESA, there can be no structures and the ground needs to be prepared to support aircraft and ARFFS vehicles. The PSA is however, concerned with the risk to the community around the airport. The PSA, extends further than a RESA and often outside the airport property. Within the PSA, activities and buildings can be constructed but the density of use needs to be considered to reduce the likelihood of people being injured in the unlikely event that an aircraft ends up in the PSA. As such, the PSA is not defined in the CASA regulations nor is it a requirement of Australia's obligations as a signatory of the Chicago Convention of 1944. The PSA has been developed by the Department of Infrastructure to limit the number of people exposed to the risk of injury from an aircraft accident.

A PSA can be established based on frequency of aviation activity to define contours of risk or a standardised approach can be deployed when activity is too low to define risk contours. The latter approach is referred to in the NASF Guidelines as the Queensland Approach which has been in use in Queensland since 1992 and has subsequently found use around the country, particularly at smaller airports. This approach has been used to define the PSAs for Horsham Airport. Within the PSA, the Council should limit the number of people living and working to ensure risk levels remain low and ensure hazardous and flammable materials are not stored in industrial facilities. The PSA is not intended to remove or further reduce densities of populations already in the PSA and nor is it intended to stop development. The PSA should be used to statistically consider accident risk and population density to ensure the community is not exposed to heightened risks. With the future extension of Runway 08/26, the PSAs for Runway 08/26 have been based on the future runway thresholds. The PSAs for Horsham Airport are illustrated in Exhibit 11.6.

Exhibit 11-6
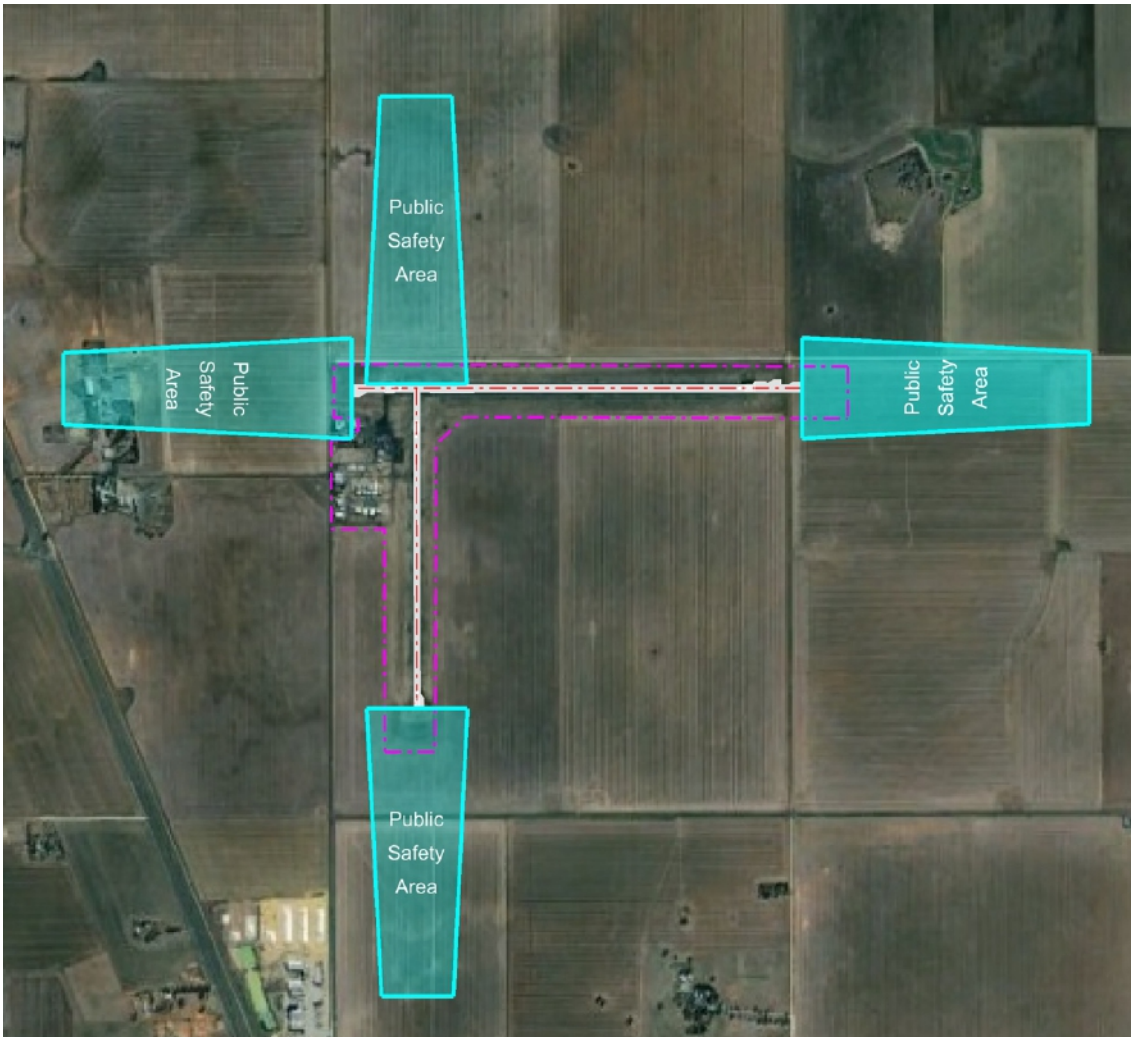
APPENDIX
Airservices PANS-OPS Surfaces and RNAV Approaches

Aircraft are able to perform a series of different approaches to a runway. Some runways as is the case for Runway 08 and Runway 26 at Horsham Airport, pilots are able to operate an instrument assisted approach. These instrument assisted approaches, are designed by specialist procedures designers working for Airservices Australia. To preserve safety for aircraft approach operations to the airport under instrument assisted approaches, as is possible with an instrument non-precision approach, the approach designer will define a series of protected surfaces that must not be violated by local development. These protected surfaces known as PANS-OPS Surfaces (Procedures for Air Navigation Services – Aircraft OPerationS) are in addition to the OLS surfaces and take into account the increased protection necessary for operation of aircraft in Instrument Meteorological Conditions where pilots may not have full visual reference to some or all obstacles in the vicinity of the airport. This Appendix to the Horsham Master Plan provides the Obstacle Obstacles and the PANS-OPS surfaces for the airport. The resulting RNP procedure plates as published in the Aeronautical Information Publication, have also been provided for both runways.

Critical Obstacles

VSS Runway 08	
VSS RWY 08 Parameters:	Not Penetrated
Inner Edge:	90m
Start Pt fm THR:	60 m
Divergence (L):	15 % (8.53°)
Divergence (R):	15 % (8.53°)
End Pt fm THR:	3784 m
Height at end point:	840 ft / 256 m
Surface Gradient: 1.88°	1.88°
Nominal Descent Gradient:	3.0°

VSS Runway 26	
VSS RWY 26 Parameters:	Not Penetrated
Inner Edge:	90m
Start Pt fm THR:	60 m
Divergence (L):	15 % (8.53°)
Divergence (R):	15 % (8.53°)
End Pt fm THR:	3728 m
Height at end point:	840 ft / 256 m
Surface Gradient: 1.88°	1.88°
Nominal Descent Gradient:	3.0°

Horsham (YHSM) Critical Obstacles

Serial	Segment	Description	BRG °T ARP	Dist (KM)	Dist (NM)	Elev (ft)	MOC	Nominal Alt (ft)	OIS / Flt Alt (ft)	Approximate Position	
1	MSA	800m Contour	146°	52.6	28.4	2886	984	4000	3020	37 03.86	142 29.96
2	MSA	369m Trig	253°	31.5	17.0	1380	984	2400	1420	36 45.15	141 50.15
3	RNAV 08	MAST 1107	066°	8.1	4.4	1107	164	1300	1140	36 38.43	142 15.33
4	CIRCLING	VOD 16288 637	104°	5.5	3.0	637	295	1020	730	36 40.88	142 13.98
5	CIRCLING	140m Contour	274°	6.8	3.7	658	394	1060	670	36 39.95	142 05.82
6	RNAV 08	140m Contour	257°	21.8	11.8	658	984	1900	920	36 39.93	141 55.75
8	RNAV 26	140m Contour	076°	20.7	11.2	658	984	1900	920	36 37.44	142 23.80
9	RNAV 26	140m Contour	097°	23.1	12.4	658	984	1900	920	36 41.72	142 25.72
11	RNAV 26	140m Contour	093°	8.5	4.6	658	246	1100	860	36 40.42	142 16.06

YHSM CIRCLING
OBSTACLES
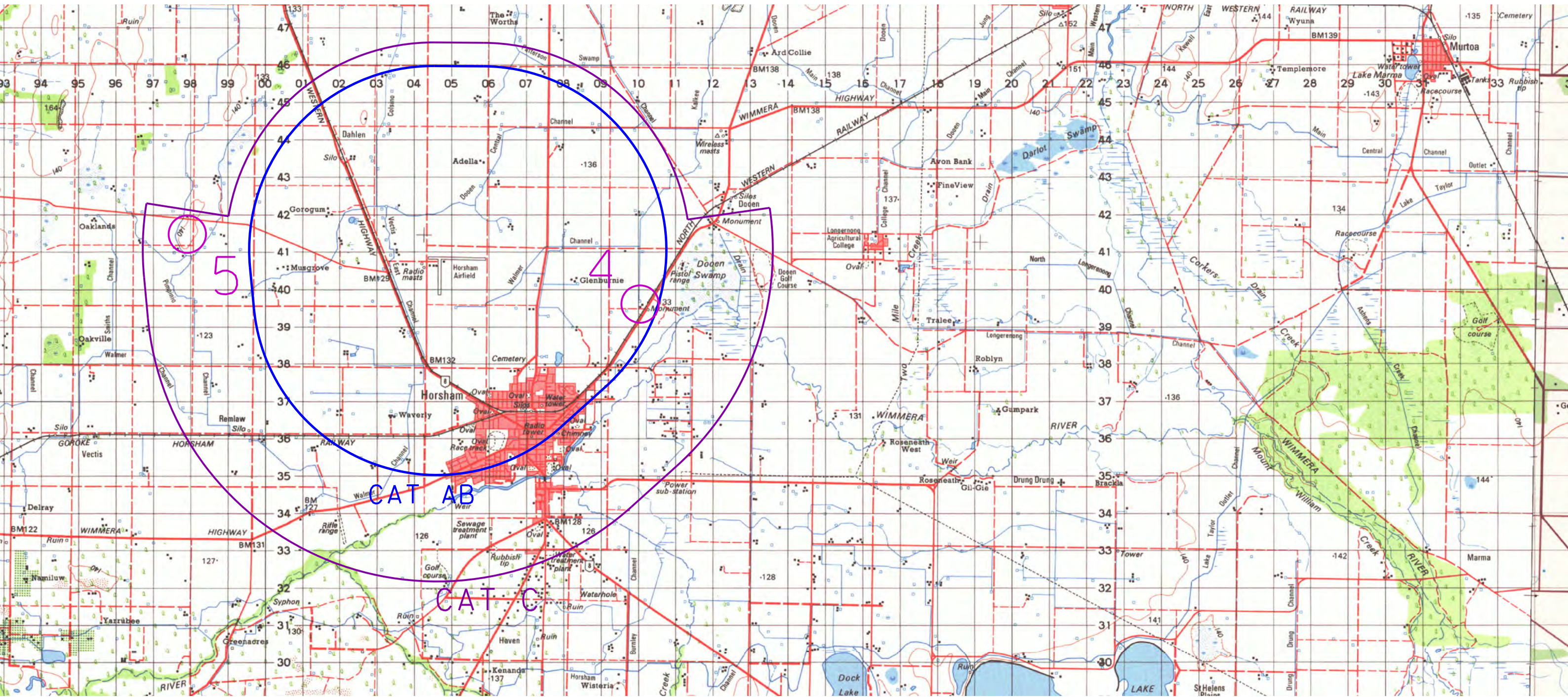
YHSM MSA OBSTACLES
2022
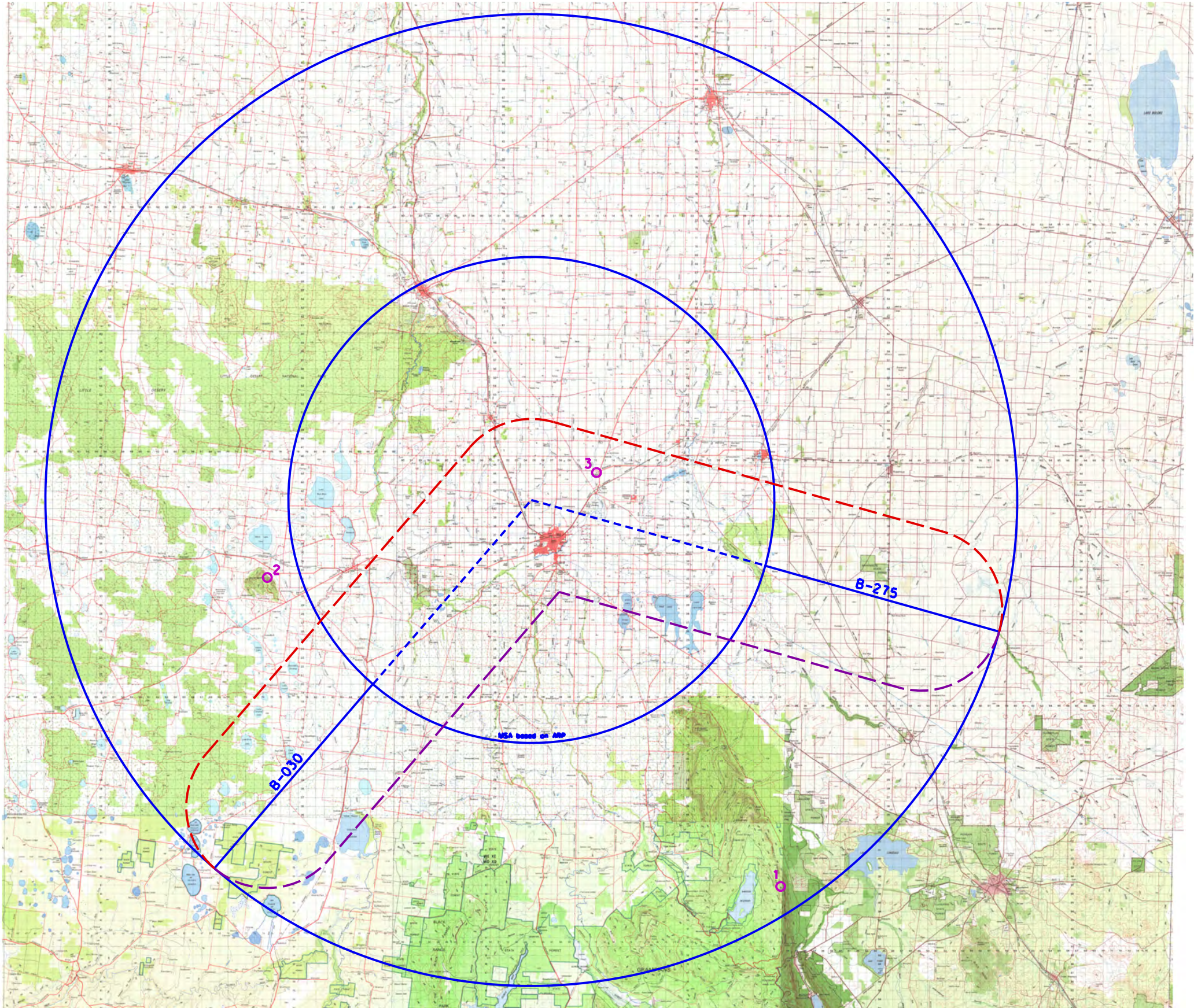
YHSM RNAV RWY 08
OBSTACLES 2022
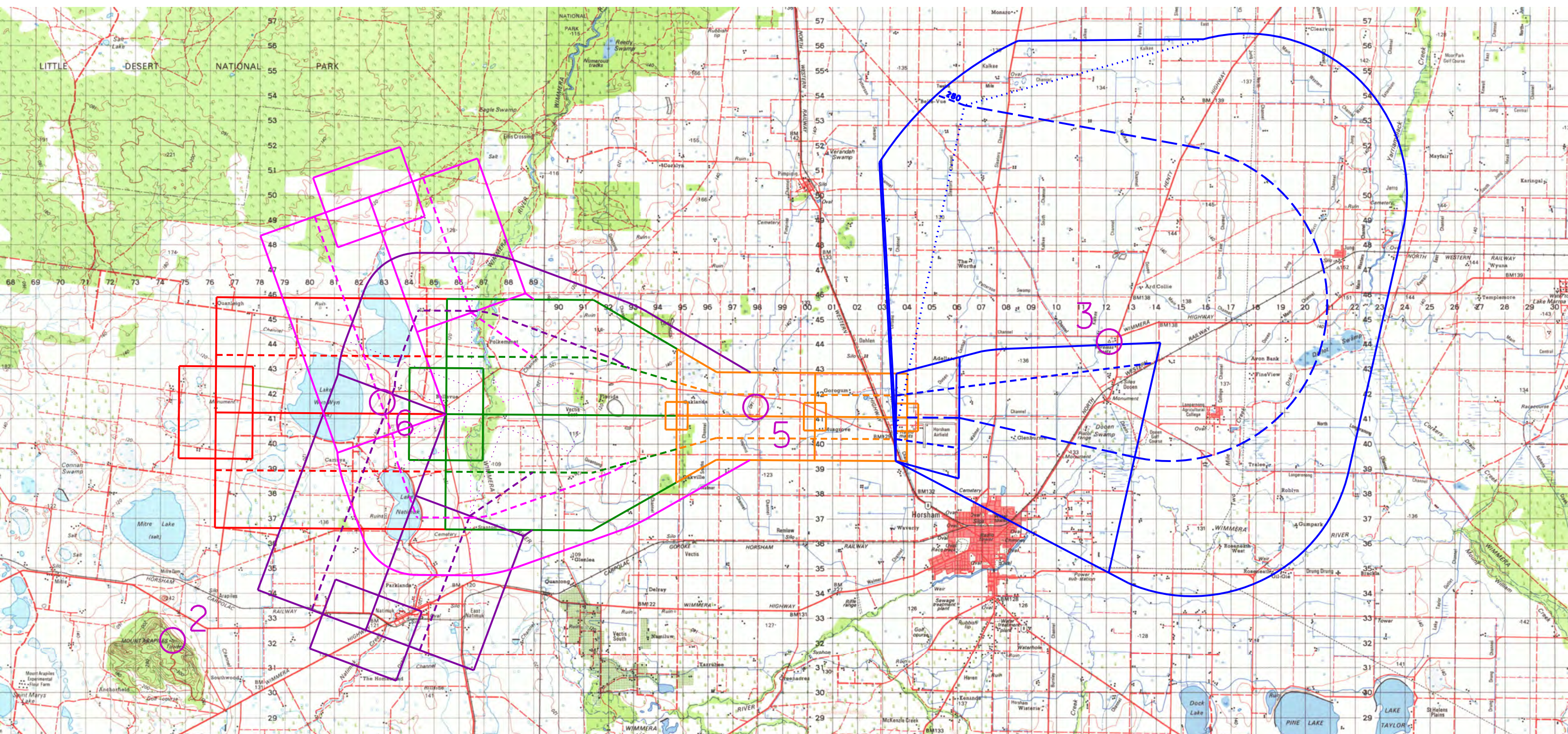
YHSM RNAV RWY 26
OBSTACLES 2022

YHSM RNAV RWY 08 VSS
2022

Silo

Adel

840ft (256.0m)

800ft (243.8m)

700ft (213.4m)

600ft (182.9m)

500ft (152.4m)

439ft (133.8m)

Gotogum

HIGHWAY

Vectis

Doo

Musgrove

East

BM 29

Radio masts
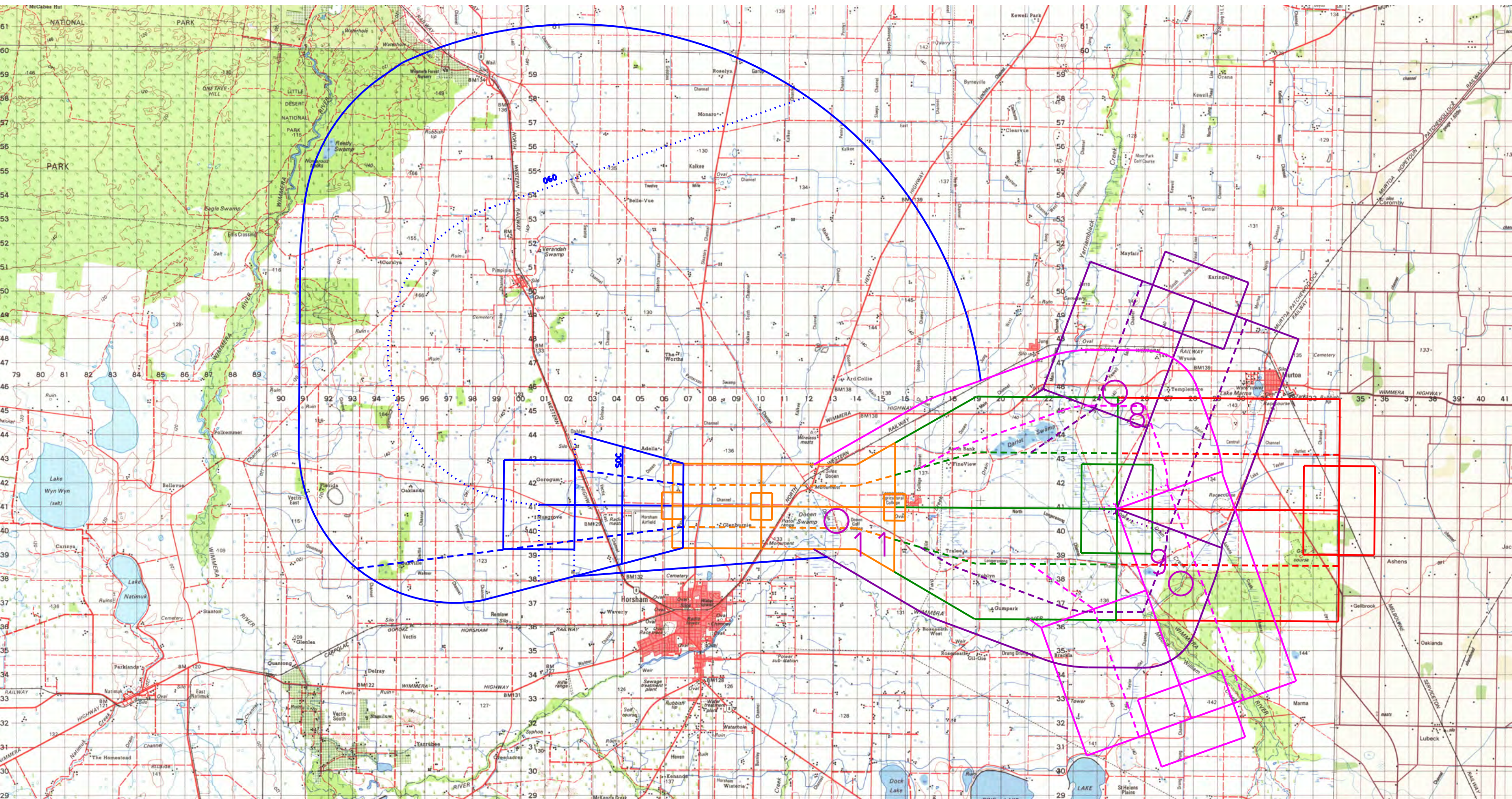
Horsha

Airfiel

YHSM RNAV RWY 26 VSS
2022
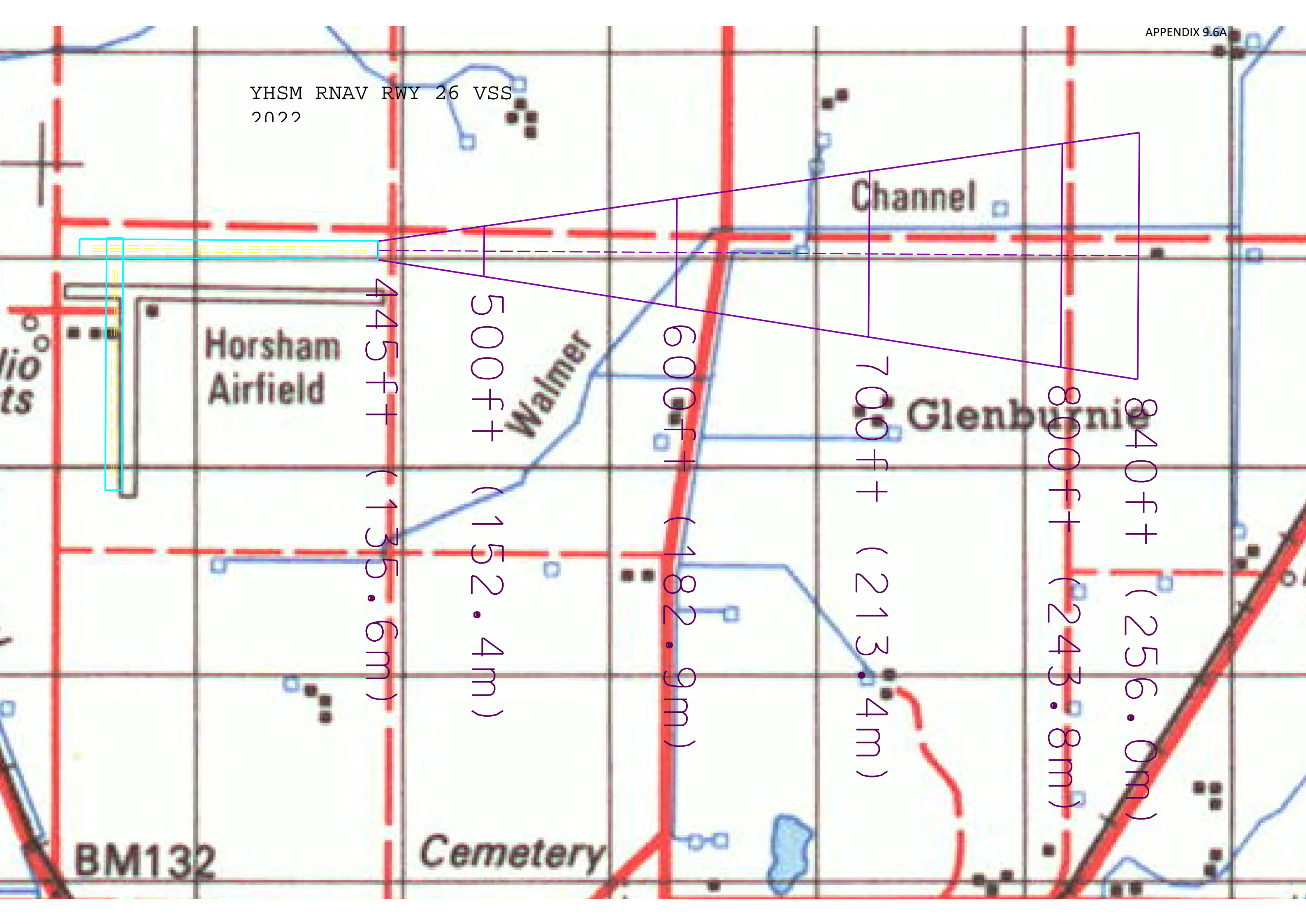
Channel

Horsham
Airfield

Walmer

Glenburnie

BM132

Cemetery

445ft (135.6m)

500ft (152.4m)

600ft (182.9m)

700ft (213.4m)

800ft (243.8m)

840ft (256.0m)

AWIS **122.925**	FIA **ML CEN 125.8**	CTAF+AFRU **118.8**	UNICOM **118.8**	PAL+AA **122.3**

RNP APCH
LNAV/VNAV RQMNTS:
- YHSM QNH RQ
- YHSM TEMP RQ
- PROC TEMP RANGE **-10°C TO +59°C**

Holding at HS2WE

	TR IN	TURN	TIME	MIN ALT	DME LMT
	080°	Left	1	2400	

*NO CIRCLING

3NM

AD ELEV 445

Bearings are Magnetic
Elevations in FEET AMSL

NM TO NEXT WPT	0.7	HS2WF	4	3	2	1.1	0.5	HS2WM			
ALT (3° APCH PATH)	2400	2170	1850	1530	1210	940	750				

MISSED APPROACH:
TURN RIGHT,
TRACK 092°.
AT OR ABV 1300FT TURN LEFT,
TRACK DCT TO HS2WH,
THEN TRACK 280°.
CLIMB TO 2400FT.

TCH 50FT
THR 08 ELEV 439

NOTES

1. MAX IAS:
   INITIAL : 210KT.
* 2. NO CIRCLING NTH
   OF RWYS 08/26
   BEYOND 3NM.
3. MISSED APCH
   OVERLAID BY
   YWKB RNP RWY 08
   HOLDING.

CATEGORY	A	B	C	D
LNAV/VNAV	**750** (311-1.7)			
LNAV	**940** (495-2.8)			NOT APPLICABLE
CIRCLING *	**1120** (675-2.4)		**1160** (715-4.0)	
ALTERNATE	(1175-4.4)		(1215-6.0)	

Changes: WPT NAMING CONVENTION, NOTES, CHART TITLE, Editorial.

HSMGN01-175

airservices

AWIS	FIA	CTAF+AFRU	UNICOM	PAL+AA
122.925	**ML CEN 125.8**	**118.8**	**118.8**	**122.3**

RNP APCH
LNAV/VNAV RQMNTS:
- YHSM QNH RQ
- YHSM TEMP RQ
- PROC TEMP RANGE -10°C TO +59°C

Holding at HS2EB

150°
080°
330°

TR IN	TURN	TIME	MIN ALT	DME LMT
260°	Left	1	4000	

* NO CIRCLING

3NM

142 10 00E   142 20 00E   142 30 00E

060°

10° E

\#

HS2EH
3NM

HS2EM

2NM

1126

HS2EF

647

HS2EI

HS2EA
190° 5NM

HS2EB
36 40 00S

36 40 00S

260° 5NM   260° 5NM   260° 5NM

330° 5NM

HS2EC

36 50 00S

25 NM MSA
2400
YHSM ARP
B-275°
B-030°
4000

10 NM MSA 2300

Scale 1:500,000
0 .... 5NM

1716

AD ELEV 445
Bearings are Magnetic
Elevations in FEET AMSL

142 10 00E   142 20 00E   142 30 00E

NM TO NEXT WPT	HS2EM	0.5	1.1	2	3	4	HS2EF	1	2	3	4	HS2EI
ALT (3° APCH PATH)		750	940	1220	1540	1850	2170	2490	2810	3130	3450	3770

MISSED APPROACH:
TRACK DCT TO HS2EH,
THEN TURN RIGHT,
TRACK 060°.
CLIMB TO 2400FT.

MAHF
HS2EH

MAPt
HS2EM

FAF
HS2EF

IF
HS2EI

IAF

060°

260°   260°

3° 3770

4000
HS2EA
HS2EB
HS2EC

TCH 50FT
THR 26 ELEV 445

2170

1220

MAPt   MDA
0.3

1100

1900

1900

NM TO HS2EM   3   0   2   5   10   15

NOTES

CATEGORY	A	B	C	D
LNAV/VNAV	**750** (305-1.7)			NOT APPLICABLE
LNAV	**940** (495-2.8)			
CIRCLING *	**1120** (675-2.4)		**1160** (715-4.0)	
ALTERNATE	(1175-4.4)		(1215-6.0)	

1. MAX IAS: INITIAL : 210KT.
* 2. NO CIRCLING NTH OF RWYS 08/26 BEYOND 3NM.
\# 3. MISSED APCH OVERLAID BY YWKB RNP RWY 08 HOLDING.

Changes: WPT NAMING CONVENTION, NOTES, CHART TITLE, Editorial.

HSMGN02-175

airservices

AWIS **122.925**	FIA **ML CEN 125.8**	CTAF+AFRU **118.8**	UNICOM **118.8**	PAL+AFRU **122.3**

LNAV/VNAV RQMNTS:
- YHSM QNH RQ
- YHSM TEMP RQ
- PROC TEMP RANGE -10°C TO +59°C

Holding at HSMWE

	TR IN	TURN	TIME	MIN ALT	DME LMT
	080°	Left	1	2400	

***NO CIRCLING**

3NM

AD ELEV 445

Bearings are Magnetic
Elevations in FEET AMSL

10 NM MSA 2300

NM TO NEXT WPT	0.7	HSMWF	4	3	2	1.1	0.5	HSMWM			
ALT (3° APCH PATH)	2400	2170	1850	1530	1210	940	750				

MISSED APPROACH:
TURN RIGHT, TRACK 092°. AT 1300FT TURN LEFT, TRACK DCT TO HSMWH, THEN TRACK 280°. CLIMB TO 2400FT.

TCH 50FT
THR 08 ELEV 439

NOTES

1. MAX IAS:
   INITIAL : 210KT.

* 2. NO CIRCLING NTH OF RWYS 08/26 BEYOND 3NM.

CATEGORY	A	B	C	D
LNAV/VNAV	**750** (311-1.7)			
LNAV	**940** (495-2.8)			NOT APPLICABLE
CIRCLING *	**1120** (675-2.4)		**1160** (715-4.0)	
ALTERNATE	(1175-4.4)		(1215-6.0)	

Changes: 10NM MSA, THR ELEV, LNAV/VNAV DH.

HSMGN01-162

airservices

AWIS **122.925**	FIA **ML CEN 125.8**	CTAF+AFRU **118.8**	UNICOM **118.8**	PAL+AFRU **122.3**

LNAV/VNAV RQMNTS:
- YHSM QNH RQ
- YHSM TEMP RQ
- PROC TEMP RANGE -10°C TO +59°C

Holding at HSMEB

150°
080°
330°

			MIN ALT	DME LMT
TR IN	TURN	TIME		
260°	Left	1	4000	

142 10 00E   142 20 00E   142 30 00E

10° E

060°

HSMEA
190° 5NM

HSMEH   HSMEM   HSMEF   HSMEI   HSMEB

1126

2NM   3NM

260°   **260°** 5NM   **260°** 5NM   **260°** 5NM

647

* NO CIRCLING

330° 5NM

HSMEC

36 40 00S

36 40 00S

3NM

25 NM *MSA*

2400

YHSM ARP   B-275°

B-030°

4000

36 50 00S

Scale 1:500,000

0   5NM

AD ELEV 445

Bearings are Magnetic
Elevations in FEET AMSL

1716

142 10 00E   142 20 00E   142 30 00E

10 NM MSA 2300

NM TO NEXT WPT	HSMEM	0.5	1.1	2	3	4	HSMEF	1	2	3	4	HSMEI
ALT (3° APCH PATH)		750	940	1220	1540	1850	2170	2490	2810	3130	3450	3770

MISSED APPROACH:
TRACK DCT TO HSMEH, THEN TURN RIGHT, TRACK 060°. CLIMB TO 2400FT.

MAHF HSMEH   MAPt HSMEM   FAF HSMEF   IF HSMEI   IAF

060°

2170

3° 3770

260°   **260°**

1220

3°

4000
HSMEA
HSMEB
HSMEC

TCH 50FT

1900   1900

THR 26 ELEV 445

1100

MAPt   MDA

NM TO HSMEM   3   0.3   0   2   5   10   15

NOTES

CATEGORY	A	B	C	D
LNAV/VNAV	**750** (305-1.7)			NOT APPLICABLE
LNAV	**940** (495-2.8)			
CIRCLING *	**1120** (675-2.4)		**1160** (715-4.0)	
ALTERNATE	(1175-4.4)		(1215-6.0)	

1. MAX IAS: INITIAL : 210KT.

* 2. NO CIRCLING NTH OF RWYS 08/26 BEYOND 3NM.

Changes: 10NM MSA.

HSMGN02-162

airservices

GRAMPIANS DESTINATION MANAGEMENT PLAN
2023–2030

Contents

List of Figures

List of Tables

Acknowledgement of Country

Grampians Tourism acknowledges the traditional owners, Djab Wurrung, Jardwadjali and neighbouring First Peoples, who are the traditional custodians of the area where friends and family visit to enjoy everything the Grampians region has to see and do. We respect their history, culture, and Elders, past and present, and their continuous connection to Country.

Abbreviations & Definitions

ARCC	Ararat Rural City Council
BGLC	Barengi Gadjin Land Council
CAPEX	Capital Expenditure
COVID-19	Coronavirus disease
DJSIR	Department of Jobs, Skills, Industry and Regions
DMP	Destination Management Plan
DDWCAC	Dja Wurrung Clans Aboriginal Corporation
EMAC	Eastern Maar Aboriginal Corporation
F&B	Food and beverage
GPT	Grampians Peaks Trail
GT	Grampians Tourism Board Inc.
GMTO	Gunditj Mirring Traditional Owners Aboriginal Corporation
HRCC	Horsham Rural City Council
IVS	International Visitor Survey
LAAP	Local Area Action Plan
LGA	Local Government Area
NGSC	Northern Grampians Shire Council
NPS	Net Promoter Score
PV	Parks Victoria
RDV	Regional Development Victoria
SGSC	Southern Grampians Shire Council
TO	Traditional Owner
VPA	Victorian Planning Authority
VFR	Visiting Friends and Relatives
YE	Year End

Part 1: Executive Summary

1.1. Overview

The Grampians is a premier nature-based destination for Victoria, home to many walking trails, waterfalls, wildlife, and awe-inspiring lookouts. This is complemented by a breadth of growing arts and cultural experiences, as well as burgeoning food and drink experiences.

With a rich First Peoples' history, being home to 80% of Victoria's rock art sites[1] and major State Government investment into Brambuk The National Park & Cultural Centre so it can continue to evolve as a flagship experience in Victoria, the Grampians is also uniquely positioned to be Victoria's leading First Peoples' cultural visitor destination.

The Grampians Destination Management Plan (DMP) has been developed to guide the visitor economy for the region, reflecting the needs and aspirations of the community, industry, GT and its four member councils.

The Destination Management Plan

GT and its member councils have engaged Stafford Strategy to prepare this DMP to establish a shared vision and goals for the region's visitor economy to ensure long-term strength, success, and sustainability. This DMP is informed by independent research and analysis, as well as consultation with industry representatives, community groups, businesses, each council, and a variety of government stakeholders.

It also sits as the umbrella document over the four Local Area Action Plans (LAAPs) that were developed concurrently with this DMP. It provides the overarching strategic regional direction and vision going forward for the LAAPs to align to.

Image credit: Mt Sturgeon (Wurgarri) Walk, GT
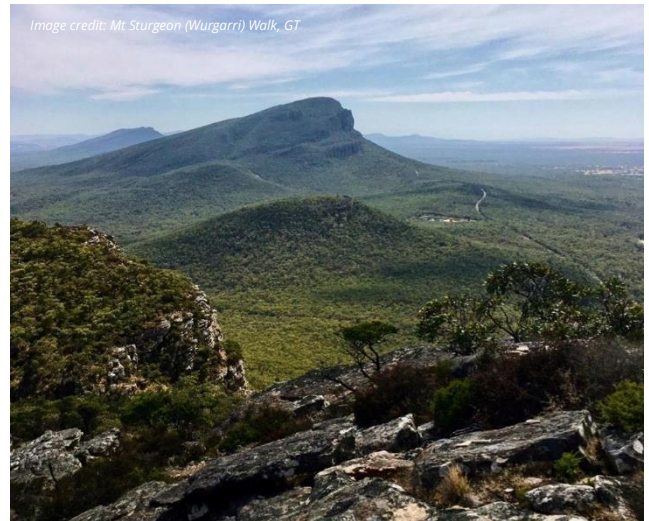
The Grampians

The Grampians is in western Victoria and encompasses the four local government areas (LGAs) of Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council. Halls Gap lies in the centre of the region and is a bustling tourism hub supporting exploration into the Grampians (Gariwerd) National Park.

Access to the Grampians from Melbourne is via Ararat, but many visitors also travel along the Great Ocean Road and enter the southern part of the region via Hamilton and others via Adelaide through Horsham.

In 2022, the Grampians attracted 1.3 million visitors, more than half (53%) of which were domestic day trippers.

The Experience

The Grampians provides a high-quality nature-based getaway, offering a diverse range of walking trails, waterfalls and lookouts, flora and fauna viewing as well as natural and built lakes and waterways. The major investment by the Victorian Government of over $30 million into the Grampians Peaks Trail (GPT) demonstrates the strength of the natural environment offered.

The towns that surround Grampians (Gariwerd) National Park also offer their unique points of difference, with some being more developed tourism destinations and others developing as emerging tourism locations with strong interests in food, culture, and wine.

Areas for further development more broadly across the region include regional accommodation, access and transport, food and built visitor-ready, bookable attractions.

---

[1] https://www.visitgrampians.com.au/see-do/culture/indigenous-culture/aboriginal-rock-art-sites

1.2.   Strategic Framework

The following strategic framework guided the development of this DMP and should be used to direct tourism development and marketing in the Grampians region going forward.

Figure 1: Strategic Framework

Vision   **The Grampians will be recognised as one of Australia's premier, sustainable nature-based and First Peoples' tourism destinations, allowing visitors to experience abundant nature and rich culture that is supported by a connected and thriving industry.**

Strategic Objectives

1. Facilitate investment in the visitor economy that positions the Grampians as an attractive place to live, work, visit and play.
2. Support First Peoples-led product development and delivery of tourism experiences.
3. Achieve sustainable visitation patterns by growing visitor dispersal and off-peak visitation to support business sustainability.
4. Increase visitor yield by growing visitor dwell time and growing overnight visitation.
5. Generate investment in supporting infrastructure that will enable visitor economy growth.
6. Support a cohesive, integrated, and supported industry and community.

Targets

The following performance targets have been identified for the Grampians.

754,000 to 905,000

20% Growth

In overnight visitors to the Grampians between 2022 and 2030.

$273m to $355m

30% Increase

In visitor expenditure in the Grampians between 2022 and 2030.

2.6 nights to 3.1 nights

20% Growth

In the average length of stay in the Grampians between 2022 and 2030.

Themes

Key themes to guide future investment in the Grampians have been identified. These have been selected in response to strategic considerations and objectives for tourism development and to align with Experience Victoria 2033.

1. **Nature, Recreation and Wellness**
2. **First Peoples**
3. **Food and Drink**
4. **Arts and Culture**
5. **Regional Accommodation**
6. **Identity, Marketing and Placemaking**
7. **Industry Development and Collaboration**
8. **Supporting Infrastructure**

1.3.   Priority Recommendations

Table 1 outlines the 30 priority recommendations that have been identified in response to the strategic investment themes, vision and objectives outlined. They will "create compelling visitor experiences that are both productive and sustainable"[2] for the Grampians region. The priority recommendations are ones that will either deliver the greatest economic benefit for the region, will support the positioning of the Grampians as a leading visitor destination and/or are considered important building blocks for the sustainability of the Grampians as a visitor destination. The priority recommendations have been identified using a detailed project ranking process, outlined in Section 4.1.1.3.

In addition to these priority recommendations, 127 other recommendations have been identified across the Grampians and these are outlined in Section 4.1.

Table 1: Priority recommendations linked to the Strategic Investment Themes

Strategic Investment Theme		Detail	Priority Recommendations
1	Nature, Recreation and Wellness	Continue to showcase and celebrate the Grampians' spectacular natural environment by encouraging immersive nature-based experiences and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based, recreational, and complementary wellness experiences.	▪ Dunkeld geothermal bathing experience ⭕ ▪ Indoor activity centre ⭕ ▪ The Bath House Pomonal ⭕
2	First Peoples	Be led by the Grampians' First Peoples' communities to support distinctive and authentic First Peoples' experiences, to build a greater understanding of their stories in both historical and contemporary forms.	▪ Brambuk upgrade ⭕ ▪ Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators ◆
3	Food and Drink	Elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.	▪ Ararat distillery ⭕ ▪ Chocolatarium (chocolate factory) ⭕ ▪ Expansion of Grampians Food and Drink Packages ⭕ ▪ Grampians Wine Discovery Centre (showcase and attraction) ⭕
4	Arts and Culture	Continue to foster the development of the Grampians' emerging and diverse arts and culture scene via its many art galleries, museums, art trails, performing art venues and cultural facilities, connecting visitors with authentic, local experiences, and encouraging them to disperse throughout the region.	▪ Expansion of J Ward Ghost Tours ⭕ ▪ Hamilton Gallery revitalisation ⭕

⭕ **Development Projects**   ◆ **Strategic Initiatives**

---

[2] GT 5-year Strategy, GT

Strategic Investment Theme		Detail	Priority Recommendations
5	**Regional Accommodation**	Focusing on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, tiny home-style/off-grid accommodation, glamping-style accommodation along with the retrofitting of existing properties.	4-star accommodation at Halls Gap ⬤ - Ararat CBD branded accommodation (80+ rooms) ⬤ - Designation of sites for worker accommodation and packaging of these to investors ◆ - Dunkeld luxury units ⬤ - Great Western accommodation development (60 rooms) ⬤ - Hamilton CBD branded accommodation (60+ rooms) ⬤ - Horsham CBD branded accommodation (80+ rooms) ⬤ - Mount Zero Resort (Stage 2) ⬤ - Stawell CBD branded accommodation (60+ rooms) ⬤
6	**Identity, Marketing and Placemaking**	Continue to grow awareness of the Grampians brand to ensure it is well-recognised and known as a compelling visitor destination.	- Grampians (Gariwerd) National Park Public and Private Investment Strategy to support regional dispersal and Central Corridor Experience Masterplan ◆ - Greater marketing and profiling of the GPT at a state and national level ◆ - Greater tourism destination marketing campaign funding to encourage dispersal ◆ - Regional visitor servicing strategy ◆ - Review of LGA planning schemes ◆ - Tourism Investment Marketing Campaign ◆
7	**Industry Development and Collaboration**	Fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong and visitor-ready industry across the region.	Industry development training (customer service, product/experience development, social media, marketing, grant application writing) ◆
8	**Supporting Infrastructure**	Supporting visitor economy growth by advocating for investment into infrastructure, transport connections and visitor services.	- Advocate for peak season public transport options around the Grampians ◆ - Horsham Aerodrome redevelopment ⬤ - Pedestrian priority for Halls Gap (once Heath Street bridge is developed) ⬤

⬤ **Development Projects** ◆ **Strategic Initiatives**

Image credit: Grampians Peaks Trail, Visit Victoria

Part 2: Where Are We Now?

2.1. Introduction and Context

Image credit: Rocklands Reservoir, Grampians Tourism

2.1.1. Overview

Grampians Tourism (GT) has developed this Destination Management Plan (DMP) to provide direction for the sustainable development of our visitor economy that:

- supports the attraction of investment across the region; and
- ensures the Grampians remains a leading nature-based tourism destination and is both compelling for visitors and sustainable for local communities.

This DMP sits as the overarching document and provides direction to the four Local Area Action Plans (LAAPs) that were developed concurrently with this DMP for each local government area (LGA) in the Grampians region (Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council).

GT is the peak tourism board for the Grampians region and is responsible for providing the overarching tourism direction to guide the development of the region's visitor economy.

The area included in the Grampians region is indicated in Figure 2 on page 9.

2.1.2. Methodology

The following investigations and inputs were undertaken or reviewed to inform this DMP.

- Ongoing desktop research and literature review.
- Situation analysis of what exists now and why.
- Workshops with industry and other relevant stakeholders.
- Ongoing liaison with individual stakeholders (public and private)
- Visitor economy assessment (including historic visitation and spending data).
- Community and industry visitor economy survey (see Appendix 2).
- Tourism product audit, gap analysis.
- Consumer sentiment assessment of the region's quality and value for money.
- Analysis of macro factors relevant to the visitor economy.
- Identification of preliminary recommendations.
- Workshop with industry to discuss findings and preliminary recommendations.
- Prioritisation of recommendations.
- Development of draft DMP document.
- The socialisation of draft DMP and integration of any feedback.
- Finalisation of the DMP.

2.1.3.   Consultation Undertaken

The input received from a wide variety of stakeholders was invaluable and provided a key resource for the DMP's preparation. Table 2 provides a summary of those consulted.

Other points to note include the following

- Industry consultations (one-on-one sessions) along with many workshops and focus group sessions with a variety of stakeholders across the region.
- A major survey was also distributed to the community and industry which focused on the Grampians' visitor economy (the findings of the survey are included in Appendix 2). This provided feedback from a wide range of stakeholders which illustrated alignment between community and industry in aspirations and outcomes and enabled input from those unable to attend in-person sessions (200 responses were received).
- GT has been in discussions and reached out to each of the three Traditional Owner Corporations in the Grampians.
- GT will continue to collaborate across the non-connected LGAs to encourage and develop strong industry partnerships and facilitate the ongoing implementation of this DMP. Industry partnership opportunities will be extended to tourism operators based outside the GT geographical boundary, and industry development opportunities extended to all Wimmera Mallee LGAs and industry.

Table 2: Who was consulted

1. Informing and Guiding the DMP	2. Broader Stakeholder Consultation	3. Government & Other Agency Consultation
- GT. - Project Control Group (comprising personnel from GT, the Department of Jobs, Skills, Industry, and Regions, Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council). - Visit Victoria (meeting with senior manager and team) - Eastern Maar Aboriginal Corporation in person meeting plus engagement via several phone and follow-up email discussions. - Barengi Gadjin Land Council (via a site visit attended by the CEO of BGLC). - Gunditj Mirring Traditional Owners Aboriginal Corporation (meeting minutes shared and contact made with the new CEO). - Council CEOs and members of the Executive Teams.	- A workshop was held in each Council area (4 total) with over 30 council personnel from various departments. - A series of industry workshops were held in each Council area throughout the project. In total, 10 of these workshops were held over the course of the project and were attended by over 130 stakeholders. - A series of separate community workshops were also held in some of the Council areas (3 total) and were attended by 25 stakeholders. - One-on-one meetings and interviews with developers and investors.	- Regional Development Victoria. - Parks Victoria. - Great Ocean Road Tourism. - Wimmera Mallee Tourism. - Wimmera Development Authority.

2.1.4.   About The Grampians

The Grampians region is located in western Victoria, approximately 3 hours north-west of Melbourne. The region, which is home to an estimated 61,000 residents, is a leading nature-based destination, with this profile largely built off Grampians (Gariwerd) National Park and its associated recreational, "big nature" and outdoor adventure activities.

Surrounding Grampians (Gariwerd) National Park are several service towns and extensive agricultural areas. Major towns comprise of Ararat, Dunkeld, Halls Gap, Horsham, Hamilton, Stawell, and St Arnaud. For many of these areas, tourism represents a large economic sector, contributing significantly to overall economic output and jobs created.

Figure 2: The Grampians Region

2.1.5. The Role of Grampians Tourism

Grampians Tourism (GT) in partnership with our four LGAs, Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council, has a primary purpose to deliver a coordinated approach to marketing, product development, infrastructure investment and industry development for the region.

We aim to create a cooperative and vibrant visitor economy that supports the growth of tourism expenditure and length of stay and adds value to our partners through promotion and increased brand awareness.

GT has a leadership and coordination role in the development of the region's visitor economy. It relies heavily on the goodwill, financial support, and cooperative efforts of its public and private industry partners to develop and deliver destination marketing and tourism programs for the region.

GT relies heavily on the financial contributions from both State and Local Governments and businesses to deliver the annual work plan.

The members of the GT Board are:

- LGA CEOs of Ararat, Horsham, Northern & Southern Grampians
- Up to 2 Industry Members
- An Independent Chair

2.1.5.1. Key partnerships

- Tourism businesses
- Department of Jobs, Skills, Industry and Regions
- Visit Victoria
- Tourism Australia
- Parks Victoria
- Regional Development Victoria
- Ararat Rural City Council
- Horsham Rural City Council
- Northern Grampians Shire Council
- Southern Grampians Shire Council
- Traditional Owner Corporations
- Great Southern Touring Route
- VTIC

2.1.5.2. Stakeholders

Members of the tourism industry and other organisations that support the development of the Visitor Economy in the Grampians region include:

- Tourism operators, local tourism associations, industry sector groups and business groups.
- Local community members and groups (including organisers of community-based tourism initiatives).

2.1.5.3. Industry and Stakeholder Communications and Engagement

The purpose of GT communications activities is to ensure that the tourism industry within the Grampians region, and stakeholders both within and outside the region, are kept informed, are engaged in GT's activities, successes are celebrated, and key learnings are shared. Success is the creation of strong, two-way communication between key stakeholders and industry and a definable increase in confidence in GT's strategic direction.

The aim of the communications is to stimulate participation and support for GT's marketing, product, and industry development activities, as well as to raise the profile of GT and promote the broader benefits of tourism to the wider community.

2.1.5.4. Grampians Tourism's Strategic Priorities

Priority 1: Destination Marketing

- Deliver effective activity to increase length of stay, dispersal, yield, and regional brand equity.
- Support events aligned with our seasonal and dispersal objectives.
- Drive high-yielding occupancy in shoulder and mid-week periods.

Priority 2: Industry Development

- Champion activities that increase operator capacity and grow the visitor experience.
- Deliver Industry Strengthening activity (digital marketing, business management, product development and customer experience).

Priority 3: Product Development

- Develop high-quality collateral that supports destination marketing efforts.
- Curate products to create compelling, productive, and sustainable visitor experiences.

Priority 4: Partnerships

- Facilitate collaboration across our industry and communities including strategic planning, product development, marketing and industry development and investment.
- Leverage and grow our partnerships.
- Introduce innovative ways to add value to industry partnerships.

Priority 5: Investment Attraction

- Engage community and industry on tourism-related projects to raise the visitor economy profile.
- Attract private investment into infrastructure and experiences.
- Work with Local Government partners to attract new investors and investment opportunities.

2.1.5.5. Destination Marketing

2.1.5.5.1. Guiding Principles

- Champion the Grampians brand to increase awareness of each of the local government areas, develop and refine the brand position for the destination, and operate in alignment with Visit Victoria's state-wide brand positioning.
- Create a cooperative and vibrant visitor economy that adds value to our partners through promotion and increased brand awareness.

- Support events aligned with our seasonal and dispersal objectives.
- Deliver effective marketing strategies to increase length of stay, dispersal, yield, and regional brand equity. And to help drive high-yielding occupancy in shoulder and midweek periods.

2.1.5.5.2. Strategy

Implement an integrated destination marketing strategy to build the Grampians brand, raise awareness, drive visitation, and maximise ROI.

Destination Marketing Campaigns

- Visit Victoria's Co-operative Marketing Program: to leverage their reach and activity in alignment with their Masterbrand framework including the Grampians sub-brand promise, content pillars and proof points to ensure our region is marketed to its strengths and remains distinctive from the other regions in Victoria.
- Masterbrand promise:
  - Enrich every moment with ancient mount grandeur.
  - Pillars:
    - Nature at your fingertips: mountain ranges, hikes and bushwalking trails, waterfalls and lookouts, lakes, and scenic drives.
    - Passion for quality: Premium food and drink experiences, our wine region and cellar doors, and artisans.
    - Storied culture: First Peoples' experiences, grassroots community culture, towns and villages, and art galleries and history.
  - Proof points: exceptional regional product that demonstrates the offering of each pillar.
- Content partnerships: partner with select media to develop a marketing campaign focusing on 'Road Trip' itineraries that encourage dispersal and promote the core assets and complementary activities in the Grampians. And that continues to position the Grampians as the ultimate road trip destination in Victoria.

Digital Marketing

- Website: continual content updates and improvements to drive 'conversion' events on our website and optimise opportunities for partner click-outs.
- Social media: develop a strategic and compelling content plan to build engagement on Instagram and Facebook.
- Blogs: regular blogs focused on relevant and compelling content.

Public Relations

- Itineraries and 'Listicles': develop considered content to suit regional/seasonal activity.

- Seasonal Media Releases: curate seasonal releases that capture the highlights of the region for each season.
- Media Familiarisations: execute media famils with select journalists to gain coverage for the region.

Leveraging Events

- Grampians Grape Escape and the GPT (Grampians Peaks Trail) 100 Miler: provide in-kind marketing support and event exposure through GT-owned channels & Visit Victoria.
- Other Events: support through marketing content and inclusion in seasonal media releases.

Database Marketing

- E-Newsletter: monthly consumer-focused newsletter aimed to build relationships with the target audience and provide relevant content such as what's on, deals and discounts, seasonal updates, operator features and inspirational content.
- Database growth: develop a high-value, aspirational competition to build the Visit Grampians database.

Asset Development

- Collateral: a review of owned assets.
- Renew industry toolkits and brochures.

International Marketing (GSTR)

- Participate in the Great Southern Touring Route.
- Participate at the Australian Tourism Exchange (ATE) under Visit Grampians/GSTR brand.

How we inspire and convert:

- **Always Be 'On'** – there will be no gaps in our marketing activities to ensure we are in the minds of our target audience year-round.
- **Building Stronger Consumer Connections** – deliver the right message, in the right way, to the right people at the right time.
- **Brand Message** – we will look for innovative ways to cut through the marketing 'clutter' and be consistent.
- **User-Generated Content (UGC)** – we will foster and amplify user-generated content to promote the destination.
- **Digital Marketing** – we will enhance our online presence using owned, earned, and paid media, with targeted digital marketing campaign tactics.
- **Public Relations** – we will attract journalists and influencers to the region to generate positive media coverage.
- **Website** – deliver a visually attractive and easy-to-navigate site that is a trusted source of information and supports content marketing and user-generated content.
- **Events** – we will leverage 'homegrown' events to drive visitation and enhance the resident experience to encourage them to help champion our region.

2.1.6.   Alignment with Relevant Strategies

2.1.6.1.   Experience Victoria 2033

Experience Victoria 2033, released in May 2023, is a strategic plan that seeks to shape the future of Victoria's visitor economy over the next 10 years.

This DMP has ensured strong alignment with Experience Victoria 2033 by integrating the plan's key product priorities and settings into the themes identified as part of the DMP's Strategic Framework – see Table 3.

Additionally, the DMP's vision focuses strongly on the Grampians' strength as a nature-based destination and the potential to be recognised as Victoria's premier First Peoples' visitor destination.

Table 3: Experience Victoria 2033 Product Priorities and Grampians DMP Alignment

Experience Victoria 2033 Product Priorities and Settings	Grampians DMP Themes
Wellness	Nature, Recreation and Wellness
Nature	
Arts and Culture	Arts and Culture
First Peoples	First Peoples
Food and Drink	Food and Drink
Visitor Servicing Data and insights	Identity, Marketing and Placemaking
Industry Excellence Workforce	Industry Development and Collaboration
Digital Connectivity	Supporting Infrastructure
	Regional Accommodation

Figure 3: Experience Victoria 2033 Product Priorities and Settings
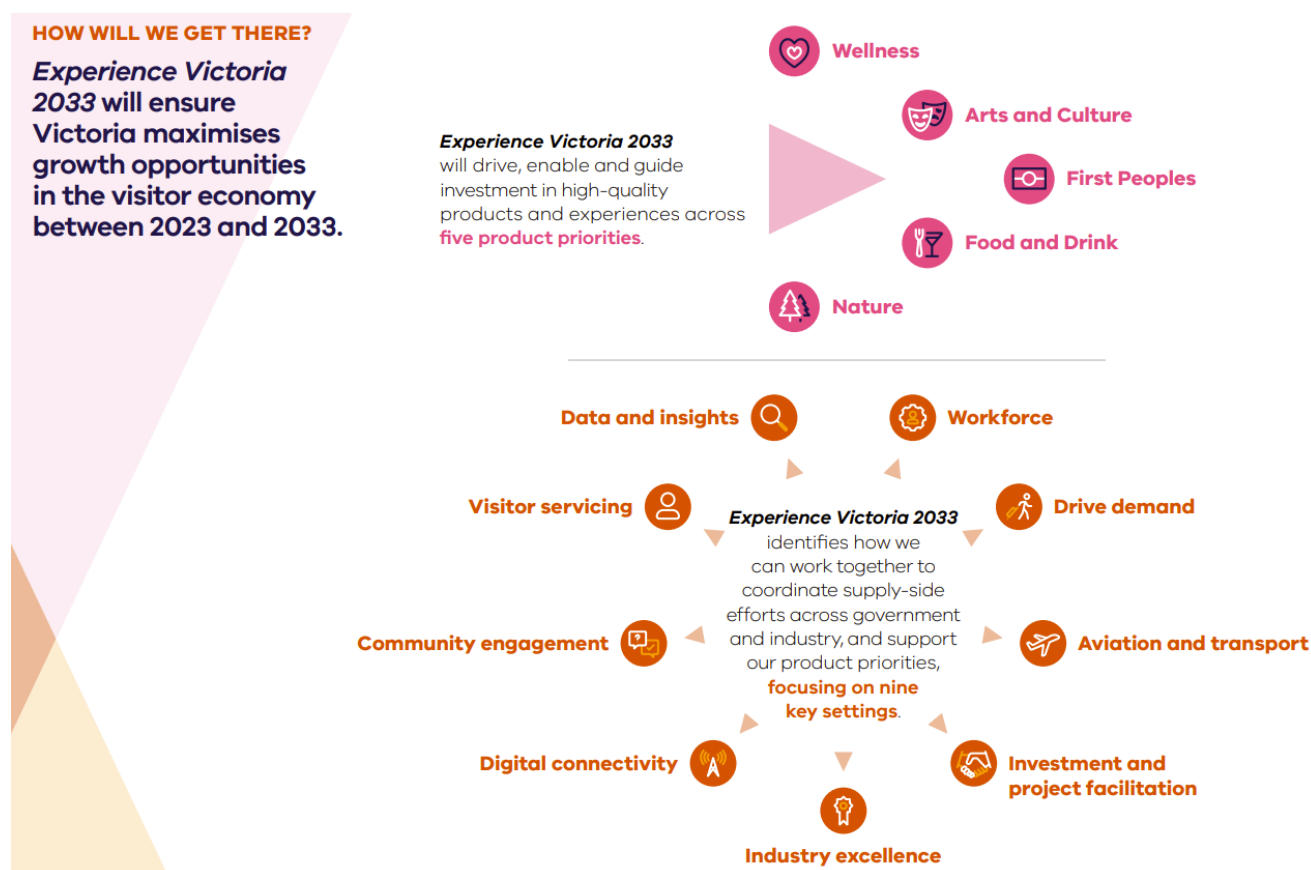
2.1.6.2. Destination Victoria Brand Strategy

The Destination Victoria Brand Strategy playbook was developed as a tool to define Victoria's overarching brand as well as its various sub-regional brands and the strategy behind these. A key objective of the playbook is the ensure that the brand messaging for the state and each sub-regional destination is unique, compelling, and different.

This DMP has aligned with the sub-regional branding outlined in the Destination Victoria Brand Strategy for the Grampians region (see Figure 4) by:

- Having nature and First Peoples as a key focus of the vision developed for the DMP; and
- Through aligning with the pillars identified in the brand framework via the themes developed for the DMP's Strategic Framework (including Nature, Recreation and Wellness; First Peoples; Food and Drink; and Arts and Culture). As a result, many of the product development opportunities identified as part of this DMP align very strongly with the pillars identified in the regional sub-brand pillars and areas of hikes and bushwalking trails, waterfalls and lookouts, premium food and drink experiences, wine region and cellar doors, First Peoples, grassroots community culture, towns and villages and art galleries and history.

Figure 4: Regional sub-brand framework – Grampians[3]

Visitation drivers	Escape my everyday	Surprise and delight me	Spark my imagination
Victorian Masterbrand promise / Grampians sub-brand promise	Enrich every moment with Ancient mountain grandeur		
Pillars	**Nature at your fingertips** • Mountain ranges • Hikes and bushwalking trails • Waterfalls and lookouts • Lakes • Scenic drives	**Passion for quality** • Premium food and drink experiences • Wine region and cellar doors • Artisans	**Storied culture** • First Peoples cultural experiences • Grass roots community culture • Towns and Villages • Art galleries and history
Proof points	• Grampians (Gariwerd) National Park • Grampians Peak Trail • MacKenzie Falls, Beehive Falls, Reed Lookout and The Balconies • Lake Bellfield, Lake Fyans, Lake Lonsdale • The Grampians Way touring route	• Wickens at Royal Mail Hotel, Flame Brothers Restaurant & Bar, Paper Scissors Rock Brew Co. • Seppelt Wines, Best's Wines Great Western, Grampians Wine Cellar, Pomonal Estate • Mount Zero Olives, Five Ducks farm • Grampians Grape Escape	• 80% of Victoria's rock art with sites dating back 20,000 years • Brambuk - The National Park & Cultural Centre • Moyston, birthplace of Marngrook (AFL) • Harrow, home of the First XI • Stawell Gift • St Arnaud gold history • MOCO Gallery, Hamilton Gallery, Ros McArthur's Studio • Gum San Chinese Heritage Centre, J Ward
Personality traits	Open-minded	Creative	Intriguing

---

[3] Destination Victoria Brand Strategy, page 26.

2.2. Visitation to the Grampians

2.2.1. Visitor Economy Snapshot

Figure 5: Visitor Economy Snapshot 2022 (September YE) [4]

1.6 m
Trips in 2022
51% domestic day trip
49% domestic overnight
0.2% international overnight

2.0 m
Nights in 2022
99% domestic overnight
1% international overnight

$273 m
Spend in 2022
28% domestic day trip
71% domestic overnight
0.3% international overnight

2.6 nights
Average Length of Stay
2.6 nights - domestic overnight
4.1 nights - international overnight
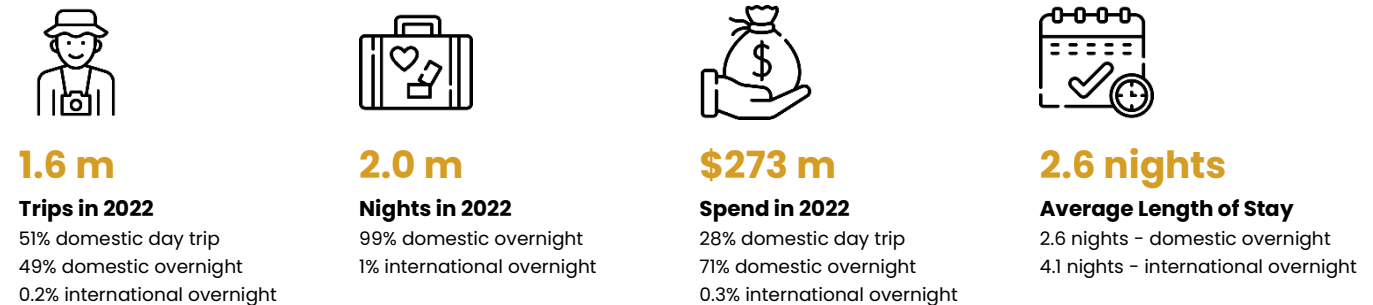
Figure 6: Total Visitation, 2013–2022 [5]

Total Visitation to the Grampians Region

LGA
■ Grampians Region

Visitation to the Grampians Region by Visitor Type

Visitor Type
■ Domestic Day   ■ Domestic O/night   ■ International Overnig..
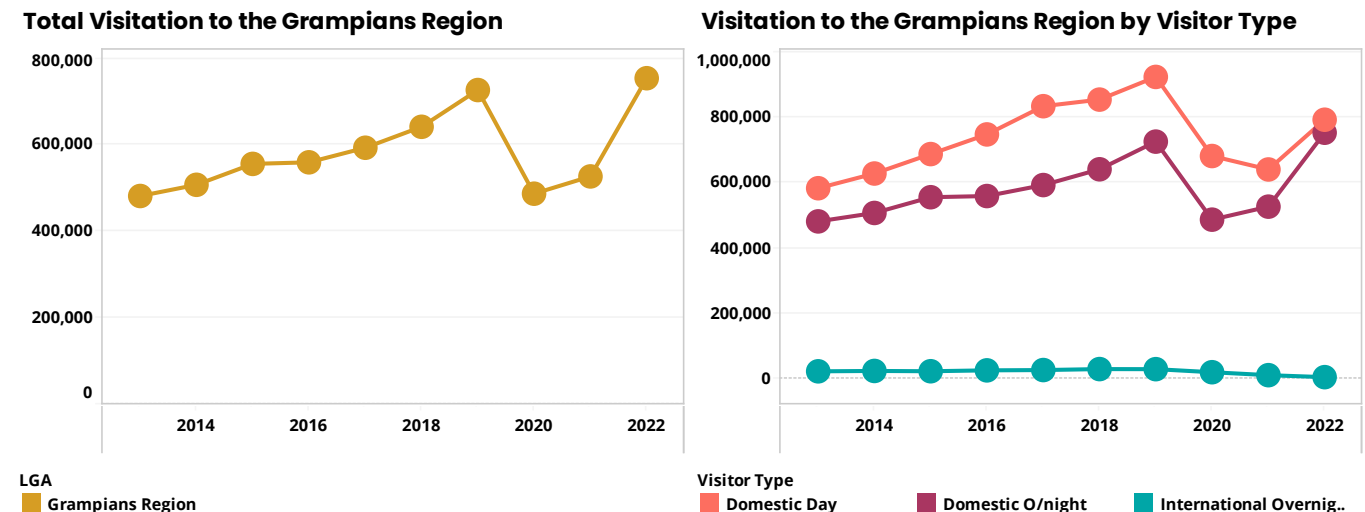
2.2.2. Historic Visitation

The Grampians has a vibrant visitor economy, with 1.6 million visitors travelling to the region in 2022. Despite being impacted by COVID-19, like every region around the country, the Grampians has recovered well, with visitation reaching almost pre-COVID-19 levels in 2022, buoyed by a strong domestic visitor market seeking regional destinations to visit.

The Grampians' visitor economy has historically been dominated by domestic travel and largely domestic day trip travel. Domestic day trip travel has comprised more than half of all visitation over the past ten years (see Figure 7). This is likely driven by the region's proximity to major urban population centres in regional Victoria (such as Ballarat, Bendigo, and Geelong), its highly attractive natural environment and strong intrastate visitation for service support including medical, education and business.

---

[4] National and International Visitor Survey, Tourism Research Australia. Based on three-year averages, with the exception of COVID-19 impacted data from 2020 to 2022.
[5] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

Figure 7: Visitor type to the Grampians region (10-year average, 2013–2022)[6]

Visitor Type to the Grampians Region

Visitor Type
- Domestic Day
- Domestic O/night
- International Overnight
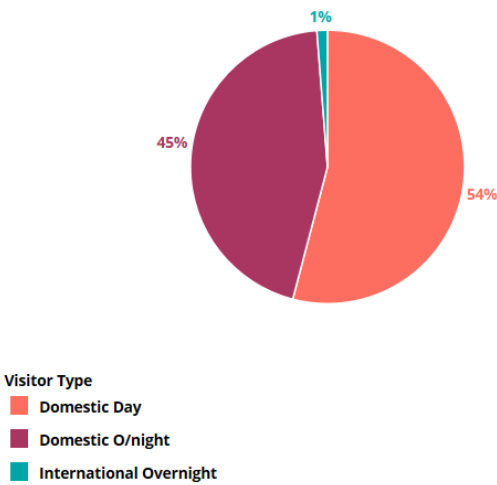
2.2.3.   Historic Visitor Spending

While the day trip market forms an important component of the visitor economy, it typically is relatively low yielding, accounting for only 29% of visitor spending in the region in 2022, despite comprising more than half of total visitation. Domestic day trippers, on average, spent $98 in the region, compared with domestic overnight visitors who spent 2.6 times this amount at $258 per trip. Higher spending by overnight visitors is generated because of additional spending on accommodation, food and beverage, transport, attractions etc.

A key objective of this DMP, as noted during the consultation phase, is to grow visitor spending, rather than merely focusing on growing the number of visitors travelling into the region. To achieve this, the Grampians will need to focus on:

- encouraging investment into upgrading existing accommodation stock and the development of new accommodation;
- developing new, visitor-ready, and bookable experiences and products;
- enhancing infrastructure to support the development of the visitor economy;
- creating bookable packages to support a longer length of visitor stays;
- developing evening-based visitor products to encourage overnight stays; and
- introducing all-weather products for times of inclement weather.

Figure 8: Visitor Spend, 2013–2022[7]

Total Visitor Spend in the Grampians Region
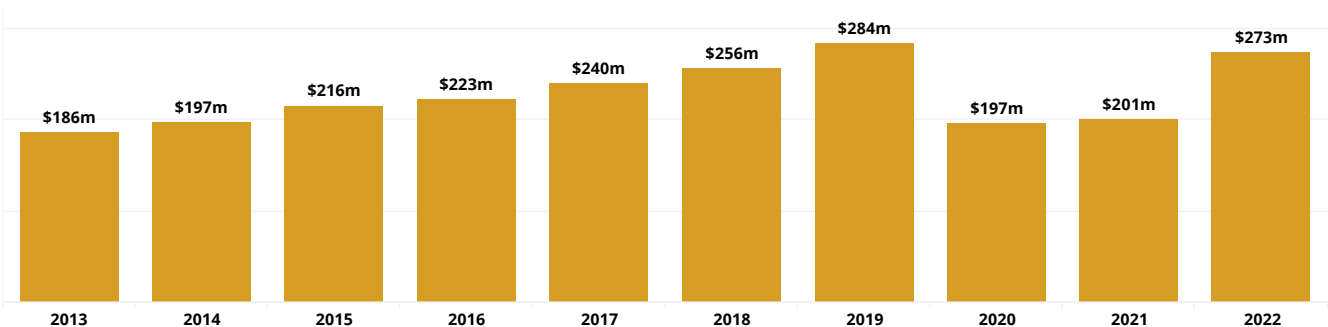
Spend by Visitor Type in the Grampians Region

Visitor Type ■ Domestic Day   ■ Domestic O/night   ■ International Overnight

---
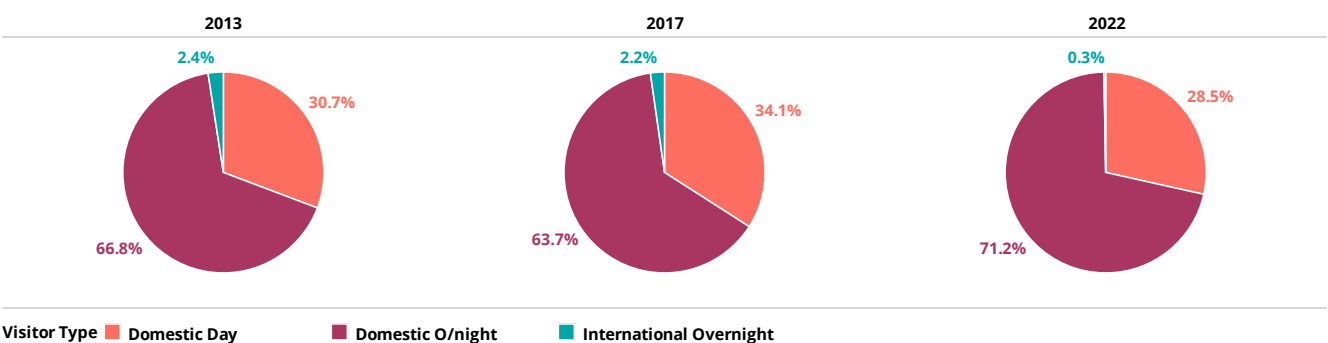
[6]September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

[7] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

2.2.4. Source Market

Currently, the Grampians is largely an intrastate visitor destination.

- The domestic day trip market is overwhelmingly made up of Victorians, comprising 95% of all travellers over the last 10 years. The remaining 5% originate from South Australia.
- Victorians also make up most domestic overnight visitors, totalling 76% of all travel over the last 10 years, of which the majority are from greater Melbourne and surrounding LGAs to the Grampians. This is followed by South Australians (11%), NSW residents (5%), Queenslanders (2%), and those from other states/territories (2%).

- From 2013-2022, intrastate overnight visitors accounted for 20% of visitation to the Grampians. There is the opportunity to grow the Grampians' interstate visitor market through the development and promotion of iconic attractions, adding new products and increasing consumer brand awareness.
- There is an opportunity to engage further with international target markets as international travel returns, though the core focus should be the domestic interstate and intrastate markets.

Figure 9: Day trip & domestic overnight visitor origin (10-year average, 2013-2022)[8]

Origin of Domestic Visitors to Grampians Region

Origin
- VIC
- SA
- QLD
- NSW
- Other Interstate
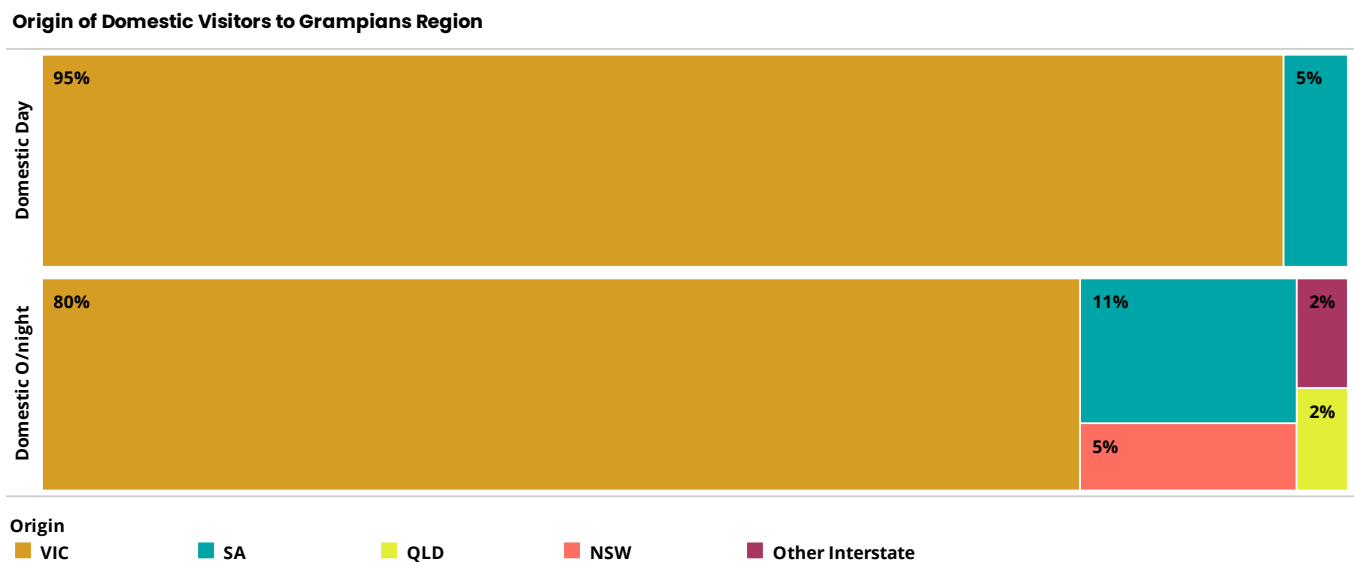
Figure 10: International overnight visitor origin (7-year average, 2013-2019)[9]

Image credit: Silo Art Trail, Sheep Hills, Visit Victoria

---

[8] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.
[9] A 7-year average period has been used up to 2019 to reflect pre-COVID-19 data. Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

Image credit: Grampians Peaks Trail, Visit Victoria

2.2.5. Motivation of Travel

The Grampians is very much a leisure destination, with almost half (47%) of all domestic visitors travelling to the region for a holiday and more than 80% of all international visitors travelling for that reason. This aligns with the current destination proposition of the Grampians and is a strength for the region, given the propensity of holiday visitors (when compared with other motivations) to undertake bookable, commissionable products, when available.

The visiting friends and relatives (VFR) motivation is also relatively strong and presents an opportunity to promote tourism assets and experiences to residents to promote to those visiting friends and relatives.

Although business travel is not a dominant motivation for travel, it does present niche opportunities for the region, and for several of the towns in the Grampians region in particular. This includes the development of smaller-scale business events, incentive travel, team building and business accommodation facilities. And with expected growth sectors of the regional economy (resources and mining for Horsham, major waste management recycling for Ararat, and agriculture, horticulture and viticulture for Northern Grampians and Southern Grampians Shires amongst others), potential for solid growth in business-related travel may be expected.

Figure 11: Motivation of travel to the Grampians (10-year average, 2013-2022)[10]

Visitor Type	Motivation		%
Domestic Day		**Holiday**	**47%**
		VFR	21%
		Business	13%
		Other	19%
Domestic O/night		**Holiday**	**47%**
		VFR	29%
		Business	17%
		Other	7%
International Overnight		**Holiday**	**81%**
		VFR	14%
		Business	4%
		Other	1%

---

[10] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

Figure 12: Primary and Emerging Product Strengths[11]

Primary Strengths

Nature-based Experiences

Recreation

Lakes and Waterways

Emerging Strengths

First Peoples

Art, Culture and Heritage

Food and Drink
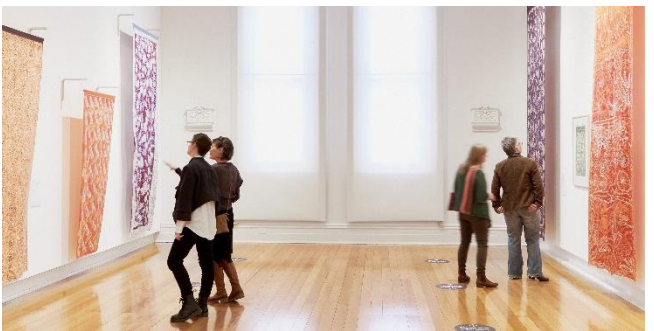
Health and Wellbeing

[11] Image credits: Visit Victoria

2.3. The Grampians' Tourism Offering

2.3.1. Products & Experiences

The Grampians offers a high-quality nature-based destination, particularly centred on Grampians (Gariwerd) National Park. However, the broader Grampians region and its surrounding towns offer much more than this.

The primary appeal of the Grampians relates to the region's nature-based assets (see Figure 12) including its hiking, lakes and waterway-based experiences and related recreation activities and attractions.

Emerging strengths of the region (see Figure 12) include First Peoples' product (while the raw product exists, visitor-ready product is still emerging), food, beverage and farmgate product, along with art, culture, and heritage product.

Areas for enhancement and further development include, in particular, the supply of all-weather experiences, family-friendly things to do, and visitor-ready products along with the introduction of more commissionable (paid) experiences.

2.3.1.1. Supply Assessment

A detailed product audit was completed for the region. The audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources[12]: the ATDW; TripAdvisor; Google Travel; and Google Maps.

Because the tourism sector is so far-reaching, there are many products, experiences and assets which can be considered tourism based. This audit, has, however, focused on those which are considered primary tourism experiences, that is, those which are marketed and positioned as "things to do" when visitors travel to the Grampians. Those products/experiences which are primarily utilised by the local community have, therefore, been excluded.

Figure 13 illustrates the findings of the attractions audit and demonstrates the following.

- Based on the audit findings, there are 196 tourist attractions in the region.
- Of these attractions, the most common type is Hiking Trails, Nature & Wildlife Areas, comprising just under one quarter (24%) of attractions identified, followed by Playgrounds & Parks (15%), Museums, Mines & Historic Sites (15%) and Waterfalls & Lakes (14%). This reflects the strong profile the Grampians has as a nature-based destination.
- The vast majority of products and experiences are located within the town centres around the Grampians region including Ararat, Halls Gap, Hamilton, Horsham, and Stawell. The potential exists for far better connectivity between town centres and key destinations to encourage greater dispersal and discovery of the broader region. While the product is primarily clustered around the major towns throughout the region, the major cluster of accommodation outlets is around Halls Gap, which acts as the hub for Grampians (Gariwerd)

National Park. This area comprises 23% of all products identified and is the major visitor hub for the region with many walkers/hikers starting their in-park experience from Halls Gap.
- A top-line assessment of free versus paid products[13] was undertaken. This demonstrated that an estimated 77% of the region's tourism product is free versus 23% being paid. While having 'free things to do' in a region is an important part of a region's product mix, greater economic benefit tends to be generated through commissionable tourism experiences. This is because of visitor spending on the product, the ability for wholesalers to package products is greater and the ability to reinvest in the product is greater.

2.3.1.2. Sentiment Assessment

A sentiment assessment was also completed on products that had more than five reviews available (see Appendix 3 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 13 and demonstrate the following.

- The Grampians' experiences/attractions product receives an overall NPS of +59, based on 28,733 reviews. This is a good NPS rating and rates well above the accommodation NPS achieved (+46).
- The product category which receives the highest average NPS score is 'Tour Operators", with a very high NPS of +96. This is based on 180 reviews across 6 different operators.
- The product category with the lowest average NPS is 'Recreation.' However, the score (+44) is still in the range of a good NPS.
- Paid product has a higher average NPS (+73) than free product (+55) reflecting consumer willingness to pay for product that is of a high enough quality/standard.

---

[12] It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online. The audit was conducted in April 2023.
[13] We note that the GPT can be undertaken as a free experience, a self-guided but paid experience or as an operator guided experience with higher fees paid. Consumer sentiment illustrates that guided – paid for experiences tend to generate a far higher level of visitor satisfaction than free experiences, generally. At the moment, the region has few paid for experiences and many free experiences.

Figure 13: Grampians Region Attractions Audit

Category	Number of Attractions	% of Total
Hiking Trails, Nature & Wildlife Areas	48	24%
Playgrounds & Parks	29	15%
Museums, Mines & Historic Sites	29	15%
Waterfalls & Lakes	27	14%
Wineries & Vineyards	16	8%
Recreation	13	7%
Art & Culture	11	6%
Tour operator & Tours	10	5%
Gardens & Farms	7	4%
Family Activities	6	3%
Total	**196**	**100%**

Category
- Art & Culture
- Family Activities
- Gardens & Farms
- Hiking Trails, Nature & Wildlife Areas
- Museums, Mines & Historic Sites
- Playgrounds & Parks
- Recreation
- Tour operator & Tours
- Waterfalls & Lakes
- Wineries & Vineyards

Category	Number of Attractions	Total Reviews	Avg. NPS
Tour operator & Tours	6	180	+96
Family Activities	5	2,254	+81
Wineries & Vineyards	15	740	+76
Hiking Trails, Nature & Wildlife Areas	38	11,802	+62
Art & Culture	10	1,011	+56
Museums, Mines & Historic Sites	26	1,622	+55
Waterfalls & Lakes	23	8,452	+51
Playgrounds & Parks	16	1,504	+49
Gardens & Farms	7	803	+49
Recreation	9	365	+44
Total	**155**	**28,733**	**+59**

Note: only those attractions with 5 or more were reviews were included in the sentiment/NPS asssessment which is while the total number of attractions in this table is less than the overall attraction count for the region (209 attractions)

© 2023 Mapbox © OpenStreetMap

Paid 23%
Free 77%

2.3.2. Accommodation

There are several gaps in the Grampians' accommodation offering and this has a bearing on the type of visitors attracted to the region and the numbers staying overnight. These gaps include the typology of properties on offer along with the size/scale of product offered.

For the region to continue to attract a contemporary visitor market and to grow visitor yield, there is a need to stimulate investment into existing accommodation stock and to introduce new accommodation properties. It needs to be recognised that most regions throughout Victoria are competing to attract new or refreshed forms of accommodation products which is seen as a clear product gap.

2.3.2.1. Supply Assessment

A detailed accommodation audit was completed for the region. The audit is primarily based on an extensive 'data scraping' exercise that leveraged the following sources[14]: the ATDW; AirDNA, TripAdvisor; Google Travel; and Google Maps.

The audit revealed the following (Figure 14).

- The Grampians' accommodation mix is largely supplied through short-term holiday rentals (65%), primarily via Airbnb. Airbnb data indicates there are approximately 503 self-contained units, apartments, shared rooms and houses across the region, the majority of which are for entire homes (79%).
- Northern Grampians Shire has the vast majority of Airbnb stock, with almost half (45%) of properties listed being within this shire – and the bulk of which are in Halls Gap and surrounds.
- While Airbnbs account for 65% of properties, their room stock comprises only 36% of bookable units. Motels, on the other hand, account for 8% of properties but their room stock comprises 31% of bookable units. This demonstrates the importance of commercial properties in supplying year-round larger-scale, bookable room stock for tourism regions.
- Only 35% of the region's accommodation supply is provided through commercial (non-Airbnb) accommodation, the majority of which includes boutique cottages and B&Bs, standard/mid-scale motel/motor inns, and national park campgrounds.
- While Airbnb accommodation is an important component of the Grampians' accommodation mix, the dominance of this accommodation typology has created several challenges, particularly in areas such as Halls Gap where the mix of resident housing, Airbnb stock and commercial accommodation appears to be out of kilter.
- With more private homes being turned from longer-term rental properties to short-stay Airbnbs, this is adding to the challenge faced by the region of lack of worker accommodation for not only the hospitality sector but all sectors of the economy.
- The data also demonstrates a large gap in the supply of hotels and lodges and resorts, comprising only 2% and 3% of commercial stock identified for the region. These are required to meet current visitor demand and to attract higher-yielding visitor markets including several of the target markets

identified in this DMP along with those identified in Experience Victoria 2033. Much of the region's accommodation stock is tired and in need of reinvestment to meet current visitor expectations.

- Unlike many other regions in Victoria, the lack of branded hotel and resort properties is also noticeable, which places far greater reliance on GT and the four councils to promote the region. Branded hotel properties especially, have the ability to leverage their extensive loyalty program databases to market their properties (and the region) both nationally and internationally and are able to help expand the marketing of the region including in partnership with GT and councils.

2.3.2.2. Sentiment Assessment

A sentiment assessment was also completed on products that had more than five reviews available (see Appendix 3 for an overview of how net promoter scores [NPS] are calculated). The results are summarised in Figure 14 and the findings are as follows.

- The region's commercial accommodation product receives an overall NPS of +46, based on 26,160 reviews. While this falls within the 'good' range for NPS scores, based on Stafford's work completing accommodation audits throughout the country, this is towards the lower end of overall average NPS ratings.
- The category that received the highest average NPS score is Boutique Properties closely followed by Lodges & Resorts. Both these categories receive a relatively strong NPS of +61 and +59 respectively, reflecting a higher degree of consumer satisfaction. This is based on 2,622 reviews across 51 properties for Boutique Properties and 1,184 reviews across 9 properties for Lodges & Resorts. Comparing these upper-end scores with other regions, these are fairly low average scores. By way of example[15]:
  - Waiheke Island, a nature-based destination in NZ, scored upper-end average scores of +90 for its Luxury Properties and +70 for its Boutique Properties.
  - The Snowy Mountains in NSW received upper-end scores of +68 for its Farm Stay Properties and +90 for its Retreats, Lodges, and Resorts.

---

[14] It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online. The audit was conducted in April 2023.

[15] Based on NPS assessments completed in Stafford.

- The East Gippsland region received an upper-end score of +64 for its Boutique Properties.
- The NSW North Coast region received upper-end NPS scores of +74 for its boutique product and +72 for its holiday home product.
- Sunshine Coast and Noosa received upper-end NPS scores of +75 for its boutique product, +72 for its holiday homes and +70 for its speciality lodging product.

■ Motels, which make up the largest proportion of bookable unit stock throughout the region receive a relatively low NPS of +32 (based on 9,603 reviews). This indicates that there may be concerns from consumers regarding the quality and price proposition of motel properties in the region (i.e., the price-to-value proposition may be out of kilter for some motels).

■ Pub accommodation receives the lowest NPS score of +10 based on 894 reviews. This is a common finding across most destinations in regional parts of Australia as pub accommodation is often not a focus for property owners, with pubs generating their revenue at the bar or in their restaurants.

Figure 14: Grampians Accommodation Audit[16]

Category	Number of Properties	% of Properties	Bookable Units	% of Bookable Units
Airbnb	505	66%	1,179	37%
Apartments & Hotels	7	1%	182	6%
Boutique (Cottages, Gues..	80	10%	251	8%
Campgrounds	68	9%		
Holiday & Caravan Parks	28	4%	330	10%
Hostels & Group Accomm..	5	1%	106	3%
Lodges & Resorts	9	1%	57	2%
Motels	58	8%	1,014	32%
Pub Accommodation	9	1%	98	3%
Total	**769**	**100%**	**3,217**	**100%**

Category
- Airbnb
- Apartments & Hotels
- Boutique (Cottages, Guesthouses) Accomm.
- Campgrounds
- Holiday & Caravan Parks
- Hostels & Group Accommodation
- Lodges & Resorts
- Motels
- Pub Accommodation

Category	Number of Properties	Number of Reviews	Avg. NPS
Boutique (Cottages, Guestho..	51	2,622	+61
Lodges & Resorts	9	1,184	+59
Airbnb	34	961	+59
Campgrounds	27	1,444	+49
Holiday & Caravan Parks	26	7,134	+41
Apartments & Hotels	7	1,955	+32
Motels	56	9,603	+32
Hostels & Group Accommoda..	5	363	+18
Pub Accommodation	9	894	+10
Total	**224**	**26,160**	**+46**

Note: only those properties with 5 or more were reviews were included in the sentiment/NPS asssessment which is while the total number of properties in this table is less than the overall property count for the region (769 properties)

© 2023 Mapbox © OpenStreetMap

---

[16] Note, bookable unit stock for caravan parks reflects bookable cabins only. It does not include camping sites as for most locations, this data was not available.

2.3.2.3. Demand Analysis

Based on growth scenarios for the Grampians region and the supply assessment, it is forecast that the Grampians will require new commercial accommodation to meet changing visitor requirements by 2026. This is based on data sourced from the TRA National Visitor Survey and AirDNA. It also assumes:

- a medium growth visitor demand scenario (see Section 3.2 for visitor growth scenarios) which aligns with the expected doubling of visitation to the Grampians over the period to 2030;
- an average room occupancy of 2.2 visitors per room; and
- that 75% of room stock is marketable and available year-round (this is important because Airbnb stock has been included in the assessment, and Airbnb stock is not always consistently available year-round).

Figure 15 shows the current commercial accommodation supply in the Grampians, measured against demand forecasts for medium scenario growth. This illustrates that an estimated regional occupancy threshold of 85% is reached by 2026 (this level of occupancy reflects when new development and capacity are needed and is a general metric applied across many regions).

Based on this analysis and the gaps identified in this DMP, below is an overview of accommodation typologies that may be supported in the Grampians region to meet the needs of current future visitor markets.

- Luxury Hotels and Resorts
- Resorts
- Boutique Hotels
- Holiday Parks
- Serviced Apartments
- Glamping and Eco-Pods

Accommodation is required at all major towns and destinations across the town centres to support growth and meet current capacity constraints. Reinvestment into existing building stock in town centres and in proximity to key visitor destinations should also be prioritised where possible.

Figure 15: Grampians Accommodation Requirements
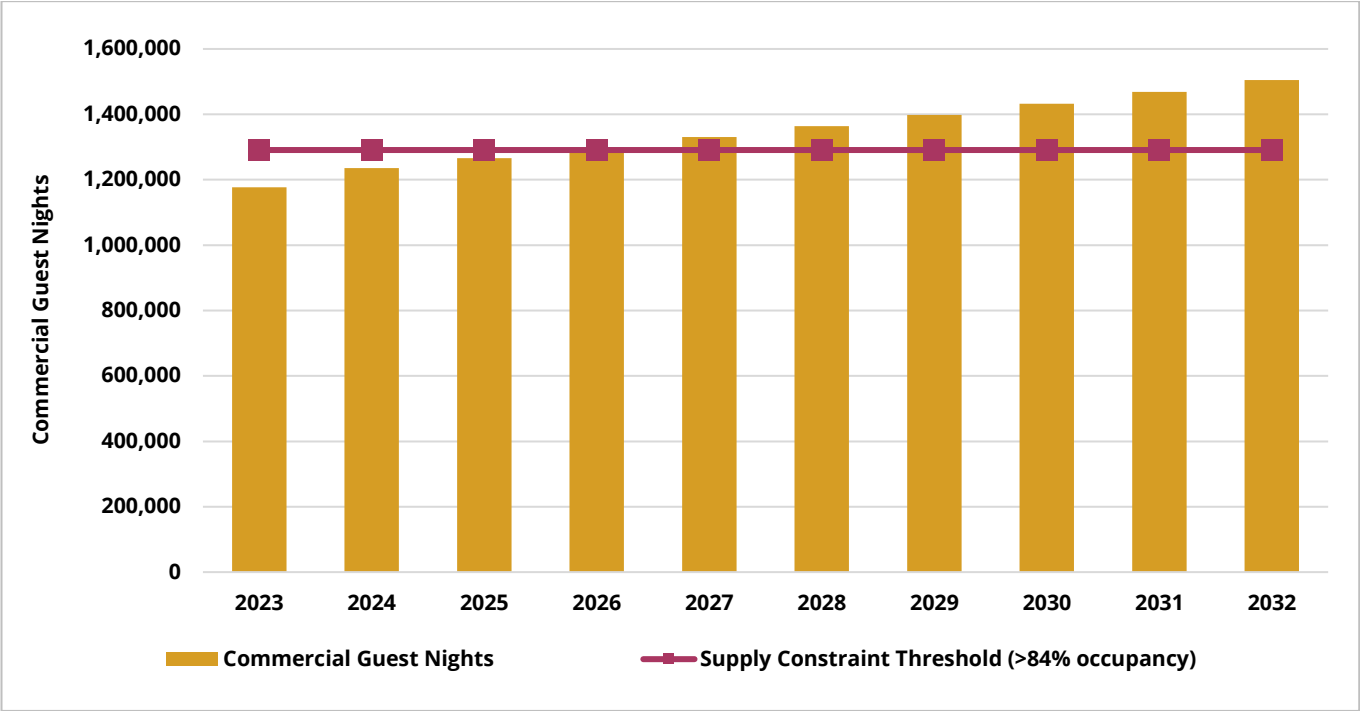
2.4. Market Segments and their Personas

Visitors to the Grampians can be broadly grouped into two key markets - Lifestyle Leaders and Habituals. Table 4 provides information on each of these markets.

Importantly, although the Habituals market is not a direct marketing focus for GT (as they have largely already predetermined where they will visit so there is little opportunity to influence their travel decisions), the ongoing development and revitalisation of the Grampians' products, infrastructure and visitor economy offer (as identified in this DMP) will ensure this segment's ongoing satisfaction and propensity to revisit and explore the region.

Table 4: The Grampians' Target Segments and Their Personas

Lifestyle Leaders	Habituals
Market size: 1.66m Victorians[17]	**Market size: n/a**
Profile:	**Profile:**
▪ They are progressive, educated, and professional individuals who actively seek out new experiences. ▪ They are more likely to be socially aware and they like to shop online. ▪ They are higher in affluence and discretionary expenditure than the average Australian, so travel frequently and spend more when travelling. ▪ They live a busy life, and because success is important to them, they consider themselves leaders more than followers. ▪ They are more likely to travel within Australia for short and long trips compared to the average Australian population. ▪ They are a self-drive market.	▪ They are a traditional Grampians visitor who travels to the Grampians at least once every two years - the Grampians' biggest advocate. ▪ They are primarily travelling for a holiday. ▪ They are more likely to be in a family group followed by travelling as a couple. ▪ They typically comprise Active families and couples. ▪ They are most likely to be from Victoria. ▪ They are a self-drive market. ▪ They are strongly influenced by the recommendations of friends and family members. ▪ They tend to return to a consistent location and often travel with the same group.
What the market wants:	**What the market wants:**
▪ When they travel, they like to stay active, and the majority like to experience the local culture and see nature. ▪ They like to plan for their trips and are less likely to prefer to have their trips organised for them. ▪ They are open to trying new things and believe that quality is more important than price.	▪ When they travel, they prioritise value for money and want access to quality but price-competitive accommodation options. ▪ They want destinations, facilities, and experiences that are more family friendly. ▪ They are seeking to have fun and reconnect as a family. ▪ They are driven by familiarity with a destination.

---

[17] https://assets-corporate.visitvictoria.com/images/Visit-Victoria_Stay-Close-Go-Further_Frequently-Asked-Questions.pdf

Image credit: Reed Lookout, Visit Victoria

Part 3: Where Do We Want To Be?

3.1. Strategic Framework

The following strategic framework has guided the development of this DMP and should be used to direct tourism development in the Grampians region going forward.

Vision — **The Grampians will be recognised as one of Australia's premier, sustainable nature-based and First Peoples' tourism destinations, allowing visitors to experience abundant nature and rich culture that is supported by a connected and thriving industry.**

Strategic Objectives

1. Facilitate investment in the visitor economy that positions the Grampians as an attractive place to live, work, visit and play.
2. Support First Peoples-led product development and delivery of tourism experiences.
3. Achieve sustainable visitation patterns by growing visitor dispersal and off-peak visitation to support business sustainability.
4. Increase visitor yield by growing visitor dwell time and growing overnight visitation.
5. Generate investment in supporting infrastructure that will enable visitor economy growth.
6. Support a cohesive, integrated, and supported industry and community.

Targets

The following performance targets have been identified for the Grampians.

754,000 to 905,000

20% Growth

In overnight visitors to the Grampians between 2022 and 2030.

$273m to $355m

30% Increase

In visitor expenditure in the Grampians between 2022 and 2030.

2.6 nights to 3.1 nights

20% Growth

In the average length of stay in the Grampians between 2022 and 2030.

Themes

Key themes to guide future investment in the Grampians have been identified. These have been selected in response to strategic considerations and objectives for tourism development and to align with Experience Victoria 2033.

1. **Nature, Recreation and Wellness**

2. **First Peoples**

3. **Food and Drink**

4. **Arts and Culture**

5. **Regional Accommodation**

6. **Identity, Marketing and Placemaking**

7. **Industry Development and Collaboration**

8. **Supporting Infrastructure**

Image credit: Royal Mail Hotel, Dunkeld, Visit Victoria

Table 5 provides more information on each of the Strategic Investment Themes that have been identified for this DMP.

Table 5: Strategic Investment Themes – More Detail

Strategic Investment Theme	Detail
1 **Nature, Recreation and Wellness**	Continue to showcase and celebrate the Grampians' spectacular natural environment by encouraging immersive nature-based experiences and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based, recreational, and complementary wellness experiences.
2 **First Peoples**	Be led by the Grampians' First Peoples' communities to support distinctive and authentic First Peoples' experiences, to build a greater understanding of their stories in both historical and contemporary forms.
3 **Food and Drink**	Elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.
4 **Arts and Culture**	Continue to foster the development of the Grampians' emerging and diverse arts and culture scene via its many art galleries, museums, art trails, performing art venues and cultural facilities, connecting visitors with authentic, local experiences, and encouraging them to disperse throughout the region.
5 **Regional Accommodation**	Focusing on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, tiny home-style/off-grid accommodation, glamping-style accommodation along with the retrofitting of existing properties.
6 **Identity, Marketing and Placemaking**	Continue to grow awareness of the Grampians brand to ensure it is well-recognised and known as a compelling visitor destination.
7 **Industry Development and Collaboration**	Fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong and visitor-ready industry across the region.
8 **Supporting Infrastructure**	Supporting visitor economy growth by advocating for investment into infrastructure, transport connections and visitor services.

3.2. Visitor Forecasts

Figure 16 provides forecasts for visitor trips to the Grampians over the period 2023 to 2032. The forecasts are based on three different scenarios being a low, medium, and high growth. When reviewing the forecasts, it is important to note that some LGAs were not as impacted (in terms of overall visitation) by COVID-19 as others, and some have rebounded more quickly than others.

The data reflects the following.

- The low growth scenario reflects a much more conservative recovery from COVID-19 and ongoing growth, with 4% growth from 2022 – 2024 followed by a growth of 2% per annum for each year thereafter. It reflects far stronger interstate visitor growth by Victorians and outbound international travel as most countries open in 2022-2023.
- The medium growth scenario reflects a more likely recovery scenario. Under this scenario, growth is modelled at 6% for the three years between 2022 and 2024, followed by a growth rate of 4% per annum for each year thereafter. This scenario assumes a number of new accommodation facilities get established over the next 8-year period and many existing facilities are refurbished. It also assumes a strong marketing campaign is maintained for the GPT and various regional major events are extended and receive strong promotion.
- The high growth scenario sees a much stronger COVID-19 recovery of 10% per annum between 2022 and 2024, followed by a growth of 7% for each year thereafter. This scenario assumes a number of new attractions are established coupled with far faster development of new forms of accommodation. It also assumes that new private sector commercial operators are encouraged to operate within the national park and major urban towns and other development proposed by various councils in the region is activated (such as the Horsham City to River Masterplan, improved pedestrianisation in Halls Gap, streetscape upgrades in Hamilton etc.). The high growth scenario is more aspirational and requires the faster activation of more new tourism products throughout the region.

Figure 16: Visitor Forecasts, 2023 – 2032[18]

---
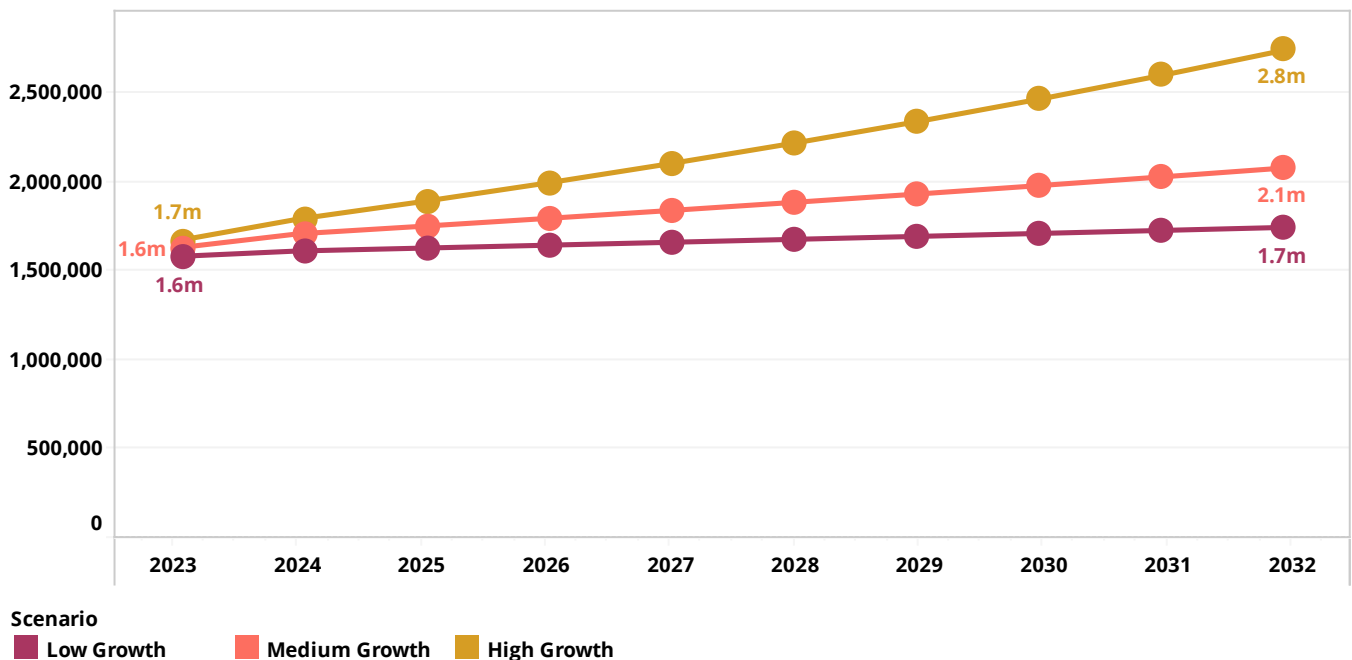
[18] Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts

Part 4: How Will We Get There?

4.1. Recommendations

4.1.1. Overview

A wide variety of recommendations have been identified through consultation, research, and analysis completed for this DMP. These recommendations have been categorised according to whether they are Development Projects or Strategic Initiatives:

- **Strategic Initiatives (◆)** reflect those recommendations that are the building blocks to support a visitor destination and, while not being major "ribbon-cutting" projects, they are necessary to ensure a successful destination management approach is achieved.
- **Development Projects (○)**, on the other hand, reflect physical projects such as new or enhanced accommodation, tourism attractions or events (for example).

Action plans have been prepared to guide the delivery of projects under each Strategic Investment Theme identified in Section 3.1.

4.1.1.1. Timeframes

Projects have been identified using the following priority levels. Projects have been identified using the following timeframes.

- Short-term: 1 – 2 years.
- Medium-term: 3 – 5 years.
- Long-term: 6 years and beyond.

4.1.1.2. Responsibility

The stakeholder(s) listed under the "who" column have been noted as the potential drivers of the action/recommendation. This does not mean they are the funder of the recommendation or that they should be the only stakeholder involved in achieving that recommendation.

4.1.1.3. Cost Estimates

Estimated costs for the development and/or the completion of business cases/feasibility studies to progress projects have also been outlined. These are estimates only that need to be confirmed by more in-depth analysis.

4.1.1.4. How recommendations were prioritised

4.1.1.4.1. Prioritising the Strategic Initiatives

While all the Strategic Initiatives are considered important, there were a number that were identified during the consultation phase that appear to require more immediate attention. These were selected as the Priority Strategic Initiatives as they address critical issues or opportunities for the Grampians and have been prioritised above others.

4.1.1.4.2. Prioritising the Development Projects

To determine the priority Development Projects, each has been assessed against the weighted criteria outlined in Table 6. A weighted score has been used to reflect that some of the criteria have a stronger positive impact or a higher level of importance to each stakeholder than others.

Where possible, the assessment has utilised quantitative data (particularly for those projects where feasibilities or business cases have been developed). In the absence of such assessments, however, a qualitative assessment has been undertaken based on local knowledge, stakeholder consultation, professional experience, and a general assessment of the perceived benefits. All projects will need to have feasibility studies and business cases to ensure they are viable and able to deliver desired outcomes.

The full project ranking matrices are included in Appendix 4 and 5.

Table 6: Recommendation ranking criteria

Criteria	Score	Weighting	Description
Ability to encourage stronger international visitation	None = 0 Low = 1 Medium = 2 High = 3	2	Projects that are likely to encourage a higher international visitation and generate stronger profile are ranked higher.
Ability to encourage stronger interstate visitation	None = 0 Low = 1 Medium = 2 High = 3	3	Projects that are likely to encourage higher interstate (rather than intrastate and local) visitation are ranked higher.
Ability to grow visitor yield	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that are more likely to encourage visitation by those markets that typically spend more are ranked higher.
Ability to secure government funding for the project	None = 0 Low = 1 Medium = 2 High = 3	2	Projects that may be more likely to secure government funding (capex or opex) are ranked higher.

Criteria	Score	Weighting	Description
Alignment with Experience Victoria 2033	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that align with Experience Victoria 2033 are ranked higher.
Catalyst project to stimulate other investment projects	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that are more likely to encourage additional or complementary investment into other projects are rated higher.
Dispersal of visitors	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are able to encourage higher visitor dispersal throughout the region are ranked higher.
Employment (operational) potential	None = 0 Low = 1 Medium = 2 High = 3	3	Projects that are likely to generate greater employment opportunities once operational are ranked higher.
Estimated visitation	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are likely to generate higher visitation are ranked higher.
Landowner	Parks VIC = 0 Unknown = 1 Council = 2 Other Govt. Agency = 2 Private = 3	2	Projects that are situated on private land are ranked higher because there are likely to be fewer constraints.
Level of private investment required (as a % of total investment)	Very low or None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher.
Level of public investment Required (as a % of total investment)	Very low or None = 3 Low = 2 Medium = 1 High = 0	4	Projects that have a higher public sector investment requirement are ranked lower.
Likelihood to be profiled by Visit Victoria	None = 0 Low = 1 Medium = 2 High = 3	2	The ability of the project to grow the region's destination profile. Projects that may have higher marketing budgets (particularly those run by larger tourism players), as well as highly unique products, are ranked higher.
Regionally significant, all-weather attraction for the Grampians	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that will result in a regionally significant, all-weather visitor attraction for the Grampians are ranked higher.
Requirement for ongoing operational government funding	None = 3 Low = 2 Medium = 1 High = 0	2	If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher.
Short term project commencement	Yes = 1 No = 0	4	If the project is likely to be able to be activated in a shorter period, it is ranked higher.
Uniqueness of product	None = 0 Low = 1 Medium = 2 High = 3	4	The uniqueness of the product is ranked according to whether it is unique across Victoria (ranked higher), across the region, or whether the product is likely to be unique only to the specific area it is situated in (ranked lower).

4.1.2. Theme 1: Nature, Recreation and Wellness

The Grampians is already well recognised for its natural amenity including impressive national parks, walking trails, lakes and waterways. Nature-based tourism is and will continue to be a major driver of visitation for the region.

This theme focuses on recommendations that will continue to showcase and celebrate the Grampians' spectacular natural environment by delivering immersive nature-based experiences through product development and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based and recreational experiences.

It also focuses on the emerging wellness market in the Grampians, which includes geothermal baths, day and overnight spas, and mindfulness retreats. This product has the potential to be packaged with the region's walking products to encourage longer visitor dwell time and stronger yield.

4.1.2.1. Priority Recommendations

The following are the priority recommendations under the Nature Recreation and Wellness Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5.

Dunkeld geothermal bathing experience: Spa tourism is in its relative infancy in Australia but is a growing market and a higher-yielding sector. This growth is underpinned by the increasing affluence of Western society and the desire for self-care. Internationally, there are many examples of successful spa resorts and towns, based on both geothermal and natural mineral water supply, and the market continues to gain momentum.

Victoria offers a climate that makes it ideal to leverage this growth with several higher-quality spa destinations including Daylesford, the Macedon Ranges, and the Mornington Peninsula, as well as various experiences in Melbourne, on the Great Ocean Road, in Gippsland and the Murray region. The Grampians not only offers a climate that is suited to geothermal spa experiences but also has a product base and brand positioning that strongly complements this type of product with its strong nature tourism themes and landscapes. The market attracted to spa tourism is generally a higher-yielding market with a propensity to spend on higher-quality accommodation options and related quality food and beverage services.

The Southern Grampians or Horsham regions appear to be best suited out of the four LGAs for the development of a geothermal spa experience given its ground temperatures and based on geothermal mapping in the region. Both have a geothermal capacity which could offer hot pools and spa facilities.

Dunkeld would be an ideal location given the Royal Mail Hotel's fine dining experience and the strong synergies this has with a high-quality spa experience, but other locations should be tested.

The geothermal spa experience could include a day spa, wellness centre and/or hot pools facility to support the venue being positioned as a holistic health and wellness location. It could also potentially be marketed as a venue for medical tourism to support those recuperating from medical procedures and often staying in nearby accommodation.

This product would strongly complement the GPT offering and could be packaged as part of the experience, enabling walkers to undertake a high-quality spa experience post their walk and as a recovery and relaxation tool.

Indoor activity centre: Aside from free outdoor activities, the region currently offers limited family-friendly activities, and virtually no indoor all-weather experiences, aside from galleries and museums which are very passive in their offering.

While visitors love Halls Gap and its accessibility to Grampians (Gariwerd) National Park, there are limited things to do when the weather conditions make undertaking activities within the National Park problematic.

To leverage Halls Gap's profile as a nature-based recreational hub, and to grow the connectivity between Ararat, Pomonal and Halls Gap, the opportunity exists to investigate the development of an indoor activity centre that would not only provide an all-weather attraction but also a year-round activity for visitors and locals to participate in across all seasons. It is currently proposed that this be developed in Ararat where ARCC are keen to pursue this as a priority investment project.

This facility could offer rock climbing, bouldering, high ropes, aerial courses, trampolining etc. It may also be used as an official training base for institutes of sport with the potential to eventually morph into a high-performance sports centre. It could provide an important training space for various other sportspeople when not in general use so may have several complementary user groups to appeal to.

The ability to offer rock climbing could also potentially address some of the challenges associated with rock climbing in Grampians (Gariwerd) National Park by offering visitors and locals an alternative and safer option.

As this facility could offer a variety of paid attraction uses and government sports centre facilities, it should be developed as a public-private partnership project and with the potential to develop it in stages.

The Bath House Pomonal: The Bath House Pomonal has been proposed by a private developer and is set to open in 2024. It will offer panoramic views of Mount William and Redman Bluff and guests will be allocated one of six private bathing suites which can be booked for up to six people, as well as their own relaxation lounge with gastronomy options and herbal teas.

The project has received grant funding through the state government's Enabling Tourism Fund and should continue to be supported as this will provide the Grampians with an additional all-weather experience that aligns with Experience Victoria 2033.

It is also a potential key project to strengthen the link between Pomonal and Halls Gap as a tourism route to eventually offer a produce trail, cycleway, and walking trail.

Table 7: Theme 1 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
O	Activation of the Wimmera River in Horsham	▪ Identify potential river-based tourism infrastructure and products that could be introduced to further activate the Wimmera River such as kayaking and paddle boarding	$120k	HRCC	Medium term
O	Agridome showcase attraction	▪ Undertake a business case and feasibility to assess the potential for an agridome showcase visitor attraction. ▪ Assess potential grant funding streams that could support the concept.	$12.0m for development and $65k for the business case and feasibility	SGSC	Medium-long tern
O	Ararat Dirt Mountain Bike 12 Hr Race	▪ Prepare a business plan for the future development of the Ararat Dirt Mountain Bike 12-Hr Race as per the Grampians Region Cycling Masterplan.	$100k	ARCC	Medium term
O	Ararat skate park event	▪ Introduce a skate park event that leverages the high-quality Ararat skate park and engages youth.	$45k	ARCC	Medium term
O	Ararat Sky Park	▪ Continue to work with the investor to facilitate the development of the Sky Park experience in Ararat.	$10.0m	ARCC	Medium term
O	Ararat Trails Mountain Bike Park	▪ Continue to work with PV to support the development of Ararat Trails Mountain Bike Park.	$3.0m	PV, ARCC	Medium term
O	Ararat Hill Climb event expansion	▪ Identify potential enhancements that could grow the Ararat Hill Climb event and its profile.	$250k	ARCC	Medium term
O	Dunkeld geothermal bathing experience ⭐	▪ Identify potential sites for the experience. ▪ Prepare investment prospectus to identify opportunities and encourage operators and their investors.	$7.5m	SGSC	Medium term
O	Dunkeld nature playground	▪ Commission the design of a potential nature playground for Dunkeld. ▪ Identify potential grant funding streams to fund the development of the playground.	$250k	SGSC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Equine trails with tours	▪ Audit the equine trails available in the region. ▪ Develop marketing collateral to profile the trails.	$100k	ARCC, HRCC, NGSC, SGSC and GT	Short-medium term
⭕	Expansion of gliding and fixed aviation events	▪ Promote opportunities for gliding and fixed aviation events.	$65k	HRCC	Medium term
⭕	Indoor activity centre ⭐	▪ Identify potential sites that are zoned appropriately for the proposed development of an indoor attraction including potentially a climbing wall, bouldering, trampolining etc ▪ Prepare investment prospectus to identify opportunities and encourage operators and their investors.	$4.5m	ARCC	Short - medium term
⭕	Grampians Road Cycling Granfondo Event	▪ Prepare a business plan for the future development of the Grampians Road Cycling Granfondo Event as per the Grampians Region Cycling Masterplan.	$200k	GT, ARCC, HRCC, NGSC, SGSC	Medium term
⭕	Grampians Rail Trail completion (connection from Stawell to Halls Gap)	▪ Continue to advocate for the completion of the Grampians Rail Trail as per the Grampians Region Cycling Masterplan. ▪ Identify potential grant funding streams to fund the completion of the trail.	$500k	NGRC	Medium - long term
⭕	Great Trail development	▪ Commission the development of the Great Trail Implementation Plan (Stage 1)	$500k	ARCC, HRCC, NGSC, SGSC, GT	Medium term
⭕	Hamilton Botanic Garden playspace profiling	▪ Commission professional media provider to capture high-quality media of the playspace once development is completed. ▪ Incorporate media into destination marketing for the garden and the LGA. ▪ Ensure media is provided to GT and VV for incorporation into regional and state media databases.	$10k	SGSC	Short term
⭕	Horsham Motorcycle Club facility improvements	▪ Work with the Horsham Motorcycle Club to prepare a top-line business case to determine needs and demand for facility improvements including admin block, canteen, and medical facilities. ▪ Identify potential grant funding streams to fund the completion of the upgrades.	$1.5m	HRCC	Medium – long term

Type	Recommendation	Action	Estimated Cost	Who	When
○	Horsham Motorsport Raceway development	▪ Work with the Horsham Motorsport Raceway proponents to prepare a top-line business case to determine the needs and demand for the potential raceway. ▪ Identify potential grant funding streams to fund the completion of the raceway.	$3.6m	HRCC	Medium – long term
○	Implementation of the Volcanic Trail Masterplan (including upgrade of Penshurst Volcanoes Discovery Centre)	▪ Continue to advocate for the implementation of the Masterplan. ▪ Identify potential grant funding streams to fund the completion of the Masterplan.	$9.2m	SGSC	Medium - long term
○	Laharum cycle trail linking native flowers and boutique operators	▪ Audit the boutique operators in the Laharum and ascertain interest in being profiled as part of a trail. ▪ Develop a self-guided trail linking interested operators. ▪ Develop marketing collateral to profile the trail.	$55k for audit and trail link, and $25k for marketing collateral	HRCC	Medium term
○	Kara Kara National Park project	▪ Continue to work with PV to facilitate water management to the top dam (Teddington Reservoir). ▪ Continue to advocate for the completion of the project which includes upgrades to campsites and facilities.	$200K	PV, NGSC, Dja Dja Wurrung Clan	Medium term
○	Multi-use trails across SCSC	▪ Continue to develop the 137 km of missing shared user pathways to provide recreation opportunities for the community	$5.2m	SGSC	Medium - long term
○	Nati climbing festival	▪ Prepare a business plan for the future development of a Nati Climbing Festival in conjunction with industry, with the aim of shaping and proving the viability of the concept.	$65k	HRCC	Medium term
○	Orchid tours, orchid house, and spring flower tours	▪ Develop a series of self-guided tours of the region's orchids and wildflowers and develop digital promotional collateral to support these.	$40k	GT, ARCC, HRCC, NGSC, SGSC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
○	Queen Mary Botanic Gardens heritage precinct	▪ Undertake a beautification and activation plan for the precinct to include additional alfresco seating, landscaping, public art, and wayfinding at the primary entry point from Melbourne via Sunraysia Highway to create a welcoming, first impression of St Arnaud. ▪ Identify grant funding streams to activate the plan ▪ Look to develop a wayfinding trail that communicates St Arnaud's heritage story and links to the Raillery Gallery and Silo Art Trail in addition to the heritage precinct circuit.	$50k for the plan and $500k for activation and marketing	NGSC	Medium term
○	Reassessment of GPT 2-3-day hikes from Dunkeld	▪ Undertake site assessment and development requirements. ▪ Marketing program to encourage Dunkeld as a gateway to the GPT.	$25k for site assessment and $35k for marketing program	SGSC	Short – medium term
○	Recreational fishing and competition	▪ Prepare a business plan to assess the potential of a recreational fishing competition in the region.	$65k	ARCC, HRCC, NGSC, SGSC, GT	Medium term
○	Stawell Gift enhancements	▪ Identify potential enhancements that could further grow the Stawell Gift event and its profile.	$95k	NGSC	Short-medium term
○	The Bath House Pomonal ⭐	▪ Continue to support the operator/developer of the proposal including planning support. ▪ Identify any grant funding sources that may assist the operator/developer.	$4.0m	ARCC	Short – medium term
○	The Zoo Trail development	▪ Complete the detailed design and planning to enable Council to reach a decision on whether to apply for funding to deliver a footpath/cycling trail to link Halls Gap to the Halls Gap Zoo. ▪ If a favourable result, apply for grant funding to implement development.	$500k	NGSC	Medium term
○	Updated entrance way & admin building for Halls Gap Zoo	▪ Identify any grant funding sources that may assist the operator/developer.	$1.5m	NGSC	Short - medium term
○	Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	▪ Continue to advocate for the development of Stage 2 of the Wimmera River Discovery Trail ▪ Identify any grant funding sources that could supply its development.	$2.0m	HRCC	Medium – long term

○ **Development Projects**　　◆ **Strategic Initiatives**　　⭐ **Priority Project/initiative**

4.1.3. Theme 2: First Peoples

The Grampians region has extensive First Peoples' history, with Gariwerd, in particular, being home to the Djab Wurrung and Jardwardjali people for the past 20,000 years.[19] The region is also home to 80% of all First Peoples' rock art in Victoria.[20]

This theme focuses on ensuring the region is guided by the Grampians' First Peoples' communities to support distinctive and authentic First Peoples' experiences, helping to build a greater understanding of First Peoples' stories in both historical and contemporary forms. This will help build awareness of the Grampians', and Victoria's (more broadly), First Peoples' product offering (which is relatively low compared with other jurisdictions such as the Northern Territory and Queensland)[21]. "Being led by Traditional Owners and First Peoples' communities to learn from and celebrate this enduring connection is crucial."[22]

4.1.3.1. Priority Recommendations

The following includes the priority recommendation under the First Peoples' Theme. They have been selected as priority projects using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Brambuk - The National Park and Cultural Centre upgrade[23]**:** This project involves the upgrade of Brambuk's buildings, the rejuvenation of indoor and garden spaces, the development of cultural programs for First Peoples and the creation of new visitor experiences.[24]

The Centre has an important role in the Grampians' visitor economy and in the local community as a place of cultural strengthening, community, learning, heritage conservation, employment, economic outcomes, and connection to Country.

The project also includes commissioning the development of outdoor art installations, which will be located between the Visitor Centre and Cultural Centre buildings.[25] It will bring together the work of artists from the three Gariwerd Traditional Owner communities into one space to share their connection with Gariwerd Country.

There is a need to continue to advocate and support the strategic partnership committee to deliver the upgrade which may enable the centre to offer expanded First Peoples' arts and cultural experiences and programs, new visitor spaces and facilities, and events.

Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators: With the strong regional desire to grow the profile and understanding of the Grampians region as a significant First Peoples' destination, there is a need to ensure that industry is well-trained in the region's First Peoples' extensive history.

The opportunity exists to host a series of workshops with First Peoples' elders and industry operators to enable greater cultural understanding.

Table 8: Theme 2 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	First Peoples' cultural tourism product development	▪ Work with Aboriginal Land Councils (Barengi Gadjin Land Council, Gunditj Mirring Traditional Owners Aboriginal Corporation, Eastern Maar Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation) to facilitate, and foster authentic and unique cultural experiences and share their cultural story with visitors when they are ready to do so. ▪ Support and enable the development of each Land Council's tourism aspirations.	$250k	GT, BGLC, GMTO, EMAC, DDWCAC, ARCC, HRCC, NGSC, SGSC, RDV, VV	Medium – longer term
⭕	Brambuk: The National Park and Cultural Centre upgrade ⭐	▪ Continue to support the strategic partnership committee and advocate for the development of Brambuk.	$7.0m	PV, TOs	Short-medium term

---

[19] https://www.dcceew.gov.au/parks-heritage/heritage/places/national/grampians#:~:text=Known%20as%20Gariwerd%20by%20local,Aboriginal%20art%20motifs%20in%20Victoria
[20] https://www.visitgrampians.com.au/see-do/culture/indigenous-culture/aboriginal-rock-art-sites
[21] Visitor Economy Master Plan Directions Paper, page 27.
[22] Ibid
[23] Brambuk: the National Park and Cultural Centre, Barengi Gadjin Land Council, Eastern Maar, Gunditj Mirring Traditional Owners Aboriginal Corporations and Parks Victoria, page 4.
[24] The project is supported by the Victorian Government through the Department of Jobs, Precincts and Regions.
[25] The project is supported by the Victorian Government through Creative Victoria.

Type	Recommendation	Action	Estimated Cost	Who	When
◆	First Peoples' place names	▪ Collaborate with TOs and Land Councils to advocate for more active use of First Peoples' names.	$80k	RDV, PV, TOs, BGLC, GMTO, EMAC, DDWCAC, ARCC, HRCC, NGSC, SGSC	Short – medium term
○	Horsham public art and First Peoples' interpretive content	▪ Work with BGLC to identify First Peoples' interpretive content that could be introduced to sensitively and appropriately share stories and culture.	$120k	BGLC, HRCC	Short-medium term
◆	Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators ⭐	▪ Organise a series of workshops with First Peoples' elders and industry operators to enable greater cultural understanding.	$45k	RDV, GT, VV, TOs, BGLC, GMTO, EMAC, DDWCAC,	Short term

○ **Development Projects**　　◆ **Strategic Initiatives**　　⭐ **Priority Project/initiative**

Image credit: Brambuk: The National Park and Cultural Centre, Visit Victoria
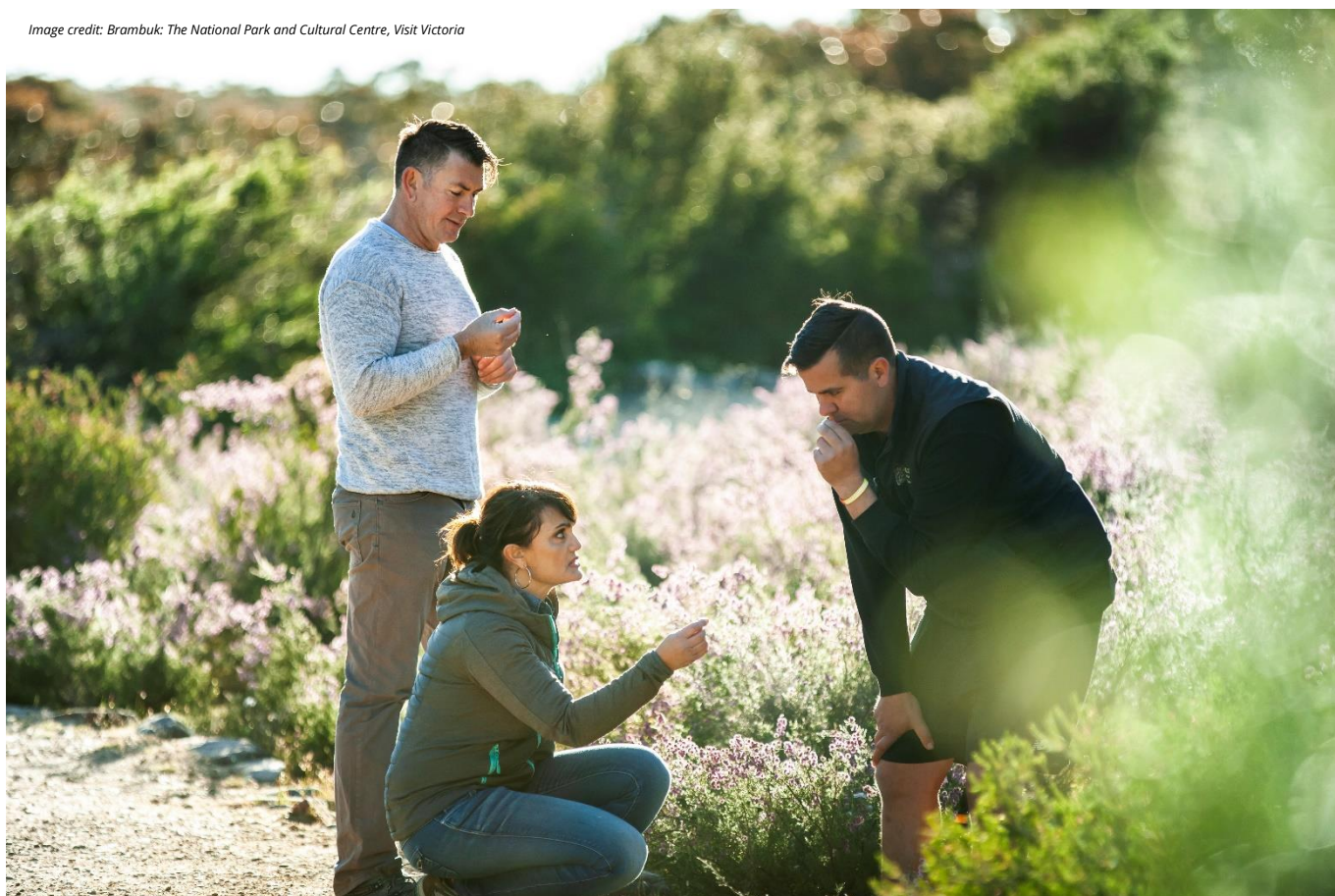
4.1.4.   Theme 3: Food and Drink

The Grampians has an emerging food sector that is building on its long winemaking history. The yield from visitors that engage with food and drink is significantly higher than those visitors who solely engage with nature-based products. Many parts of the Grampians offer productive agricultural areas and there is a growing potential to link produce-to-plate in the region.

This theme focuses on recommendations to elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.

4.1.4.1.   Priority Recommendations

The following are the priority recommendations under the Food and Drink Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Ararat Distillery: The Grampians has a solid profile as a wine production and agricultural region. The potential exists to build on this profile and introduce a distillery.

These types of facilities offer an exciting mechanism to encourage more visitors to stop and stay in the area, especially where the facility can also offer tasting sessions, guided tours, meals and a venue for events and functions which support local community needs as well. Using natural ingredients to create unique tastes, from wildflowers, berries, barks etc, the facility could generate both a very strong local market and a seasonal visitor market.

It is understood that a producer in Ararat is interested in developing a distillery and is working with Council to develop a site. This development should continue to be supported and promoted once introduced.

Chocolatarium: To add to the growing food focus in the Grampians, a producer is also investigating introducing a chocolate factory experience in Ararat termed a 'Chocolatrium' and is in the process of looking for a site. This experience would be unique within the region and could offer a highly complementary product to the region's wine offering.

Council should continue to work with the project proponent to identify sites and assist with grant applications where possible.

Expansion of Grampians Food and Drink Packages: There is a desire by many operators to broaden the product and branding focus of the Grampians from big nature to one supported by its complementary product pillars including food and drink. To do this, the opportunity exists to work with Grampians food and drink businesses to package products that will appeal to a visitor market. These packages need to be bookable and actionable rather than just suggested packages.

It is important to note that generally, although the wine offering within the Grampians region is quite well known and respected, the food offering is seen as far more variable both in the range and quality of food experiences.

Grampians Wine Discovery Centre (showcase and attraction): The Grampians wine region has over 150 years of history, with some of the world's oldest vines and is one of the longest continually producing wine regions in Victoria. While our wine and food offering is growing, the Grampians struggles at times to compete with other larger wine regions because of a lack of visible presence.

Many vineyards and winemakers nationwide indicate they are keen to explore tourism uses on-site but are challenged by issues including insurance, finding sufficient staff and biosecurity issues. This is often the case for more boutique producers.

To help overcome this, the potential exists to develop a regional wine and produce showcase centre or emporium. This could feature the region's vineyards, offer a shopfront for the vineyards and, potentially on a rotating basis, offer tastings. To assist with project commercial viability, a pop-up and seasonal facility is suggested until it can be a permanent facility with secure revenue streams. Because of the strength of some of the food producers/growers in the region (olives etc), the potential also exists to investigate including them in the centre so the facility becomes a true showcase of the best of the Grampians' produce.

Table 9: Theme 3 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Ararat distillery ⭐	• Continue to support the operator/developer of the potential distillery including planning support. • Identify any grant funding sources that may assist the operator/developer.	$7.5m est. for development	ARCC, Operator/ Developer	Medium - long term
⭕	Chocolatarium (chocolate factory) ⭐	• Continue to support the operator/developer of the potential chocolatarium experience including planning support and site identification. • Identify any grant funding sources that may assist the operator/developer.	$5.5m	ARCC, Operator/ Developer	Medium term
🔷	Creation of a regional producer's trail	• Audit and implement the development of a regional producer's trail for the Grampians. • Commission a professional media provider to capture high-quality media of the trail and its providers. • Incorporate the trail into destination marketing for the Grampians.	$65k	GT, ARCC, HRCC, NGSC, SGSC, RDV, DJSIR	Short – medium term
⭕	Expansion of food and drink packages for the Grampians ⭐	• Continue to work with the Grampians' food and drink operators and other tourism businesses (accommodation, attractions, transport) to further broaden the range of bookable food and drink packages available to appeal to the domestic and international markets.	$50k	GT, DJSIR	Short – medium term
🔷	Grampians regional food strategy	• Commission the development of a regional food strategy to identify the strengths of the Grampians as a food region and potential expansion opportunities.	$60k	GT, RDV, DJSIR	Short term
⭕	Grampians wine cellars profiling	• Audit of all regional cellar doors • Development of promotional collateral • Online marketing program	$155k	GT, Grampians Winemakers Inc, Wineries, DJSIR, RDV	Short – medium term
⭕	Grampians Wine Discovery Centre (showcase and attraction) ⭐	• Work with the region's wine and produce sector to consider commissioning a feasibility study assessing the viability of developing a major wine discovery centre	$18.0m (for the new centre)	Grampians Winemakers Inc, Wineries, GT, RDV	Medium - long term
⭕	Horsham brewery	• Continue to support the existing nano-brewery operator to expand to a larger brewery operation including site identification and planning assistance. • Identify any grant funding sources that may assist the operator/developer.	$7.5m (for the new facility)	HRCC, GT, RDV, operator	Medium – long term

⭕ **Development Projects**   🔷 **Strategic Initiatives**   ⭐ **Priority Project/initiative**

4.1.5. Theme 4: Arts and Culture

The Grampians and its various towns and communities have an emerging and quite diverse arts and culture scene. This is evident in the many art galleries, museums, art trails, performing art venues and cultural facilities available throughout the region.

This theme focuses on continuing to develop this emerging regional strength through the expansion and/or revitalisation of existing facilities along with the development of major new products and the improved profiling and connectivity of existing experiences. This will connect visitors with authentic, local experiences and encourage them to disperse throughout the region.

4.1.5.1. Priority Recommendations

The following are the priority recommendations under the Arts and Culture Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Expansion of J Ward Tours: J Ward currently attracts around 10,000 visitors per annum.[26] The attraction is open daily and offers tours operated by the Friends of J Ward. As an indoor, all-weather cultural experience for the region, the potential exists to consider expanding the tour program by investigating ways to refresh the proposition by introducing new tours and new forms of technology to increase its marketability. This could include a comparison against similar attractions globally and looking at best practice features that could be incorporated. There is always a need to refresh and update historic and cultural attraction experiences to also help encourage repeat visitation and attract a wider audience.

Hamilton Gallery revitalisation: Hamilton Gallery, while housing the Shire's significant collection, is no longer fit for purpose to display and store such valuable works with issues including lack of display space for larger exhibitions, storage limitations, climate control issues and limited space for community engagement.

Council is embarking on a redevelopment of the facility to resolve these issues and integrating the site with an adjoining site to create a renewed CBD and a new Gallery at the current site.

The redevelopment will feature a new Digital Hub, Library, Cinema, and office spaces which will also serve as a government hub in Hamilton. Its CBD location will support the broader Council vision for the activation with the development of a vibrant and connected civic precinct.

Table 10: Theme 4 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Ansett Museum feasibility and master plan	▪ Commission the development of a feasibility and master plan to rejuvenate and reimagine the Ansett Museum experience to make it a more diverse and appealing visitor experience.	$250k	Ansett Museum, SGSC	Medium term
⬤	Art, laneways, and culture tours of Horsham	▪ Develop a series of self-guided art, laneways and culture tours of Horsham and promote these via an online interactive map. ▪ Seek operator interest to run the guided art, laneways, and culture tour of Horsham.	$45k	HRCC	Medium term
◆	Dark Matter Discovery Centre	▪ Continue to support the potential development of a Dark Matter Discovery Centre for Stawell which would create a unique, all-weather attraction for the region.	$2.0m	NGSC	Medium term
⬤	Elevation of the Nati Frinj Biennale (greater profiling)	▪ Work with Nati Frinj Biennale operator to further elevate the profile of the event including via new marketing channels not previously explored.	$95k	HRCC, GT, Nati Frinj Biennale operator	Short-medium term

---

[26] https://www.jward.org.au

Type	Recommendation	Action	Estimated Cost	Who	When
⬤ ⭐	Expansion of J Ward Ghost Tours ⭐	▪ Complete a market demand assessment of J Ward's current tour program and penetration rates. ▪ Complete a benchmarking assessment of other similar facilities globally to compare offerings. ▪ Identify potential opportunities to introduce new tours and products at the facility to grow market penetration.	$100k	J Ward, ARCC	Short – medium term
◆	Grampians culture passport ticket	▪ Undertake top-line demand and cost assessment for a regional cultural passport ticket. ▪ If the concept is viable, host a workshop with all Councils and cultural facilities to gauge buy-in and interest and to promote the potential benefits.	$45k	GT, RDV	Short-medium term
⬤	Hamilton Gallery revitalisation ⭐	▪ Continue to support and advocate for the planned redevelopment of the Hamilton Gallery.	$4.0m	SGSC	Medium term
⬤	Hamilton Gardens weekends (public and private)	▪ Working with Hamilton's gardens and potentially transport operators, provide a series of packaged garden tours, and look to re-establish the Hamilton Gardens Weekends.	$50k	SGSC	Short term
⬤	Railway station/silo art	▪ Look to develop a precinct starting point for the St Arnaud Mural Trail at the Raillery Hub. ▪ Develop a wayfinding Mural Trail to encourage dispersal through the town. ▪ Collaborate with St Arnaud's artistic community groups to develop a proposal for interpretive wayfinding.	$250k	RDV, NGSC	Short-medium term
◆	Regional Dark Tourism Strategy	▪ Develop a dark tourism strategy that pulls together the region's dark tourism product and identifies the best leverage opportunities.	$300k	GT	Short – medium term
◆	Silo trail profiling for Horsham	▪ Commission professional media providers to capture high-quality media of the silo assets in the LGA. ▪ Incorporate silo media into destination marketing for the LGA. ▪ Ensure silo media is provided to GT and VV for incorporation into regional and state media databases.	$65k	HRCC	Short-medium term
⬤	Story of gold fields and link to the current gold mine	▪ Commission professional media providers to capture high-quality media of the gold fields and mining story in the LGA. ▪ Incorporate this media into destination marketing for the LGA. ▪ Develop self-guided gold field tours incorporating this media.	$150k	NGSC	Medium term
◆	Underground physics lab promotion	▪ Continue to support the ongoing development of the Stawell Underground Physics Laboratory and profile its achievements (with data collection noted as having begun in 2023).	$20k	NGSC	Short-medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	WAMA - National Centre for Environmental Art	▪ Continue to support and advocate for the development of WAMA. ▪ Profile the facility's development as it occurs to build awareness and excitement.	$9.0m	NGSC	Short - medium term
⭕	Wesley Performing Arts Centre Refurbishment	▪ Update the business case to support the refurbishment of the Wesley Performing Arts Centre ▪ Identify grant funding sources to support the redevelopment	$2.0m	HRCC	Medium-long term

⭕ **Development Projects**   🔷 **Strategic Initiatives**   ⭐ **Priority Project/initiative**

Image credit: Hamilton Gallery, Visit Victoria
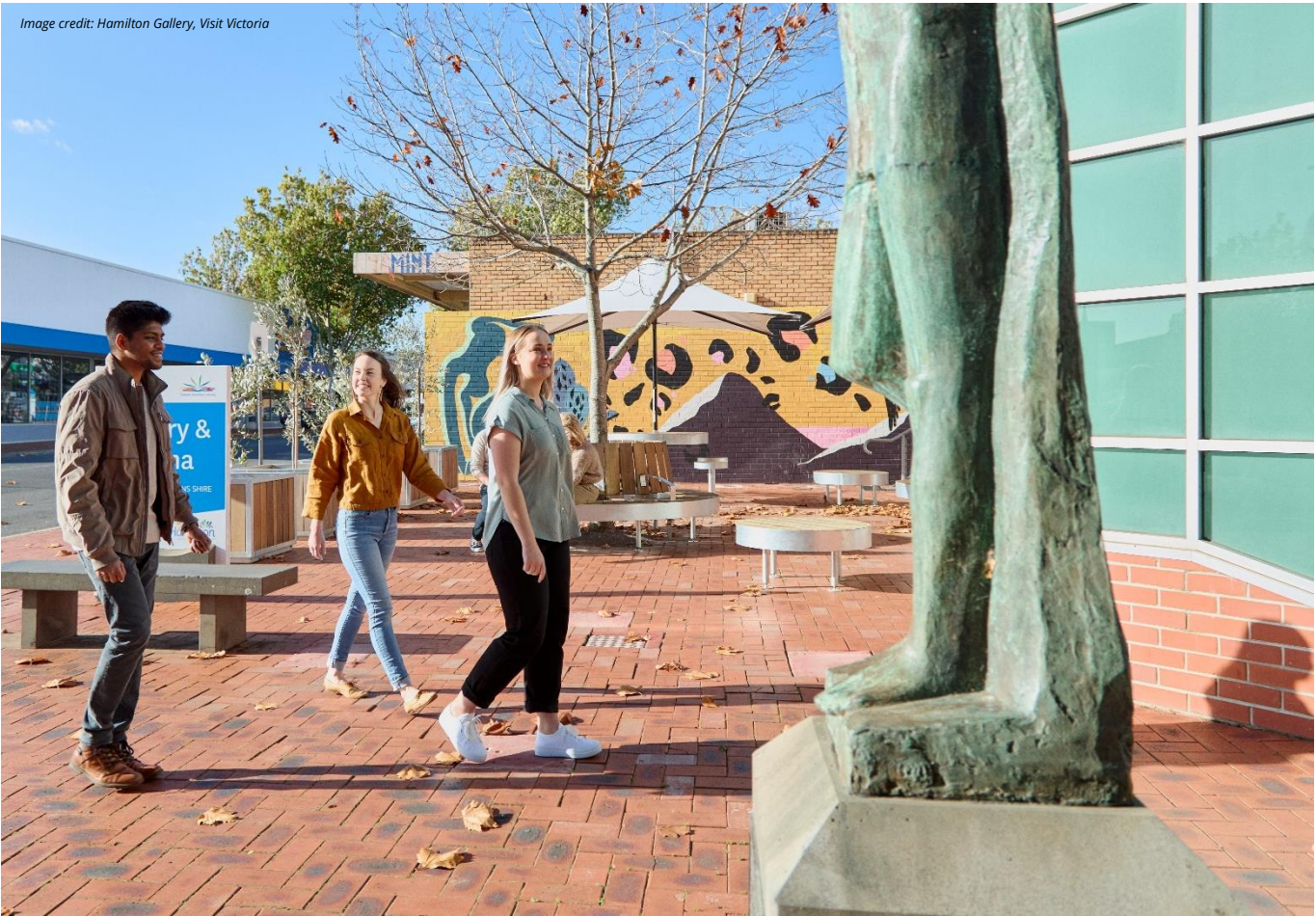
4.1.6.   Theme 5: Regional Accommodation

The quality of accommodation throughout regional Victoria remains a challenge, with 68% of regional accommodation being budget or mid-scale.[27] There are a number of gaps in the Grampians' accommodation offering. These gaps include the typology of properties on offer along with the size/scale of product offered. To continue to appeal to a contemporary visitor market and grow visitor yield, there is a need to stimulate investment into existing accommodation stock and to introduce new accommodation properties.

This theme focuses on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, glamping-style accommodation along with the retrofitting of existing properties.

4.1.6.1.   Priority Recommendations

The following are the priority recommendations under the Regional Accommodation Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

4-star accommodation at Halls Gap: A new 4-star facility would fill a product gap in the marketplace and offer an accommodation option to meet the needs of the growing family market along with the higher-end RV and caravan niche market who regularly aim for a few nights out of their vehicles if the option of nice accommodation is available to them. There is also a regular business traveller market in Halls Gap travelling through the region.

The majority of accommodation categories for the visitor market in the region are currently limited to mostly more traditional-style 3-star motels, pub accommodation and small-scale B&Bs. Northern Grampians is missing a newer, higher-quality property to attract a higher-yielding market and complement the stunning natural environment and GPT amenities.

Though feasibility analysis is required, based on regional market demand and product gap assessments, a facility offering 40 to 60 units/rooms is potentially needed to meet forecast demand. Therefore, designing a facility that can include a potential two-stage development extension when demand is shown for this, could be a prudent option.

Several possible sites could be considered, and Council is keen to work with potential developers and investors to ensure an optimum location is found.

Ararat, Hamilton, Horsham, and Stawell branded CBD accommodation: The majority of accommodation typologies for the visitor market in Ararat, Hamilton, Horsham, and Stawell are restricted to motels, pub accommodations and some caravan parks. As outlined previously, the region has a lack of larger, higher-quality accommodation properties to cater for changing visitor market expectations.

For both these LGAs, a 3.5 - 4-star branded facility is suggested, of no less than 30 rooms for Stawell, 60 rooms for Hamilton and 80 rooms for Ararat and Horsham to meet the needs of the leisure market and the regular business traveller market.

A branded property is suggested for several reasons, including the following:

- They bring with them existing databases of customers who often only stay in their brand of property so achieve higher occupancy levels
- They have strong marketing budgets that are not only used to market the property but also their respective locations
- They offer a stronger well-maintained quality standard and are often required to reinvest regularly to ensure that the standard is maintained.
- These LGAs do not currently have a branded property and there are very few available throughout the broader region so this could have a far wider regional appeal as well for various markets.

Designation of sites for worker accommodation and packaging of these to investors: A major product gap identified for the Grampians is longer-term housing accommodation for a range of workers and residents. A mix of accommodation options is required to cater for single workers, couples and families and noting that there is a wide range of businesses who are needing accommodation.

There are very few properties in the region currently to rent and what is generally available is often old and somewhat unappealing. Businesses have expressed the challenge of finding and retaining staff due to the lack of suitable housing. The potential exists to investigate designating specific sites across the region for the development of worker accommodation and packaging these as "shovel ready" for investors to create a worker's accommodation village (possibly using prefabricated structures), where businesses can rent facilities long term.

It is noted that due to the significant pent-up demand for worker's accommodation, rents in the region have risen significantly, offering developers and investors attractive returns on investment

---

[27] STR August 2022

for longer-term rental periods, especially with guaranteed lease arrangements with local businesses.

Dunkeld luxury units: To bookend the GPT and in conjunction with the proposed Mount Zero Resort at the Northern gateway, the opportunity may exist for an off-park lodge at Dunkeld or surrounds to offer a Southern accommodation anchor for the trail. The lodge could comprise a 3-star eco-style property with 20 to 30 rooms. It could offer GPT walkers a place to stay post-walk and also allow shorter walks to be undertaken on the trail with walkers staying at the eco-style property, as not everyone will want to walk the entire 13-day trail but may wish to consider shorter options including half and full day walks in the region.

Great Western accommodation development (60 rooms): Great Western in the Northern Grampians Shire has a lack of commercial accommodation. As a result, visitors mostly travel to the town for day trips, often to visit the wineries and cellar door experiences. Economic leakage occurs because the bulk of visitor spending occurs outside of Great Western with overnight accommodation and meals elsewhere.

It is understood that a developer is keen to introduce a 60-room accommodation facility within the town and is currently seeking investor support. This should continue to be supported to maximise the economic uplift from tourism for Great Western.

Mount Zero Resort (Stage 2): Stage 1 of Mount Zero Resort has received an $8.5 million investment as part of the State Government's Regional Tourism Investment Fund. The $26.2 million project will feature 40 luxury accommodation villas, a restaurant, a café, a spa and wellness facility and plunge pools[28] and is set to open in 2024.

Stage 2 of the project includes a series of glamping pods, camping opportunities along with supporting facilities. Because of its connectivity to the northern end of the GPT, its ability to act as the northern anchor for the trail and the diversity of accommodation the project will offer, this should continue to be supported and advocated for to enhance the profile of the GPT and encourage stronger visitation and related spend in the region.

Table 11: Theme 5 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⬤	4-star accommodation at Halls Gap ⭐	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors. ▪ Prepare investment prospectus for sending to investors	$45.0m for development and $65k for feasibility and business case	NGSC	Medium – long term
◆	Advocate for/encourage motel retrofitting	▪ Host an annual workshop in each LGA with motel and accommodation operators to promote the benefits of accommodation retrofitting, demonstrating case studies of success and where this has led to improved ROI and demand	$45k	ARCC, HRCC, NGSC, SGSC, VV, RDV, GT	Short - medium term
⬤	Ararat CBD branded accommodation (80+ rooms) ⭐	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors. ▪ Prepare investment prospectus for sending to investors.	$45.0m	ARCC	Medium - long term
⬤	Chalambar Golf Club accommodation and tourism feasibility study	▪ Engage a consultant to develop a feasibility study for the golf club to assist with identifying a vision and pathway forward for the facility.	$75k for study	ARCC, golf club	Medium term
◆	Designation of sites for worker accommodation and packaging of these to investors ⭐	▪ Work with Councils to identify potential sites that are suitable for marketing the development of worker accommodation. ▪ Develop a prospectus to take to worker accommodation investors.	$120k for site determination, planning study and investment prospectus	ARCC, HRCC, NGSC, SGSC, GT, RDV	Short - medium term

---

[28] https://www.premier.vic.gov.au/mount-zero-project-set-transform-grampians

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Destination holiday park	▪ Complete pre-feasibility assessing the viability of, and potential sites for, a destination holiday park. ▪ If shown to be viable, take pre-feasibility to potential major destination holiday park operators to gauge interest.	$18.0m	ARCC, HRCC, NGSC, SGSC, GT	Medium – long term
⭕	Dunkeld luxury units ⭐	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors ▪ Prepare investment prospectus for sending to investors.	$7.0m for development, $65k for feasibility and business case	SGSC	Medium – long term
⭕	Great Western accommodation development (60 rooms) ⭐	▪ Support the existing developer/investor to achieve required planning approvals (where these meet Council requirements). ▪ Provide data for any planning and feasibility work required.	$20.0m	NGSC	Short - medium term
⭕	Glamping pods	▪ Undertake a pre-feasibility study looking at the development of glamping pods in the region.	$6.5m	ARCC, HRCC, NGSC, SGSC, GT	Medium – long term
⭕	Hamilton CBD branded accommodation (60+ rooms) ⭐	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors. ▪ Prepare investment prospectus for sending to investors.	$35m for development, $65k for feasibility and business case	SGSC	Medium – long term
⭕	Heritage accommodation in St Arnaud	▪ Undertake a site assessment to determine potential sites suitable for heritage accommodation in St Arnaud. ▪ Develop a top-line feasibility study. ▪ If feasible, prepare an investment prospectus to identify opportunities and encourage operators and their investors.	$40k for top-line feasibility study and site assessment	NGSC	Medium – long term
⭕	Horsham CBD branded accommodation (80+ rooms) ⭐	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors ▪ Prepare investment prospectus for sending to investors.	$45m for development, $65k for feasibility and business case	HRCC	Medium – long term
🔷	Investigate challenges and ways to address short-stay housing impacts	▪ Investigate challenges and identify a feasible response/mechanism to address short-stay housing impacts on accommodation offering, workforce availability, infrastructure, destination marketing and investment, that leverages the greatest local benefit.	$35k	ARCC, HRCC, NGSC, SGSC, VV, RDV, GT	Short - medium term
⭕	Mount Zero Resort (Stage 2) ⭐	▪ Continue to support Stage 1 of development. ▪ Advocate for the funding and development of Stage 2 of Mount Zero Resort.	$10m	HRCC	Short - medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Red Rock Olives high-end villa accommodation	▪ Support the existing developer/investor to achieve required planning approvals. ▪ Provide data for any planning and feasibility work required.	$15.3m for development and $25k for planning assistance	ARCC	Medium – long term
⭕	Red Rock Olives worker accommodation	▪ Support the existing developer/investor to achieve required planning approvals (where these meet Council requirements). ▪ Provide data for any planning and feasibility work required.	$750k for development and $25k for planning assistance	ARCC	Medium – long term
⭕	Silo accommodation at Mill Street Silos (feasibility study)	▪ Investigate the opportunity to convert Mill Street silos into a unique form of destination accommodation through a feasibility study. ▪ If feasible, prepare an investment prospectus to identify opportunities and encourage operators and their investors.	$65k for feasibility study and investment prospectus	HRCC	Medium – long term

⭕ **Development Projects**   🔷 **Strategic Initiatives**   ⭐ **Priority Project/initiative**

4.1.7. Theme 6: Identity, Marketing and Placemaking

There is a strong desire by stakeholders throughout the Grampians to raise awareness of the Grampians and the diversity of products on offer. Consumer research has found that the region has particularly low brand recognition in the Melbourne market, one of the key, higher-yielding source markets for the region.

To grow the reputation of the Grampians as an overnight holiday leisure destination, effort needs to continue to be directed towards building the identity of the Grampians. This should be focused on the core strengths and the emerging strengths of the region including nature, recreation, lakes and waterways, First Peoples, food and drink and art, culture, and heritage.

This theme focuses on building a strong brand identity as well as initiatives to improve the sense of place to ensure the Grampians, and its various towns, are recognised as a compelling holiday destination. Creating rich and active places across the seasons, a vibrant night-time economy and a sense of place will rewrite the Grampians' narrative.

This theme also identifies planning process initiatives required to ensure that place-making and tourism investment is as integrated and barrier-free as possible.

4.1.7.1. Priority Recommendations

The following are the priority recommendations under the Identity, Marketing and Placemaking Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Grampians (Gariwerd) National Park Public and Private Investment Strategy to support regional dispersal and Central Corridor Experience Masterplan: An investment strategy that involves the ability to attract both State Government funding and industry operator funding is warranted to support regional visitor dispersal and encourage filling of product gaps and services needed to encourage stronger sustainable visitation within the Grampians (Gariwerd) National Park. In turn, the investment strategy needs to link to a central corridor experience masterplan which identifies the critical nodes for activities and different forms of investment required into tourism-based amenities and facilities.

This approach would aim to not only determine what activities and facilities would be required and where they could be located and clustered, but also how they might be developed and invested in, by whom, and with what likely returns on investment, so a highly pragmatic approach is shown. Good comparative examples from other national park locations in Australia and overseas would need to be shown to illustrate workable models for public and private investment options, both in-park and also on its periphery where this is possible.

Greater marketing and profiling of the GPT at a state and national level: The investment into the GPT has been extensive and has resulted in a world-class walking trail in a pristine and nationally significant environment. The anecdotal feedback indicates that the numbers undertaking the GPT are far lower than forecast and that some parts of the GPT are less well-known and aren't seen as adequately profiled.

To generate greater visitation, a marketing strategy and promotional program dedicated to profiling the trail and supporting services and amenities (transport services to/from the GPT, cafes and restaurants to access nearby, accommodation options etc) needs to be developed with an appropriate marketing budget.

Greater tourism destination marketing campaign funding to encourage dispersal: The Grampians region comprises 4 LGAs, yet the majority of visitation is concentrated around Halls Gap as the recognised gateway to the GPT. There are, as identified, several different products to experience in the wider region including water and lake-based experiences, food trails and winery cellar doors etc. Greater marketing campaign funding is required to support a move to encourage greater visitor dispersal throughout the four LGAs and to encourage longer length of visitor stay and higher spending patterns in the region.

This is likely to require campaign contributions from industry operators, councils and council-owned entities, state government agencies and other groups.

Regional visitor servicing strategy: The approach to visitor servicing across the Grampians region is diverse and there is little synergy occurring. Because of the dramatically shifting landscape that is visitor services, it is recommended that a regional visitor servicing strategy is undertaken to develop a more cohesive and integrated approach. This could include the following.

- Assessing current VIC performance across the region (i.e., utilisation, penetration rates, financial performance, digital performance etc.).
- Shifting to potentially a stronger focus on the provision of online information through the region's destination websites.
- There is a need to ensure that updated and relevant information is provided across all visitor information channels, including to trade and tourism operators outside the region.
- Identifying mobile coverage "dead spots" to ensure that physical visitor information is provided in these locations.
- Improving wayfinding and signage to encourage greater visitor dispersal throughout the region.
- Investigating new and more flexible options to deliver visitor information services including mobile visitor information services, automated information containers/kiosks, high-

quality digital information platforms and co-locating visitor information services with other facilities such as art galleries, museums, and libraries.

- Coordinating any local destination websites to ensure that a consistent and accurate message is offered to those interested in visiting.
- Investigate initiatives that leverage the knowledge of the area held by semi-retired and retired community members and develop a "roving ambassador" program to assist visitors during peak season periods, events etc.
- Assessing alternative roles that VICs can fulfil such as being emergency coordination centres.

Review of LGA planning schemes: Each of the four LGAs within the region would benefit from a review of their planning schemes to introduce more user-friendly mechanisms to support tourism development requirements on rural and/or agricultural land. The cost and time to undertake planning scheme reviews will require state government funding assistance as no council within the region is adequately resourced to undertake such a review without funding assistance to cover the cost of engaging specialists to undertake this work.

For most councils, the majority of land is designated as rural, or zoned strictly for agricultural purposes. This effectively makes it extremely difficult for landowners to introduce core tourism and ancillary development such as worker accommodation, eco-cabins, glamping, walking and cycling trails across farmland and farm gate agritourism experiences.

Tourism Investment Marketing Campaign: GT, in conjunction with each of the councils within the region, created a Grampians Strategic Tourism Investment Plan in 2021-2022. Although a quality tourism investment prospectus was launched as a regional sell document for tourism development, a dedicated marketing campaign is required to help raise awareness of the opportunities to Victorian investors, those from other states and territories, and to also promote the opportunities via Trade Offices offshore.

The marketing campaign should also cover the options of holding investor forums in locations where investment companies are mostly based, such as Melbourne, Sydney, and Brisbane, as well as offering a program of encouraging visits by investors and their advisers to the Grampians to see opportunities on the ground.

Table 12: Theme 6 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Activation of the Green Lake Recreational Precinct Vision Plan	- Identify grant streams and apply to these to fund the implementation of the Vision Plan	$300k	HRCC	Medium term
🔷	Advocate for free ATDW listing state-wide	- Advocate to State Government on the need to continue offering the tourism sector with free listings on the ATDW	n/a	GT	Short term
🔷	Advocate to streamline State Government planning process	- Continue to collectively advocate to State Government planning regarding the need to streamline the planning process and the blockages that are occurring	$40k	GT, ARCC, HRCC, NGSC, SGSC, RDV, DJSIR	Short term
⭕	Ararat Town Entrance enhancements	- Complete designs for Ararat town entrance enhancements - Allocate funding in future budget(s) for enhancements	$300k	ARCC	Medium - long term
🔷	Assessment of Horsham VIC location	- Complete an assessment of the location of the Horsham VIC to see whether relocation is optimal.	$25k	HRCC	Short-medium term
🔷	Destination branding for LGAs in partnership with GT	- Commission the development of destination branding for the four LGAs to better align with the regional destination branding. This should be done in close collaboration with tourism operators to ensure buy-in.	$160k	GT, ARCC, HRCC, NGSC, SGSC	Short-medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Events toolkit for each LGA	▪ Develop an events toolkit for each LGA to demonstrate that each is 'open' for events and to make event planning easier for event organisers.	$20k	GT, ARCC, HRCC, NGSC, SGSC	Short term-medium term
◆	Further profiling and development of the Haven Market	▪ Identify opportunities to further profile and enhance the Haven Market.	$25k	HRCC and operators	Short-medium term
◆	Grampians (Gariwerd) National Park Private Investment Strategy	▪ Develop a strategy via PV to identify and encourage different forms of private tourism investment to support the growth potential of GPT	$50k	PV, RDV, GT	Short term
◆	Grampians (Gariwerd) National Park Public and Private Investment Strategy to support regional dispersal and Central Corridor Experience Masterplan ⭐	▪ Develop a GPT central corridor experience masterplan that links private tourism products to public infrastructure so the GPT is integrated well into the visitor economy.	$150k	PV, GT, NGSC	Short – medium term
◆	Grampians enhanced and cohesive social media presence	▪ Undertake an audit of the Grampians' destination marketing presence on social media with a view to consolidating this to improve market cut-through and ROI.	$40k	GT, VV, ARCC, HRCC, NGSC, SGSC	Short term
◆	Greater marketing and profiling of the GPT at a state and national level ⭐	▪ Advocate for greater marketing and profiling of the GPT at a state and national level ▪ Aim to secure funding to profile the GPT via inflight publications, in major tourism-traveller publications online, via relevant websites etc	$150k	PV, GT, VV	Short-medium term
◆	Greater tourism destination marketing campaign funding to encourage dispersal ⭐	▪ Advocate for greater tourism Destination Marketing Campaign funding to encourage visitor dispersal ▪ Package up tours and products to illustrate regional dispersal options	$80k	GT, ARCC, HRCC, NGSC, SGSC, RDV	Short term
◆	Hamilton Botanic Gardens profiling	▪ Stronger profiling of the Hamilton Botanic Gardens through the introduction of garden tours, enhanced signage, and new events.	$35k	SGSC	Short term
◆	Map of regional trail running network	▪ Develop a digital map that profiles the region's trail-running network.	$15k	RDV, GT	Short-medium term
◆	Marketing to car clubs and associations (classic, vintage, veteran)	▪ Develop a direct marketing campaign targeted at car clubs and associations profiling the region's drive trails and appropriate packages.	$50k	GT, NGSC, VV	Short-medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Napier Street retail facades	▪ Host a visioning workshop to gauge the will of current owners to participate in a restoration program and demonstrate the benefits of a restoration program. ▪ Identify grant funding streams to undertake a program of restoration for the facades on Napier Street. ▪ Commission a specialist to develop a program of restoration including a heritage architectural master plan.	$500k	NGSC, builder owners and private investors	Medium-long term
🔷	One Tree Hill Master Plan	▪ Undertake the development of a master plan for One Tree Hill Master Plan in collaboration with local Traditional Owners, noting that while this is a Parks Victoria site, Parks Victoria supports the development of a master plan by Council.	$120k (to develop a master plan)	ARCC	Medium term
🔷	Promotional campaign focusing on non-Grampians National Park assets	▪ Develop a marketing campaign that is specifically focused on non-GNP assets including rock lands, volcanic lakes and plains, and waterfalls. ▪ Deliver the campaign over two years.	$65k	PV, GT, ARCC, HRCC, NGSC, SGSC	medium term
🔷	Regional visitor servicing strategy ⭐	▪ Undertake regional visitor servicing strategy to reassess visitor servicing needs and the various options for delivery.	$100k	ARCC, HRCC, NGSC, SGSC, GT	Short-medium term
⭕	Restaurant & function centre on the river edge	▪ Undertake a site analysis to identify an appropriate site for the restaurant & function centre ▪ Develop a prospectus to take to investors to promote the opportunity ▪ Offer site either on a long-term lease basis or as a freehold site.	$15k for site analysis and $8.0m (to develop by private investor)	HRCC	Short-medium term
🔷	Review of LGA planning schemes ⭐	▪ Secure grant funding for reviews of LGA planning schemes to introduce tourism development on rural/agricultural land.	$100k	RDV, VPA, GT, ARCC, HRCC, NGSC, SGSC	Short – medium term
🔷	Tourism awareness (value of the visitor economy) campaign for residents	▪ Raise community awareness of the value and importance of the visitor economy as a mechanism to support community social licence, economic outcomes, and environmental and cultural benefits.	$40k	ARCC, HRCC, NGSC, SGSC, GT	Medium term
🔷	Tourism investment marketing campaign ⭐	▪ Secure additional funding for a dedicated promotional campaign.	$120k	GT, RDV	Short term
🔷	Tourism planning zones study	▪ Undertake a study across the region to develop dedicated zones to support new tourism development.	$65k	GT, ARCC, HRCC, NGSC, SGSC, VPA, RDV	Short term

⭕ **Development Projects** 🔷 **Strategic Initiatives** ⭐ **Priority Project/initiative**

4.1.8. Theme 7: Industry Development and Collaboration

The Grampians' operators are dispersed across a large region in many different towns and nodes. It is important that the industry is supported to meet visitor expectations and create a seamless visitor experience.

This theme focuses on fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong, empowered and visitor-ready industry across the region.

Importantly, to deliver many of the recommendations under this theme, it will require further ongoing State Government funding assistance.

4.1.8.1. Priority Recommendations

The following are the priority recommendations under the Industry Development and Collaboration Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Industry development training (customer service, product/experience development, social media, marketing, grant application writing): Almost all operators in the tourism sector in the region are micro-to-small operators. Capability development should be a significant focus to work towards growing the leisure market and also the international visitor market. An area of focus is digital capabilities to ensure we can collectively lift the region's profile online and enable our visitor sector businesses – including hospitality and retail – to effectively market themselves and leverage tools and grant programs available.

The types of support required are likely to include (but not be limited to):

- programs focused on regenerative tourism practices, experience development and storytelling including our First Peoples' connection and stories, and across the key visitation drivers of Nature/GPT, Arts & Culture, Food & Drink, etc.;
- customer service upskilling and the development of both business capabilities and sustainable business practices;

- help in clustering and bundling experiences to make itineraries interesting and appealing;
- programs focused on social media and how to correctly utilise the various social media tools available (including what tool is best for specific types of marketing);
- grant writing support;
- help participating in additional programs to develop product offerings;
- providing the opportunity to network along the value chain to develop relationships with other suppliers.
- ATDW training to ensure the product is listed on the appropriate state and national tourism websites; and
- programs on understanding the difference between start-up, market-ready, accredited, and export-ready tourism products.

Development Approval Concierge for tourism businesses: Businesses and investors have identified the need for the development approvals (DA) process across the region to be more effective and efficient and thus streamlined. A regional business concierge could be employed that supports developers and businesses in the planning process. The concierge could work across the region on a part-time basis, but this would require buy-in from each council to achieve coordinated outcomes. It may also require support from State Government to help seed fund the concept as well.

Table 13: Theme 7 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	"Our Grampians" Ambassador program	- Develop and roll-out an "Our Grampians" local ambassadors to promote local products and destinations.	$65k	ARCC, HRCC, NGSC, SGSC, GT	Short – medium term
◆	Australian Tourism Accreditation Program (ATAP) awareness and participation	- Increase GT businesses' awareness of the Australian Tourism Accreditation Program (ATAP) by profiling the program, its benefits and case studies.	$20k	GT	Short term
◆	Careers expo for tourism and hospitality	- Introduce an annual careers expo focused on the tourism and hospitality sector working with Grampians' businesses and local schools and training institutions.	$55k	GT, RDV, DJSIR, ARCC, HRCC, NGSC, SGSC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Careers marketing event program	▪ Develop a careers marketing event program aimed at year 7-8 students, their parents, and careers advisors to promote and encourage career paths in the sector.	$55k	GT, RDV, DJSIR, ARCC, HRCC, NGSC, SGSC	Short-medium term
◆	Connecting VCAL students with tourism businesses	▪ Connect tourism businesses in the Grampians with Year 11 and 12 students undertaking VCAL studies and promote opportunities for work experience.	$15k	GT, RDV, DJSIR, ARCC, HRCC, NGSC, SGSC	Short-medium term
◆	Development Approval Concierge for tourism businesses ⭐	▪ Identify potential grant funding streams that could be applied to fund the Concierge position. ▪ Work with each Council to develop a role description for the position. ▪ Go to the market to advertise for the position.	$127k (over three years) for p/t staff member	GT, ARCC, HRCC, NGSC, SGSC, RDV	Short term
◆	Digital recruitment training for Grampians operators	▪ Host a series of workshops with Grampians operators focused on digital recruitment training techniques.	$45k	ARCC, HRCC, NGSC, SGSC, GT	Short-medium term
◆	Distribution of SpendMap data	▪ Distribute SpendMap data to businesses on a bi-annual basis to show businesses consumer spending trends throughout each LGA (for those LGAs that subscribe).	$12k	ARCC, HRCC, NGSC, SGSC, GT	Short-medium term
◆	Expanding in-region tourism training opportunities for locals	▪ Work with local providers to expand in-region training opportunities including building a business case for more in-region training to grow local skills to support a broader range of roles and support out-of-the-box employment. ▪ Undertake an annual skills needs survey in collaboration with registered training organisations (RTOs) to build a business case for more in-region training and gain an understanding of the current skills needs.	$20k	ARCC, HRCC, NGSC, SGSC, GT, RDV, DJSIR	Short-medium term
◆	Explore the potential for labour exchanges across the region	▪ Review the results of the skills needs survey. ▪ Explore the need for and practicality of a labour exchange program in consultation with RTOs, DJSIR, RDV ▪ Work with operators who expressed an interest to support the take-up of the program.	$35k	ARCC, HRCC, NGSC, SGSC, GT, RDV, DJSIR, VV	Medium term
◆	F&B and tourism operator ATDW & digital awareness readiness	▪ Host a series of workshops in each major town in collaboration with VV and/or ATDW to promote the importance of the ATDW and its benefits. ▪ Host an annual ATDW sign-up day in each town to demonstrate to operators how to self-list.	$20k	GT, ARCC, HRCC, NGSC, SGSC	medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	F&B roster development	▪ Work with F&B operators in each major town to get buy-in from those interested in signing up for an F&B roster system. ▪ Work with operators to develop the roster. ▪ Profile those operators who are involved in the roster system.	$20k	ARCC, HRCC, NGSC, SGSC, GT	Short – medium term
◆	Food & Wine Appreciation training program	▪ Provide targeted training and support for F&B operators to upskill.	$40k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Short - medium term
◆	Grampians "Employer of Choice" program	▪ Develop a Grampians "Employer of Choice" program. ▪ Profile these employers to help boost recognition.	$25k	ARCC, HRCC, NGSC, SGSC, GT	Short – medium term
◆	Industry forums focused on workforce issues	▪ Deliver a series of industry forums to gain an understanding of the current skill needs and gaps.	$35k	GT, RDV, DJSIR, ARCC, HRCC, NGSC, SGSC	Short- medium term
◆	Industry development training (customer service, product/experience development, social media, marketing, grant application writing) ⭐	▪ Work with DJSIR to develop a region-wide industry training program for tourism industry operators. ▪ Leverage the $34m State and Federal investment in the Grampians Peaks Trail by implementing a targeted LTO training program for operators keen to commence operations on the trail or existing operators wanting to upskill further.	$100k	GT, DJSIR	Medium term
◆	Innovative and flexible employment opportunities	▪ Continue to raise awareness of the availability of support programmes for 'out-of-the-box' employment including the Pacific Australia Labour Mobility (PALM) scheme through the distribution of regular email updates. ▪ Review the range of information-sharing channels (including meetings, newsletters, and other tools, e.g., the LinkedIn Network) for employers to find the best ways of getting information to the industry and for the industry to share information, issues, and opportunities. This includes the promotion of success stories of local staff and tourism careers.	$25k	ARCC, HRCC, NGSC, SGSC, GT, RDV, DJSIR	Short - medium term
◆	Local employment opportunities	▪ Focus on local employment (where possible) including previously unemployed local staff (mature workers, mothers returning to work part-time, youth, First Peoples, and people with disabilities).	$20k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Small Business Bus by Business Victoria profiling	▪ Profile the Small Business Bus by Business Victoria and encourage industry operators to utilise the service.	$10k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Medium term
◆	Southern Grampians local tourism group	▪ Re-establish the Southern Grampians local tourism group.	$20k	GT, SGSC, industry	Short-medium term
◆	Victorian Training Guarantee (VTG) program awareness and participation	▪ Increase GT businesses' awareness of and participation in the Victorian Training Guarantee (VTG) program.	$35k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Short-medium term
◆	Workforce planning promotional campaign	▪ Develop and promote campaigns to sell the benefits of investing in workforce planning (profile, identify and use case studies on local businesses as a medium for promotion)	$35k	GT, RDV, DJSIR, ARCC, HRCC, NGSC, SGSC	Short – medium term

○ **Development Projects**　◆ **Strategic Initiatives**　⭐ **Priority Project/initiative**

4.1.9.   Theme 8: Supporting Infrastructure

The Grampians has a growing visitor economy, and its proximity to Melbourne and major regional generating markets will ensure that it continues to be the preferred destination for day trip and overnight visitor markets. There is a need, however, to continue to invest in infrastructure, transport and supporting infrastructure to support this growth.

The theme focuses on developing strong foundations for visitor economy growth through advocating for investment into infrastructure, transport connections, and visitor services that support a successful Grampians region.

4.1.9.1.   Priority Recommendations

The following are the priority recommendations under the Supporting Infrastructure Theme. They have been prioritised using the detailed project ranking matrix included in Appendix 4 and 5 and explained in Section 4.1.1.3.

Advocate for peak season public transport options around the Grampians: Public transport around the Grampians region and to major attractions within Grampians (Gariwerd) National Park is noted by almost all stakeholders as a challenge for the region going forward. There is a need to advocate for the following.

- A shuttle bus service to operate from Halls Gap to major sites within Grampians (Gariwerd) National Park such as MacKenzie Falls, the Wonderland Loop Walk, Silverband Road and Reed Lookout. This could run on a circuit basis and operate as a pay-for-use service during peak periods to minimise congestion and manage safety concerns.
- Transport solutions for workers to travel throughout the region from home to their place of work. It is noted that many workers in Halls Gap reside in Stawell (and beyond) and often the ability of businesses to attract staff into Halls Gap and other areas, particularly for shift work, is hampered by the lack of viable transport options.
- More public transport options for visitors and locals to travel into the Grampians region. Currently, to travel from Melbourne into the Grampians, visitors largely rely on private vehicles. A trip from Melbourne to Halls Gap in a private vehicle takes approximately 3 hours. For visitors and locals to use public transport, this travel time increases drastically with some options likely taking 14 hours involving several modes of transport. While vehicle transport will likely continue as the most popular transport mode for the Grampians, there is a need to continue to advocate for improved public transport links to the Grampians and within the major towns to not only benefit the visitor market but also the local market.

Pedestrian priority for Halls Gap (once Heath Street bridge is developed): There is a desire by some stakeholders to see Halls Gap as being a car-less town where pedestrians are prioritised. There are many examples of these towns around the globe, however, this would be one of the first examples of an entirely car-less town in Australia. This would not only enhance the visual appeal of Halls Gap but would reduce pollution and enhance visitor safety.

Many global studies have found that the pedestrianisation of towns results in people staying longer and spending more money in towns which could result in significant economic benefits for Halls Gap.[29]

Horsham Aerodrome redevelopment: Horsham Rural City Council is keen to further activate the Horsham Aerodrome to support several longer-term uses including air access for visitor markets to the region and various aviation-based business enterprises.

It is currently undertaking the first stage of a master plan that is investigating the introduction of tourism-based recreational aviation experiences. This includes, but is not limited to, the following:

- Eventual scheduled regular passenger services and scenic flights for the wider region
- Gliding and training
- Paragliding
- Parachuting
- Light aircraft training school
- Microlights
- As a hub for agri-sector spraying and support

This should continue to be progressed to a full master plan once the initial business case and feasibility are completed in 2023 and assuming a positive financial and economic outcome are shown. Though the commercial viability of a regular passenger service may be a longer-term achieved outcome, establishing the base for this in the short-medium term is an important building block to pursue to support the wider region for aviation services for business, leisure, and VFR travel.

---

[29] Car-free cities: are Australians ready to take back the streets? (https://www.themandarin.com.au/104759-car-free-cities-are-australians-ready-to-takeback-the-streets/

Table 14: Theme 8 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Advocate for upgraded Horsham passenger rail	▪ Continue to advocate for the upgrade of Horsham's passenger rail to introduce a passenger service back into Horsham	$100k	HRCC	Short term
◆	Advocate for peak season public transport options around the Grampians ⭐	▪ Develop a peak season public transport options plan to take to the government as an advocacy piece. ▪ As a region, continue to advocate for improved peak season public transport options around the Grampians.	$150k	ARCC, HRCC, NGSC, SGSC, RDV, GT	Short term
○	Alexandra Gardens boardwalk	▪ Develop the boardwalk at Alexandra Gardens to provide improved access.	$200k	ARCC	Medium term
○	Pedestrian priority for Halls Gap (once Heath Street bridge is developed) ⭐	▪ Advocate for Halls Gap to go "car-less" once Heath Street bridge is developed. ▪ Develop advocacy material that supports this including case studies of where this has worked well elsewhere.	$60k for advocacy material and campaign	NGSC	Medium term
○	Cycle trail link from Pomonal to Halls Gap	▪ Develop a cycle trail link from Pomonal to Halls Gap. ▪ Identify any grant funding sources to fund the trail.	$185k	ARCC, NGSC	Medium – long term
○	Dunkeld rubbish management	▪ Make improvements to Dunkeld's rubbish pickup schedule to address community concerns around peak-period rubbish issues.	$15k	SGSC	Short term
◆	Electric charging stations around the Grampians	▪ Identify investment required to support electric charging stations around the Grampians working in collaboration with Councils to ensure duplication of effort does not occur.	$1.2m	ARCC, HRCC, NGSC, SGSC, GT, RDV	Short-medium term
◆	Halls Gap worker transport	▪ Explore options for the development of a minibus service to support workers in Halls Gap	$100k	NGSC	Short-medium term
◆	Finalisation of Dunkeld visitor hub project	▪ Continue to progress with the completion of the Dunkeld visitor hub project	$1.5m	SGSC	Medium term
○	Green Hill Lake walking track development	▪ Support the development of the 7km walking track at Green Hill Lake ▪ Identify any grant funding sources to fund the track.	$3.5m	ARCC, Green Hill Lake Development Board	Medium – long term
◆	Halls Gap southern gateway	▪ Investigate options to develop the previously proposed southern gateway at Halls Gap to provide an enhanced sense of arrival when entering Halls Gap.	$125k for gateway study and design work	NGSC	Medium – long term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Hamilton as a hub for caravans/RVs (RV parking, promotional campaigns etc.)	▪ Identify investment required to support positioning Hamilton as a hub for RV touring and visitation, including signage and dump points. ▪ Develop media collateral to promote Hamilton as a hub for caravans/RVs and ensure this is distributed to GT and VV	$60k	SGSC	Short-medium term
○	Heath Street upgrades & bridge	▪ Continue to advocate for Heath Street upgrades and redevelopment	$25.0m	NGSC	Medium – long term
○	Horsham Aerodrome redevelopment ⭐	▪ Continue to progress the development of the Aerodrome via the master plan that is currently being developed for the site.	$11.0m	HRCC	Medium – long term
○	Horsham Equestrian Centre	▪ Commission a business case to assess the potential of the equestrian centre. ▪ If feasible, explore potential grant funding streams to support the centre's development.	$7.5m for development and $45k for business case and feasibility	HRCC	Medium – long term
◆	Rowing course expansion	▪ Investigate extending the rowing course to 1,000m for rowing events. ▪ If feasible, identify funding streams or grants to support the expansion.	$1.0m estimate for expansion and $25k for investigation	Hamilton Rowing Club, SGSC	Medium – long term
○	Lake Bellfield improvement	▪ Investigate options to enhance the public's access to Lake Bellfield via soundless boat access (rowing or kayaking), providing a jetty and other recreational services.	$5.0m est. for improvements and $45k for assessment study	NGSC	Medium – long term
○	MacKenzie Falls master plan	▪ Commission the development of a master plan for MacKenzie Falls looking at car parking, signage, visitor flows etc. as well as dispersal once visitors leave MacKenzie Falls.	$7.8m for est. development and $120k for masterplan	PV, Council and GT	Short-medium term
◆	Mobile and digital connectivity improvements advocacy	▪ Identify the investment required to support mobile and digital connectivity improvements. ▪ Publish this as an advocacy document to take State Government	$1.0m est. for improvements and $25k for advocacy document	ARCC, HRCC, NGSC, SGSC, GT, RDV	Short-medium term
○	Ongoing activation of City to River Masterplan	▪ Continue to activate the Masterplan. ▪ Continue to identify potential grant funding streams to support the Masterplan's rollout.	$200k	HRCC	medium term

Type	Recommendation	Action	Estimated Cost	Who	When
○	Outdoor multi-purpose sports precinct	▪ Commission a business case to assess the potential of the outdoor multi-purpose sports precinct and optimal site locations. ▪ If feasible, explore potential grant funding streams to support the precinct's development.	$15.0m est. for precinct development, $45k for business case	HRCC	Medium – long term
○	Public (paid) shuttle to key Grampians sites during peak periods	▪ Identify potential operators who may have an interest in operating a public (paid) shuttle to key Grampians sites during peak periods (MacKenzie Falls, Wonderland Car Park, Silverband Falls, Reed Lookout). ▪ Undertake discussions with State Government regarding potential funding streams that could assist in subsidising the service.	$250k for peak period operator support for shuttle service	GT, ARCC, HRCC, NGSC, SGSC	Short-medium term
○	Public toilet facilities at Dunkeld Arboretum	▪ Look to develop public toilet facilities at Dunkeld Arboretum. ▪ Identify funding programs/streams to fund this investment.	$145k	SGSC	Short-medium term
○	Regional indoor sports precinct	▪ Commission a business case to assess the potential of a regional indoor sports precinct and optimal site locations. ▪ If feasible, explore potential grant funding streams to support the precinct's development.	$15.0m est. for indoor precinct and $45k for business case	HRCC	Medium – long term
◆	Road improvements to VicRoads	▪ Continue to advocate for road improvements to VicRoads.	$35k for advocacy	VicRoads, RDV, GT, ARCC, HRCC, NGSC, SGSC	Short term (ongoing)
○	RV parking spots along Barkly St in Ararat CBD	▪ Identify the optimal position to locate RV parking spots along Barkly St ▪ Introduce 6+ RV parking spots.	$120k for the study and development of parking spots	ARCC	Short – medium term
○	Sawyer Park Soundshell upgrade	▪ Identify funding programs/streams to fund this investment. ▪ Complete upgrades to Sawyer Park Soundshell as per City to River Vision and Masterplan	$1.5m	HRCC	Medium term
◆	Signage audit & upgrades (directional & interpretive)	▪ Commission a regional tourism signage audit that focuses on both direction and interpretive signage and provides recommendations for improvements.	$100k	GT, ARCC, HRCC, NGSC, SGSC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Staff shuttle (Halls Gap to Pomonal and Ararat)	▪ Undertake an assessment (including liaison with staff and employers in Halls Gap and Pomonal) to understand demand potential. ▪ If demand exists, explore either a paid option or explore grant funding streams that could support the operation of the service.	$85k	NGSC, ARCC, GT	Medium term
◯	Upgrade an existing Bowls Club to enable the hosting of regional events	▪ Undertake an audit of bowls clubs in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$750k	HRCC	Medium - long term
◯	Upgrade an existing tennis facility to enable the hosting of regional events	▪ Undertake an audit of tennis facilities in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$1.0m	HRCC	Medium - long term
◯	Upgrade City Oval as Horsham's premier regional AFL/cricket venue	▪ Undertake an audit of AFL/cricket venue facilities in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$2.5m	HRCC	Medium - long term

◯ **Development Projects**   ◆ **Strategic Initiatives**   ⭐ **Priority Project/initiative**

Image credit: Grampians (Gariwerd) National Park, Visit Victoria

4.2. Delivering the Priority Projects

This DMP has a strong focus on identifying private-sector investment opportunities for the Grampians' visitor economy. Too often the capital cost burden primarily falls heavily on the government to fund with too little private sector investment able to be leveraged.

Table 15 provides a summary of the priority Development Projects and their estimated capital costs. These estimates are indicative only and are provided to help illustrate the likely level of capital development required for the projects identified.

It illustrates that to activate interest in many of the privately funded suggested projects, publicly funded infrastructure is needed, as,

without a commitment from both public and private sector funding sources, too little product development may be able to be activated from this DMP. As shown, there is a strong private-sector investment focus, with 88% of funding estimated to come from private funding sources and the remaining 12% coming from public sources.

Table 16 provides a summary of the priority Strategic Initiatives and estimated capital costs. For these projects, there is a far stronger public-funding requirement as they cannot generate a commercial return, however, they are important to support visitor economy growth.

Table 15: The Priority Development Projects and Associated Estimated CAPEX

Opportunity Name	LGA	Strategic Investment Theme	Weighted Score	PPP – Public	PPP – Private	Public – Only	Private – Only	Total CAPEX
Dunkeld geothermal bathing experience	Southern Grampians	Wellness	127				$7.5m	**$7.5m**
4-star accommodation at Halls Gap	Northern Grampians	Regional Accommodation	125	$4.5m	$40.5m			**$45.0m**
Indoor activity centre	Ararat	Nature and Recreation	123				$4.5m	**$4.5m**
Horsham CBD branded accommodation (80+ rooms)	Horsham	Regional Accommodation	120				$45.0m	**$45.0m**
Ararat CBD branded accommodation (80+ rooms)	Ararat	Regional Accommodation	120				$45.0m	**$45.0m**
Horsham Aerodrome redevelopment	Horsham	Supporting Infrastructure	119	$9.0m	$2.0m			**$11.0m**
Great Western accommodation development (60 rooms)	Northern Grampians	Regional Accommodation	119				$20.0m	**$20.0m**
Brambuk upgrade	Northern Grampians	First Peoples	116		$7.0m			**$7.0m**
Hamilton CBD branded accommodation (60+ rooms)	Southern Grampians	Regional Accommodation	115				$45.0m	**$45.0m**
Hamilton Gallery revitalisation	Southern Grampians	Arts and Culture	111			$4.0m		**$4.0m**
Mount Zero Resort (Stage 2)	Horsham	Regional Accommodation	109		$10.0m			**$10.0m**
The Bath House Pomonal	Ararat	Wellness	108				$4.0m	**$4.0m**
Stawell CBD branded accommodation (30+ rooms)	Northern Grampians	Regional Accommodation	108				$17.0m	**$17.0m**
Pedestrian priority for Halls Gap (once Heath Street bridge is developed)	Northern Grampians	Supporting Infrastructure	106			$1.0m		**$1.0m**
Grampians Wine Discovery Centre (showcase and attraction)	Northern Grampians	Food and Drink	106	$9.0m	$9.0m			**$18.0m**
Chocolatarium (chocolate factory)	Ararat	Food and Drink	106				$5.5m	**$5.5m**
Expansion of Grampians Food and Drink Packages	Regional	Food and Drink	105	$5.0k	$45k			**$50k**
Dunkeld luxury units	Southern Grampians	Regional Accommodation	105				$7.0m	**$7.0m**
Ararat distillery	Ararat	Food and Drink	105				$7.5m	**$7.5m**
Expansion of J Ward Ghost Tours	Ararat	Arts and Culture	103	$10k	$90k			**$100k**
				$22.5m	**$61.6m**	**$12.0m**	**$208m**	**$304m**
				7%	**20%**	**4%**	**68%**	**100%**

Table 16: The Priority Strategic Initiatives and Associated Estimated CAPEX

Name	LGA	Strategic Investment Theme	PPP – Public	PPP – Private	Public – Only	Private – Only	Total Est. CAPEX
Advocate for peak season public transport options around the Grampians	Regional	Supporting Infrastructure			$150k		**$150k**
Designation of sites for worker accommodation and packaging of these to investors	Regional	Regional Accommodation	$293k	$158k			**$450k**
Grampians (Gariwerd) National Park Public and Private Investment Strategy to support regional dispersal and Central Corridor Experience Masterplan	Regional	Identity, Marketing and Placemaking			$150k		**$150k**
Greater marketing and profiling of the GPT at a state and national level	Regional	Identity, Marketing and Placemaking			$150k		**$150k**
Greater tourism destination marketing campaign funding to encourage dispersal	Regional	Identity, Marketing and Placemaking			$80k		**$80k**
Industry development training (customer service, product/experience development, social media, marketing, grant application writing)	Regional	Industry Development and Collaboration			$100k		**$100k**
Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators	Regional	First Peoples			$45k		**$45k**
Regional visitor servicing strategy	Regional	Identity, Marketing and Placemaking			$100k		**$100k**
Review of LGA planning schemes	Regional	Identity, Marketing and Placemaking			$100k		**$100k**
Tourism Investment Marketing Campaign	Regional	Identity, Marketing and Placemaking			$120k		**$120k**
			$293k	**$158k**	**$995k**	**-**	**$1.4m**
			22%	**12%**	**74%**	**-**	**100%**

4.3. Governance Framework

4.3.1. The VEP Model

Visitor Economy Partnerships (VEPs) have been recently announced by the State Government as the new independent destination management entities for Victoria, replacing the existing regional tourism organisation model. The VEPs are the peak official voices for the visitor economy in their region and are invited to collaborate with the Victorian Government, councils, and industry to set the vision and manage the growth of their region's visitor economy, ensuring alignment with Experience Victoria 2033. The VEP's role is to deliver on their vision through supply and demand activities to support the growth of the visitor economy. The VEP's core responsibilities are as follows.

- Deliver enhanced leadership and collaboration at a regional level.
- Tailor industry strengthening support to address regional needs.
- Encourage increased community support for tourism.
- Facilitate enhanced visitor dispersal and experiences.
- Undertake collaborative destination marketing and regional conversion.
- Provide insights and investor connections that inform a strengthened pipeline and product development.
- Provide regional context and insights to inform government policy development, decision making and investment priorities.
- Ensure continued crisis preparedness and support relative to the visitor economy.

VEPs are required to report regularly on performance, using the support offered and templates supplied by DJSIR – Tourism & Events.

A VEP has been proposed which would integrate the LGAs currently within the Grampians region and the Wimmera Mallee Tourism group of councils, being Ararat and Horsham Rural City Councils and Northern Grampians, Southern Grampians, Buloke, Hindmarsh, West Wimmera, and Yarriambiack Shire Councils. It has been proposed by State Government that Grampians Tourism become the VEP for this wider area.

Importantly, however, Wimmera Mallee is a very different product offering to the Grampians and, as such, would likely require a different brand proposition.

4.3.2. Reporting requirements

A central tenant of VEPs is the development and implementation of the region's DMP (this Grampians DMP document). These plans reflect a shared vision and strategy for the growth of the region's visitor economy.

GT as the VEP for the region will be required to develop an annual implementation plan that outlines the priority projects for the year, roles and responsibilities of all stakeholders, timing, resourcing requirements, and targets.

Annual implementation plans are to be provided for approval under the funding agreement with the Victorian Government and it is against these plans that VEPs will be required to report.

There is also a requirement every six months to provide State Government with a progress report outlining achievement against the year's milestones and targets, including those specified in the annual DMP implementation plan.

Grampians VEP is required to provide State Government with:

- A report that outlines achievement against the previous year's milestones and targets, including those specified in the annual DMP implementation plan.
- Updated annual DMP implementation plan for the upcoming 12 months, including milestones and targets.
- Audited annual financial accounts of the organisation.
- Corporate Governance Reporting.

4.3.3. Governance Vision

Finally, and most importantly, the governance vision developed by the Grampians region aligns with the VEP requirements as recently established by State Government (DJSIR – Tourism & Events) and also aligns with the overall Grampians DMP vision, set out earlier along with key objectives and relevant themes.

The governance vision for the Grampians DMP reflects the need for new and refreshed products and associated tourism sector investment, facilitated via a Grampians VEP Governance Group comprising senior council representation, senior State Government investment and development representation, and representation from the investment sector.

4.3.4. Funding Model

The new VEP structure provides financial support to organisations such as Grampians Tourism that are partnering with 6 of more Councils and will be eligible for $590,000 per annum core funding (an increase of $275,000 per annum).

GT is supportive of the VEP collaboration and has been working extensively across borders with the Wimmera Mallee Tourism group of councils and it is clear that a successful VEP model would require the management of an independent Visit Wimmera Mallee brand.

4.3.5. What does success look like for GT?

GT will be driven by the use of reliable data to inform decisions and measure success in the following areas:

- Excellence in our marketing and digital strategy that drives an increase in brand awareness and assists partners to grow visitor yield.
- Growth in traffic and conversions on the website and engagement growth on social media platforms.
- Increased partnership numbers, contributions, and collaborative engagement to support destination development.
- Increased visitor yield, dispersal, and length of stay.
- Consistent engagement with Grampians LGAs.
- Positive partnerships – delivering value to our partners.

4.3.5.1. Short-Term Tasks and Deliverables

In the short term, GT will:

- Deliver business outcomes based on quality research, best practices and return on investment.
- Celebrate what's working well and promote the region's 'heroes'.
- Leverage Grampians Peaks Trail domestically and internationally to position Grampians as the premier nature-based destination.
- Focus on amplifying regional brand and priority intrastate and interstate audiences.
- Invest further in our local hosts to promote the region.

- Further enhance our visitor experiences through Industry Development activity.
- Continue to foster strong relationships with industry and facilitate opportunities.
- Reduce fragmentation of marketing spend to support a targeted and focused approach.
- Encourage uniform and consistent use of regional brands to reduce fragmentation across stakeholders (though recognising if the VEP is established, a separate brand would likely need to be created to represent the Wimmera Mallee councils).
- Operate with a sustainable business model.

4.3.5.2. Medium-Term Tasks and Deliverables

In the medium term, GT will:

- Focus on industry engagement and investment attraction.
- Advocate for a skilled tourism workforce.
- Support our First Peoples to develop the cultural tourism offering.
- Support further investment in quality public infrastructure that disperses visitors across the region.
- Partner with LGAs to attract new residents and workers.
- Strengthen our tourism offering by working jointly on the supply side and investment attraction.
- Advocate for further funding opportunities from DJSIR.

4.3.6. Summary

In summary, the timing of this DMP for the Grampians should be seen as highly advantageous. It sets down a clear and detailed implementation action plan and specifies the priority projects for the Grampians region and for each of the four council areas (via individual LAAPs). This should enable reporting requirements under the new VEP structure to be achieved and performance to be easily measured and tracked.

Copyright © A.Stafford & Associates PTY LTD

staffordstrategy.com.au   **ACN** 079 055 100   **ABN** 34 565120 454

Part 5: Appendices

Appendix 1 Full Survey Questions

grampians *tourism*

Grampians Destination Management Plan & Local Area Action Plans

Have your say

The Grampians region requires a new Destination Management Plan (DMP) to provide a shared vision and direction for the sustainable development of our visitor economy. One which supports the attraction of investment across the region and ensures the Grampians remains a leading nature-based tourism destination and is both compelling for visitors and sustainable for local communities.

Essentially, it's about having a path for tourism to truly support our industry and the quality of life of our community and environment.

In addition to the new DMP, four Local Area Action Plans (LAAPs) will be developed for the Council areas within our region: Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council. The LAAPs will align with the DMP but will be specific to each LGA and set out the vision and aspirations for each visitor economy over the next five years.

Stafford Strategy has been commissioned to develop the DMP and the four LAAPs.

This survey provides you with the opportunity to have your say. Your responses will be kept confidential and are only being sent to Stafford Strategy.

This survey will close at 11.59 pm, 5th April 2023.

1. What is your business/organisation name? (please leave blank if you wish to provide an anonymous response)

[   ]

* 2. Is your business currently a member of any local or industry networks or associations?

◯ No

◯ Unsure

◯ Yes (please specify)

[   ]

* 3. What Council area within the Grampians region do you primarily associate with?

- ☐ Ararat Rural City Council
- ☐ Horsham Rural City Council
- ☐ Northern Grampians Shire Council
- ☐ Southern Grampians Shire Council
- ☐ Other (please specify)

[ ]

* 4. What best describes your business/organisation?

(If you fall into more than one category, please select the most relevant category that pertains to you).

- ○ Food and beverage
- ○ Tourism accommodation
- ○ Tourism attraction
- ○ Retail
- ○ Transport
- ○ Professional services (accounting, marketing, media etc.)
- ○ Events
- ○ Council personnel
- ○ Parks Victoria personnel
- ○ Interested community member
- ○ Other (please specify)

[ ]

* 5. How do you currently promote your business / organisation? Select all that apply.

- ☐ Grampians Tourism Partnership
- ☐ ATDW Listing
- ☐ Google Maps Listing
- ☐ Social media (e.g. Facebook, Instagram)
- ☐ Online business directory
- ☐ Community newsletter
- ☐ Digital Marketing (e.g. SEM, online advertising etc)
- ☐ Local newspapers / magazines
- ☐ Media outside of the region
- ☐ Local radio / TV
- ☐ Mail and email-outs
- ☐ Media famils
- ☐ Not applicable (no marketing or promotion)
- ☐ Other (please specify)

[ ]

* 6. What are the key issues (if any) your business / organisation is currently facing that we should be aware of? Select all that apply.

☐ Obtaining finances

☐ Attracting and / or retaining skilled employees

☐ Attracting and / or retaining volunteers

☐ Lack of marketing skills and training

☐ Lack of business planning or financial management

☐ Local economic conditions

☐ Government regulations (e.g. planning, permits, licenses, etc.)

☐ Labour costs

☐ Lack of demand

☐ Other (please specify)

☐ COVID-related impacts

☐ Nature-related impacts (i.e. bushfires/droughts)

☐ Lack of marketing / promotion support

☐ Personal circumstances

☐ Lack of market demand

☐ Lack of space for growth / expansion

☐ Lack of worker housing

☐ Low awareness of region

☐ Not applicable (no issues)

[text box]

* 7. What are the key opportunities that Grampians Tourism could provide or facilitate that would support the development of your business / organisation? Select all that apply.

☐ Further industry training

☐ Marketing / promotion support

☐ Business / industry networking and engagement opportunities

☐ Investment support / information

☐ Planning / compliance support

☐ Other (please specify)

[text box]

* 8. What are the key outcomes you would like to see from the Destination Management Plan for the Grampians? Select all that apply.

☐ Increase in annual visitation

☐ Visitor dispersal throughout the region

☐ Town centre improvements (e.g. street beautification)

☐ Promoting / marketing the region to visitors

☐ Business / industry support

☐ Improve community and business networking / engagement

☐ Support the development of more local events

☐ Develop arts and cultural assets

☐ Other (please specify)

☐ Improved events facilities

☐ Development of new attractions / experiences

☐ Support / promotion of smaller towns within the region

☐ Improve visitor amenities / services (e.g. picnic areas, toilet blocks, etc.)

☐ Improve wayfinding / signage for visitors

☐ Enhanced use of nature-based assets with infrastructure and promotion

☐ Encourage sustainable tourism

[text box]

* 9. To make the Grampians a more appealing visitor economy, where do you believe investment should be targeted to? Please rank the following in terms of highest to lowest priority.

≡ [↕]   Roads / transport infrastructure / accessibility

≡ [↕]   Conference centres / community facilities

≡ [↕]   Destination marketing / promotion

≡ [↕]   Professional development / training

≡ [↕]   Development / support of local events

≡ [↕]   Town centre improvements

≡ [↕]   Business / industry networking opportunities

≡ [↕]   Signage and wayfinding

≡ [↕]   Development of new attractions / experiences

10. What do you feel are the best hidden gems in the Grampians that have the potential to be developed as key tourism assets?

11. What do you feel is the best way to support dispersal around the Grampians region?

12. What are your ideas for new/improved products and experiences in the Grampians? This will support the identification of priority projects for the Destination Management Plan, so please be as specific as possible (i.e. potential locations for new offerings / locations that require investment etc).

Food/dining	
Beverage (wine, beer, distilling etc)	
Accommodation	
Nature-based (e.g. infrastructure, tours, experiences etc)	
Cycling (e.g. specific cycle loops, locations for mountain biking etc)	
Arts and culture (e.g. museums, galleries, interactive experiences, First Nations experiences etc)	
Other (please specify)	

13. What is the key infrastructure needs you believe are required to support the visitor economy in the Grampians? This will support the identification of priority infrastructure projects for the Destination Management Plan, so please be as specific as possible (i.e. locations for the required new / upgraded infrastructure).

Roads	
Public transport	
Aviation	
Digital infrastructure (i.e. telecoms)	
Services infrastructure (e.g. water, sewer)	
Visitor servicing (i.e. visitor information, signage etc)	
Other (please specify)	

* 14. What core values/guiding principles do you think should guide sustainable tourism development in the Grampians? Please rank the following in terms of highest to lowest priority.

≡ [↕]   Environmental principles - preservation, restoration and appreciation, addressing climate change

≡ [↕]   Economic development - jobs, economic diversification

≡ [↕]   Greater collaboration – between public services, community groups and business enterprises

≡ [↕]   Social development – growth is guided by principles that support and improve social well-being of the community

≡ [↕]   Cultural principles - respect, sustainability, partnership, collaboration

15. Do you have any other comments or suggestions to make?

Appendix 2 Survey Results

A survey was distributed over two months to the community and industry throughout the Grampians region. The survey received 200 responses in total.

Overall, the sample size for the total survey was robust, achieving a 95% confidence level and a 7% margin of error.

The following provides the findings of the survey responses across the region.

200 responses

Response Rate

Question 1

Name – Confidential

Question 2

2. Is your business currently a member of any local or industry networks or associations?

Yes
110 (55%)

No
71 (36%)

Unsure
19 (10%)

Top Networks respondants belong to

West Vic business
9

Wimmera Mallee Tourism
4

Grampians Tourism
29

Grampians Wine Makers
9

Greater Ararat Business Network
19

Question 3

3. What Council area within the Grampians region do you primarily associate with?

Legend:
- ■ Ararat Rural City Council
- ■ Horsham Rural City Council
- ■ Northern Grampians Shire Council
- ■ Southern Grampians Shire Council
- ■ Other

- 53 (23%) — Ararat Rural City Council
- 56 (24%) — Horsham Rural City Council
- 52 (23%) — Northern Grampians Shire Council
- 58 (25%) — Southern Grampians Shire Council
- 12 (5%) — Other

Question 4

4. What best describes your business/organisation? (If you fall into more than one category, please select the most relevant category that pertains to you)

Category	Value
Tourism attraction and tour operators	35 (18%)
Food and beverage	33 (17%)
Tourism accommodation	31 (16%)
Professional services (health, education, accounting,...	24 (12%)
Interested community member	21 (11%)
Retail and visitor information	15 (8%)
Events and events venues	14 (7%)
Council personnel	9 (5%)
Construction, manufacturing and trades	7 (4%)
Environmental care	6 (3%)
Associations and groups	5 (3%)

Question 5

5. How do you currently promote your business / organisation? Select all that apply.

Category	Value
Social media (e.g. Facebook, Instagram)	153 (20%)
Google Maps Listing	79 (11%)
ATDW Listing	69 (9%)
Digital Marketing (e.g. SEM, online advertising etc)	66 (9%)
Local newspapers / magazines	64 (9%)
Mail and email-outs	56 (7%)
Grampians Tourism Partnership	47 (6%)
Local radio / TV	45 (6%)
Online business directory	38 (5%)
Community newsletter	38 (5%)
Media outside of the region	31 (4%)
Not applicable	21 (3%)
Media famils	19 (3%)
Other	7 (1%)
Word of Mouth	5 (1%)
Via other tourism/business association	4 (1%)
Posters and flyers	4 (1%)
Interested community member	1 (0%)

Question 6

6. What are the key issues (if any) your business / organisation is currently facing that we should be aware of? Select all that apply.

Category	Value
Attracting and / or retaining skilled employees	83 (15%)
Government regulations (e.g. planning, permits, license..	50 (9%)
Low awareness of region	43 (8%)
Local economic conditions	43 (8%)
Lack of marketing / promotion support	42 (8%)
Lack of worker housing & affordable accessible Housing, ..	37 (7%)
Labour costs	34 (6%)
Obtaining finances	33 (6%)
Attracting and / or retaining volunteers	32 (6%)
Lack of space for growth / expansion	22 (4%)
Lack of marketing skills and training	21 (4%)
Not applicable (no issues)	20 (4%)
Nature-related impacts (i.e. bushfires/droughts)	17 (3%)
Lack of market demand	16 (3%)
Lack of business planning or financial management	13 (2%)
COVID-related impacts	12 (2%)
Lack of demand	11 (2%)
Personal circumstances	9 (2%)
Lack of Council support	5 (1%)
Lack of preservation of natural assets and planning for cl..	3 (1%)
Volunteer fatigue and ageing population base	2 (0%)
Local youth services	2 (0%)
Insurance coverage (bushfire in particular)	2 (0%)

Question 7

7. What are the key opportunities that Grampians Tourism could provide or facilitate that would support the development of your business / organisation? Select all that apply.

Option	Value
Marketing / promotion support	128 (31%)
Business / industry networking and engagement opportunities	74 (18%)
Investment support / information	71 (17%)
Planning / compliance support	57 (14%)
Further industry training	38 (9%)
Advocacy (housing, employment, insurance, infra, town beautification)	22 (5%)
Other	16 (4%)
None	5 (1%)

Question 8

8. What are the key outcomes you would like to see from the Destination Management Plan for the Grampians? Select all that apply.

Option	Value
Promoting / marketing the region to visitors	115 (9%)
Support the development of more local events	105 (8%)
Support / promotion of smaller towns within the region	96 (7%)
Encourage sustainable tourism	91 (7%)
Increase in annual visitation	90 (7%)
Visitor dispersal throughout the region	89 (7%)
Improve wayfinding / signage for visitors	89 (7%)
Town centre improvements (e.g. street beautification)	86 (7%)
Business / industry support	86 (7%)
Improve visitor amenities / services (e.g. picnic areas, to..	84 (6%)
Development of new attractions / experiences	83 (6%)
Improve community and business networking / engage..	71 (5%)
Enhanced use of nature-based assets with infrastructur..	65 (5%)
Develop arts and cultural assets	63 (5%)
Improved events facilities	56 (4%)
Other	18 (1%)
Improved infrastructure (roading, toilets, accessible faci..	14 (1%)

Question 9

9. To make the Grampians a more appealing visitor economy, where do you believe investment should be targeted to? Please rank the following in terms of highest to lowest priority.

Question 10

What do you feel are the best hidden gems in the Grampians that have the potential to be developed as key tourism assets?

Question 11

What do you feel is the best way to support dispersal around the Grampians region?

Question 12

What are your ideas for new/improved products and experiences in the Grampians? This will support the identification of priority projects for the Destination Management Plan, so please be as specific as possible (i.e., potential locations for new offerings / locations that require investment etc).

Feedback for the **Northern Grampians Shire** included the following:

- GPT needs way more supported walking options and better consumer information
- Need for more shuttle services into the national park and wider distribution of visitors
- Attract new dining options
- Eateries which open every day and into the evening
- Food vans during peak times
- Improved outdoor dining areas
- Overhaul Great Western food offering
- Expanded paddock-to-plate options to profile locally-grown produce
- Pomonal to Halls Gap bike path
- Stawell to Halls Gap Rail Trail
- Rail trails need to cater to walkers and cyclists
- Grampians Gin Distillery
- Roads need improving to make them safer for cyclists
- Marketing of arts and culture
- Promote the WAMA experience
- Improve Brambuk building and experience
- Place a cap on AirBnBs to help address the lack of rental housing for locals
- Sustainable accommodation and housing for workers
- Higher-end quality accommodation with the capacity to cater to groups
- Increase the range of accommodation with greater variety and pricing options
- More sporting events
- Education programs for businesses to be visitor friendly

Feedback for the **Southern Grampians Shire** included the following:

- Hamilton to Coleraine Rail Trail
- Develop Hamilton to Cavendish rail trail as a bike path
- A gourmet deli and sushi bar required
- Cafes need to stay open beyond 3 pm weekdays
- Need for improved food offerings in the region
- Supermarket needed for Dunkeld
- More attractive cafes with sophisticated dining options
- Better food quality and choice of dining styles
- Night-time casual dining options for Dunkeld
- Improved cellar door offerings
- New major contemporary agri-food production and science gallery to link to the international seed bank
- Far greater focus on FIrst Peoples' art and culture with FIrst Peoples' nature-based tours
- Tapas bar in the old garage in Dunkeld
- Better quality mix of housing
- Expand accommodation options and types
- Conference facility for Hamilton with greater capacity and linked to a new accommodation facility
- Attract major exhibitions to Art Gallery
- Bowling alley with play area for younger children
- Doggy daycare

Feedback for the **Ararat Rural City Council** included the following:

- Need for a low-cost partnership for small business operators to be able to join GT
- Introduce a day spa resort
- Encourage free wifi everywhere
- Provide hikers with picnic boxes for day treks
- Encourage more locals to lead walking tours to local nature tourism sites
- Encourage First Peoples' tour operators with a focus on native botanicals
- Introduce fishing tours
- Establish better infrastructure for school camps at Lake Bolac
- Invest in the one tree hill lookout
- Attract a fine dining establishment
- Extend opening hours of dining establishments during holidays and events
- Degustation menus with local wineries
- Food and coffee vans for Green Hills Lake
- Ararat and Stawell to open on Sundays
- Bike trail Ararat to Pomonal
- Build a walking/cycling trail around Lake Bolac
- Better online and hard-copy maps of cycling and walking routes
- Boutique distillery
- Shiraz Discovery Centre
- Cultural attractions are lacking
- Museums need to be consistently open during the week
- More authentic First Peoples-led cultural experiences
- Accommodation for staffing
- Pomonal as a hub for housing
- Cabins in vineyards from affordable to luxury
- Larger scale accommodation for conference groups
- Upgrading of existing accommodation facilities

Feedback for the **Horsham Rural City Council** included the following:

- Detailed mapping of all tourism experiences in the region as micro ventures have difficulty in obtaining signage
- Mini golf at Horsham Golf Club
- Better signage for riverwalks
- Sunset and sunrise tours for Mount Arapiles
- Wider Wimmera/Mallee tours through a small minivan-bus service around the region
- New visitor attraction reflecting "the Spirit of Gariwerd" as a nature tour-based experience in the national park
- A dedicated function centre in the CBD with a focus on local produce
- Allowing Al Fresco dining by the waterways
- More evening dining options for Horsham, Dimboola, and Warracknabeal
- More food festivals and events covering smoked foods or slow-cooked foods festivals, barista competitions etc
- Promotion of quality local produce reflecting seasonal food changes
- Cycling trails needed around Mount Zero/Laharum region with new accommodation
- Top of the hill ride on Mount Arapiles
- Beer or cocktail festival with live music
- Micro-Brewery and distillery
- Guided tours on trails
- First Peoples' tool and didgeridoo-making courses
- Interactive museum attraction for Horsham and turn the flour mill into a museum
- Expand the variety of accommodation
- Complete golf course accommodation
- Introduce more low-cost camping site options
- RV-friendly towns needed
- Eco camping and farm stays required

Question 13

What is the key infrastructure needs you believe are required to support the visitor economy in the Grampians? This will support the identification of priority infrastructure projects for the Destination Management Plan, so please be as specific as possible (i.e., locations for the required new / upgraded infrastructure).

Feedback for the **Horsham Rural City Council** included the following:

- Upgrade Horsham Airport
- Online gateway portal for all tourism businesses to have a greater coordinated online presence
- Greater investment in mobile towers
- Improved emergency connectivity for phone and wifi
- Improvements to town entryways and better levels of landscaping
- Extend Mount Zero to Horsham bus service to a loop covering the northern end of the Grampians
- Passenger train services from Melbourne to Horsham
- More regular bus services between Ararat, Halls Gap, Stawell, Horsham, Nihil, and Dimboola
- Need more appealing public toilets and better maintenance

- Water fountains around town and better maintenance of public spaces

Feedback for the **Ararat Rural City Council** included the following:

- Encourage more aviation activity in the region
- Better wifi connectivity and cell services outside of town centres
- More Telstra mobile towers especially in Pomonal
- Improve the quality of tourism signage throughout the region
- Improve town entry throughout the region with better landscaping and beautification
- Regional public transport services required for locals and visitors
- More EV charging stations
- Need for an 8.30 pm Vline service from Ararat to Melbourne on Saturday and Sunday

- Expand car parking facilities and signage upgrade
- Address sewage treatment in towns such as Pomonal
- Better connectivity between the regions visitor centres to onsell regional product

Feedback for the **Northern Grampians Shire Council** included the following:

- Encourage aviation links into the region, especially for business travel
- Maintain a no-fly over zone for National Park and no drones
- More consistent wifi and phone connections especially at Halls Gap
- A bus service that connects with the overland train
- Peak season bus service linking Halls Gap to Wonderland carpark, Sundial, Silverband Falls, Lake Bellfield wall, park visitor centre and back to Halls Gap
- The road from Ararat to Halls Gap is too narrow and poorly maintained
- Need for dedicated cycle and walking trails
- Need for EV charging stations
- Need for expanded car parking facilities in most towns
- Address sewage in Great Western
- Offer alternative power options including renewable energy
- More training needed for visitor services staff ongoing

Feedback for the **Southern Grampians Shire Council** included the following:

- Encourage Hamilton to Melbourne air link
- Encourage regional connections via air to link rural towns to Melbourne
- Improve internet connectivity
- NBN services are very poor
- Tourism signage needs upgrading
- Buses able to transport bikes
- Bus services to connect to train services at Ararat and Warrnambool
- A broader range of public transport options needed
- All roads need upgrading and more regular maintenance
- Need for renewable energy options and far greater use of solar
- Sewage issues in Cavendish and Dunkeld hold back progress and tourism development
- The structure plan needs to be more flexible and responsive to changing needs to allow for growth
- Great staff at the Hamilton Visitor Centre and need to maintain the level of quality
- More information on pet-friendly accommodation facilities
- Improve all visitor information centres signage throughout the region

Question 14

What core values/guiding principles do you think should guide sustainable tourism development in the Grampians? Please rank the following in terms of highest to lowest priority.

14. What core values/guiding principles do you think should guide sustainable tourism development in the Grampians? Please rank the following in terms of highest to lowest priority.
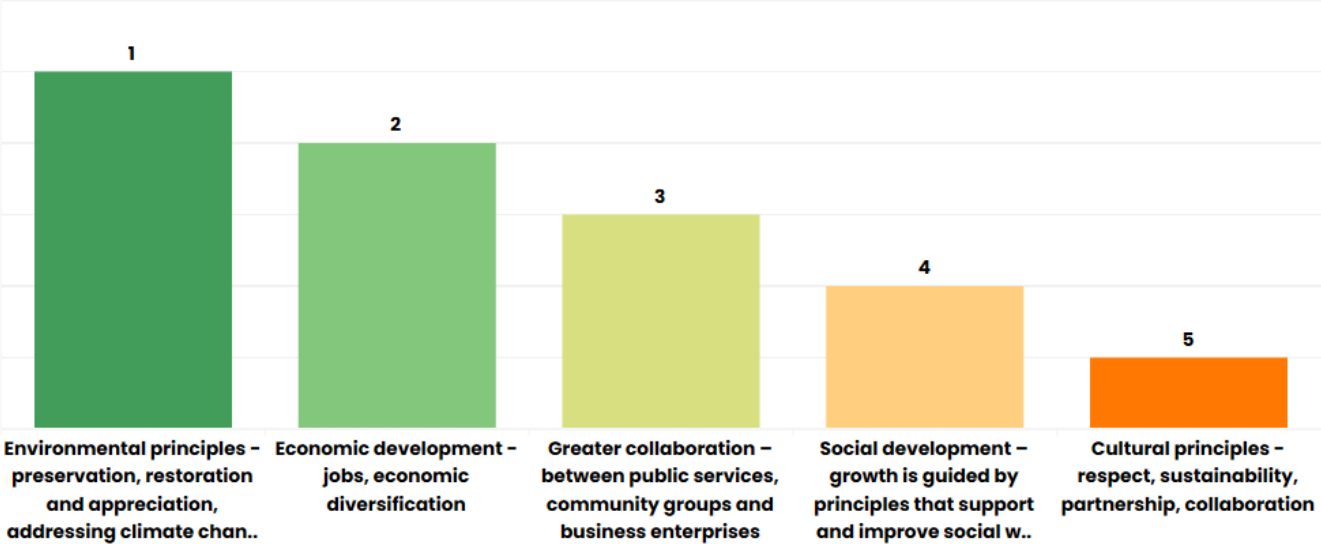
Question 15

Do you have any other comments or suggestions to make?

Appendix 3 Net Promoter Score

To undertake a top-line assessment of the quality of a region's product offering, the Net Promoter Score (NPS) metric can be used. This is a measurement of consumer loyalty. In a tourism context, this translates to a visitors' willingness to not only return for another stay but also make a recommendation to their family, friends, and colleagues. NPS scores are reported with a number from -100 to +100, with a score above 30 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see Figure 17), with:

- a score between 0-6 is considered unhappy customers who are unlikely to return, and may even discourage others from staying with the provider;
- a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters; and
- a score between 9-10 is considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

TripAdvisor and Google[31] use a scale of 1-5 for consumer ratings on accommodation products. Converting this to the NPS scale means that a rating of 1-3 is considered "detractors" for the product, a score of 4 are the product's "passives" and a score of 5 is the product's "promoters".[32] Only product with more than 5 reviews was included in the NPS assessment to ensure a robust sample size.

Figure 17: NPS Score Scale

Appendix 4 Full Matrix with Values

Table 17: Full matrix with values – Development Projects

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
4-star accommodation at Halls Gap	Strong	Strong	Strong	Limited	High	Strong	None	21-50 FTE	Medium	Private	Very Low or None	High	None	None	No	Locally Unique
Activation of the Green Lake Recreational Precinct Vision plan	None	Limited	Limited	Limited	Low	None	Limited	0	Low	Other Govt.	High	Very Low or None	None	Limited	No	Locally Unique
Activation of the Wimmera River in Horsham	None	Limited	Limited	Limited	Medium	Limited	Limited	Less than 5 FTE	Medium	Private	High	Very Low or None	None	None	Yes	None
Agridome showcase attraction	Medium	Medium	Medium	Medium	Low	Limited	Limited	5-10 FTE	High	Private	High	Medium	Medium	Medium	No	State-wide Unique
Alexandra Gardens Boardwalk	Limited	Limited	Limited	Limited	Medium	None	None	0	Medium	Unknown	High	Very Low or None	None	Limited	No	Locally Unique
Ararat CBD branded accommodation (80+ rooms)	Medium	Medium	Strong	None	High	Medium	None	More than 50 FTE	High	Private	Very Low or None	High	None	None	No	Locally Unique
Ararat Dirt Mountain Bike 12 Hr Race	Limited	Limited	Limited	Medium	Low	None	Limited	Less than 5 FTE	Low	Other Govt.	High	Very Low or None	None	High	Yes	Locally Unique
Ararat distillery	Limited	Limited	Medium	Limited	High	Limited	Limited	5-10 FTE	Medium	Private	Very Low or None	High	Low	None	Yes	Locally Unique
Ararat Hill Climb event expansion	Medium	Medium	Limited	Limited	None	Limited	Medium	5-10 FTE	Medium	Other Govt.	High	Medium	None	Limited	Yes	None
Ararat skate park event	Limited	Limited	Limited	Limited	Low	Limited	None	n/a	Low	Council	High	Very Low or None	None	Limited	Yes	Locally Unique
Ararat Sky Park	Medium	Medium	Medium	Limited	Low	Limited	Limited	5-10 FTE	High	Parks Victoria	Very Low or None	High	None	None	No	Regionally Unique
Ararat Town Entrance enhancements	None	None	None	Limited	None	None	None	0	n/a	Council	High	Very Low or None	None	Limited	No	Locally Unique
Ararat Trails mountain bike park	Limited	Limited	Limited	Medium	Medium	Limited	Medium	Less than 5 FTE	High	Other Govt.	High	Very Low or None	None	Limited	No	Locally Unique
Art, laneways, and culture tours of Horsham	Limited	Limited	Medium	Limited	Low	Limited	None	n/a	Low	Mixed	High	Very Low or None	None	Limited	Yes	Locally Unique
Brambuk upgrade	Strong	Medium	Limited	Strong	High	Medium	Strong	5-10 FTE	High	Parks Victoria	High	Very Low or None	High	Medium	Yes	State-wide Unique

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Careers marketing event program	n/a	n/a	n/a	Medium	High	n/a	n/a	n/a	n/a	n/a	High	Very Low or None	None	Medium	Yes	n/a
Chalambar Golf Club accommodation and tourism feasibility study	Limited	Limited	Medium	Limited	Medium	Limited	Limited	n/a	Low	Private	Very Low or None	High	None	None	No	n/a
Chocolatarium (chocolate factory)	Medium	Medium	Medium	None	High	None	None	5-10 FTE	Medium	Private	Very Low or None	High	Medium	None	No	Regionally Unique
Dark Matter Discovery Centre	Medium	Medium	Medium	Limited	Low	Medium	None	5-10 FTE	Medium	Private	High	Very Low or None	High	Limited	No	Nationally Unique
Destination holiday park	Limited	Medium	Medium	None	Low	Limited	Limited	5-10 FTE	Medium	Private	Very Low or None	High	None	None	No	Locally Unique
Dunkeld geothermal bathing experience	Strong	Strong	Strong	Limited	Medium	Medium	Limited	5-10 FTE	Low	Private	Very Low or None	High	High	None	No	Locally Unique
Dunkeld luxury units	Strong	Medium	Strong	Limited	Medium	Medium	Limited	5-10 FTE	Low	Private	Very Low or None	High	None	None	No	Locally Unique
Dunkeld nature playground	None	None	Limited	Medium	Low	n/a	Limited	n/a	High	Council	High	Very Low or None	None	Limited	No	Locally Unique
Dunkeld rubbish management	n/a	n/a	n/a	Limited	None	n/a	n/a	n/a	n/a	Mixed	High	Very Low or None	None	Medium	Yes	n/a
Elevation of the Nati Frinj Biennale (greater profiling)	Limited	Medium	Limited	Limited	Low	None	Medium	Less than 5 FTE	Low	n/a	High	Very Low or None	None	Medium	Yes	Regionally Unique
Equine trails with tours	Limited	Limited	Limited	None	Low	None	Medium	5-10 FTE	Low	Other Govt.	Very Low or None	High	None	None	No	Locally Unique
Expansion of gliding and fixed aviation events	Medium	Medium	Medium	Limited	Low	Limited	Limited	n/a	Medium	Council	High	Medium	None	Medium	Yes	Locally Unique
Expansion of J Ward Ghost Tours	Limited	Limited	Limited	Medium	Low	Limited	Limited	5-10 FTE	Medium	Other Govt.	Very Low or	High	Medium	Limited	Yes	State-wide Unique
First Peoples' cultural tourism product development	Strong	Limited	Medium	Medium	High	Limited	Limited	5-10 FTE	Medium	TOs	High	Medium	None	Medium	No	State-wide Unique
Glamping pods	Medium	Medium	Medium	None	Medium	Limited	Limited	5-10 FTE	Low	Private	Very Low or None	High	None	None	No	Locally Unique
Grampians food & drink packages	Medium	Medium	Medium	Limited	High	Limited	Medium	Less than 5 FTE	Low	Private	Very Low or None	High	Low	Limited	Yes	Locally Unique

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Grampians Rail Trail completion (connection from Stawell to Halls Gap)	Medium	Medium	Limited	Limited	Low	Limited	Medium	n/a	Low	Mixed	High	Very Low or None	None	Medium	No	Locally Unique
Grampians Tourism Region Road Cycling Granfondo Event	Medium	Medium	Limited	Medium	Low	None	Medium	Less than 5 FTE	Low	Other Govt.	High	Very Low or None	None	High	Yes	Regionally Unique
Grampians wine cellars profiling	None	None	Limited	None	High	Limited	Limited	Less than 5 FTE	Medium	Private	Very Low or None	High	None	None	No	Locally Unique
Grampians Wine Discovery Centre (showcase and attraction)	Strong	Medium	Medium	Limited	High	Limited	Strong	Less than 5 FTE	Medium	Council	High	Medium	Medium	None	No	Regionally Unique
Great Trail development	Limited	Limited	Medium	Limited	High	None	Medium	Less than 5 FTE	Medium	Other Govt.	High	Very Low or None	None	Medium	No	Locally Unique
Great Western accommodation development (60 rooms)	Limited	Medium	Medium	None	High	Medium	Medium	11-20 FTE	High	Private	Very Low or None	High	None	None	Yes	Locally Unique
Green Hill Lake walking track development	None	Limited	Limited	Limited	Low	None	Limited	n/a	Medium	Other Govt.	High	Very Low or None	None	Limited	Yes	Locally Unique
Hamilton CBD branded accommodation (60+ rooms)	Medium	Medium	Strong	None	High	Medium	None	21-50 FTE	High	Private	Very Low or None	High	None	None	No	Locally Unique
Hamilton Gallery revitalisation	Medium	Medium	Strong	Medium	High	Strong	None	5-10 FTE	High	Council	High	Very Low or None	High	Medium	No	Regionally Unique
Hamilton Gardens weekends (public and private)	Medium	Medium	Medium	Medium	Medium	Limited	Medium	Less than 5 FTE	Medium	Mixed	Very Low or None	High	None	Limited	Yes	Locally Unique
Heath Street upgrades & bridge	None	None	n/a	Medium	None	Strong	Limited	n/a	n/a	Council	High	Very Low or None	None	None	No	None
Heritage accommodation in St Arnaud	Medium	Medium	Limited	Limited	Low	Medium	Limited	11-20 FTE	Medium	Private	Very Low or None	High	None	Limited	No	None
Horsham Aerodrome redevelopment	Strong	Strong	Strong	Medium	Medium	Strong	Strong	21-50 FTE	High	Council	High	Low	None	Medium	No	Regionally Unique
Horsham brewery	Limited	Limited	Medium	Limited	High	Limited	Limited	5-10 FTE	Medium	Private	Very Low or None	High	Low	None	No	Locally Unique

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Horsham CBD branded accommodation (80+ rooms)	Medium	Medium	Strong	None	High	Medium	None	More than 50 FTE	High	Private	Very Low or None	High	None	None	No	Locally Unique
Horsham Equestrian Centre	Limited	Limited	Medium	Medium	Low	Limited	Limited	Less than 5 FTE	Medium	Unknown	Medium	Medium	Low	Limited	No	Regionally Unique
Horsham Motorcycle Club facility improvements	Limited	Limited	Medium	Limited	None	Limited	None	Less than 5 FTE	Low	Private	Medium	Medium	None	Limited	No	Locally Unique
Horsham Motorsport Raceway development	Limited	Limited	Medium	Medium	None	Limited	None	Less than 5 FTE	Low	Private	Medium	Medium	None	Limited	No	Locally Unique
Horsham public art and First Peoples' interpretive content	None	None	None	Medium	Medium	None	Limited	n/a	Low	Council	High	Very Low or None	None	Medium	No	Locally Unique
Implementation of the Volcanic Trail Masterplan (including upgrade of Penshurst Volcanoes Discovery Centre).	Medium	Medium	Medium	Limited	Medium	Medium	Strong	5-10 FTE	Medium	Council	High	Very Low or None	Medium	Medium	No	Regionally Unique
Indoor activity centre	Limited	Medium	Medium	Medium	Low	Limited	None	11-20 FTE	High	Private	Very Low or None	High	High	None	Yes	Regionally Unique
Kara Kara National Park project	Limited	Medium	Limited	Medium	Medium	none	Strong	0	Medium	Parks Victoria	High	Very Low or None	None	High	No	Locally Unique
Laharum cycle trail linking native flowers and boutique operators	None	Limited	Limited	Limited	Medium	None	Medium	0	Low	Mixed	High	Very Low or None	None	Limited	No	Locally Unique
Lake Bellfield improvement	Limited	Limited	Limited	Limited	Medium	Limited	Medium	Less than 5 FTE	Medium	Other Govt.	High	Very Low or None	None	Medium	No	Locally Unique
Mackenzie Falls master plan	n/a	n/a	n/a	Medium	None	Medium	Limited	n/a	High	Parks Victoria	High	Very Low or None	None	Medium	Yes	n/a
Mount Zero Resort (Stage 2)	Medium	Medium	Strong	Limited	High	Medium	Limited	5-10 FTE	Medium	Private	Very Low or None	High	None	None	No	None
Multi-use trails across SGSC	Limited	Limited	None	Limited	Low	Limited	Medium	Less than 5 FTE	Low	Other Govt.	High	Very Low or None	None	Medium	No	Locally Unique
Napier Street retail facades	None	None	Limited	Limited	None	None	None	n/a	None	Council	High	Very Low or None	None	Limited	No	None
Nati climbing festival	Medium	Medium	Limited	Limited	Medium	None	Medium	Less than 5 FTE	Low	Mixed	High	Medium	None	None	No	State-wide Unique

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Ongoing activation of City to River Masterplan	None	None	Limited	Medium	Low	Medium	Limited	5-10 FTE	Medium	Council	High	Very Low or None	None	Limited	No	Locally Unique
Orchid tours, orchid house, and spring flower tours	Medium	Medium	Medium	Limited	Low	Limited	Limited	5-10 FTE	Low	Council	High	Very Low or None	None	Limited	No	Regionally Unique
Outdoor multi-purpose sports precinct	None	Limited	Limited	Limited	None	Limited	Limited	Less than 5 FTE	Medium	Council	High	Very Low or None	None	Medium	No	Locally Unique
Pedestrian priority for Halls Gap (once Heath Street bridge is developed)	Strong	Strong	Strong	Strong	Medium	Strong	Limited	n/a	High	Mixed	High	Very Low or None	None	Medium	No	Nationally Unique
Public (paid) shuttle to key Grampians sites during peak periods	Limited	Limited	Limited	Medium	Medium	Medium	Strong	Less than 5 FTE	Medium	Parks Victoria	High	Very Low or None	None	High	Yes	Regionally Unique
Public toilet facilities at Dunkeld Arboretum	n/a	n/a	n/a	Medium	None	n/a	None	n/a	High	Mixed	High	Very Low or None	None	Medium	No	n/a
Queen Mary Botanic Gardens heritage precinct	Limited	Limited	None	Limited	Low	Limited	Limited	n/a	Medium	Council	High	Very Low or None	None	Medium	No	Locally Unique
Railway station/silo art	Limited	Limited	Limited	Limited	Medium	None	Medium	n/a	Medium	Council	High	Very Low or None	None	Medium	No	Locally Unique
Reassessment of GPT 2-3-day walking treks from Dunkeld	Limited	Limited	Limited	Limited	High	Limited	Medium	n/a	Medium	Parks Victoria	High	Very Low or None	None	Medium	No	Locally Unique
Recreational fishing and competition	Limited	Medium	Limited	Limited	Low	None	Medium	Less than 5 FTE	Low	Council	Very Low or None	High	None	Limited	Yes	Locally Unique
Red Rock Olives high-end villa accommodation	Limited	Medium	Medium	Limited	High	Limited	None	Less than 5 FTE	Low	Private	Very Low or None	High	None	None	No	Regionally Unique
Red Rock Olives worker accommodation	Limited	Limited	Limited	Limited	Medium	Medium	None	5-10 FTE	Low	Private	Very Low or None	High	None	None	No	None
Regional indoor sports precinct	None	Limited	Limited	Limited	None	None	Limited	Less than 5 FTE	Medium	Council	High	Very Low or None	Low	Medium	No	Locally Unique
Restaurant & function centre on the river edge	Medium	Medium	Medium	None	Low	Limited	None	11-20 FTE	Medium	Private	Very Low or None	High	Low	None	No	None
RV parking spots along Barkly St in Ararat CBD	n/a	n/a	n/a	Limited	None	n/a	None	n/a	n/a	Council	High	Very Low or None	None	None	Yes	n/a

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Sawyer Park Soundshell upgrade	n/a	n/a	Limited	Medium	None	None	Limited	n/a	n/a	Council	High	Very Low or None	None	Medium	No	Locally Unique
Shared path from Halls Gap to Pomonal	Limited	Limited	n/a	Medium	Low	Limited	Strong	n/a	Medium	Mixed	High	Very Low or None	None	Medium	No	Locally Unique
Silo accommodation at Mill Street Silos (feasibility study)	Limited	Limited	Medium	Limited	Low	Medium	Limited	Less than 5 FTE	Low	Unknown	High	Very Low or None	None	None	No	State-wide Unique
Stawell CBD branded accommodation (30+ rooms)	Limited	Medium	Strong	None	High	Medium	None	11-20 FTE	Medium	Private	Very Low or None	High	None	None	No	Locally Unique
Stawell Gift enhancements	Limited	Medium	Limited	Medium	None	Limited	Strong	5-10 FTE	Medium	Council	High	Very Low or None	None	Limited	Yes	Regionally Unique
Story of gold fields and link to the current gold mine	None	None	Limited	Limited	None	None	Medium	Less than 5 FTE	Medium	Other Govt.	High	Very Low or None	Low	Medium	No	Locally Unique
The Bath House Pomonal	Medium	Strong	Strong	None	High	Limited	None	Less than 5 FTE	Low	Private	Very Low or None	High	Medium	None	No	Locally Unique
The Zoo Trail development	Limited	Limited	Limited	Limited	None	none	Strong	0	Medium	Mixed	High	Very Low or None	None	Medium	No	Locally Unique
Updated entrance way & admin building for Halls Gap Zoo	Limited	Limited	Limited	Limited	Low	Limited	Limited	Less than 5 FTE	Medium	Private	Very Low or None	High	None	None	Yes	Locally Unique
Upgrade an existing Bowls Club to enable the hosting of regional events	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Low	Council	Medium	Medium	None	Medium	No	Locally Unique
Upgrade an existing tennis facility to enable the hosting of regional events	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Low	Council	Medium	Medium	None	Medium	No	Locally Unique
Upgrade City Oval as Horsham's premier regional AFL/cricket venue	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Medium	Council	Medium	Medium	None	Medium	No	Locally Unique
WAMA - National Centre for Environmental Art	Medium	Limited	Strong	Medium	Medium	Limited	Limited	5-10 FTE	Medium	Private	High	Low	High	Limited	No	Regionally Unique
Wesley Performing Arts Centre Refurbishment	Limited	Limited	Limited	Medium	High	None	None	Less than 5 FTE	Low	Council	High	Low	Low	Medium	No	Regionally Unique

Opportunity Name	Ability to encourage stronger international visitation	Ability to encourage stronger interstate visitation	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding for Project	Alignment with Experience Victoria	Catalyst project to stimulate other investment	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investment)	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for the	Requirement for ongoing operational Govt. funding	Short term to Activate	Uniqueness of Product
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	Limited	Limited	None	Limited	Medium	Limited	Medium	Less than 5 FTE	High	Council	High	Very Low or None	None	Limited	No	Locally Unique

Appendix 5 Full Matrix with Scores

Table 18: Full Matrix with Weighted Scores – Development Projects

	Ability to encourage stronger international	Ability to encourage stronger interstate	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding for Project Score	Alignment with Experience Victoria 2033 Score	Catalyst project to stimulate other investment	Dispersal of Visitors Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (as a % of total % of total)	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for	Requirement for ongoing operational Govt. funding	Short Term to Activate Score	Uniqueness of Product Score	Total
Dunkeld geothermal bathing experience	6	9	15	2	8	10	4	6	4	6	12	6	12	15	8	0	4	**127**
4-star accommodation at Halls Gap	6	9	15	2	12	15	0	12	8	6	12	4	12	0	8	0	4	**125**
Indoor activity centre	2	6	10	4	4	5	0	9	12	6	12	6	12	15	8	4	8	**123**
Horsham CBD branded accommodation (80+ rooms)	4	6	15	0	12	10	0	15	12	6	12	4	12	0	8	0	4	**120**
Ararat CBD branded accommodation (80+ rooms)	4	6	15	0	12	10	0	15	12	6	12	4	12	0	8	0	4	**120**
Horsham Aerodrome redevelopment	6	9	15	4	8	15	12	12	12	4	0	6	4	0	4	0	8	**119**
Great Western accommodation development (60 rooms)	2	6	10	0	12	10	8	9	12	6	12	4	12	0	8	4	4	**119**
Brambuk upgrade	6	6	5	6	12	10	12	6	12	0	0	6	0	15	4	4	12	**116**
Hamilton CBD branded accommodation (60+ rooms)	4	6	15	0	12	10	0	12	12	6	12	2	12	0	8	0	4	**115**
Hamilton Gallery revitalisation	4	6	15	4	12	15	0	6	12	4	0	6	0	15	4	0	8	**111**
Mount Zero Resort (Stage 2)	4	6	15	2	12	10	4	6	8	6	12	4	12	0	8	0	0	**109**
The Bath House Pomonal	4	9	15	0	12	5	0	3	4	6	12	4	12	10	8	0	4	**108**
Stawell CBD branded accommodation (30+ rooms)	2	6	15	0	12	10	0	9	8	6	12	4	12	0	8	0	4	**108**
Pedestrian priority for Halls Gap (once Heath Street bridge is developed)	6	9	15	6	8	15	4	3	12	2	0	6	0	0	4	0	16	**106**
Grampians Wine Discovery Centre (showcase and attraction)	6	6	10	2	12	5	12	3	8	4	0	4	8	10	8	0	8	**106**
Chocolatarium (chocolate factory)	4	6	10	0	12	0	0	6	8	6	12	4	12	10	8	0	8	**106**
Grampians food & drink packages	4	6	10	2	12	5	8	3	4	6	12	2	12	5	6	4	4	**105**
Dunkeld luxury units	6	6	15	2	8	10	4	6	4	6	12	2	12	0	8	0	4	**105**
Ararat distillery	2	3	10	2	12	5	4	6	8	6	12	2	12	5	8	4	4	**105**

	Ability to encourage stronger international	Ability to encourage stronger interstate	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding for Project Score	Alignment with Experience Victoria 2033 Score	Catalyst project to stimulate other investment	Dispersal of Visitors Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (as a % of total	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for	Requirement for ongoing operational Govt. funding	Short Term to Activate Score	Uniqueness of Product Score	Total
Expansion of J Ward Ghost Tours	2	3	5	4	4	5	4	6	8	2	12	4	12	10	6	4	12	103
WAMA - National Centre for Environmental Art	4	3	15	4	8	5	4	6	8	6	0	6	4	15	6	0	8	102
Horsham brewery	2	3	10	2	12	5	4	6	8	6	12	2	12	5	8	0	4	101
Hamilton Gardens weekends (public and private)	4	6	10	4	8	5	8	3	8	2	12	4	12	0	6	4	4	100
Ararat Sky Park	4	6	10	2	4	5	4	6	12	0	12	6	12	0	8	0	8	99
Agridome showcase attraction	4	6	10	4	4	5	4	6	12	6	0	4	8	10	4	0	12	99
Dark Matter Discovery Centre	4	6	10	2	4	10	0	6	8	6	0	4	0	15	6	0	16	97
Implementation of the Volcanic Trail Masterplan (including upgrade of Penshurst Volcanoes Discovery Centre)	4	6	10	2	8	10	12	6	8	4	0	4	0	10	4	0	8	96
Red Rock Olives high-end villa accommodation	2	6	10	2	12	5	0	3	4	6	12	2	12	0	8	0	8	92
Glamping pods	4	6	10	0	8	5	4	6	4	6	12	2	12	0	8	0	4	91
First Peoples' cultural tourism product development	6	3	10	4	12	5	4	6	8	2	0	6	8	0	4	0	12	90
Restaurant & function centre on the river edge	4	6	10	0	4	5	0	9	8	6	12	0	12	5	8	0	0	89
Destination holiday park	2	6	10	0	4	5	4	6	8	6	12	2	12	0	8	0	4	89
Heritage accommodation in St Arnaud	4	6	5	2	4	10	4	9	8	6	12	0	12	0	6	0	0	88
Updated entrance way & admin building for Halls Gap Zoo	2	3	5	2	4	5	4	3	8	6	12	4	12	0	8	4	4	86
Chalambar Golf Club accommodation and tourism feasibility study	2	3	10	2	8	5	4	3	4	6	12	2	12	0	8	0	4	85
Grampians wine cellars profiling	0	0	5	0	12	5	4	3	8	6	12	2	12	0	8	0	4	81
Red Rock Olives worker accommodation	2	3	5	2	8	10	0	6	4	6	12	0	12	0	8	0	0	78
Recreational fishing and competition	2	6	5	2	4	0	8	3	4	4	12	2	12	0	6	4	4	78
Horsham Equestrian Centre	2	3	10	4	4	5	4	3	8	1	4	2	8	5	6	0	8	77
Nati climbing festival	4	6	5	2	8	0	8	3	4	2	0	4	8	0	8	0	12	74
Public (paid) shuttle to key Grampians sites during peak periods	2	3	5	4	8	10	12	3	8	0	0	4	0	0	2	4	8	73

	Ability to encourage stronger international	Ability to encourage stronger interstate	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding for Project Score	Alignment with Experience Victoria 2033 Score	Catalyst project to stimulate other investment	Dispersal of Visitors Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (as a % of total	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for	Requirement for ongoing operational Govt. funding	Short Term to Activate Score	Uniqueness of Product Score	Total
Stawell Gift enhancements	2	6	5	4	0	5	12	6	8	4	0	2	0	0	6	4	8	72
Expansion of gliding and fixed aviation events	4	6	10	2	4	5	4	3	8	4	0	2	8	0	4	4	4	72
Equine trails with tours	2	3	5	0	4	0	8	6	4	2	12	2	12	0	8	0	4	72
Silo accommodation at Mill Street Silos (feasibility study)	2	3	10	2	4	10	4	3	4	1	0	4	0	0	8	0	12	67
Ararat Trails mountain bike park	2	3	5	4	8	5	8	3	12	2	0	4	0	0	6	0	4	66
Ararat Hill Climb event expansion	4	6	5	2	0	5	8	6	8	2	0	2	8	0	6	4	0	66
Orchid tours, orchid house, and spring flower tours	4	6	10	2	4	5	4	6	4	4	0	2	0	0	6	0	8	65
Horsham Motorsport Raceway development	2	3	10	4	0	5	0	3	4	6	4	2	8	0	6	0	4	61
Great Trail development	2	3	10	2	12	0	8	3	8	2	0	2	0	0	4	0	4	60
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	2	3	0	2	8	5	8	3	12	4	0	2	0	0	6	0	4	59
Horsham Motorcycle Club facility improvements	2	3	10	2	0	5	0	3	4	6	4	2	8	0	6	0	4	59
Shared path from Halls Gap to Pomonal	2	3	5	4	4	5	12	3	8	2	0	2	0	0	4	0	4	58
Grampians Tourism Region Road Cycling Granfondo Event	4	6	5	4	4	0	8	3	4	2	0	4	0	0	2	4	8	58
Careers marketing event program	2	3	5	4	12	5	4	3	4	2	0	2	0	0	4	4	4	58
Activation of the Wimmera River in Horsham	0	3	5	2	8	5	4	3	8	6	0	2	0	0	8	4	0	58
Ongoing activation of City to River Masterplan	0	0	5	4	4	10	4	6	8	4	0	2	0	0	6	0	4	57
Mackenzie Falls master plan	2	3	5	4	0	10	4	3	12	0	0	2	0	0	4	4	4	57
Wesley Performing Arts Centre Refurbishment	2	3	5	4	12	0	0	3	4		0	2	4	5	4	0	8	56
Reassessment of GPT 2-3-day walking treks from Dunkeld	2	3	5	2	12	5	8	3	8	0	0	0	0	0	4	0	4	56
Lake Bellfield improvement	2	3	5	2	8	5	8	3	8	2	0	2	0	0	4	0	4	56
Railway station/silo art	2	3	5	2	8	0	8	3	8	4	0	4	0	0	4	0	4	55
Elevation of the Nati Frinj Biennale (greater profiling)	2	6	5	2	4	0	8	3	4	2	0	2	0	0	4	4	8	54
Kara Kara National Park project	2	6	5	4	8	0	12	0	8	0	0	2	0	0	2	0	4	53

	Ability to encourage stronger international	Ability to encourage stronger interstate	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding for Project Score	Alignment with Experience Victoria 2033 Score	Catalyst project to stimulate other investment	Dispersal of Visitors Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (as a % of total	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for	Requirement for ongoing operational Govt. funding	Short Term to Activate Score	Uniqueness of Product Score	Total
Grampians Rail Trail completion (connection from Stawell to Halls Gap)	4	6	5	2	4	5	8	3	4	2	0	2	0	0	4	0	4	**53**
Dunkeld nature playground	0	0	5	4	4	5	4	3	12	4	0	2	0	0	6	0	4	**53**
Art, laneways, and culture tours of Horsham	2	3	10	2	4	5	0	3	4	2	0	2	0	0	6	4	4	**51**
Upgrade City Oval as Horsham's premier regional AFL/cricket venue	0	3	5	2	0	5	0	3	8	4	4	0	8	0	4	0	4	**50**
Ararat skate park event	2	3	5	2	4	5	0	3	4	4	0	2	0	0	6	4	4	**48**
Heath Street upgrades & bridge	0	0	5	4	0	15	4	3	4	4	0	0	0	0	8	0	0	**47**
Upgrade an existing tennis facility to enable the hosting of regional events	0	3	5	2	0	5	0	3	4	4	4	0	8	0	4	0	4	**46**
Upgrade an existing Bowls Club to enable the hosting of regional events	0	3	5	2	0	5	0	3	4	4	4	0	8	0	4	0	4	**46**
Public toilet facilities at Dunkeld Arboretum	2	3	5	4	0	5	0	3	12	2	0	2	0	0	4	0	4	**46**
Queen Mary Botanic Gardens heritage precinct	2	3	0	2	4	5	4	3	8	4	0	2	0	0	4	0	4	**45**
Green Hill Lake walking track development	0	3	5	2	4	0	4	3	8	2	0	0	0	0	6	4	4	**45**
The Zoo Trail development	2	3	5	2	0	0	12	0	8	2	0	2	0	0	4	0	4	**44**
RV parking spots along Barkly St in Ararat CBD	2	3	5	2	0	5	0	3	4	4	0	0	0	0	8	4	4	**44**
Laharum cycle trail linking native flowers and boutique operators	0	3	5	2	8	0	8	0	4	2	0	2	0	0	6	0	4	**44**
Dunkeld rubbish management	2	3	5	2	0	5	4	3	4	2	0	2	0	0	4	4	4	**44**
Story of gold fields and link to the current gold mine	0	0	5	2	0	0	8	3	8	2	0	2	0	5	4	0	4	**43**
Multi-use trails across SGSC	2	3	0	2	4	5	8	3	4	2	0	2	0	0	4	0	4	**43**
Ararat Dirt Mountain Bike 12 Hr Race	2	3	5	4	4	0	4	3	4	2	0	2	0	0	2	4	4	**43**
Regional indoor sports precinct	0	3	5	2	0	0	4	3	8	4	0	0	0	5	4	0	4	**42**
Outdoor multi-purpose sports precinct	0	3	5	2	0	5	4	3	8	4	0	0	0	0	4	0	4	**42**
Alexandra Gardens Boardwalk	2	3	5	2	8	0	0	0	8	1	0	2	0	0	6	0	4	**41**

	Ability to encourage stronger international	Ability to encourage stronger interstate	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding for Project Score	Alignment with Experience Victoria 2033 Score	Catalyst project to stimulate other investment	Dispersal of Visitors Score	Employment (Operational) Potential Score	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (as a % of total	Likelihood to be profiled by Visit Victoria Score	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction for	Requirement for ongoing operational Govt. funding	Short Term to Activate Score	Uniqueness of Product Score	Total
Sawyer Park Soundshell upgrade	2	3	5	4	0	0	4	3	4	4	0	0	0	0	4	0	4	**37**
Activation of the Green Lake Recreational Precinct Vision plan	0	3	5	2	4	0	4	0	4	2	0	2	0	0	6	0	4	**36**
Horsham public art and First Peoples' interpretive content	0	0	0	4	8	0	4	3	4	4	0	0	0	0	4	0	4	**35**
Napier Street retail facades	0	0	5	2	0	0	0	3	0	4	0	0	0	0	6	0	0	**20**
Ararat Town Entrance enhancements	0	0	0	2	0	0	0	0	4	4	0	0	0	0	6	0	4	**20**

CONTACT

Grampians Tourism Destination Management Plan
Grampians Tourism Board Inc.
A: PO Box 81,
        Halls Gap, Victoria 3381
E: admin@grampianstourism.com.au
W: www.grampianstourism.com.au

Horsham Rural City Tourism Destination Local Area Action Plan

Prepared for: Horsham Rural City Council & Grampians Tourism Board Inc

Contents

List of Figures

List of Tables

Acknowledgement of Country

Horsham Rural City Council acknowledges the traditional owners, the Wotjobaluk, Wergaia, Jupagulk, Jaadwa, Jadawadjali and neighbouring First Peoples, who are the traditional custodians of the area where friends and family visit to enjoy everything the Horsham region has to see and do. We respect their history, culture, and Elders, past and present, and their continuous connection to Country.

Abbreviations & Definitions

ARCC	Ararat Rural City Council
BGLC	Barengi Gadjin Land Council
CAPEX	Capital Expenditure
COVID-19	Coronavirus disease
DJSIR	Department of Jobs, Skills, Industry and Regions
DMP	Destination Management Plan
DDWCAC	Dja Wurrung Clans Aboriginal Corporation
EMAC	Eastern Maar Aboriginal Corporation
F&B	Food and beverage
GPT	Grampians Peaks Trail
GT	GT
GMTO	Gunditj Mirring Traditional Owners Aboriginal Corporation
HRCC	Horsham Rural City Council
IVS	International Visitor Survey
LAAP	Local Area Action Plan
LGA	Local Government Area
NGSC	Northern Grampians Shire Council
NPS	Net Promoter Score
PV	Parks Victoria
RDV	Regional Development Victoria
SGSC	Southern Grampians Shire Council
TO	Traditional Owner
VPA	Victorian Planning Authority
VFR	Visiting Friends and Relatives
YE	Year End

Cover image credits (from left to right, top to bottom)
1. *Pump Track, Jumpin' Jac Flash Photography*
2. *Grampians Olive Co.*
3. *Horsham Town Hall & Regional Art Gallery: Horsham Rural City Council*
4. *Mount Arapiles, Parks Victoria*

Part 1: Executive Summary

1.1.   Overview

Horsham Rural City has a thriving agricultural sector and vast natural beauty and offers visitors and its community an array of recreational and cultural offerings. It serves as an important regional centre, providing a variety of services and amenities for both residents and visitors alike.

The Destination Management Plan

Horsham Rural City Council and Grampians Tourism (GT) have engaged Stafford Strategy to prepare this Local Area Action Plan (LAAP) to assist Horsham Rural City Council, industry and community to strengthen Horsham Rural City's visitor economy, further developing their visitor offering and, as a result, assist in building the resilience needed to mitigate economic vulnerability.

The LAAP has been developed to sit directly under the regional Grampians Destination Management Plan (DMP) that has been developed concurrently with this LAAP. The regional DMP guides the development and growth of the broader regional visitor economy. It reflects the needs and aspirations of the community, industry, Grampians Tourism and the four member councils of the Grampians region including Horsham Rural City Council, Ararat Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council.

Image credit: Horsham Rural City Council

Horsham Rural City

Horsham Rural City is situated in the Wimmera region of Victoria and covers an area of approximately 4,200 square kilometres. It is home to an estimated 20,327 residents (as of 2022[1]). The City is strategically located on the main rail and road route linking Melbourne to South Australia.

Horsham is the primary service centre and offers essential services, educational facilities, healthcare centres, and a variety of shopping and dining options.

In 2022, the Horsham Rural City attracted 404,000 visitors, more than half (55%) of which were domestic day trippers.

The Experience

Horsham Rural City is a region that embodies a unique blend of natural beauty, agricultural diversity, and community spirit. It is an appealing visitor destination for a variety of markets seeking picturesque landscapes, recreation, authentic rural small towns, and agri-based experiences.

Situated on the banks of the attractive Wimmera River, the City is also home to rolling hills, fertile farmland, and captivating national parks. Visitors can immerse themselves in the tranquil beauty of the nearby Grampians National Park, explore the diverse flora and fauna of the Wimmera River Red Gum Forests, and Mount Arapiles or enjoy leisurely walks along the riverbanks. These natural assets provide abundant opportunities for outdoor activities, nature photography, and an authentic connection with the environment.

Cultural amenities also enhance the appeal of Horsham Rural City. The region hosts numerous festivals, events, and art exhibitions throughout the year, fostering a vibrant arts and cultural scene. The Horsham Regional Art Gallery is a hub for creativity and showcases a diverse range of local and national artistic talent.

The City also offers a range of sporting activities and facilities for residents and visitors to enjoy, reflecting its commitment to promoting a healthy and active lifestyle. These include (but are not limited to) athletics, netball, football, tennis, swimming, bowls, golf, volleyball, and basketball.

To further enhance and grow Horsham Rural City's visitor economy, opportunities include investigating a greater diversity of accommodation (typology and scale), food and beverage experiences, new visitor attractions, infrastructure upgrading and events.

---

[1] https://app.remplan.com.au/horsham/economy/trends/population

1.2.   Strategic Framework

The following strategic framework guided the development of this LAAP and should be used to direct tourism development and marketing in Horsham Rural City going forward.

Vision   **Horsham Rural City will be recognised as one of Australia's leading agricultural hubs and the centre for health and allied business services for the wider region, whilst offering expanded agri-tourism experiences, major events, and new leisure-based attractions.**

Strategic Objectives

1. Facilitate investment into the visitor economy that positions Horsham as the major business hub to attract a range of new accommodation facilities and visitor attractions including being an attractive place to live and work.
2. Support First Nations-led product development and delivery of tourism experiences especially where these align with agri-tourism and related industries.
3. Achieve sustainable visitation patterns by growing solid visitor dispersal and off-peak visitation throughout the LGA to support business sustainability and encourage new agritourism ventures and experiences.
4. Increase visitor yield by growing visitor dwell time and growing overnight visitation throughout the LGA.
5. Generate investment in supporting infrastructure that will enable visitor economy growth including through strengthening public transport services, expanded airport services, upgrading sporting facilities and new amenities.
6. Support a cohesive, integrated, and supported industry and community that value the visitor economy and its growth.

Targets

The following performance targets have been identified for Horsham Rural City.

404,000 to 485,000
20% Growth
In overnight visitors to Horsham Rural City between 2022 and 2030.

$77m to $100m
30% Increase
In visitor expenditure in Horsham Rural City between 2022 and 2030.

3.0 nights to 3.6 nights
20% Growth
In the average length of stay in Horsham Rural City between 2022 and 2030.

Themes

Key themes to guide future investment in Horsham Rural City have been identified. These have been selected in response to strategic considerations and objectives for tourism development and to align with the broader State VEMP and the Grampians DMP.

1. **Nature, Recreation and Wellness**
2. **First Peoples**
3. **Food and Drink**
4. **Arts and Culture**
5. **Regional Accommodation**
6. **Identity, Marketing and Placemaking**
7. **Industry Development and Collaboration**
8. **Supporting Infrastructure**

1.3. Recommendations

Table 1 outlines the priority recommendations that have been identified in response to the strategic investment themes, vision and objectives outlined. The priority recommendations are ones that will either deliver the greatest economic benefit for Horsham Rural City and/or are considered important building blocks for the sustainability of Horsham Rural City as a visitor destination. Other recommendations have been identified in Section 4.1.

Table 1: Priority recommendations linked to the Strategic Investment Themes

Strategic Investment Theme		Detail	Recommendations
1	**Nature, Recreation and Wellness**	Continue to showcase and celebrate the Grampians' spectacular natural environment by encouraging immersive nature-based experiences and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based, recreational, and complementary wellness experiences.	- Activation of the Wimmera River in Horsham ◯ - Equine trails with tours ◯ - Expansion of gliding and fixed aviation events ◯ - Horsham Motorcycle Club facility improvements ◯ - Horsham Motorsport Raceway development ◯ - Laharum cycle trail linking native flowers and boutique operators ◯ - Nati climbing festival ◯ - Recreational fishing and competition ◯ - Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola) ◯
2	**First Peoples**	Be led by the Grampians' First Peoples' communities[2] to support distinctive and authentic First Peoples' experiences, to build a greater understanding of their stories in both historical and contemporary forms.	- First Peoples' cultural tourism product development ◯ - First Peoples' place names ◆ - Horsham public art and First Peoples' interpretive content ◯ - Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators ☆ ◆
3	**Food and Drink**	Elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.	- Activation of Riverfront Meeting place pop up cafe site ◯ - Horsham brewery ◯
4	**Arts and Culture**	Continue to foster the development of the Grampians' emerging and diverse arts and culture scene via its many art galleries, museums, art trails, performing art venues and cultural facilities, connecting visitors with authentic, local experiences, and encouraging them to disperse throughout the region.	- Art, laneways and culture tours of Horsham ◯ - Elevation of the Nati Frinj Biennale (greater profiling) ◯ - Grampians culture passport ticket ◆ - Silo trail profiling for Horsham ◆ - Museum trail profiling for Horsham ◆ - Wesley Performing Arts Centre Refurbishment ◯
5	**Regional Accommodation**	Focusing on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, tiny home-style/off-grid accommodation, glamping-style accommodation along with the retrofitting of existing properties.	- Advocate for/encourage motel retrofitting ◆ - Designation of sites for worker accommodation and packaging of these to investors ☆ ◆ - Horsham CBD branded accommodation (80+ rooms) ☆ ◯ - Horsham Golf Club Resort development ◯ - Mount Zero Resort (Stage 2) ☆ ◯ - Silo accommodation at Mill Street Silos (feasibility study) ◯

◯ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

---

[2] Within Horsham Rural City, Barengi Gadjin Land Council (BGLC) represents Traditional Owners from the Wotjobaluk, Jaadwa, Jardwadjali, Wergaia and Jupagulk peoples.

Strategic Investment Theme		Detail	Recommendations
6	**Identity, Marketing and Placemaking**	Continue to grow awareness of the Grampians brand to ensure it is well-recognised and known as a compelling visitor destination.	▪ Activation of the Green Lake Recreational Precinct Vision Plan ⭕ ▪ Advocate to streamline State Government planning process ◆ ▪ Continue to assess the Horsham VIC location ◆ ▪ Destination branding for LGAs in partnership with GT ◆ ▪ Events toolkit for each LGA ◆ ▪ Further profiling of events in Horsham area e.g., "what's on" ◆ ▪ Further profiling and development of the LGA's various markets ◆ ▪ Promotional campaign focusing on non-Grampians National Park assets ◆ ▪ Regional visitor servicing strategy ⭐ ◆ ▪ Restaurant & function centre on the river edge ⭕ ▪ Review of LGA planning schemes ⭐ ◆ ▪ Tourism awareness (value of the visitor economy) campaign for residents ◆ ▪ Tourism investment marketing campaign ⭐ ◆ ▪ Tourism planning zones study ◆
7	**Industry Development and Collaboration**	Fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong and visitor-ready industry across the region.	▪ Development Approval Concierge for tourism businesses ⭐ ◆ ▪ Distribution of SpendMapp data ◆ ▪ Expanding in-region tourism training opportunities for locals ◆ ▪ F&B roster development ◆ ▪ Food & Wine Appreciation training program ◆ ▪ Industry development training (customer service, product/experience development, social media, marketing, grant application writing) ⭐ ◆ ▪ Small Business Bus by Business Victoria profiling ◆
8	**Supporting Infrastructure**	Supporting visitor economy growth by advocating for investment into infrastructure, transport connections and visitor services.	▪ Advocacy for upgraded Horsham passenger rail ⭐ ◆ ▪ Advocacy for peak season public transport options around the Grampians ⭐ ◆ ▪ City Oval Events Stage ⭕ ▪ Electric charging stations around the Grampians ◆ ▪ Horsham Aerodrome redevelopment ⭐ ⭕ ▪ Horsham Equestrian Centre ⭕ ▪ Ongoing activation of City to River Masterplan ⭕ ▪ Outdoor multi-purpose sports precinct ⭕ ▪ Regional indoor sports precinct ⭕ ▪ Road improvements to VicRoads ◆ ▪ Sawyer Park Soundshell upgrade ⭕ ▪ Signage audit & upgrades (directional & interpretive) ◆ ▪ Upgrade an existing Bowls Club to enable the hosting of regional events ⭕ ▪ Upgrade an existing tennis facility to enable the hosting of regional events ⭕ ▪ Upgrade City Oval as Horsham's premier regional AFL/cricket venue ⭕

⭕ **Development Projects**   ◆ **Strategic Initiatives**   ⭐ **Priority Project/initiative**

Part 2: Where Are We Now?

2.1. Overview

Horsham Rural City Council (Council) and Grampians Tourism (GT) have developed this Local Area Action Plan (LAAP) to set out the vision and aspirations for the visitor economy for Horsham Rural City over the next five years.

This plan has been developed parallel with the Grampians Destination Management Plan (DMP) and aligns strongly with this.

This LAAP provides a key document to assist Council, industry and community to strengthen Horsham Rural City's visitor economy, further developing their visitor offering and, as a result, will assist in building the resilience needed to mitigate economic vulnerability.

The area covered by the LAAP is indicated in Figure 1.

2.1.1. Methodology

The following investigations and inputs were undertaken or reviewed to inform this LAAP.

- Ongoing desktop research and literature review.
- Situation analysis of what exists now and why.
- Workshops with industry and other relevant stakeholders.
- Ongoing liaison with individual stakeholders (public and private).
- Visitor economy assessment (including historic visitation and spending data).
- Tourism product audit and gap analysis.
- Consumer sentiment assessment of the region's quality and value for money.
- Community and industry visitor economy survey.
- Identification of preliminary recommendations.
- Prioritisation of recommendations.
- Development of draft LAAP document.
- The socialisation of draft LAAP and integration of any feedback.
- Finalisation of the LAAP.

2.1.2. Industry and Community Consultation and Investigations

The input received from the community and industry was invaluable and provided a key resource for the LAAP's preparation. The following consultation was undertaken.

- Industry consultations (one-on-one sessions) along with several workshops and focus group sessions with a variety of stakeholders across the LGA.
- A major survey that was distributed to the community and industry focused on Horsham Rural City's visitor economy (the findings of which are included in Section 2.3. This provided feedback from a wide range of stakeholders which illustrated alignment between community and industry in aspirations and outcomes.

2.1.3. About Horsham Rural City

Horsham Rural City is a local government area (LGA) located in the Wimmera region of Victoria. It is situated approximately 300 kilometres northwest of Melbourne and 430 km southeast of Adelaide. It covers an area of about 4,000 square kilometres and includes the city of Horsham as its major urban centre.

The city has a population of approximately 20,000 people, making it the most populous urban centre in the Wimmera region.

Horsham Rural City's main towns comprise:

- Horsham: This serves as the major urban centre and administrative hub of the LGA. It is the largest town in the region and offers a range of services, amenities, and facilities, including shopping centres, healthcare facilities, educational institutions, and recreational opportunities.
- Natimuk: Natimuk is a small town located approximately 30 kilometres northwest of Horsham. It is known for its artistic community and is a popular destination for rock climbers due to its proximity to the nearby Mount Arapiles, a renowned climbing area.
- Haven: Haven is a small township located approximately 10 kilometres south of Horsham. It is primarily a residential area, offering a peaceful rural lifestyle within close proximity to Horsham.
- Dadswells Bridge: Dadswells Bridge is a small settlement situated on the Western Highway, approximately 30 kilometres east of Horsham. It is known for being the gateway to the Grampians (Gariwerd) National Park and is home to attractions such as the Giant Koala and the Dadswells Bridge Historic Area.
- Laharum: Laharum is a rural township located approximately 25 kilometres south of Horsham. It is surrounded by farmland and offers a tranquil setting with views of the Grampians mountain ranges.
- Pimpinio: Pimpinio is a small town situated about 12 kilometres west of Horsham. It is primarily an agricultural area, with farming and grain production being key industries in the region.
- Quantong: Quantong is a rural locality located about 10 kilometres northeast of Horsham. It is known for its fertile agricultural land and farming activities.

Horsham Rural City's economy is diverse and driven by a combination of agricultural, manufacturing, retail, services, and tourism sectors. The key sectors of the City's economy include the following.

- Agriculture: Agriculture is a significant contributor to the economy of Horsham Rural City. The region is known for its broadacre farming, including wheat, barley, canola, and legume crops. Livestock farming, including sheep and cattle, is also prevalent. The agricultural sector provides employment opportunities and generates income through the sale of agricultural products.
- Manufacturing: The City has a strong manufacturing sector that

encompasses various industries. Manufacturing activities include food processing, timber products, metal fabrication, machinery, and equipment production. These industries provide employment opportunities and contribute to the local economy by producing goods for domestic and export markets.

- Arts & Culture: The Horsham Town Hall, Regional Art Gallery is also home to a variety of world-class performing arts offerings including music, dance and drama. Horsham also offers numerous opportunities to experience different public art including the new Silo Art.

- Retail and Services: The major town of Horsham serves as a regional centre for retail and services. It offers a wide range of retail outlets, including supermarkets, specialty stores, and local businesses. The town also provides essential services such as healthcare, education, professional services, and hospitality, contributing to employment and supporting the needs of residents and visitors.

- Tourism: Horsham Rural City has several attractions that draw tourists to the region. The Grampians (Gariwerd) National Park, located nearby, offers stunning natural landscapes, hiking trails, waterfalls, and wildlife. Mount Arapiles, renowned among rock climbers, is

another popular destination. The region also hosts events and festivals, such as the Art Is... Festival, which showcases local arts and culture. Tourism-related businesses, including accommodation, restaurants, cafes, and tour operators, benefit from visitor spending and contribute to the local economy.

- Health and Education: Horsham Rural City has healthcare services, including a hospital, medical clinics, and aged care facilities, that cater to the healthcare needs of the community. The region is also home to educational institutions such as primary and secondary schools, vocational training centres, and the Horsham campus of Federation University, providing educational opportunities and supporting the education sector.

- Renewable Energy: The City has seen the development of renewable energy projects, particularly wind energy. The region hosts wind farms that generate clean energy, contribute to reducing carbon emissions, and provide economic benefits through job creation and lease agreements with landowners.

These sectors collectively contribute to the economy of Horsham Rural City, supporting employment, driving economic growth, and providing essential services and amenities for the community. The region's

agricultural heritage, manufacturing capabilities, retail services, and tourism opportunities contribute to its overall economic vitality.

Horsham Rural City offers picturesque landscapes and natural attractions. The nearby Grampians (Gariwerd) National Park, located to the south of the city, offers stunning mountain ranges, waterfalls, and scenic hiking trails. This national park is a popular destination for outdoor activities such as bushwalking, rock climbing, and wildlife spotting.

In addition to its natural beauty, Horsham Rural City provides various recreational and cultural amenities. The Horsham Regional Art Gallery showcases local and national artworks, while the Horsham Aquatic Centre offers swimming pools, waterslides, and fitness facilities. The city also has a vibrant events calendar, including agricultural shows, festivals, and sporting events that attract visitors from the surrounding regions.

Overall, Horsham Rural City combines a thriving agricultural sector, natural beauty, and a range of recreational and cultural offerings. It serves as an important regional centre, providing services and opportunities for both residents and visitors alike.

Figure 1: Scope of the LAAP
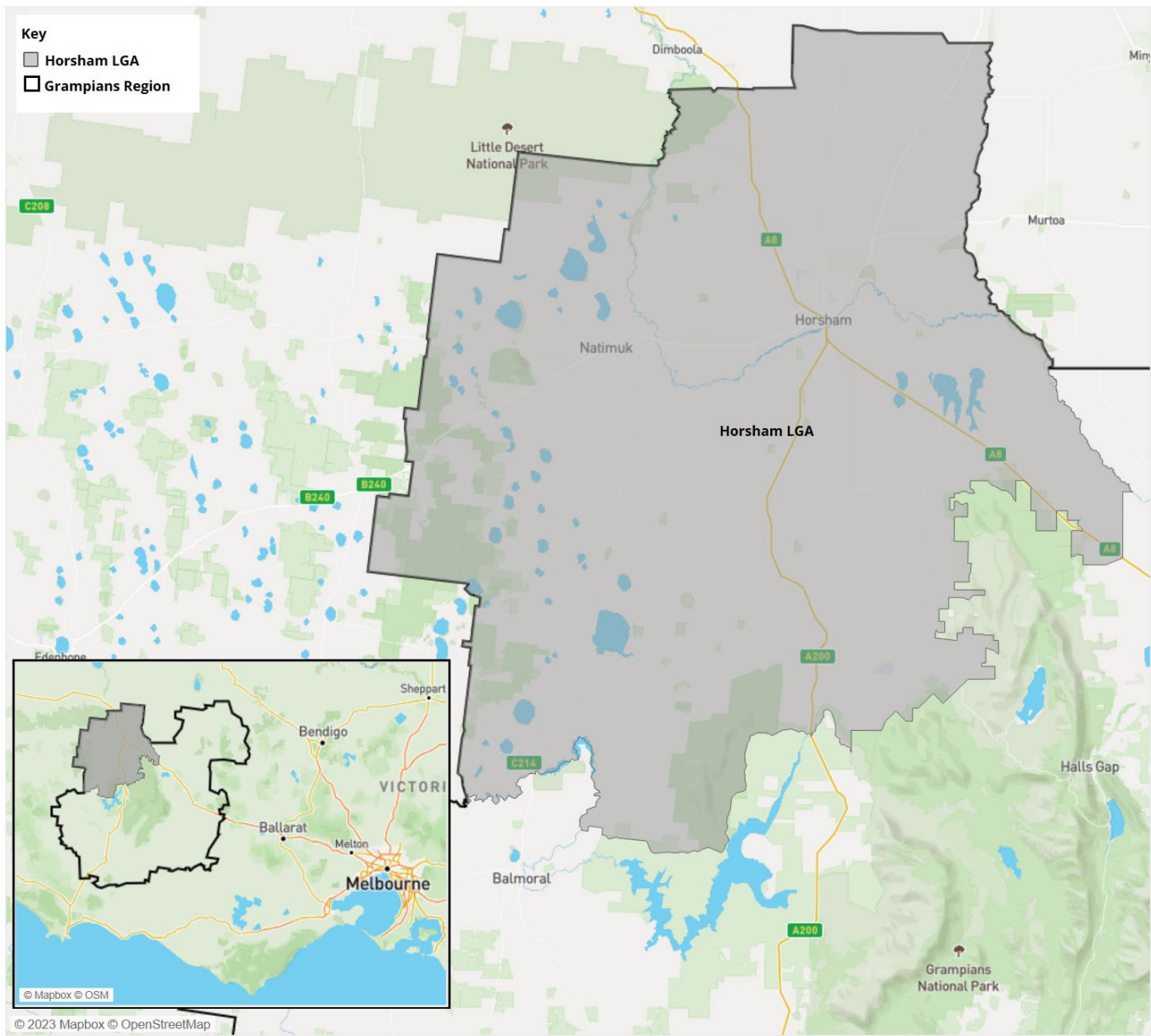
2.2. Visitation to Horsham Rural City

2.2.1. Visitor Economy Snapshot

Figure 2: Visitor Economy Snapshot 2022 (September YE)[3]

404,000	**550,000**	**$77 m**	**3.0 nights**
Trips in 2022	**Nights in 2022**	**Spend in 2022**	**Average Length of Stay**
55% domestic day trip	99.7% domestic overnight	43% domestic day trip	3.0 nights – domestic overnight
45% domestic overnight	0.3% international overnight	57% domestic overnight	4.5 nights – international overnight
0.1% international overnight		0.1% international overnight	
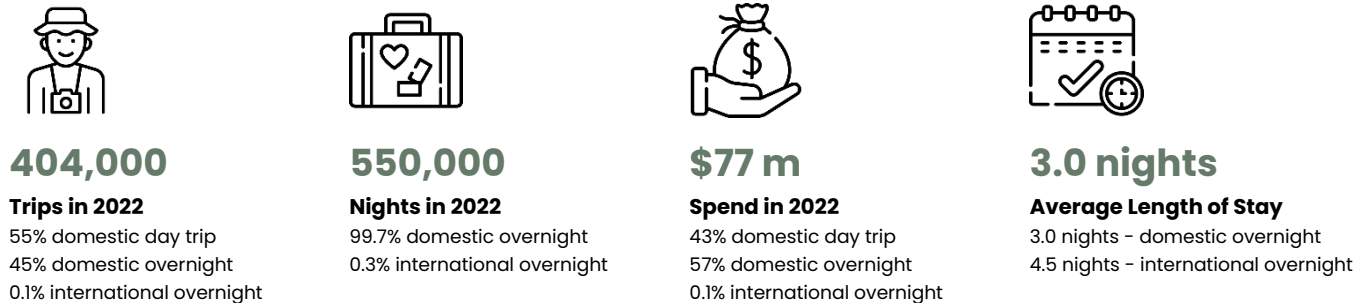
Figure 3: Total Visitation, 2013–2022[4]
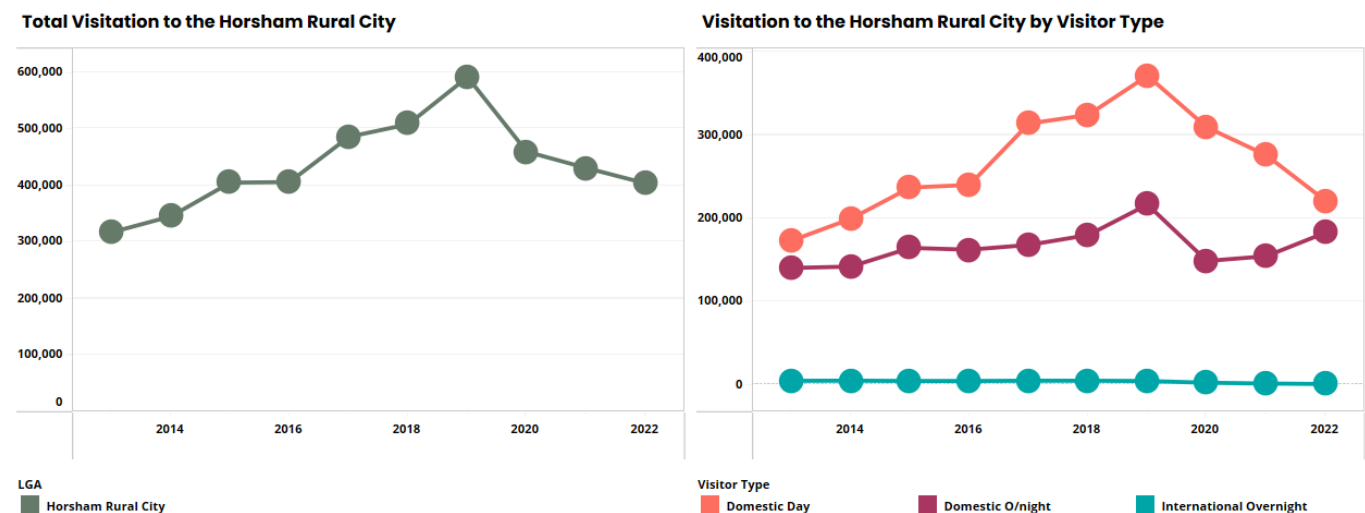
2.2.2. Historic Visitation

In 2022, Horsham Rural City had approximately 400,000 visitors, down from a high of just under 600,000 in 2019. Like many LGAs around the country, Horsham Rural City was impacted by COVID-19. However, compared to its three other counterpart LGAs in the Grampians region, Horsham has had a slower COVID-19 rebound, with Ararat, Northern and Southern Grampians all experiencing stronger rebounds in visitation between 2021 and 2022.

One of the reasons for this is thought to be the lack of major recreational and leisure-based attractions and experiences in Horsham (such as the GPT, lack of cycle ways and major walkways) which has provided other surrounding LGAs with a more constant level of domestic visitation over the COVID impacted years as domestic intrastate travellers especially looked to get away to more rural and regional locations.

Before COVID-19, however, visitation to Horsham Rural City was steadily growing, almost doubling between 2013 and 2019 (increasing from 317,000 visitors in 2013 to just under 600,000 visitors in 2019). This was driven by strong growth in the domestic market, largely the domestic day market, which increased from 173,000 visits to 371,000 visits and comprised 61% of travel between 2013 and 2022 (see Figure 4). This is likely driven by the fact that Horsham is a major service centre for a much wider catchment seeking medical support, business services, shopping facilities etc. and also having a strong visiting friends and relatives market.

---

[3] National and International Visitor Survey, Tourism Research Australia. Based on three-year averages, with the exception of COVID-19 impacted data from 2020 to 2022.
[4] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

Figure 4: Visitor type (10-year average, 2013–2022) [5]

Visitor Type to the Horsham Rural City

Visitor Type
- Domestic Day
- Domestic O/night
- International Overnight
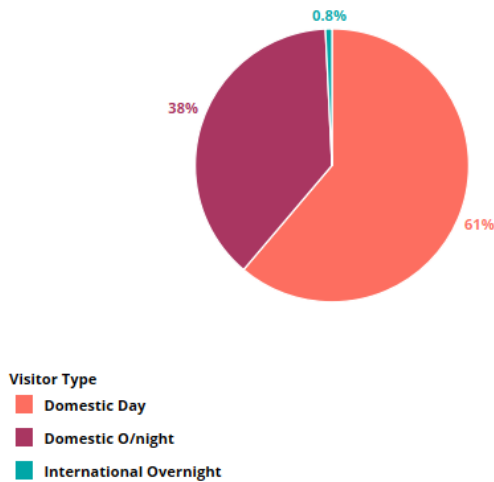
2.2.3. Historic Visitor Spending

Although the day trip market forms an important component of the visitor economy, it typically is relatively low yielding, accounting for only 43% of visitor spending in the LGA in 2022, despite comprising 55% of total visitation. Domestic day trippers, on average, spent $148 in the region, compared with domestic overnight visitors who spent 1.6 times this amount at $240 per trip. Higher spending by overnight visitors is generated because of additional spending on accommodation, food and beverage, transport, attractions etc.

A key objective of this LAAP, as noted during the consultation phase, is to grow visitor spending and visitor yield, rather than merely focusing on growing the number of visitors travelling into the region. To achieve this, Horsham Rural City will need to focus on:

- encouraging investment into upgrading existing accommodation stock and the development of new accommodation;
- developing new, visitor-ready and bookable experiences and products;
- enhancing infrastructure to support the development of the visitor economy;
- creating bookable packages to support a longer length of visitor stays;
- developing evening-based visitor products to encourage overnight stays; and
- introducing all-weather product for times of inclement weather.

Figure 5: Visitor Spend, 2013–2022 [6]

Total Visitor Spend in the Horsham Rural City
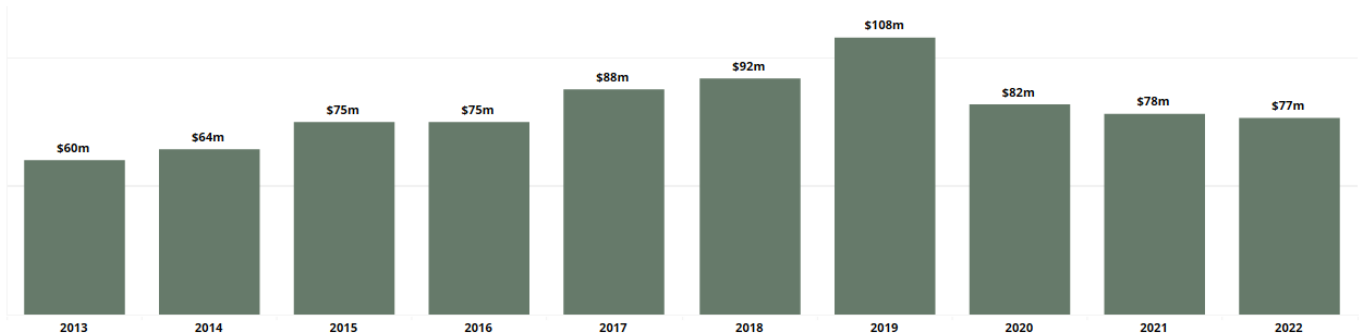
Spend by Visitor Type in the Horsham Rural City
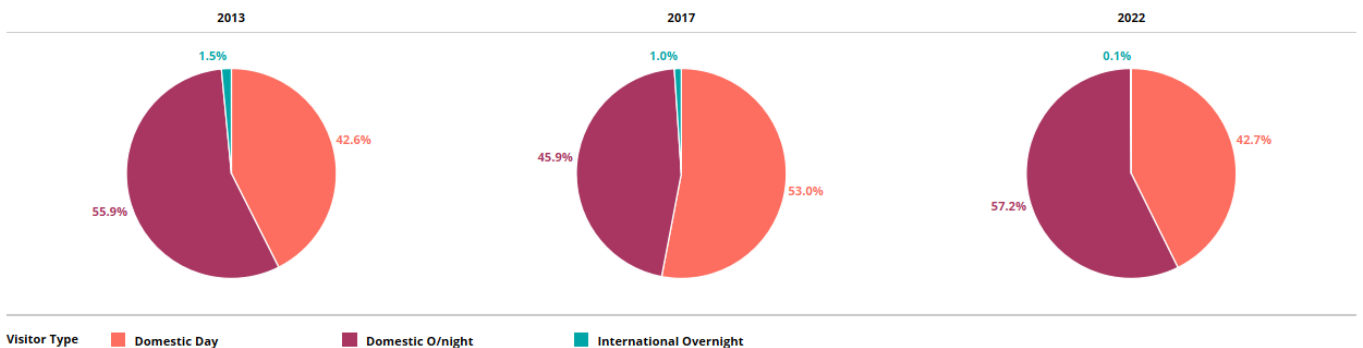
Visitor Type   Domestic Day   Domestic O/night   International Overnight

2.2.4. Source Market

Currently, Horsham Rural City is largely an intrastate visitor destination.

- The domestic day trip market is overwhelmingly made up of Victorians, comprising 94% of all travellers over the last 10 years. The remaining 6% originate from South Australia.
- Victorians also make up most domestic overnight visitors, totalling 76% of all travel over the last 10 years, of which, anecdotally, the majority are from greater Melbourne. This is followed by South Australians (14%), NSW residents (5%), Queenslanders (2%), and those from other states/territories (2%).
- Pre-COVID-19, key international markets included the UK, the USA/Canada and New Zealand. There is an opportunity to now start to target international target markets as international travel returns, though the core focus should be the domestic market.
- If product is refreshed and new facilities (such as new 3-4 star accommodation options developed), the potential could exist to start to attract select international markets for both business and leisure purposes.
- The focus, however, should remain on growing intrastate travellers along with interstate travellers, especially if new products can be introduced including new river and water way experiences, new accommodation options, food and beverage development, arts and cultural facilities, and a broader range of events and festivals.

Figure 6: Day trip & domestic overnight visitor origin (10-year average, 2013–2022)[7]

Origin of Domestic Visitors to Horsham Rural City
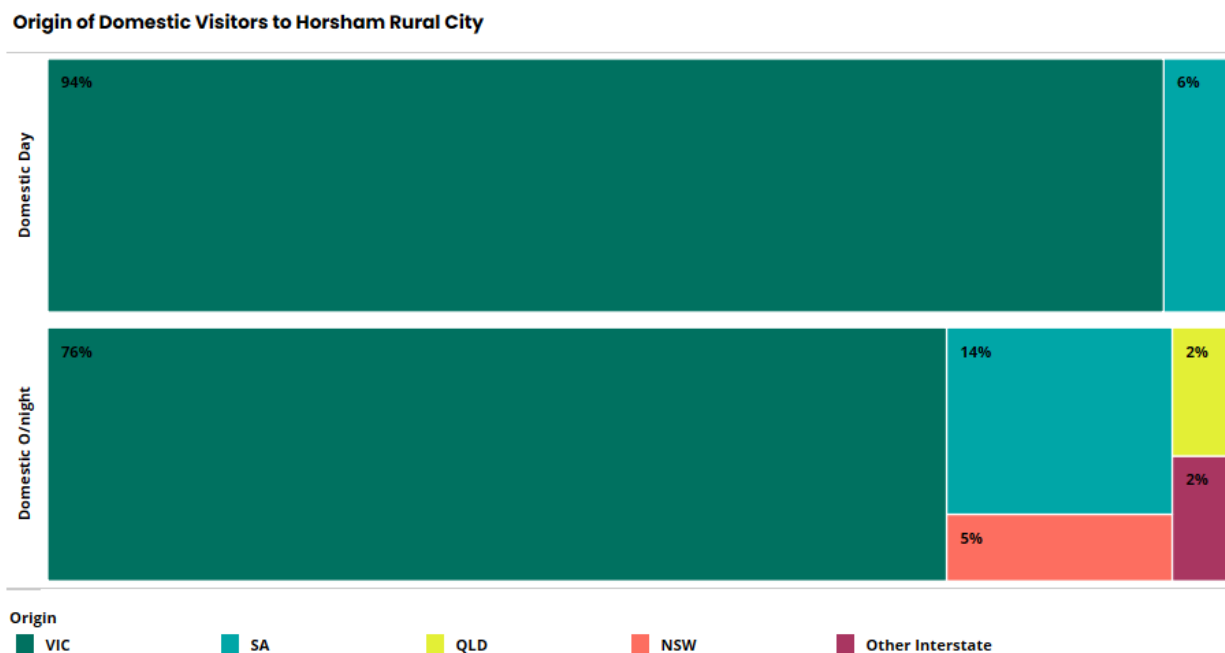
Figure 7: International overnight visitor origin (7-year average, 2013–2019)[8]
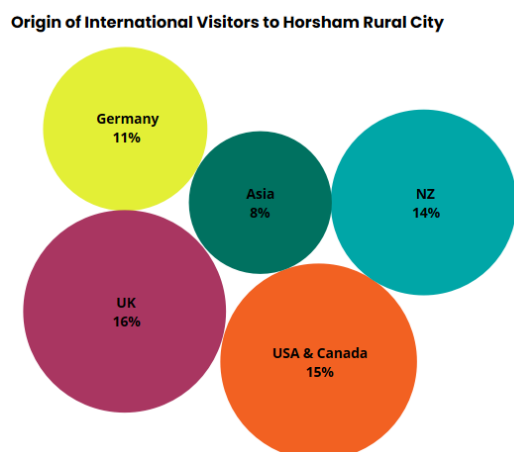
Origin of International Visitors to Horsham Rural City

---

[7] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.
[8] A 7-year average period has been used up to 2019 to reflect pre-COVID-19 data. Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

2.2.5.   Motivation of Travel

Figure 8 demonstrates visitation to Horsham Rural City by visitor motivation. It demonstrates that Horsham is largely a leisure-based destination, with:

- almost half of all domestic day trippers travel for a holiday (46%), 20% travelling for to visit friends and relatives (VFR);
- an equal number of domestic overnight visitors travelling for a holiday or to visit friends and relatives (33%); and
- two-thirds of international visitors (66% travelling for a holiday.

Although business travel is not a dominant motivation for travel, it does present niche opportunities for Horsham. This includes via the development of smaller-scale business events, incentives travel, team building and business accommodation facilities.

Figure 8: Motivation of travel (10-year average, 2013–2022) [9]

Visitor Type	Motivation		%
Domestic Day		Holiday	46%
		VFR	20%
		Business	12%
		Other	22%
Domestic O/night		Holiday	33%
		VFR	33%
		Business	21%
		Other	12%
International Overnight		Holiday	66%
		VFR	23%
		Business	9%
		Other	2%

---

[9] Based on 3-year averages. September YE data. Tourism Research Australia, National and International Visitor Surveys, compiled by Stafford.

2.3. What We Were Told

2.3.1. Survey

A survey was distributed over two months to the community and industry throughout Horsham Rural City and the broader Grampians region. The survey received 200 responses in total, of which 56 indicated they were primarily associated with Horsham Rural City LGA.
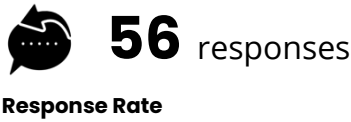
Overall, the sample size for the total survey was robust, achieving a 95% confidence level and a 7% margin of error.

The following provides the findings of the survey responses from Horsham Rural City respondents.

56 responses

Response Rate

2.3.1.1. Question 1

Name – confidential

2.3.1.2. Question 2

2. Is your business currently a member of any local or industry networks or associations?

No 22 (44%)	Yes 21 (42%)
Unsure 7 (14%)	

Top Networks respondants belong to

Grampians Tourism
1

Grampians Wine Makers
2

West Vic business
7
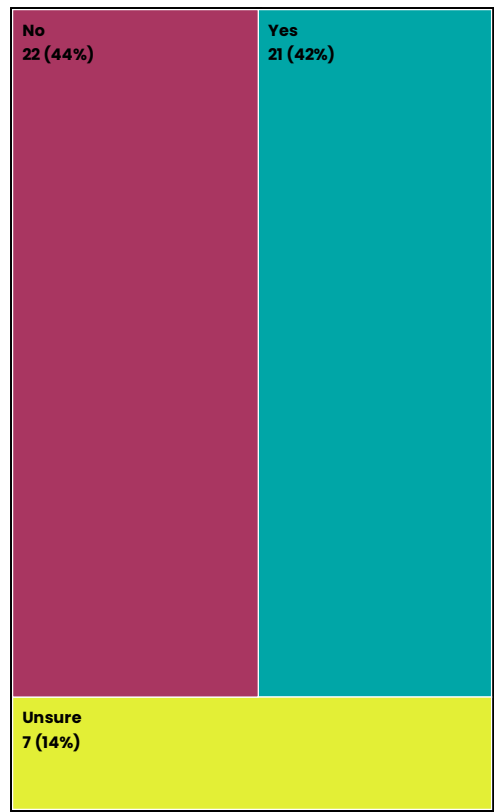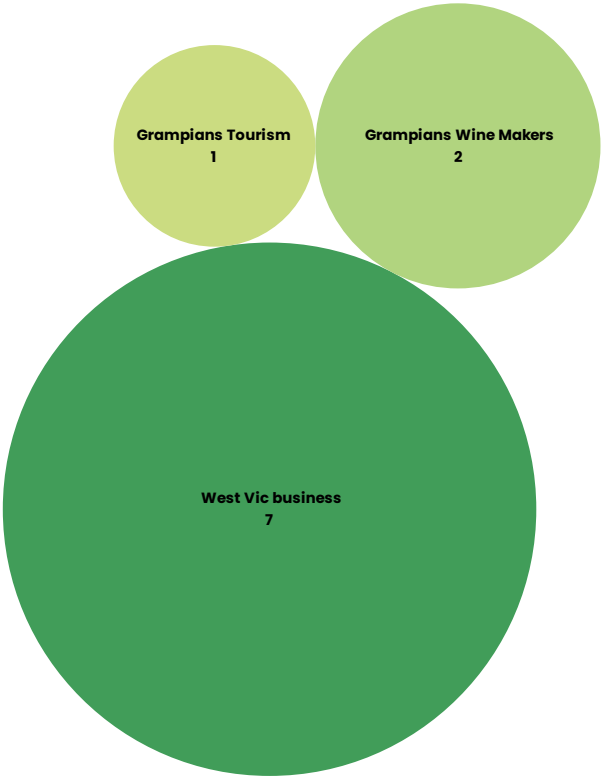
2.3.1.3. Question 3

3. What Council area within the Grampians region do you primarily associate with?

56 indicated Horsham Rural City

2.3.1.4. Question 4

4. What best describes your business/organisation? (If you fall into more than one category, please select the most relevant category that pertains to you)

Category	Value
Tourism accommodation	8 (16%)
Interested community member	8 (16%)
Food and beverage	8 (16%)
Tourism attraction and tour operators	6 (12%)
Events and events venues	6 (12%)
Retail and visitor information	4 (8%)
Professional services (health, education, accounting, marketing, media etc.)	4 (8%)
Construction, manufacturing and trades	4 (8%)
Associations and groups	2 (4%)

2.3.1.5. Question 5

5. How do you currently promote your business / organisation? Select all that apply.

Method	Value
Social media (e.g. Facebook, Instagram)	35 (24%)
Local newspapers / magazines	14 (10%)
Digital Marketing (e.g. SEM, online advertising etc)	13 (9%)
Not applicable	12 (8%)
Local radio / TV	11 (8%)
Google Maps Listing	11 (8%)
Online business directory	8 (6%)
Community newsletter	8 (6%)
ATDW Listing	8 (6%)
Mail and email-outs	7 (5%)
Media outside of the region	5 (3%)
Grampians Tourism Partnership	3 (2%)
Word of Mouth	2 (1%)
Posters and flyers	2 (1%)
Other	2 (1%)
Media famils	2 (1%)
Interested community member	1 (1%)

2.3.1.6. Question 6

6. What are the key issues (if any) your business / organisation is currently facing that we should be aware of? Select all that apply.

Issue	Count (%)
Attracting and / or retaining skilled employees	21 (15%)
Government regulations (e.g. planning, permits, license..	16 (12%)
Lack of marketing / promotion support	13 (9%)
Obtaining finances	11 (8%)
Low awareness of region	11 (8%)
Attracting and / or retaining volunteers	10 (7%)
Local economic conditions	9 (7%)
Labour costs	9 (7%)
Lack of worker housing & affordable accessible Housing, ..	8 (6%)
Lack of marketing skills and training	6 (4%)
Personal circumstances	3 (2%)
Nature-related impacts (i.e. bushfires/droughts)	3 (2%)
Lack of space for growth / expansion	3 (2%)
Lack of business planning or financial management	3 (2%)
Lack of Council support	3 (2%)
COVID-related impacts	3 (2%)
Not applicable (no issues)	2 (1%)
Lack of market demand	2 (1%)
Lack of demand	1 (1%)

2.3.1.7. Question 7

7. What are the key opportunities that Grampians Tourism could provide or facilitate that would support the development of your business / organisation? Select all that apply.

Opportunity	Count (%)
Marketing / promotion support	32 (32%)
Investment support / information	17 (17%)
Business / industry networking and engagement opportunities	17 (17%)
Planning / compliance support	12 (12%)
Further industry training	9 (9%)
Advocacy (housing, employment, insurance, infra, town beautification)	6 (6%)
Other	5 (5%)
None	1 (1%)

2.3.1.8.   Question 8

8. What are the key outcomes you would like to see from the Destination Management Plan for the Grampians? Select all that apply.

Promoting / marketing the region to visitors	34 (10%)
Support the development of more local events	30 (9%)
Support / promotion of smaller towns within the region	28 (9%)
Improve wayfinding / signage for visitors	26 (8%)
Increase in annual visitation	25 (8%)
Visitor dispersal throughout the region	24 (7%)
Development of new attractions / experiences	23 (7%)
Business / industry support	23 (7%)
Improve visitor amenities / services (e.g. picnic areas, to..	21 (6%)
Improve community and business networking / engage..	20 (6%)
Improved events facilities	16 (5%)
Enhanced use of nature-based assets with infrastructur..	16 (5%)
Encourage sustainable tourism	15 (5%)
Develop arts and cultural assets	10 (3%)
Town centre improvements (e.g. street beautification)	7 (2%)
Improved infrastructure (roading, toilets, accessible faci..	5 (2%)
Other	3 (1%)

2.3.1.9.   Question 9

9. To make the Grampians a more appealing visitor economy, where do you believe investment should be targeted to? Please rank the following in terms of highest to lowest priority.

Ranked: 1. Roads / transport infrastructure / accessibility 2. Destination marketing / promotion 3. Development / support of local events 4. Signage and wayfinding 5. Conference centres / community facilities 6. Development of new attractions / experiences 7. Town centre improvements 8. Professional development / training 9. Business / industry networking opportunities

2.3.1.10. Question 10

10. What do you feel are the best hidden gems in the Grampians that have the potential to be developed as key tourism assets?

2.3.1.11. Question 11

11. What do you feel is the best way to support dispersal around the Grampians region?
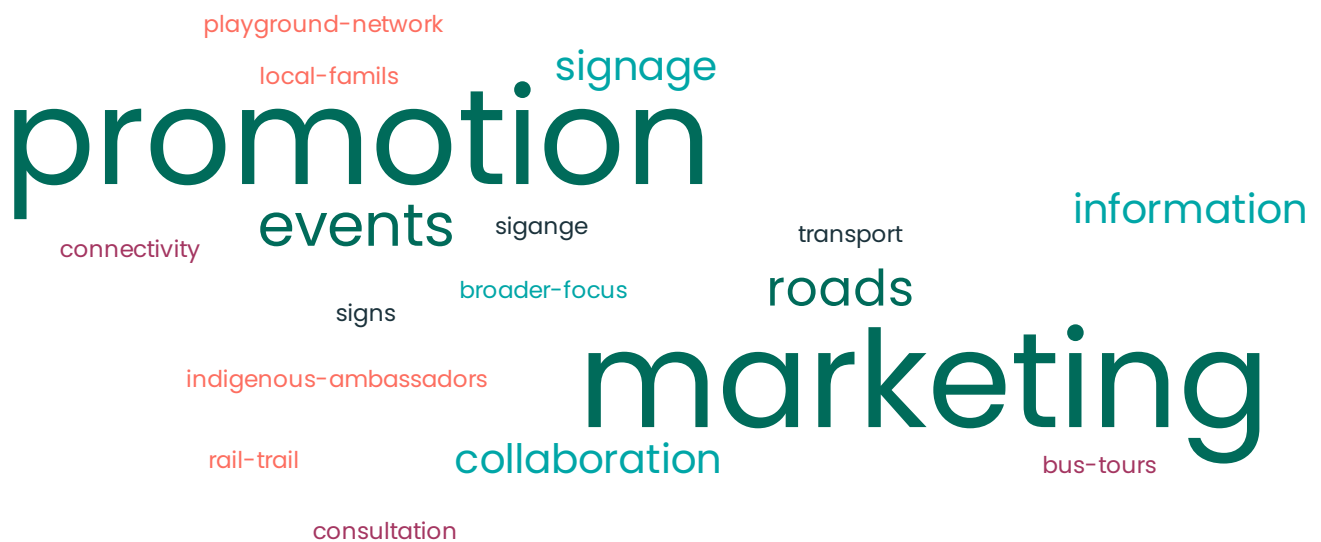
2.3.1.12. Question 12

12. What are your ideas for new/improved products and experiences in the Grampians? This will support the identification of priority projects for the Destination Management Plan, so please be as specific as possible (i.e. potential locations for new offerings / locations that require investment etc).

- Detailed mapping of all tourism experiences in the region as micro ventures have difficulty in obtaining signage
- Mini golf at Horsham Golf Club
- Better signage for river walks
- Sunset and sunrise tours for Mount Arapiles
- Wider Wimmera/Mallee tours through a small mini van-bus service around the region
- New visitor attraction reflecting "the Spirit of Gariwerd" as a nature tour based experience in the national park
- A dedicated function centre in the CBD with a focus on local produce
- Allowing Al Fresco dining by the waterways
- More evening dining options for Horsham, Dimboola and Warracknabeal
- More food festivals and events covering smoked foods or slow cooked foods festivals, barista competitions etc
- Promotion of quality local produce reflecting seasonal food changes
- Cycling trails needed around Mount Zero/Laharum region with new accommodation
- Top of the hill ride on Mount Arapiles
- Beer or cocktail festival with live music
- Micro-Brewery and distillery
- Guided tours on trails
- First Nations tool and didgeridoo making courses
- Interactive museum attraction for Horsham and turn the flour mill into a museum
- Expand variety of accommodation
- Complete golf course accommodation
- Introduce more low cost camping site options
- RV friendly towns needed
- Eco camping and farm stays required

2.3.1.13. Question 13

13. What is the key infrastructure needs you believe are required to support the visitor economy in the Grampians? This will support the identification of priority infrastructure projects for the Destination Management Plan, so please be as specific as possible (i.e. locations for the required new / upgraded infrastructure).

- Upgrade Horsham Airport
- Online gateway portal for all tourism businesses to have greater coordinated online presence
- Greater investment in mobile towers
- Improved emergency connectivity for phone and wifi
- Improvements to town entry ways and better level of landscaping
- Extend Mount Zero to Horsham bus service to a loop covering the northern end of the Grampians
- Passenger train services from Melbourne to Horsham
- More regular bus services between Ararat, Halls Gap, Stawell, Horsham, Nihil and Dimboola
- Need more appealing public toilets and better maintenance
- Water fountains around town and better maintenance of public spaces

2.3.1.14. Question 14

14. What core values/guiding principles do you think should guide sustainable tourism development in the Grampians? Please rank the following in terms of highest to lowest priority.
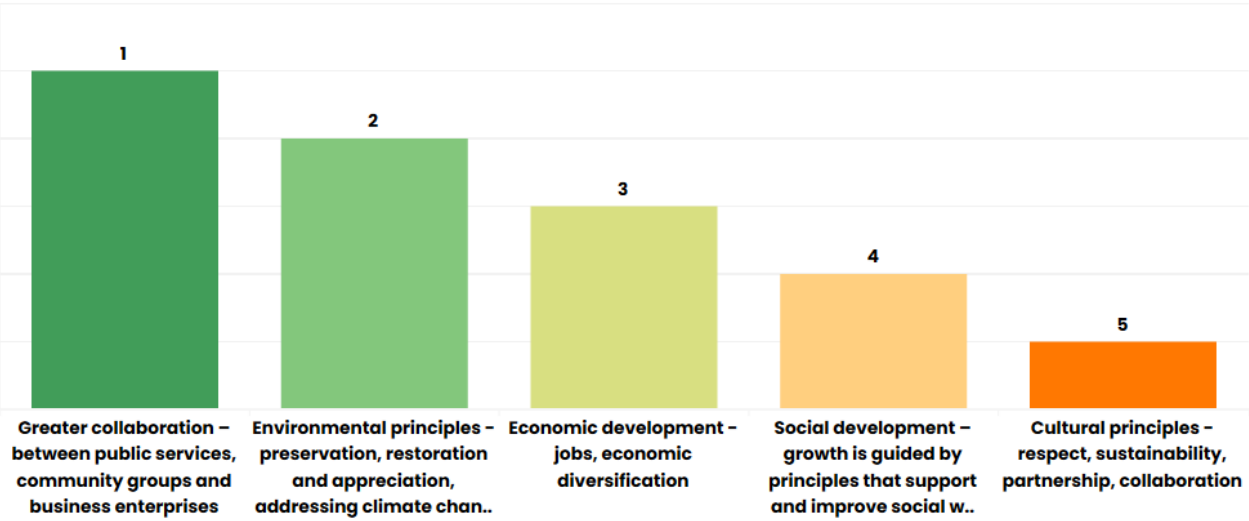
2.3.1.15. Question 15

15. Do you have any other comments or suggestions to make?

Part 3: Where Do We Want to Be?

3.1. Strategic Framework

The following strategic framework has guided the development of this LAAP and should be used to direct tourism development in the LGA going forward. It has been developed to align directly with the Grampians DMP Strategy Framework.

Vision **Horsham Rural City will be recognised as one of Australia's leading agricultural hubs and the centre for health and allied business services for the wider region, whilst offering expanded agri-tourism experiences, major events, and new leisure-based attractions.**

Strategic Objectives

1. Facilitate investment into the visitor economy that positions Horsham as the major business hub to attract a range of new accommodation facilities and visitor attractions including being an attractive place to live and work.
2. Support First Nations-led product development and delivery of tourism experiences especially where these align with agri-tourism and related industries.
3. Achieve sustainable visitation patterns by growing solid visitor dispersal and off-peak visitation throughout the LGA to support business sustainability and encourage new agritourism ventures and experiences.
4. Increase visitor yield by growing visitor dwell time and growing overnight visitation throughout the LGA.
5. Generate investment in supporting infrastructure that will enable visitor economy growth including through strengthening public transport services, expanded airport services, upgrading sporting facilities and new amenities.
6. Support a cohesive, integrated, and supported industry and community that value the visitor economy and its growth.

Targets

The following performance targets have been identified for Horsham Rural City.

404,000 to 485,000	**$77m to $100m**	**3.0 nights to 3.6 nights**
20% Growth	**30% Increase**	**20% Growth**
In overnight visitors to Horsham Rural City between 2022 and 2030.	In visitor expenditure in Horsham Rural City between 2022 and 2030.	In the average length of stay in Horsham Rural City between 2022 and 2030.

Themes

Key themes to guide future investment in Horsham LGA have been identified. These have been selected in response to strategic considerations and objectives for tourism development and to align with Experience Victoria 2033 and the Grampians DMP.

1. **Nature, Recreation and Wellness**
2. **First Peoples**
3. **Food and Drink**
4. **Arts and Culture**
5. **Regional Accommodation**
6. **Identity, Marketing and Placemaking**
7. **Industry Development and Collaboration**
8. **Supporting Infrastructure**

Table 2 provides more information on each of the Strategic Investment Themes that have been identified for this LAAP. These align directly with the themes identified within the Grampians DMP.

Table 2: Strategic Investment Themes – More Detail

Strategic Investment Theme		Detail
1	Nature, Recreation and Wellness	Continue to showcase and celebrate the Grampians' spectacular natural environment by encouraging immersive nature-based experiences and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based, recreational, and complementary wellness experiences.
2	First Peoples	Be led by the Grampians' First Peoples' communities[10] to support distinctive and authentic First Peoples' experiences, to build a greater understanding of their stories in both historical and contemporary forms.
3	Food and Drink	Elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.
4	Arts and Culture	Continue to foster the development of the Grampians' emerging and diverse arts and culture scene via its many art galleries, museums, art trails, performing art venues and cultural facilities, connecting visitors with authentic, local experiences, and encouraging them to disperse throughout the region.
5	Regional Accommodation	Focusing on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, tiny home-style/off-grid accommodation, glamping-style accommodation along with the retrofitting of existing properties.
6	Identity, Marketing and Placemaking	Continue to grow awareness of the Grampians' brand to ensure it is well-recognised and known as a compelling visitor destination.
7	Industry Development and Collaboration	Fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong and visitor-ready industry across the region.
8	Supporting Infrastructure	Supporting visitor economy growth by advocating for investment into infrastructure, transport connections and visitor services.

[10] Within Horsham Rural City, Barengi Gadjin Land Council (BGLC) represents Traditional Owners from the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples.

3.2. Visitor Forecasts

Figure 9 provides forecasts for visitor trips to Horsham Rural City over the period 2023 to 2032. The forecasts are based on three different scenarios being a low, medium, and high growth.

The data reflects the following.

- The low growth scenario reflects a much more conservative recovery from COVID-19 and ongoing growth, with 4% growth from 2022 – 2024 followed by a growth of 2% per annum for each year thereafter. It is a reflection of far stronger interstate visitor growth by Victorians and outbound international travel as most countries open in 2022-2023.

- The medium growth scenario reflects a more likely recovery scenario. Under this scenario, growth is modelled at 6% for the three years between 2022 and 2024, followed by a growth rate of 4% per annum for each year thereafter. This scenario assumes a number of the larger recommendations (including accommodation projects) are established over the next 8-year period and many existing facilities are refurbished. It also assumes a strong marketing campaign is maintained.

- The high growth scenario sees a much stronger COVID-19 recovery of 10% per annum between 2022 and 2024, followed by a growth of 7% for each year thereafter. This scenario assumes a number of new attractions are established coupled

with far faster development of new forms of accommodation. The high growth scenario is more aspirational and requires the faster activation of more new tourism products throughout the region.

- The achievement of the high growth forecasts for Horsham is heavily dependent on the ability of the wider Grampians region being able to deliver on a range of regional strategic initiatives and broader development projects. Whilst these wider regional projects and initiatives are the responsibility of Tourism Grampians, they will also benefit Horsham along with other LGAs.

- The attainment of the high growth visitor forecasts is therefore dependent on the regional visitor economy uplift forecasted and the ability of Horsham to leverage off this as well as just focus on Horsham's own LGA-specific projects.

- To achieve stronger visitation and related visitor spending for the future, Horsham needs to work closely with Grampians Tourism and the other LGAs in the region, to ensure an integrated and coordinated approach to destination development and marketing occurs.

Figure 9: Visitor Forecasts, 2023 – 2032[11]

| 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |

Growth

---
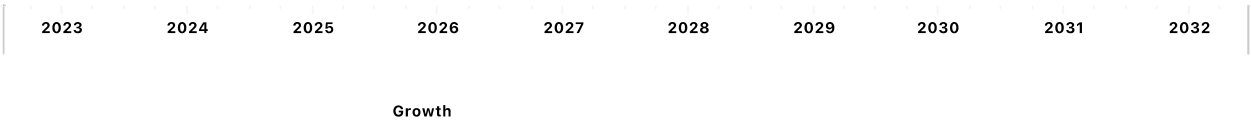
[11] Derived by Stafford based on historic data from Tourism Research Australia (National and International Visitor Surveys) and COVID-19 recovery forecasts

3.3. Visitor Services

3.3.1. The Role of Visitor Servicing

The role of visitor servicing is to provide quality, relevant and useful information to enhance the visitor customer experience.

Importantly, the visitor servicing landscape does not only cover VICs, but rather, involves a broad ecosystem (see Figure 10) of tools and mediums to deliver to visitors across the entire trip planning cycle. And while there is no "one size fits all model", visitor services do need to be forward-looking about the types of technologies influencing the travel cycle and aim to "touch" all points of this cycle.

Traditional visitor services (which consisted of primarily physical VICs) had a limited ability to influence all phases of the travel life cycle (they primarily impacted the booking phase), new technology has meant that visitor services have an expanded role to play, being able to assist visitors throughout the entire travel life cycle.

Figure 10 also demonstrates the travel cycle and how visitor services can be utilised to reach visitors. This involves a wide variety of tools that enable the visitor experience to be managed from trip planning to trip follow-up.

Other points to note include:

- monitoring social media for negative comments and misinformation about the destination now forms an important part of visitor servicing: one bad comment outweighs many positive;
- while utilising multiple channels is key, there is a need to ensure that a consistent visitor experience is across all of them;
- visitors want transparency, which requires accurate and consistent information across all channels – including linking in and ensuring ATDW listings are up-to-date; and
- good visitor services providers strive to demonstrate leadership in working not only with local industry but also regional tourism groups to ensure consistency, engagement and coordinated efforts.

Figure 10: The Visitor Services Eco-System and its Role in the Travel Cycle
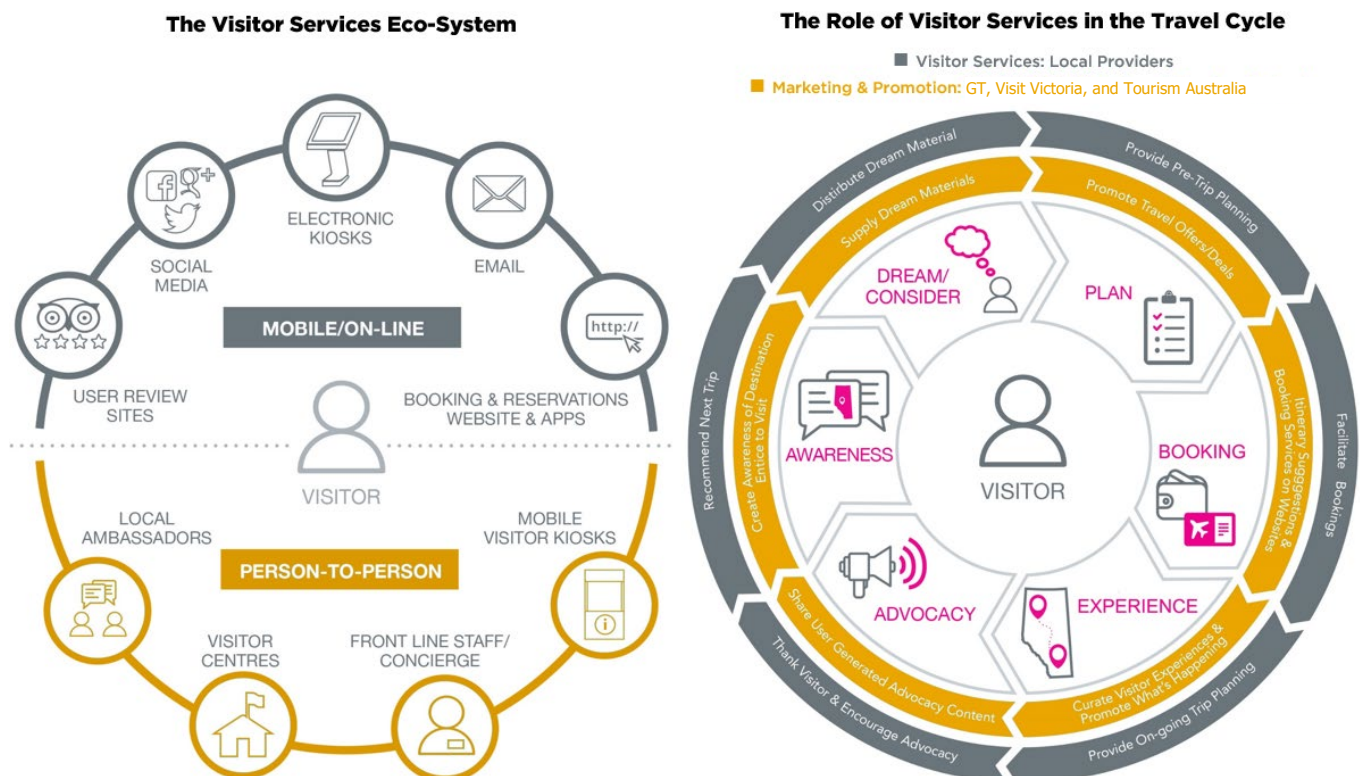
3.3.2. The Role of VICs

3.3.2.1. Overview

While the visitor experience does not start nor does it stop with a VIC, they do form an integral part of the visitor servicing ecosystem. Additionally, they often service the broader community through the provision of meeting rooms, the sale of tickets for local services and performing/undertaking council services.

VICs are also an important contact point for the tourism industry - for operators, local tourism associations and regional tourism boards. In addition, they may also disseminate community information and are increasingly a significant distribution point for information in emergencies.

As per the 2018 Visitor Information Servicing Guidelines, a VIC also "provides a central location (in a fixed building/structure) for visitors to gain access to timely, accurate and impartial visitor information and advice. Visitor Information Services and Centres can help visitors electronically and in person to verify the research they have conducted online".[12]

3.3.2.2. Accreditation

The distinctive yellow "i" logo (![i]) indicates a VIC that is accredited through the Australian Tourism Accreditation Program (ATAP). The program is administered by the Victorian Tourism Industry Council (VTIC). Accredited VICs must meet a set of industry standards for professionalism, customer service, and regulatory compliance.

The benefits of the accreditation program include the following.[13]

- The Accreditation process assists Visitor Information Services teams and VICs in operating a more professional service and promotes continuous improvement.
- Eligibility to use the Visitor Information trademark. The blue and yellow italic "i" has been in the marketplace for some years now and has become a powerful and sought-after trademark.
- Opportunity to use VicRoads signage (including gateway and directional on major roads).
- Marketing of the Visitor Information brand and network to the travelling public and industry.
- Free listings in official publications such as the official visitors' guides, touring maps and authorised digital platforms content.
- Access to training opportunities including professional development seminars and the annual Visitor Information Services Summit.
- Participation in the state Visitor Information Servicing Reference Group (as appointed) and the regional Visitor Information Servicing network group to share information and ideas with other Accredited centres and access to research, regular updates, information and advice.

- Access to benchmarking data and monthly reports.

There is a range of criteria that VICs need to comply with to achieve accreditation. The Guidelines have recently been updated to reflect the changing nature of visitor information services, including the ability to have a variety of optional service models (in addition to a physical VIC which acts as a hub) including satellite VICs, seasonal VICs, ancillary VICs, pop-up VICs, ambassadors, digital platforms and static and digital displays.

3.3.3. Visitor Servicing is Changing

The visitor servicing landscape has transformed. This transformation has been driven primarily by well-established advances in technology and digital tools, creating major changes in the way visitors interact with all stages of the travel life cycle (dreaming/considering, planning, booking, experiencing, advocacy, and awareness). Although traditional forms of visitor information servicing (e.g., bricks and mortar VICs, hard copy brochures and signage) have effectively only been able to primarily influence the booking and experiencing stages, the advent of new forms of visitor information servicing means destinations – with the right tools - can play a far more influential role.

There is an ongoing need, however, for face-to-face information validation as visitors are often looking for reassurance that what is online is timely and accurate.

Successful destinations put equal weight on all elements of the visitor experience from visitor servicing to product development, to enhanced service standards, to destination marketing. Within the visitor servicing landscape, these destinations do not just apply a single lens approach; rather, they apply multiple lenses and tools to optimise the delivery of the visitor servicing ecosystem.

These destinations have already moved to a much stronger digital-based visitor servicing approach and have investigated ways to enhance traditional forms of visitor servicing, via mobile VICs, unmanned smart touch screens and roving ambassador programs, just to name some options. These destinations are proactively engaging with visitors and influencing their choices across many channels.

Stafford has completed benchmarking of many visitor servicing models across Australia and globally. From this analysis, several key lessons learnt have been identified.

Figure 11 outlines the key success factors which others have applied and which could be considered for Horsham Rural City and the broader Grampians region going forward. This is followed by Table 3 which provides a more detailed explanation.

---

[12] Page 2

[13] Visitor Information Services Guidelines, page 3

Figure 11: Comparative Analysis Lessons

1. A centralised approach allows for greater collaboration, economies of scale, brand management, coordination and delivery of destination goals.	**2.** Technology/digital solutions do not necessarily mean the cheapest option but do provide the opportunity for the greatest reach.

Content is king. Good quality and unduplicated content is good for SEO, encourages engagement, creates brand awareness and increases traffic.
3.

Physical and digital visitor servicing needs to be carefully balanced.
4.

Visitor information needs to come to the visitor, not the other way around.
5.

VICs can perform other services as value adds.
6.

Volunteer training programs require ongoing investment.
7.

VIC location is critical, and it must look good including regular refreshes.
8.

Table 3: Comparative Analysis Lessons - Explained

1. A centralised approach allows for greater collaboration, economies of scale, brand management, coordination, and delivery of destination goals

Those VICs that have moved from a stand-alone model to being part of a broader, centrally managed network appear to have not only benefited from greater economies of scale (by way of example through shared merchandising arrangements, training programs and digital strategies) but also were able to more closely align with regional branding and achieve a far more coordinated online presence.

Currently, visitor information services (online and on-the-ground) across the region are fairly fragmented and undertaken in various different ways. There appears to be a lack of collaboration and coordination across the region. Visitors do not recognise local government boundaries and visitor information services need to recognise this.

2. Technology/digital solutions do not necessarily mean the cheapest option but do provide the opportunity for the greatest reach.

There is often a false assumption that technology solutions for visitor services come at a lower cost than physical VICs. This is not always the case. The digital space is incredibly saturated and to stand out in the crowd, your physical presence must be of very high quality. This means beautifully designed and responsive websites, regular updates to websites and social media, high-quality imagery, and the integration of new technologies.

However, digital visitor services provide the opportunity to reach visitors throughout all stages of the travel cycle. Physical VICs are often more constrained.

3. Content is king

Good quality and unduplicated content is necessary for SEO, encouraging engagement, creating brand awareness, and increasing traffic (as well as a range of other benefits). However, this requires ongoing investment and should be undertaken by experienced professionals in the sector.

User-generated content has also become a trusted source for travel information. There is an inherent trust in traveller-to-traveller advice. Websites such as TripAdvisor provide peer reviews for products and destinations without commercial interest. They are highly regarded and at times, feared by regional and state tourism bodies and industry when complaints are registered.

Similarly, visitor services must provide visitors with suggestions specific to their interests and must be transparent about the quality of the experience that the visitor can expect. In the crowded online marketplace, visitor service providers must demonstrate they are a trusted source both online and in person.

4. Physical and digital visitor servicing needs to be carefully balanced

While there is much hype around digital and technology being the way of the future for visitor servicing, best practice research highlights that a model that integrates both of these appears to have a greater impact: it is not a case of one or the other.

Visitors who are relying on tourism websites may not be learning about local experiences and smaller attractions - the "hidden gems" (specialised retail stores, a hiking club, or a building with certain architecture) that visitor services providers can provide. Visitor services providers will need to be positioned as a trusted source for trip planning assistance.

For some destinations around the country, VICs have been closed for one reason or another and replaced with digital visitor services and touch screens etc. In these cases, the closure of VICs must be carefully transitioned and planned. The digital/tech solution must be available to visitors before the closure of any bricks and mortar VICs.

5. Visitor information needs to come to the visitor, not the other way around

Visitor services must move beyond the bricks-and-mortar VIC approach of delivery and proactively reach out to visitors using the method of delivery by which the visitor prefers to be engaged. This includes delivering visitor services through roving ambassadors, mobile VICs, information kiosks and touch screens, high-quality websites and booking platforms etc.

6. VICs can perform other services

In many regions, VICs play an important role not only for visitors but for locals as they are seen as central servicing hubs. Some VICs have leveraged this and now perform a multitude of services for locals including offering a range of council services to ratepayers (for example, animal registrations and rate payments etc.) as well as the provision of meeting rooms for locals. This not only increases utilisation of the VICs, particularly during mid-week periods where visitation for many VICs is lower, but it also assists in creating greater awareness of the VICs and the importance of the visitor economy for locals.

Some VICs have also become emergency centres during major inclement weather and other events because of their central location and their reach within the local community.

It is important, however, that if VICs do assume "dual roles" that additional budget is assigned for this, rather than being distributed via the tourism budget.

7. Volunteer training programs require ongoing investment

Although volunteers are a significant asset for any region, there is often a false perception that volunteer labour comes at no cost. The coordination, management, quality control and ongoing training of volunteers does, however, cost and is ongoing.

VICs with best-practice volunteer programs (such as the Moreton Bay VIC network in Queensland which has an award-winning volunteer team) attribute their success to several key factors including their regional approach to training across all their VICs; their volunteers' commitment to and participation in extensive customer service and professional development training; having a volunteer buddy system for new volunteers; developing their volunteer training program based off a customer service TAFE program; and having this program peer-reviewed by the QVIC association.

8. Location is critical and it must look good

Visitors now have many options for accessing information, whether it be in person or online. The quality of what is offered in both these realms is a strong reflection of the community's pride.

Many major destination VICs (and city VICs) have been redeveloped in recent years and are situated in highly appealing and edgy buildings, including revamped shipping containers and mobile kombi vans as well as internal fit-outs akin to an Apple store. Without this, many visitors will not come in.

Visitors have access to numerous travel resources via websites, mobile applications, online travel agents and social media. They want to access information quickly and conveniently, anytime and anywhere. As a result, many do not feel the need to seek out VICs unless they are conveniently located, are easy to park nearby and have opening hours that suit the visitor.

3.3.4. Existing Visitor Servicing in Horsham Rural City

Visitor servicing is but one avenue of change that Horsham Rural City could investigate to continue to sustainably grow its visitor economy and to achieve its regional tourism objectives.

Figure 12 provides a snapshot of visitation into the VIC over the period 2017 – 2021.

When reviewing this data, it is important to note that:

▪ it is COVID-19 impacted with closures of the VIC being reflected in the years 2020 and 2021;

▪ the VIC was relocated to Horsham Town Hall at the end of 2020 and since this date, the method of recording visitation data has been noted to have a degree of error and therefore can only be treated as approximate. This is because the data is recorded manually and while there is a door counter, this records all visitors into the Town Hall and not just into the VIC.[14]

Figure 12: VIC Visitation (Calendar YE)[15]
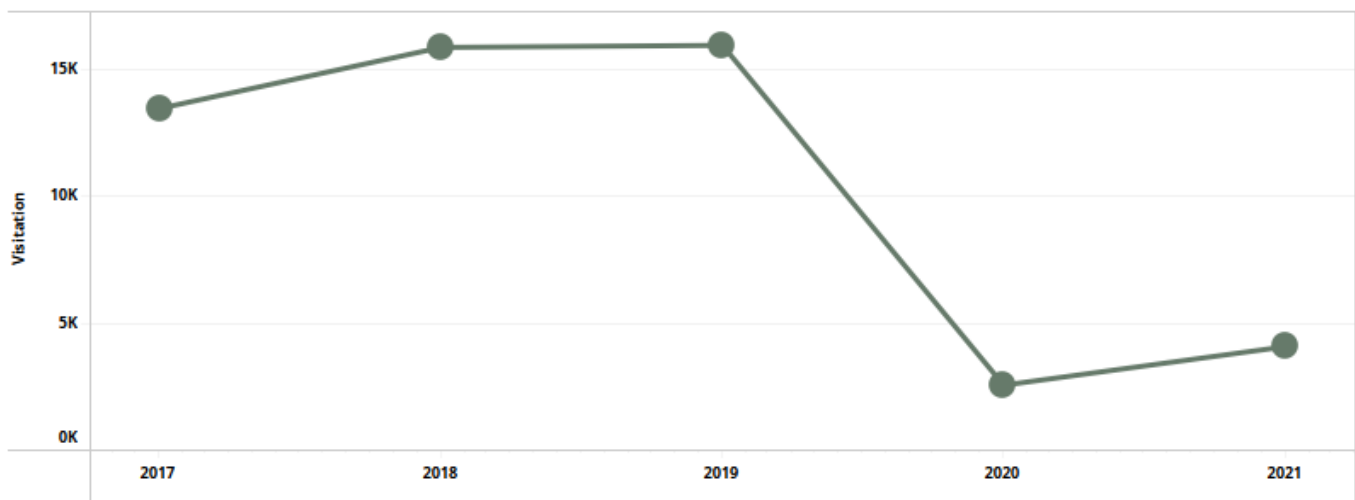
Horsham's VIC generates a net operating loss of $215,000, based on 2019 FY data (see Table 4). 2019 is being used because it reflects non-COVID-19 impacted data The ongoing investment required to continue to deliver visitor services continues to grow across the country. In Horsham, delivering the VIC in 2019 cost Council and ratepayers $12.00 for every visitor that entered the VIC.

While getting a true picture of visitation trends to the VIC is difficult due to the impact of COVID-19 and the closures that resulted from this, it is noted that nationally and internally a declining number of visitors are utilising walk-in visitor information centres, with a study from Tourism and Events Queensland finding that only 4.4% of visitors nation-wide utilise VICs[16] during their travel.

As more and more visitors use the internet to access information and make bookings, there is a need to continue to evaluate whether the LGA's and broader region's current investment in visitor servicing is achieving the best return on investment and generating strong enough reach to a sufficiently broad visitor base.

Table 4: Horsham VIC Financial Metrics (2019 – 2021 FY)

Metric	2019	2020	2021
Income	$39k	$31k	$41k
Expenditure	-$254k	-$206k	-$108k
Net Position	-$215k	-$175k	-$67k
Visitors[17]	17k	9.7k	3.1k
Net Position p/Visitor	-$12	-$18	-$22

To support a cohesive and well-integrated regional visitor information servicing approach, consideration should be given to a regional VIC review to maximise opportunities, improve digital connectivity especially, and to share cost efficiencies so the net cost of offering visitor information services per visitor can be reduced and to grow the number of visitors using visitor information centres and online services. Strategically, this may also be useful as there was a desire by some stakeholders wanting to see the current VIC relocated to the racecourse with many industry operators concerned at the lack of adequate parking especially for those towing caravans etc at the current VIC location.

---

[14] Based on feedback from Council
[15] Data provided by Council
[16] Queensland Visitor Information Centres, Snapshot of the year ending September 2017, Tourism and Events Queensland

[17] Note this visitor data differs from the graph above as it is financial year end rather than calendar year end

Part 4: How Will We Get There?

4.1. Recommendations

4.1.1. Overview

A wide variety of recommendations have been identified through consultation, research, and analysis completed for this LAAP. These recommendations have been categorised according to whether they are Development Projects or Strategic Initiatives:

- **Strategic Initiatives (◆)** reflect those recommendations that are the building blocks to support a visitor destination and, while not being major "ribbon-cutting" projects, they are necessary to ensure a successful destination management approach is achieved.
- **Development Projects (⬭)**, on the other hand, reflect physical projects such as new or enhanced accommodation, tourism attractions or events (for example).

Action plans have been prepared to guide the delivery of projects under each Strategic Investment Theme identified in Section 3.1.

4.1.1.1. Timeframes

Projects have been identified using the following priority levels. Projects have been identified using the following timeframes.

- Short-term: 1 – 2 years.
- Medium-term: 3 – 5 years.
- Long-term: 6 years and beyond.

4.1.1.2. Responsibility

The stakeholder(s) listed under the "who" column have been noted as the potential drivers of the action/recommendation. This does not mean they are the funder of the recommendation or that they should be the only stakeholder involved in achieving that recommendation.

4.1.1.3. Cost Estimates

Estimated costs for the development and/or the completion of business cases/feasibility studies to progress projects have also been outlined. These are estimates only that need to be confirmed by more in-depth analysis.

4.1.1.4. How recommendations were prioritised

4.1.1.4.1. Prioritising the Strategic Initiatives

While all the Strategic Initiatives are considered important, there were a number that were identified during the consultation phase that appear to require more immediate attention. These were selected as the Priority Strategic Initiatives as they address critical issues or opportunities for the Grampians and have been prioritised above others.

4.1.1.4.2. Prioritising the Development Projects

To determine the priority Development Projects, each has been assessed against the weighted criteria outlined in Table 5. A weighted score has been used to reflect that some of the criteria have a stronger positive impact or a higher level of importance to each stakeholder than others.

Where possible, the assessment has utilised quantitative data (particularly for those projects where feasibilities or business cases have been developed). In the absence of such assessments, however, a qualitative assessment has been undertaken based on local knowledge, stakeholder consultation, professional experience, and a general assessment of the perceived benefits. All projects will need to have feasibility studies and business cases to ensure they are viable and able to deliver desired outcomes.

The full project ranking matrices are included in Appendix 2 and Appendix 3.

Table 5: Recommendation ranking criteria

Criteria	Score	Weighting	Description
Ability to encourage stronger international visitation	None = 0 Low = 1 Medium = 2 High = 3	2	Projects that are likely to encourage a higher international visitation and generate stronger profile are ranked higher.
Ability to encourage stronger interstate visitation	None = 0 Low = 1 Medium = 2 High = 3	3	Projects that are likely to encourage higher interstate (rather than intrastate and local) visitation are ranked higher.
Ability to grow visitor yield	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that are more likely to encourage visitation by those markets that typically spend more are ranked higher.
Ability to secure government funding for the project	None = 0 Low = 1 Medium = 2 High = 3	2	Projects that may be more likely to secure government funding (capex or opex) are ranked higher.

Criteria	Score	Weighting	Description
Alignment with Experience Victoria 2033	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that align with Experience Victoria 2033 are ranked higher.
Catalyst project to stimulate other investment projects	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that are more likely to encourage additional or complementary investment into other projects are rated higher.
Dispersal of visitors	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are able to encourage higher visitor dispersal throughout the region are ranked higher.
Employment (operational) potential	None = 0 Low = 1 Medium = 2 High = 3	3	Projects that are likely to generate greater employment opportunities once operational are ranked higher.
Estimated visitation	None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are likely to generate higher visitation are ranked higher.
Landowner	Parks VIC = 0 Unknown = 1 Council = 2 Other Govt. Agency = 2 Private = 3	2	Projects that are situated on private land are ranked higher because there are likely to be fewer constraints.
Level of private investment required (as a % of total investment)	Very low or None = 0 Low = 1 Medium = 2 High = 3	4	Projects that are more likely to attract private sector investment (regardless of the value of this investment) are ranked higher.
Level of public investment Required (as a % of total investment)	Very low or None = 3 Low = 2 Medium = 1 High = 0	4	Projects that have a higher public sector investment requirement are ranked lower.
Likelihood to be profiled by Visit Victoria	None = 0 Low = 1 Medium = 2 High = 3	2	The ability of the project to grow the region's destination profile. Projects that may have higher marketing budgets (particularly those run by larger tourism players), as well as highly unique products, are ranked higher.
Regionally significant, all-weather attraction for the Grampians	None = 0 Low = 1 Medium = 2 High = 3	5	Projects that will result in a regionally significant, all-weather visitor attraction for the Grampians are ranked higher.
Requirement for ongoing operational government funding	None = 3 Low = 2 Medium = 1 High = 0	2	If the project is likely to require ongoing government contributions to fund operating costs, it is ranked lower. If the project is likely to be commercially viable/sustainable, it is ranked higher.
Short term project commencement	Yes = 1 No = 0	4	If the project is likely to be able to be activated in a shorter period, it is ranked higher.
Uniqueness of product	None = 0 Low = 1 Medium = 2 High = 3	4	The uniqueness of the product is ranked according to whether it is unique across Victoria (ranked higher), across the region, or whether the product is likely to be unique only to the specific area it is situated in (ranked lower).

4.1.2. Theme 1: Nature, Recreation and Wellness

The Grampians is already well recognised for its natural amenity including impressive national parks, walking trails, lakes and waterways. Nature-based tourism is and will continue to be a major driver of visitation for the region.

This theme focuses on recommendations that will continue to showcase and celebrate the Grampians' spectacular natural environment by delivering immersive nature-based experiences through product development and delivering supportive infrastructure, facilities, and services to create unmatched and sustainable nature-based and recreational experiences.

It also focuses on the emerging wellness market in the Grampians, which includes geothermal baths, day and overnight spas, and mindfulness retreats. This product has the potential to be packaged with the region's walking products to encourage longer visitor dwell time and stronger yield.

Table 6: Theme 1 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
O	Activation of the Wimmera River in Horsham	▪ Identify potential river-based tourism infrastructure and products that could be introduced to further activate the Wimmera River such as kayaking and paddle boarding	$120k	HRCC	Medium term
O	Equine trails with tours	▪ Audit the equine trails available in the region. ▪ Develop marketing collateral to profile the trails.	$100k	ARCC, HRCC, NGSC, SGSC and GT	Short-medium term
O	Expansion of gliding and fixed aviation events	▪ Promote opportunities for gliding and fixed aviation events.	$65k	HRCC	Medium term
O	Horsham Motorcycle Club facility improvements	▪ Work with the Horsham Motorcycle Club to prepare a top-line business case to determine needs and demand for facility improvements including admin block, canteen, and medical facilities. ▪ Identify potential grant funding streams to fund the completion of the upgrades.	$1.5m	HRCC	Medium – long term
O	Horsham Motorsport Raceway development	▪ Work with the Horsham Motorsport Raceway proponents to prepare a top-line business case to determine the needs and demand for the potential raceway. ▪ Identify potential grant funding streams to fund the completion of the raceway.	$3.6m	HRCC	Medium – long term
O	Laharum cycle trail linking native flowers and boutique operators	▪ Audit the boutique operators in Laharum and ascertain interest in being profiled as part of a trail. ▪ Develop a self-guided trail linking interested operators. ▪ Develop marketing collateral to profile the trail.	$55k for audit and trail link, and $25k for marketing collateral	HRCC	Medium term
O	Nati climbing festival	▪ Prepare a business plan for the future development of a Nati Climbing Festival in conjunction with industry, with the aim of shaping and proving the viability of the concept.	$65k	HRCC	Medium term

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Recreational fishing and competition	▪ Prepare a business plan to assess the potential of a recreational fishing competition in the region.	$65k	ARCC, HRCC, NGSC, SGSC, GT	Medium term
⭕	Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	▪ Continue to advocate for the development of Stage 2 of the Wimmera River Discovery Trail ▪ Identify any grant funding sources that could supply its development.	$2.0m	HRCC	Medium – long term

⭕ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

4.1.3. Theme 2: First Peoples

The Grampians region has extensive First Peoples' history, with Gariwerd, in particular, being home to the Djab Wurrung and Jardwardjali people for the past 20,000 years.[18] The region is also home to 80% of all First Peoples' rock art in Victoria.[19]

This theme focuses on ensuring the region is guided by the Grampians' First Peoples' communities to support distinctive and authentic First Peoples' experiences, helping to build a greater understanding of First Peoples' stories in both historical and contemporary forms. This will help build awareness of the Grampians', and Victoria's (more broadly), First Peoples' product offering (which is relatively low compared with other jurisdictions such as the Northern Territory and Queensland)[20]. "Being led by Traditional Owners and First Peoples' communities to learn from and celebrate this enduring connection is crucial."[21]

4.1.3.1. Priority Recommendations

The following are the priority recommendations under this theme. They have been prioritised using the detailed project ranking matrix explained in Section 4.1.1.4.

Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators: With the strong regional desire to grow the profile and understanding of the Grampians region as a significant First Peoples' destination, there is a need to ensure that industry is well-trained in the region's First Peoples' extensive history.

The opportunity exists to host a series of workshops with First Peoples' elders and industry operators to enable greater cultural understanding.

Table 7: Theme 2 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⬤	First Peoples' cultural tourism product development	▪ Work with Aboriginal Land Councils (Barengi Gadjin Land Council, Gunditj Mirring Traditional Owners Aboriginal Corporation, Eastern Maar Aboriginal Corporation, Dja Dja Wurrung Clans Aboriginal Corporation) to facilitate, and foster authentic and unique cultural experiences and share their cultural story with visitors when they are ready to do so. ▪ Support and enable the development of each Land Council's tourism aspirations.	$250k	GT, BGLC, GMTO, EMAC, DDWCAC, ARCC, HRCC, NGSC, SGSC, RDV, VV	Medium – longer term
◆	First Peoples' place names	▪ Collaborate with TOs and Land Councils to advocate for more active use of First Peoples' names.	$80k	RDV, PV, TOs, BGLC, GMTO, EMAC, DDWCAC, ARCC, HRCC, NGSC, SGSC	Short – medium term
⬤	Horsham public art and First Peoples' interpretive content	▪ Work with BGLC to identify First Peoples' interpretive content that could be introduced to sensitively and appropriately share stories and culture.	$120k	BGLC, HRCC	Short-medium term
◆	Industry training with First Peoples and Elders including a cultural induction for Licensed Tour Operators ☆	▪ Organise a series of workshops with First Peoples' elders and industry operators to enable greater cultural understanding.	$45k	RDV, GT, VV, TOs, BGLC, GMTO, EMAC, DDWCAC,	Short term

⬤ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

---

[18] https://www.dcceew.gov.au/parks-heritage/heritage/places/national/grampians#:~:text=Known%20as%20Gariwerd%20by%20local,Aboriginal%20art%20motifs%20in%20Victoria
[19] https://www.visitgrampians.com.au/see-do/culture/indigenous-culture/aboriginal-rock-art-sites
[20] Visitor Economy Master Plan Directions Paper, page 27.
[21] Ibid

4.1.4.   Theme 3: Food and Drink

The Grampians has an emerging food sector that is building on its long winemaking history. The yield from visitors that engage with food and drink is significantly higher than those visitors who solely engage with nature-based products. Many parts of the Grampians offer productive agricultural areas and there is a growing potential to link produce-to-plate in the region.

This theme focuses on recommendations to elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.

Table 8: Theme 3 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
⭕	Activation of Riverfront Meeting place pop up cafe site	▪ Continue to encourage mobile food and beverage traders to utilise the infrastructure at the Riverfront Meeting Place Pop Up Cafe Site. ▪ Program events at the site to encourage more attendees and source a variety of different mobile traders offering local produce		HRCC, mobile food and beverage traders	Ongoing
⭕	Horsham brewery	▪ Continue to support the existing nano-brewery operator to expand to a larger brewery operation including site identification and planning assistance. ▪ Identify any grant funding sources that may assist the operator/developer.	$7.5m (for the new facility)	HRCC, GT, RDV, operator	Medium – long term

⭕ **Development Projects**   🔷 **Strategic Initiatives**   ⭐ **Priority Project/initiative**

4.1.5.   Theme 4: Arts and Culture

The Grampians has an emerging food sector that is building on its long winemaking history. The yield from visitors that engage with food and drink is significantly higher than those visitors who solely engage with nature-based products. Many parts of the Grampians offer productive agricultural areas and there is a growing potential to link produce-to-plate in the region.

This theme focuses on recommendations to elevate the region's food and drink experiences to showcase the quality produce and provenance available and more strongly connect this with the place and people that lie behind the food.

Table 9: Theme 4 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
○	Art, laneways, and culture tours of Horsham	▪ Develop a series of self-guided art, laneways and culture tours of Horsham and promote these via an online interactive map. ▪ Seek operator interest to run the guided art, laneways, and culture tour of Horsham.	$45k	HRCC	Medium term
○	Elevation of the Nati Frinj Biennale (greater profiling)	▪ Work with Nati Frinj Biennale operator to further elevate the profile of the event including via new marketing channels not previously explored.	$95k	HRCC, GT, Nati Frinj Biennale operator	Short-medium term
◆	Grampians culture passport ticket	▪ Undertake top-line demand and cost assessment for a regional cultural passport ticket. ▪ If the concept is viable, host a workshop with all Councils and cultural facilities to gauge buy-in and interest and to promote the potential benefits.	$45k	GT, RDV	Short-medium term
◆	Silo trail profiling for Horsham	▪ Commission professional media providers to capture high-quality media of the silo assets in the LGA. ▪ Incorporate silo media into destination marketing for the LGA. ▪ Ensure silo media is provided to GT and VV for incorporation into regional and state media databases.	$65k	HRCC	Short-medium term
○	Wesley Performing Arts Centre Refurbishment	▪ Update the business case to support the refurbishment of the Wesley Performing Arts Centre ▪ Identify grant funding sources to support the redevelopment	$2.0m	HRCC	Medium-long term

○ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

4.1.6. Theme 5: Regional Accommodation

The quality of accommodation throughout regional Victoria remains a challenge, with 68% of regional accommodation being budget or mid-scale.[22] There are a number of gaps in the Grampians' accommodation offering. These gaps include the typology of properties on offer along with the size/scale of product offered. To continue to appeal to a contemporary visitor market and grow visitor yield, there is a need to stimulate investment into existing accommodation stock and to introduce new accommodation properties.

This theme focuses on the development of additional accommodation supply for the Grampians, including (but not limited to) larger scale, CBD-based hotel properties, higher-end resort/villa accommodation, destination holiday park accommodation, glamping-style accommodation along with the retrofitting of existing properties.

4.1.6.1. Priority Recommendations

The following are the priority recommendations under this theme. They have been prioritised using the detailed project ranking matrix explained in Section 4.1.1.4.

Designation of sites for worker accommodation and packaging of these to investors: A major product gap identified for the Grampians is longer-term housing accommodation for a range of workers and residents. A mix of accommodation options is required to cater for single workers, couples and families and noting that there is a wide range of businesses who are needing accommodation.

There are very few properties in the region currently to rent and what is generally available is often old and somewhat unappealing. Businesses have expressed the challenge of finding and retaining staff due to the lack of suitable housing. The potential exists to investigate designating specific sites across the region for the development of worker accommodation and packaging these as "shovel ready" for investors to create a worker's accommodation village (possibly using prefabricated structures), where businesses can rent facilities long term.

It is noted that due to the significant pent-up demand for worker's accommodation, rents in the region have risen significantly, offering developers and investors attractive returns on investment for longer-term rental periods, especially with guaranteed lease arrangements with local businesses.

Horsham branded CBD accommodation: The majority of accommodation typology for the visitor market is restricted to motels, pub accommodation and some caravan parks. As outlined previously, the broader region has a lack of larger, higher-quality accommodation properties to cater for changing visitor market expectations.

A 3.5 - 4-star branded facility is suggested, of no less than 80 rooms to meet the needs of the leisure market and the regular business traveller market coming through the region.

A branded property is suggested for several reasons, including the following:

- They bring with them existing databases of customers who often only stay in their brand of the property so achieve higher occupancy levels
- They have strong marketing budgets that are not only used to market the property but also their respective locations
- They offer a stronger well-maintained quality standard and are often required to reinvest regularly to ensure that the standard is maintained.
- Horsham does not currently have a branded property and there are very few available throughout the broader region so this could have a far wider regional appeal as well for various markets.

Mount Zero Resort (Stage 2): Stage 1 of Mount Zero Resort has received an $8.5 million investment as part of the State Government's Regional Tourism Investment Fund. The $26.2 million project will feature 40 luxury accommodation villas, a restaurant, a café, a spa and wellness facility and plunge pools[23].

Stage 2 of the project includes a series of glamping pods, camping opportunities along with supporting facilities. Because of its connectivity to the northern end of the GPT, its ability to act as the northern anchor for the trail and the diversity of accommodation the project will offer, this should continue to be supported and advocated for to enhance the profile of the GPT and encourage stronger visitation and related spend in the region.

---

[22] STR August 2022
[23] https://www.premier.vic.gov.au/mount-zero-project-set-transform-grampians

Table 10: Theme 5 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Advocate for/encourage motel retrofitting	▪ Host an annual workshop in each LGA with motel and accommodation operators to promote the benefits of accommodation retrofitting, demonstrating case studies of success and where this has led to improved ROI and demand	$45k	ARCC, HRCC, NGSC, SGSC, VV, RDV, GT	Short - medium term
◆	Designation of sites for worker accommodation and packaging of these to investors ☆	▪ Work with Councils to identify potential sites that are suitable for marketing the development of worker accommodation. ▪ Develop a prospectus to take to worker accommodation investors.	$120k for site determination, planning study and investment prospectus	ARCC, HRCC, NGSC, SGSC, GT, RDV	Short - medium term
◯	Horsham CBD branded accommodation (80+ rooms) ☆	▪ Prepare feasibility and business case to identify opportunities and encourage operators and their investors ▪ Prepare investment prospectus for sending to investors.	$45m for development, $65k for feasibility and business case	HRCC	Medium – long term
◯	Horsham Golf Club Resort	▪ Continue to support the development at the Horsham Golf Club ▪ Advocate for the funding of the development		HRCC	Ongoing
◯	Mount Zero Resort (Stage 2) ☆	▪ Continue to support Stage 1 of development. ▪ Advocate for the funding and development of Stage 2 of Mount Zero Resort.	$10m	HRCC	Short - medium term
◯	Silo accommodation at Mill Street Silos (feasibility study)	▪ Investigate the opportunity to convert Mill Street silos into a unique form of destination accommodation through a feasibility study. ▪ If feasible, prepare an investment prospectus to identify opportunities and encourage operators and their investors.	$65k for feasibility study and investment prospectus	HRCC	Medium – long term

◯ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

4.1.7. Theme 6: Identity, Marketing and Placemaking

There is a strong desire by stakeholders throughout the Grampians to raise awareness of the Grampians and the diversity of products on offer. Consumer research has found that the region has particularly low brand recognition in the Melbourne market, one of the key, higher-yielding source markets for the region.

To grow the reputation of the Grampians as an overnight holiday leisure destination, effort needs to continue to be directed towards building the identity of the Grampians. This should be focused on the core strengths and the emerging strengths of the region including nature, recreation, lakes and waterways, First Peoples, food and drink and art, culture, and heritage.

This theme focuses on building a strong brand identity as well as initiatives to improve the sense of place to ensure the Grampians, and its various towns, are recognised as a compelling holiday destination. Creating rich and active places across the seasons, a vibrant night-time economy and a sense of place will rewrite the Grampians' narrative.

This theme also identifies planning process initiatives required to ensure that place-making and tourism investment is as integrated and barrier-free as possible.

4.1.7.1. Priority Recommendations

The following are the priority recommendations under this theme. They have been prioritised using the detailed project ranking matrix explained in Section 4.1.1.4.

Regional visitor servicing strategy: The approach to visitor servicing across the Grampians region is diverse and there is little synergy occurring. Because of the dramatically shifting landscape that is visitor services, it is recommended that a regional visitor servicing strategy is undertaken to develop a more cohesive and integrated approach. This could include the following.

- Assessing current VIC performance across the region (i.e., utilisation, penetration rates, financial performance, digital performance etc.).
- Shifting to potentially a stronger focus on the provision of online information through the region's destination websites.
- There is a need to ensure that updated and relevant information is provided across all visitor information channels, including to trade and tourism operators outside the region.
- Identifying mobile coverage "dead spots" to ensure that physical visitor information is provided in these locations.
- Improving wayfinding and signage to encourage greater visitor dispersal throughout the region.
- Investigating new and more flexible options to deliver visitor information services including mobile visitor information services, automated information containers/kiosks, high-quality digital information platforms and co-locating visitor information services with other facilities such as art galleries, museums, and libraries.
- Coordinating any local destination websites to ensure that a consistent and accurate message is offered to those interested in visiting.
- Investigate initiatives that leverage the knowledge of the area held by semi-retired and retired community members and develop a "roving ambassador" program to assist visitors during peak season periods, events etc.

- Assessing alternative roles that VICs can fulfil such as being emergency coordination centres.

Review of LGA planning schemes: Each of the four LGAs within the region would benefit from a review of their planning schemes to introduce more user-friendly mechanisms to support tourism development requirements on rural and/or agricultural land. The cost and time to undertake planning scheme reviews will require state government funding assistance as no council within the region is adequately resourced to undertake such a review without funding assistance to cover the cost of engaging specialists to undertake this work.

For most councils, the majority of land is designated as rural, or zoned strictly for agricultural purposes. This effectively makes it extremely difficult for landowners to introduce core tourism and ancillary development such as worker accommodation, eco-cabins, glamping, walking and cycling trails across farmland and farm gate agritourism experiences.

Tourism Investment Marketing Campaign: Grampians Tourism, in conjunction with each of the councils within the region, has undertaken a Grampians Strategic Tourism Investment Plan in 2021-2022. Whilst a quality tourism investment prospectus was created as a regional sell document for tourism development, a dedicated marketing campaign is required to help raise awareness of the opportunities to Victorian investors, those from other states and territories, and to also promote the opportunities via Trade Offices offshore.

The marketing campaign should also cover the options of holding investor forums in locations where investment companies are mostly based, such as Melbourne, Sydney, and Brisbane, as well as offering a program of encouraging visits by investors and their advisers to the Grampians to see opportunities on the ground.

Table 11: Theme 6 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
○	Activation of the Green Lake Recreational Precinct Vision Plan	▪ Identify grant streams and apply to these to fund the implementation of the Vision Plan	$300k	HRCC	Medium term
◆	Advocate to streamline State Government planning process	▪ Continue to collectively advocate to State Government planning regarding the need to streamline the planning process and the blockages that are occurring	$40k	GT, ARCC, HRCC, NGSC, SGSC, RDV, DJSIR	Short term
◆	Continue to assess the Horsham VIC location	▪ Continue with the assessment of the location of the Horsham VIC to see whether relocation is optimal.	$25k	HRCC	Short-medium term
◆	Destination branding for LGAs in partnership with GT	▪ Commission the development of destination branding for the four LGAs to better align with the regional destination branding. This should be done in close collaboration with tourism operators to ensure buy-in.	$160k	GT, ARCC, HRCC, NGSC, SGSC	Short-medium term
◆	Events toolkit for each LGA	▪ Develop an events toolkit for each LGA to demonstrate that each is 'open' for events and to make event planning easier for event organisers.	$20k	GT, ARCC, HRCC, NGSC, SGSC	Short term-medium term
◆	Further profiling of events in Horsham area e.g., "what's on"	▪ Develop a mechanism to promote in a effective and up-to-date "what's on in Horsham" calendar.	$50k	HRCC and operators	Short term-medium term
◆	Further profiling and development of the LGA's various markets	▪ Identify opportunities to further profile and enhance the various markets in the LGA including Haven, Natimuk and Jung. This could also look to identify a new niche market opportunities.	$25k	HRCC and operators	Short-medium term
◆	Promotional campaign focusing on non-Grampians National Park assets	▪ Develop a marketing campaign that is specifically focused on non-GNP assets including rock lands, volcanic lakes and plains, and waterfalls. ▪ Deliver the campaign over two years.	$65k	PV, GT, ARCC, HRCC, NGSC, SGSC	Medium term
◆	Regional visitor servicing strategy ☆	▪ Undertake regional visitor servicing strategy to reassess visitor servicing needs and the various options for delivery.	$100k	ARCC, HRCC, NGSC, SGSC, GT	Short-medium term
○	Restaurant & function centre on the river edge	▪ Undertake a site analysis to identify an appropriate site for the restaurant & function centre ▪ Develop a prospectus to take to investors to promote the opportunity ▪ Offer site either on a long-term lease basis or as a freehold site.	$15k for site analysis and $8.0m (to develop by private investor)	HRCC	Short-medium term
◆	Review of LGA planning schemes ☆	▪ Secure grant funding for reviews of LGA planning schemes to introduce tourism development on rural/agricultural land.	$100k	RDV, VPA, GT, ARCC, HRCC, NGSC, SGSC	Short – medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Tourism awareness (value of the visitor economy) campaign for residents	▪ Raise community awareness of the value and importance of the visitor economy as a mechanism to support community social licence, economic outcomes, and environmental and cultural benefits.	$40k	ARCC, HRCC, NGSC, SGSC, GT	Medium term
◆	Tourism investment marketing campaign ☆	▪ Secure additional funding for a dedicated promotional campaign.	$120k	GT, RDV	Short term
◆	Tourism planning zones study	▪ Undertake a study across the region to develop dedicated zones to support new tourism development.	$65k	GT, ARCC, HRCC, NGSC, SGSC, VPA, RDV	Short term

⬭ **Development Projects**   ◆ **Strategic Initiatives**   ☆ **Priority Project/initiative**

4.1.8. Theme 7: Industry Development and Collaboration

The Grampians' operators are dispersed across a large region in many different towns and nodes. It is important that the industry is supported to meet visitor expectations and create a seamless visitor experience.

This theme focuses on fostering the development of the Grampians' industry via ongoing engagement, collaboration, and training to develop a strong, empowered and visitor-ready industry across the region.

Importantly, to deliver many of the recommendations under this theme, it will require further ongoing State Government funding assistance.

4.1.8.1. Priority Recommendations

The following are the priority recommendations under this theme. They have been prioritised using the detailed project ranking matrix explained in Section 4.1.1.4.

Industry development training (customer service, product/experience development, social media, marketing, grant application writing): Almost all operators in the tourism sector in the region are micro-to-small operators. Capability development should be a significant focus to work towards growing the leisure market and also the international visitor market. An area of focus is digital capabilities to ensure we can collectively lift the region's profile online and enable our visitor sector businesses – including hospitality and retail – to effectively market themselves and leverage tools and grant programs available.

The types of support required are likely to include (but not be limited to):

- programs focused on regenerative tourism practices, experience development and storytelling including our First Peoples' connection and stories, and across the key visitation drivers of Nature/GPT, Arts & Culture, Food & Drink, etc.;
- customer service upskilling and the development of both business capabilities and sustainable business practices;

- help in clustering and bundling experiences to make itineraries interesting and appealing;
- programs focused on social media and how to correctly utilise the various social media tools available (including what tool is best for specific types of marketing);
- grant writing support;
- help participating in additional programs to develop product offerings;
- providing the opportunity to network along the value chain to develop relationships with other suppliers.
- ATDW training to ensure the product is listed on the appropriate state and national tourism websites; and
- programs on understanding the difference between start-up, market-ready, accredited, and export-ready tourism products.

Development Approval Concierge for tourism businesses: Businesses and investors have identified the need for the development approvals (DA) process across the region to be more effective and efficient and thus streamlined. A regional business concierge could be employed that supports developers and businesses in the planning process. The concierge could work across the region on a part-time basis, but this would require buy-in from each council to achieve coordinated outcomes. It may also require support from State Government to help seed fund the concept as well.

Table 12: Theme 7 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Development Approval Concierge for tourism businesses ☆	▪ Identify potential grant funding streams that could be applied to fund the Concierge position. ▪ Work with each Council to develop a role description for the position. ▪ Go to the market to advertise for the position.	$127k (over three years) for p/t staff member	GT, ARCC, HRCC, NGSC, SGSC, RDV	Short term
◆	Distribution of SpendMapp data	▪ Distribute SpendMapp data to businesses on a bi-annual basis to show businesses consumer spending trends throughout each LGA (for those LGAs that subscribe).	$12k	ARCC, HRCC, NGSC, SGSC, GT	Short-medium term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Expanding in-region tourism training opportunities for locals	▪ Work with local providers to expand in-region training opportunities including building a business case for more in-region training to grow local skills to support a broader range of roles and support out-of-the-box employment. ▪ Undertake an annual skills needs survey in collaboration with registered training organisations (RTOs) to build a business case for more in-region training and gain an understanding of the current skills needs.	$20k	ARCC, HRCC, NGSC, SGSC, GT, RDV, DJSIR	Short-medium term
◆	F&B roster development	▪ Work with F&B operators in each major town to get buy-in from those interested in signing up for an F&B roster system. ▪ Work with operators to develop the roster. ▪ Profile those operators who are involved in the roster system.	$20k	ARCC, HRCC, NGSC, SGSC, GT	Short – medium term
◆	Food & Wine Appreciation training program	▪ Provide targeted training and support for F&B operators to upskill.	$40k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Short - medium term
◆	Industry development training (customer service, product/experience development, social media, marketing, grant application writing) ☆	▪ Work with DJSIR to develop a region-wide industry training program for tourism industry operators. ▪ Leverage the $34m State and Federal investment in the Grampians Peaks Trail by implementing a targeted LTO training program for operators keen to commence operations on the trail or existing operators wanting to upskill further.	$100k	GT, DJSIR	Medium term
◆	Small Business Bus by Business Victoria profiling	▪ Profile the Small Business Bus by Business Victoria and encourage industry operators to utilise the service.	$10k	DJSIR, GT, ARCC, HRCC, NGSC, SGSC	Medium term

⭕ **Development Projects** ◆ **Strategic Initiatives** ☆ **Priority Project/initiative**

4.1.9.   Theme 8: Supporting Infrastructure

The Grampians has a growing visitor economy, and its proximity to Melbourne and major regional generating markets will ensure that it continues to be the preferred destination for day trip and overnight visitor markets. There is a need, however, to continue to invest in infrastructure, transport and supporting infrastructure to support this growth.

The theme focuses on developing strong foundations for visitor economy growth through advocating for investment into infrastructure, transport connections, and visitor services that support a successful Grampians region.

4.1.9.1.   Priority Recommendations

The following are the priority recommendations under this theme. They have been prioritised using the detailed project ranking matrix explained in Section 4.1.1.4.

Advocacy for peak season public transport options around the Grampians: Public transport around the Grampians region and to major attractions within Grampians (Gariwerd) National Park is noted by almost all stakeholders as a challenge for the region going forward. There is a need to advocate for the following.

▪ A shuttle bus service to operate from Halls Gap to major sites within Grampians (Gariwerd) National Park such as Mackenzie Falls, the Wonderland Loop Walk, Silverband Road and Reed Lookout. This could run on a circuit basis and operate as a pay-for-use service during peak periods to minimise congestion and manage safety concerns.

▪ Transport solutions for workers to travel throughout the region from home to their place of work. It is noted that many workers in Halls Gap reside in Stawell (and beyond) and often the ability of businesses to attract staff into Halls Gap and other areas, particularly for shift work, is hampered by the lack of viable transport options.

▪ Public transport options for visitors and locals to travel into the Grampians region. Currently, to travel from Melbourne into the Grampians, visitors largely rely on private vehicles. A trip from Melbourne to Halls Gap in a private vehicle takes approximately 3 hours. For visitors and locals to use public transport, this travel time increases drastically with some options taking over 14 hours and involving several modes of transport. While vehicle transport is likely going to continue to be the most popular transport mode for the Grampians, there is a need to continue to advocate for improved public transport links to the Grampians and within the major towns to not only benefit the visitor market but also the local market.

Advocacy for upgraded Horsham passenger rail: Currently rail passenger services only go as far as Ararat, whilst rail freight extends to Horsham and beyond. NGSC and Horsham Council are both strong advocates for extending passenger rail services through Stawell to Horsham from Ararat. A Cost benefit exercise is required to illustrate that there is ongoing demand for such services supported by solid growth in business expansion, residential growth and supporting services. All of this is part of Councils advocacy work with State Government to extend passenger rail.

Horsham Aerodrome redevelopment: Horsham Rural City Council is keen to further activate the Horsham Aerodrome to support several longer-term uses including air access for visitor markets to the region and various aviation-based business enterprises.

It is currently undertaking the first stage of a master plan that is investigating the introduction of tourism-based recreational aviation experiences. This includes, but is not limited to, the following:

▪ Eventual scheduled regular passenger services and scenic flights for the wider region
▪ Gliding and training
▪ Paragliding
▪ Parachuting
▪ Light aircraft training school
▪ Microlights
▪ As a hub for agri-sector spraying and support

This should continue to be progressed to a full master plan once the initial business case and feasibility are completed in 2023 and assuming a positive financial and economic outcome are shown. Though the commercial viability of a regular passenger service may be a longer-term achieved outcome, establishing the base for this in the short-medium term is an important building block to pursue to support the wider region for aviation services for business, leisure, and VFR travel.

Table 13: Theme 8 Action Plan

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Advocacy for upgraded Horsham passenger rail ☆	▪ Continue to advocate for the upgrade of Horsham's passenger rail to introduce a passenger service back into Horsham	$100k	HRCC	Short term
◆	Advocacy for peak season public transport options around the Grampians ☆	▪ Develop peak season public transport options plan to take to government as an advocacy piece. ▪ As a region, continue to advocate for improved peak season public transport options around the Grampians.	$150k	SGSC, NGSC, ARCC, HRCC, RDV, GT	Short term
◯	City Oval Events Stage	▪ Complete the construction of the City Oval Events Stage ▪ Activate the events stage with high quality, large scale events		HRCC	Short – medium term
◆	Electric charging stations around the Grampians	▪ Identify investment required to support electric charging stations around the Grampians working in collaboration with Councils to ensure duplication of effort does not occur.	$1.2m	ARCC, HRCC, NGSC, SGSC, GT, RDV	Short - medium term
◯	Horsham Aerodrome redevelopment ☆	▪ Continue to progress the development of the Aerodrome via the master plan that is currently being developed for the site.	$11.0m	HRCC	Medium – long term
◯	Horsham Equestrian Centre	▪ Commission a business case to assess the potential of the equestrian centre. ▪ If feasible, explore potential grant funding streams to support the centre's development.	$7.5m for development and $45k for business case and feasibility	HRCC	Medium – long term
◯	Ongoing activation of City to River Masterplan	▪ Continue to activate the Masterplan. ▪ Continue to identify potential grant funding streams to support the Masterplan's rollout.	$200k	HRCC	Medium term
◯	Outdoor multi-purpose sports precinct	▪ Commission a business case to assess the potential of the outdoor multi-purpose sports precinct and optimal site locations. ▪ If feasible, explore potential grant funding streams to support the precinct's development.	$15.0m est. for precinct development, $45k for business case	HRCC	Medium – long term
◯	Regional indoor sports precinct	▪ Commission a business case to assess the potential of a regional indoor sports precinct and optimal site locations. ▪ If feasible, explore potential grant funding streams to support the precinct's development.	$15.0m est. for indoor precinct and $45k for business case	HRCC	Medium – long term

Type	Recommendation	Action	Estimated Cost	Who	When
◆	Road improvements to VicRoads	▪ Continue to advocate for road improvements to VicRoads.	$35k for advocacy	VicRoads, RDV, GT, ARCC, HRCC, NGSC, SGSC	Short term (ongoing)
○	Sawyer Park Soundshell upgrade	▪ Identify funding programs/streams to fund this investment. ▪ Complete upgrades to Sawyer Park Soundshell as per City to River Vision and Masterplan	$1.5m	HRCC	Medium term
◆	Signage audit & upgrades (directional & interpretive)	▪ Commission a regional tourism signage audit that focuses on both direction and interpretive signage and provides recommendations for improvements.	$100k	GT, ARCC, HRCC, NGSC, SGSC	Medium term
○	Upgrade an existing Bowls Club to enable the hosting of regional events	▪ Undertake an audit of bowls clubs in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$750k	HRCC	Medium - long term
○	Upgrade an existing tennis facility to enable the hosting of regional events	▪ Undertake an audit of tennis facilities in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$1.0m	HRCC	Medium - long term
○	Upgrade City Oval as Horsham's premier regional AFL/cricket venue	▪ Undertake an audit of AFL/cricket venue facilities in the LGA to determine the optimal facility to upgrade (as per Horsham Sporting Facilities Demand Assessment). ▪ Identify potential grant funding streams to support the upgrade.	$2.5m	HRCC	Medium - long term

○ **Development Projects** ◆ **Strategic Initiatives** ☆ **Priority Project/initiative**

Image credit: Horsham Rural City Council

Part 5: Appendices

Appendix 1 Full Survey Questions

grampians *tourism*

> **Grampians Destination Management Plan & Local Area Action Plans**

Have your say

The Grampians region requires a new Destination Management Plan (DMP) to provide a shared vision and direction for the sustainable development of our visitor economy. One which supports the attraction of investment across the region and ensures the Grampians remains a leading nature-based tourism destination and is both compelling for visitors and sustainable for local communities.

Essentially, it's about having a path for tourism to truly support our industry and the quality of life of our community and environment.

In addition to the new DMP, four Local Area Action Plans (LAAPs) will be developed for the Council areas within our region: Ararat Rural City Council, Horsham Rural City Council, Northern Grampians Shire Council and Southern Grampians Shire Council. The LAAPs will align with the DMP but will be specific to each LGA and set out the vision and aspirations for each visitor economy over the next five years.

Stafford Strategy has been commissioned to develop the DMP and the four LAAPs.

This survey provides you with the opportunity to have your say. Your responses will be kept confidential and are only being sent to Stafford Strategy.

This survey will close at 11.59 pm, 5th April 2023.

1. What is your business/organisation name? (please leave blank if you wish to provide an anonymous response)

[   ]

* 2. Is your business currently a member of any local or industry networks or associations?

◯ No

◯ Unsure

◯ Yes (please specify)

[   ]

* 3. What Council area within the Grampians region do you primarily associate with?

☐ Ararat Rural City Council

☐ Horsham Rural City Council

☐ Northern Grampians Shire Council

☐ Southern Grampians Shire Council

☐ Other (please specify)

[   ]

* 4. What best describes your business/organisation?

(If you fall into more than one category, please select the most relevant category that pertains to you).

○ Food and beverage

○ Tourism accommodation

○ Tourism attraction

○ Retail

○ Transport

○ Other (please specify)

○ Professional services (accounting, marketing, media etc.)

○ Events

○ Council personnel

○ Parks Victoria personnel

○ Interested community member

[   ]

* 5. How do you currently promote your business / organisation? Select all that apply.

☐ Grampians Tourism Partnership

☐ ATDW Listing

☐ Google Maps Listing

☐ Social media (e.g. Facebook, Instagram)

☐ Online business directory

☐ Community newsletter

☐ Digital Marketing (e.g. SEM, online advertising etc)

☐ Other (please specify)

☐ Local newspapers / magazines

☐ Media outside of the region

☐ Local radio / TV

☐ Mail and email-outs

☐ Media famils

☐ Not applicable (no marketing or promotion)

[   ]

* 6. What are the key issues (if any) your business / organisation is currently facing that we should be aware of? Select all that apply.

☐ Obtaining finances

☐ Attracting and / or retaining skilled employees

☐ Attracting and / or retaining volunteers

☐ Lack of marketing skills and training

☐ Lack of business planning or financial management

☐ Local economic conditions

☐ Government regulations (e.g. planning, permits, licenses, etc.)

☐ Labour costs

☐ Lack of demand

☐ Other (please specify)

☐ COVID-related impacts

☐ Nature-related impacts (i.e. bushfires/droughts)

☐ Lack of marketing / promotion support

☐ Personal circumstances

☐ Lack of market demand

☐ Lack of space for growth / expansion

☐ Lack of worker housing

☐ Low awareness of region

☐ Not applicable (no issues)

* 7. What are the key opportunities that Grampians Tourism could provide or facilitate that would support the development of your business / organisation? Select all that apply.

☐ Further industry training

☐ Marketing / promotion support

☐ Business / industry networking and engagement opportunities

☐ Investment support / information

☐ Planning / compliance support

☐ Other (please specify)

* 8. What are the key outcomes you would like to see from the Destination Management Plan for the Grampians? Select all that apply.

☐ Increase in annual visitation

☐ Visitor dispersal throughout the region

☐ Town centre improvements (e.g. street beautification)

☐ Promoting / marketing the region to visitors

☐ Business / industry support

☐ Improve community and business networking / engagement

☐ Support the development of more local events

☐ Develop arts and cultural assets

☐ Other (please specify)

☐ Improved events facilities

☐ Development of new attractions / experiences

☐ Support / promotion of smaller towns within the region

☐ Improve visitor amenities / services (e.g. picnic areas, toilet blocks, etc.)

☐ Improve wayfinding / signage for visitors

☐ Enhanced use of nature-based assets with infrastructure and promotion

☐ Encourage sustainable tourism

* 9. To make the Grampians a more appealing visitor economy, where do you believe investment should be targeted to? Please rank the following in terms of highest to lowest priority.

≡ [⬍] Roads / transport infrastructure / accessibility

≡ [⬍] Conference centres / community facilities

≡ [⬍] Destination marketing / promotion

≡ [⬍] Professional development / training

≡ [⬍] Development / support of local events

≡ [⬍] Town centre improvements

≡ [⬍] Business / industry networking opportunities

≡ [⬍] Signage and wayfinding

≡ [⬍] Development of new attractions / experiences

10. What do you feel are the best hidden gems in the Grampians that have the potential to be developed as key tourism assets?

```
[                              ]
[                              ]
[                              ]
```

11. What do you feel is the best way to support dispersal around the Grampians region?

```
[                              ]
[                              ]
[                              ]
```

12. What are your ideas for new/improved products and experiences in the Grampians? This will support the identification of priority projects for the Destination Management Plan, so please be as specific as possible (i.e. potential locations for new offerings / locations that require investment etc).

Food/dining	
Beverage (wine, beer, distilling etc)	
Accommodation	
Nature-based (e.g. infrastructure, tours, experiences etc)	
Cycling (e.g. specific cycle loops, locations for mountain biking etc)	
Arts and culture (e.g. museums, galleries, interactive experiences, First Nations experiences etc)	
Other (please specify)	

13. What are the key infrastructure needs you believe are required to support the visitor economy in the Grampians? This will support the identification of priority infrastructure projects for the Destination Management Plan, so please be as specific as possible (i.e. locations for the required new / upgraded infrastructure).

Roads	
Public transport	
Aviation	
Digital infrastructure (i.e. telecoms)	
Services infrastructure (e.g. water, sewer)	
Visitor servicing (i.e. visitor information, signage etc)	
Other (please specify)	

* 14. What core values/guiding principles do you think should guide sustainable tourism development in the Grampians? Please rank the following in terms of highest to lowest priority.

≡ [⇕]   Environmental principles - preservation, restoration and appreciation, addressing climate change

≡ [⇕]   Economic development - jobs, economic diversification

≡ [⇕]   Greater collaboration – between public services, community groups and business enterprises

≡ [⇕]   Social development – growth is guided by principles that support and improve social well-being of the community

≡ [⇕]   Cultural principles - respect, sustainability, partnership, collaboration

15. Do you have any other comments or suggestions to make?

[   ]

Appendix 2 Full Matrix with Values

Table 14: Full matrix with values

Opportunity Name	Ability to encourage stronger internatio..	Ability to encourage stronger interstate..	Ability to Grow Visitor Yield	Ability to Secure Govt. Funding f..	Alignment with State VEMP	Catalyst project to stimulate other inve..	Dispersal of Visitors	Employment (Operational) Potential	Estimated Visitation	Landowner	Level of Public Investment Required (as a % of total investm..	Private Sector Interest (as a % of total investment)	Regionally Significant, all-weather attraction..	Requirement for ongoing oper..	Short term to Activate	Uniqueness of Product
Activation of the Green Lak..	None	Limited	Limited	Limited	Low	None	Limited	0	Low	Other Govt.	High	Very Low or None	None	Limited	No	Locally Unique
Activation of the Wimmera..	None	Limited	Limited	Limited	Medium	Limited	Limited	Less than 5 FTE	Medium	Private	Very Low or None	Low	None	None	Yes	None
Art, laneways and culture t..	Limited	Limited	Medium	Limited	Low	Limited	None	n/a	Low	Mixed	High	Very Low or None	None	Limited	Yes	Locally Unique
Destination holiday park	Limited	Medium	Medium	None	Low	Limited	Limited	5-10 FTE	Medium	Private	Very Low or None	High	None	None	No	Locally Unique
Elevation of the Nati Frinj ..	Limited	Medium	Limited	Limited	Low	None	Medium	Less than 5 FTE	Low	n/a	High	Very Low or None	None	Medium	Yes	Regionally Unique
Equine trails with tours	Limited	Limited	Limited	None	Low	None	Medium	5-10 FTE	Low	Other Govt.	Very Low or None	High	None	None	No	Locally Unique
Expansion of gliding and fi..	Medium	Medium	Medium	Limited	Low	Limited	Limited	n/a	Medium	Council	High	Medium	None	Medium	Yes	Locally Unique
Horsham Aerodrome rede..	Strong	Strong	Strong	Medium	Medium	Strong	Strong	21-50 FTE	High	Council	High	Low	None	Medium	No	Regionally Unique
Horsham brewery	Limited	Limited	Medium	Limited	High	Limited	Limited	5-10 FTE	Medium	Private	Very Low or None	High	Low	None	No	Locally Unique
Horsham CBD branded acc..	Medium	Medium	Strong	None	High	Medium	None	More than 50 FTE	High	Private	Very Low or None	High	None	None	No	Locally Unique
Horsham Equestrian Centre	Limited	Limited	Medium	Medium	Low	Limited	Limited	Less than 5 FTE	Medium	Unknown	Medium	Medium	Low	Limited	No	Regionally Unique
Horsham Motorcycle Club ..	Limited	Limited	Medium	Limited	None	Limited	None	Less than 5 FTE	Low	Private	Medium	Medium	None	Limited	No	Locally Unique
Horsham Motorsport Race..	Limited	Limited	Medium	Medium	None	Limited	None	Less than 5 FTE	Low	Private	Medium	Medium	None	Limited	No	Locally Unique
Horsham public art and in..	None	None	None	Medium	Medium	None	Limited	n/a	Low	Council	High	Very Low or None	None	Medium	No	Locally Unique
Laharum cycle trail linking ..	None	Limited	Limited	Limited	Medium	None	Medium	0	Low	Mixed	High	Very Low or None	None	Limited	No	Locally Unique
Mount Zero resort (Stage 2)	Medium	Medium	Strong	Limited	High	Medium	Limited	5-10 FTE	Medium	Private	Very Low or None	High	None	None	No	None
Nati climbing festival	Medium	Medium	Limited	Limited	Medium	None	Medium	Less than 5 FTE	Low	Mixed	High	Medium	None	None	No	State-wide Unique
Ongoing activation of City t..	None	None	Limited	Medium	Low	Medium	Limited	5-10 FTE	Medium	Council	High	Very Low or None	None	Limited	No	Locally Unique
Outdoor multi-purpose sp..	None	Limited	Limited	Limited	None	Limited	Limited	Less than 5 FTE	Medium	Council	High	Very Low or None	None	Medium	No	Locally Unique
Regional indoor sports pre..	None	Limited	Limited	Limited	None	None	Limited	Less than 5 FTE	Medium	Council	High	Very Low or None	Low	Medium	No	Locally Unique
Restaurant & function cent..	Medium	Medium	Medium	None	Low	Limited	None	11-20 FTE	Medium	Private	Very Low or None	High	Low	None	No	None
Sawyer Park Soundshell up..	n/a	n/a	Limited	Medium	None	None	Limited	n/a	n/a	Council	High	Very Low or None	None	Medium	No	Locally Unique
Silo accommodation at Mill..	Limited	Limited	Medium	Limited	Low	Medium	Limited	Less than 5 FTE	Low	Unknown	High	Very Low or None	None	None	No	State-wide Unique
Upgrade an existing Bowls ..	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Low	Council	Medium	Medium	None	Medium	No	Locally Unique
Upgrade an existing tennis..	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Low	Council	Medium	Medium	None	Medium	No	Locally Unique
Upgrade City Oval as Hors..	None	Limited	Limited	Limited	None	Limited	None	Less than 5 FTE	Medium	Council	Medium	Medium	None	Medium	No	Locally Unique
Wesley Performing Arts Ce..	Limited	Limited	Limited	Medium	High	None	None	Less than 5 FTE	Low	Council	High	Low	Low	Medium	No	Regionally Unique
Wimmera River Discovery ..	Limited	Limited	None	Limited	Medium	Limited	Medium	Less than 5 FTE	High	Council	High	Very Low or None	None	Limited	No	Locally Unique

Appendix 3 Full Matrix with Scores

Table 15: Full matrix with scores (unweighted score/weighted score)

Opportunity Name	Strategic Investment Theme	LGA	Ability to encourage stronger internatio..	Ability to encourage stronger interstate ..	Ability to Grow Visitor Yield Score	Ability to Secure Govt. Funding fo..	Alignment with State VEMP Score	Catalyst project to stimulate other inve..	Dispersal of Visitors Score	Employment (Operational) Pot..	Estimated Visitation Score	Landowner Score	Level of Public Investment Required (..	Likelihood to be profiled by Visit Victor..	Private Sector Interest (as a % of tota..	Regionally Significant, all-weather attraction ..	Requirement for ongoing oper..	Short Term to Activate Score	Uniqueness of Product Score	Total
Horsham Aerodrome redevelopment	Supporting Infrastructure	Horsham	3 / 6	3 / 9	3 / 15	2 / 4	2 / 8	3 / 15	3 / 12	4 / 12	3 / 12	2 / 4	0 / 0	3 / 6	1 / 4	0 / 0	2 / 4	0 / 0	2 / 8	36 / 119
Horsham CBD branded accommodation (80+ rooms)	Regional Accommodation	Horsham	2 / 4	2 / 6	3 / 15	0 / 0	3 / 12	2 / 10	0 / 0	5 / 15	3 / 12	3 / 6	3 / 12	1 / 2	3 / 12	0 / 0	4 / 8	0 / 0	1 / 4	35 / 118
Mount Zero resort (Stage 2)	Regional Accommodation	Horsham	2 / 4	2 / 6	3 / 15	1 / 2	3 / 12	2 / 10	1 / 4	2 / 6	2 / 8	3 / 6	3 / 12	2 / 4	3 / 12	0 / 0	4 / 8	0 / 0	0 / 0	33 / 109
Horsham brewery	Food and Drink	Horsham	1 / 2	1 / 3	2 / 10	1 / 2	3 / 12	1 / 5	1 / 4	2 / 6	2 / 8	3 / 6	3 / 12	1 / 2	3 / 12	1 / 5	4 / 8	0 / 0	1 / 4	30 / 101
Restaurant & function centre on river edge	Identity, Marketing and Placemaking	Horsham	2 / 4	2 / 6	2 / 10	0 / 0	1 / 4	1 / 5	0 / 0	3 / 9	2 / 8	3 / 6	3 / 12	0 / 0	3 / 12	1 / 5	4 / 8	0 / 0	0 / 0	27 / 89
Destination holiday park	Regional Accommodation	Horsham	1 / 2	2 / 6	2 / 10	0 / 0	1 / 4	1 / 5	1 / 4	2 / 6	2 / 8	3 / 6	3 / 12	1 / 2	3 / 12	0 / 0	4 / 8	0 / 0	1 / 4	27 / 89
Horsham Equestrian Centre	Supporting Infrastructure	Horsham	1 / 2	1 / 3	2 / 10	2 / 4	1 / 4	1 / 5	1 / 4	1 / 3	2 / 8	1 / 1	1 / 4	1 / 2	2 / 8	1 / 5	3 / 6	0 / 0	2 / 8	23 / 77
Nati climbing festival	Nature and Recreation	Horsham	2 / 4	2 / 6	1 / 5	1 / 2	2 / 8	0 / 0	2 / 8	1 / 3	1 / 4	1 / 2	0 / 0	2 / 4	2 / 8	0 / 0	4 / 8	0 / 0	3 / 12	24 / 74
Activation of the Wimmera River in Horsham	Nature and Recreation	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	2 / 8	1 / 5	1 / 4	1 / 3	2 / 8	3 / 6	3 / 12	1 / 2	1 / 4	0 / 0	4 / 8	1 / 4	0 / 0	23 / 74
Expansion of gliding and fixed aviation events	Nature and Recreation	Horsham	2 / 4	2 / 6	2 / 10	1 / 2	1 / 4	1 / 5	1 / 4	1 / 3	2 / 8	2 / 4	0 / 0	1 / 2	2 / 8	0 / 0	2 / 4	1 / 4	1 / 4	22 / 72
Equine trails with tours	Nature and Recreation	Horsham	1 / 2	1 / 3	1 / 5	0 / 0	1 / 4	0 / 0	2 / 8	2 / 6	1 / 4	1 / 2	3 / 12	1 / 2	3 / 12	0 / 0	4 / 8	1 / 4	1 / 4	22 / 72
Silo accommodation at Mill Street Silos (feasibility study)	Regional Accommodation	Horsham	1 / 2	1 / 3	2 / 10	1 / 2	1 / 4	2 / 10	1 / 4	1 / 3	1 / 4	1 / 1	0 / 0	2 / 4	0 / 0	0 / 0	4 / 8	0 / 0	3 / 12	21 / 67
Horsham Motorsport Raceway development	Nature and Recreation	Horsham	1 / 2	1 / 3	2 / 10	2 / 4	0 / 0	1 / 5	0 / 0	1 / 3	1 / 4	3 / 6	1 / 4	1 / 2	2 / 8	0 / 0	3 / 6	0 / 0	1 / 4	20 / 61
Wimmera River Discovery Trail Stage 2 (Horsham to Dimboola)	Nature and Recreation	Horsham	1 / 2	1 / 3	0 / 0	1 / 2	2 / 8	1 / 5	2 / 8	1 / 3	3 / 12	2 / 4	0 / 0	1 / 2	0 / 0	0 / 0	3 / 6	0 / 0	1 / 4	19 / 59
Horsham Motorcycle Club facility improvements	Nature and Recreation	Horsham	1 / 2	1 / 3	2 / 10	1 / 2	0 / 0	1 / 5	0 / 0	1 / 3	1 / 4	3 / 6	1 / 4	1 / 2	2 / 8	0 / 0	3 / 6	0 / 0	1 / 4	19 / 59
Ongoing activation of City to River Masterplan	Supporting Infrastructure	Horsham	0 / 0	0 / 0	1 / 5	2 / 4	1 / 4	2 / 10	1 / 4	2 / 6	2 / 8	2 / 4	0 / 0	1 / 2	0 / 0	0 / 0	3 / 6	0 / 0	1 / 4	18 / 57
Wesley Performing Arts Centre Refurbishment	Arts and Culture	Horsham	1 / 2	1 / 3	1 / 5	2 / 4	3 / 12	0 / 0	0 / 0	1 / 3	1 / 4	/	0 / 0	1 / 2	1 / 4	1 / 5	2 / 4	0 / 0	2 / 8	17 / 56
Elevation of the Nati Frinj Biennale (greater profiling)	Arts and Culture	Horsham	1 / 2	2 / 6	1 / 5	1 / 2	1 / 4	0 / 0	2 / 8	1 / 3	1 / 4	1 / 2	0 / 0	1 / 2	0 / 0	0 / 0	2 / 4	1 / 4	2 / 8	17 / 54
Art, laneways and culture tours of Horsham	Arts and Culture	Horsham	1 / 2	1 / 3	2 / 10	1 / 2	1 / 4	1 / 5	0 / 0	1 / 3	1 / 4	1 / 2	0 / 0	1 / 2	0 / 0	0 / 0	3 / 6	1 / 4	1 / 4	16 / 51
Upgrade City Oval as Horsham's premier regional AFL/cricket venue	Supporting Infrastructure	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	0 / 0	1 / 5	0 / 0	1 / 3	2 / 8	2 / 4	1 / 4	0 / 0	2 / 8	0 / 0	2 / 4	0 / 0	1 / 4	15 / 50
Upgrade an existing tennis facility to enable hosting of regional events	Supporting Infrastructure	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	0 / 0	1 / 5	0 / 0	1 / 3	1 / 4	2 / 4	1 / 4	0 / 0	2 / 8	0 / 0	2 / 4	0 / 0	1 / 4	14 / 46
Upgrade an existing Bowls Club to enable hosting of regional events	Supporting Infrastructure	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	0 / 0	1 / 5	0 / 0	1 / 3	1 / 4	2 / 4	1 / 4	0 / 0	2 / 8	0 / 0	1 / 4	0 / 0	1 / 4	14 / 46
Laharum cycle trail linking native flowers and boutique operators	Nature and Recreation	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	2 / 8	0 / 0	2 / 8	0 / 0	1 / 4	1 / 2	0 / 0	1 / 2	0 / 0	0 / 0	3 / 6	0 / 0	1 / 4	14 / 44
Regional indoor sports precinct	Supporting Infrastructure	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	0 / 0	0 / 0	1 / 4	1 / 3	2 / 8	2 / 4	0 / 0	0 / 0	0 / 0	1 / 5	2 / 4	0 / 0	1 / 4	13 / 42
Outdoor multi-purpose sports precinct	Supporting Infrastructure	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	0 / 0	1 / 5	1 / 4	1 / 3	2 / 8	2 / 4	0 / 0	0 / 0	0 / 0	0 / 0	2 / 4	0 / 0	1 / 4	13 / 42
Sawyer Park Soundshell upgrade	Supporting Infrastructure	Horsham	1 / 2	1 / 3	1 / 5	2 / 4	0 / 0	0 / 0	1 / 4	1 / 3	1 / 4	2 / 4	0 / 0	0 / 0	0 / 0	0 / 0	2 / 4	0 / 0	1 / 4	13 / 37
Activation of the Green Lake Recreational Precinct Vision plan	Identity, Marketing and Placemaking	Horsham	0 / 0	1 / 3	1 / 5	1 / 2	1 / 4	0 / 0	1 / 4	0 / 0	1 / 4	1 / 2	0 / 0	1 / 2	0 / 0	0 / 0	3 / 6	0 / 0	1 / 4	12 / 36
Horsham public art and indigenous interpretive content	First Peoples	Horsham	0 / 0	0 / 0	0 / 0	2 / 4	2 / 8	0 / 0	1 / 4	1 / 3	1 / 4	2 / 4	0 / 0	0 / 0	0 / 0	0 / 0	2 / 4	0 / 0	1 / 4	12 / 35

STAFFORD STRATEGY

staffordstrategy.com.au   **ACN** 079 055 100   **ABN** 34 565120 454

NATIMUK ECONOMIC AND SOCIAL PLAN
PROJECT ADVISORY COMMITTEE
TERMS OF REFERENCE

1. PURPOSE

The aim of this Advisory Committee is to provide support and advice to Council on behalf of the broader community to ensure the priority action areas within the Natimuk Economic and Social Plan are implemented.

The Project Advisory Committee (PAC) will work with Council staff and prioritise the identified actions within the plan. The four strategic objectives associated with the Plan are:

1. Boosting business, tourism and the economy
2. An environmentally sustainable community
3. Improved recreation
4. Improved relationships

Priority actions for each objective are provided within the Plan.

ROLE AND RESPONSIBILITIES

The Project Advisory Committee is not a decision-making body. Its role is to:

1.1 Help identify key issues with regard to implementation of actions within the Natimuk Economic and Social Plan

1.2 Provide representative insight and advice into the relevant issues including climbing at Mount Arapiles (Dyurrite), Water for Lake Natimuk, Business, economy and tourism, Relationships with Traditional Owners, Climate and sustainability and Relationship with Horsham Rural City Council.

1.3 Provide guidance as to potential solutions pertaining to the implementation of the Natimuk Economic and Social Plan.

1.4 Provide a communication conduit to the community during the implementation phase.

1.5 Make recommendations for council to determine.

2. SCOPE

The Project Advisory Committee will work collaboratively with Council staff and provide advice to support the decision making of Council.

The PAC's deliberations and recommendations will be minuted and communicated to Council at the next available Council meeting.

Level of engagement – IAP2 level of participation
Involve

Council will work directly with the Committee to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate
Council will partner with the committee in each aspect of decisions including the development of alternatives and the identification of the preferred solutions.

The Project Advisory Committee's deliberations and recommendations will be minuted and communicated to Council at the next available Council meeting.

Conduct

The PAC or its members do not respond to personal or individual complaints. They may acknowledge a person's concern and advise a person how to register their concern with Council.

All members must abide by the policies of Horsham Rural City Council.

Members are expected to work considerately and respectfully of any diversity of opinions and experience

It is not the role of PAC members to speak with the media regarding the work of the Advisory Committee or on behalf of Council.

Confidentiality

Whilst an important role of the Committee will be to champion and help promote the activities of the Committee, information discussed, received, used or created by the Committee may be confidential. A Committee member must not disclose, discuss or otherwise make public confidential information, unless authorised by the Council Officer supporting the Project Advisory Committee.

Conflicts of Interest

Conflicts of interest must be declared. In the event of a conflict of interest, the declaration must be recorded in the minutes of the Committee and appropriate action taken dependant on the Conflict of Interest declared.

Council may terminate a member's appointment if they have been found to breach confidentiality, conflict of interest or code of conduct requirements.

3. **MEMBERSHIP**

   Membership shall include:
   a) One Council Officer
   b) One Business Owner/Operator within the Natimuk CAD Precinct
   c) One member with an interest in tourism
   d) One member with an interest in sustainability and the environment
   e) One member with and interest in recreation
   f) One older person (60 + years)

Selection criteria will be established to suit the purposes, aims and objectives of the Committee and will also include:

- Regular involvement in and an awareness of the issues to be addressed by the Committee
- A willingness to work with others and share decision making to achieve improved outcomes
- An ability to represent a broad range of views that reflect the diversity of the community
- A willingness to contribute to meetings in a fair and unbiased manner
- A capacity to commit to the Committee for the duration of the term of membership

The Committee shall consist of a maximum of seven people, to ensure an efficient functional committee

Membership is to be reviewed once every two years along with the Committee's Terms of Reference

If a member is unable to attend three or more consecutive meetings, they will be contacted and if required, a new member identified.

Membership will reflect and comply with Council's Equal Opportunity Policy and will liaise with the Horsham Mobility Group to address issues surrounding accessibility and inclusion.

The filling of any vacancies of the committee will be consistent with the original selection processes.

There will be an opportunity to bring in external stakeholders with expertise on a needs basis.

3.1   Selection

Members will be selected through an expression of interest/nomination process which may be advertised in local newspapers, word of mouth to relevant organisations, Council's website and Council's social media accounts.
Selected stakeholder organisations will be contacted by the relevant Council officer and invited to nominate a representative for the committee.

Membership will aim to achieve a gender balance. Membership should also aim to include a diverse representation of age, experience of disability and cultural and linguistic backgrounds.

Nominees will be asked what their interest is in the following categories and why they want to be a member of the PAC:

- Business and the economy
- Tourism
- Environment and Sustainability

In the event that there are more nominations than available positions, the relevant Council Officer will be responsible for membership selection.

The Terms of Reference and membership will be endorsed by Council

3.2 Meetings

As a standing agenda item, the Chair will acknowledge and pay respect to the traditional custodians of the land as per the Council's Acknowledgement of Country.

Meetings will be held monthly and the duration of the meetings will be no longer than 1.5hrs.

A community representative will be appointed to Chair the meetings by the committee at its inaugural meeting. The Chair is to be independent from council unless agreed by the committee at the inaugural meeting

The agenda will be set by the Chair in collaboration with the Council staff representative.

The secretariat (meeting organisation, minutes distribution etc) will be provided by Council

All minutes will be forwarded to Council for information or if a decision is required.

The Committee will make at least one presentation to a Council Briefing annually

Councillors may attend the Advisory Committee meetings as observers.

4 GRIEVANCE PROCEDURE

Grievance Procedures are as detailed in the HRCC volunteer management policies and procedures toolkit.

5 MEDIA

The Chairperson is empowered to be spokesperson for the activities of the Committee.

Media releases, flyers, brochures, pamphlets or other sources of information distributed by the Committee must be first approved by the Council staff representative.

In the absence of the Chair, the Responsible Officer is empowered to be the spokesperson for the Committee.

6 RESPONSIBILITY

Responsible Officer: Coordinator Investment & Business Development

Horsham Bicycle and Shared Paths

Infrastructure Plan 2024 – 2034

HORSHAM
Rural City Council

Contents

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.

Horsham Rural City Council acknowledges the contribution of Safe System Solutions in the development of this Plan.

SAFE SYSTEM SOLUTIONS
ROAD SAFETY · AUDITING · ENGINEERING · PROJECT DEVELOPMENT

E: info@SafeSystemSolutions.com.au

W: www.safesystemsolutions.com.au

Disclaimer

These guidelines are general in nature and provide a framework for the provision of a network of bicycle and shared pathways. More detailed information about cycling and pedestrian paths is available via Austroads technical design manuals and other related publications.

Glossary

Access roads: Low to medium volume of traffic, traffic speed of up to 50 km/h. These are the local streets that link to connector and arterial roads.

Active transport: Using your own power to get from one place to another. This includes: walking, cycling, and other physical modes of travelling.

Arterial roads: High vehicle volume, mixed vehicle type (cars and trucks) traffic speed of 50-60 km/h. The main roads and highways that intersect Horsham.

Austroads: Austroads is the collective of the Australian and New Zealand transport agencies, representing all levels of government.

Connector roads: Medium volume vehicles, generally no trucks, traffic speed of up to 50km/h. These roads provide access to arterial roads and for short trips between activity centres and the business district.

Existing Conditions Assessment: Reviewing the current situation of what is in place and identifying opportunities for improvement.

Infrastructure Design Manual (IDM): A joint initiative of Victorian rural and regional Councils to develop and maintain consistent requirements and standards for the design and development of infrastructure.

Protected bike lanes: A section of the road is allocated for cycle use only. Physical barriers are used to stop vehicles from entering the cycle lane.

Separated bike lanes - road: Exclusive use by cyclists. Located within or directly adjacent to the road way. Line marking to designate the cycle lane.

Separated bike lanes – off road: Exclusive use by cyclists. Located separate to the road way. May have line-marking to show two-way cycle movement.

Shared pathways: Are pathways for use by both pedestrians and cyclists.

Traffic calming: May include a range of measures designed to break up long, uninterrupted street lengths that encourage speeding. Calming measures include: street narrowing, speed cushions and road humps, raised pavement and safety platforms, small roundabouts.

VicRoads, Public Transport Victoria and Department of Transport and Planning: On 1 July 2019, VicRoads and Public Transport Victoria came together with the Department of Transport (DoT) to create an integrated transport department.

Effective 1 January 2020, all road management functions and responsibilities of the Roads Corporation (VicRoads) were transferred to and vested in the Head, Transport for Victoria.

On 1 January 2023, DoT was renamed the Department of Transport and Planning.

Executive Summary

Horsham Rural City Council's Vision is that by 2041 the Horsham region will be:

... a vibrant, liveable hub that thrives on strong economic growth and social connectedness [and that empowers] its people to live, work and access opportunities for recreation and culture, now and into the future.

To achieve this vision, Horsham Rural City Council (HRCC) provides a range of services and infrastructure and encourages active transport options for commuting to school, work, or for engaging in cultural and recreational activities.

The 2012-2016 Horsham Municipal Bicycle and Shared Paths Plan contained a detailed analysis and action plan for the development of an extensive network of bicycle lanes and off-road and shared pathways infrastructure.

The 2024-2034 Horsham Bicycle and Shared Paths Plan (The 2024 Plan) builds on the 2012 Plan and includes:

- A commitment to upgrade existing and implement new cycle and shared pathways according to Safe System Principles.
- A review of existing pathways against Austroads Safe System Principles and current expectations regarding safety by design
- Consideration of urban development and movement patterns that have occurred since the 2012 Plan
- Recommendations from relevant HRCC plans and strategies
- Recommendations linking the hierarchy of roads, pathways and associated safety solutions
- Reiteration of the importance of a connected network of people and places
- A prioritisation tool that guides the annual scheduling of works and that can respond to emerging demands
- Evaluation measures to capture and record progress.

The Austroads Safe System framework, a national approach to road safety, is at the core of the 2024 Plan.

Risk assessment is central to the planning process, ensuring infrastructure improvements are designed to significantly reduce or eliminate risks to users. At the centre of the Safe System framework is human fallibility and an awareness that if the appropriate cycling infrastructure is not provided on our road network, errors can result in unintentional death and injury (Austroads 2021. Guide to road safety. Part 1).

Safe System Principles seek to identify and then eliminate or significantly reduce risk to users through design and infrastructure improvements.

For pedestrians and cyclists, the main objective of the Safe System is to achieve a clear separation from vehicular traffic, either through off–road options or via physical barriers.

Where complete physical separation of cyclists and vehicles is not possible, the focus is designing and modifying local streets to ensure potential collisions involving vehicles and cyclists remain below the Safe System speed threshold of 30km/h.

Adapted from: Transport Accident Commission (TAC) Local Government Authority grant funding guidelines 2023

Cycle and shared pathways throughout the urban area (Horsham and Haven) have been audited against the Safe System framework and risk identification principles.

A plan to create a connected network of cycle and shared pathways has been developed.

The network builds on the road hierarchy of arterial, collector, connector and access roads, developed by the Department of Transport and Planning.

Safe System treatment according to road and cycle hierarchy

C1	**Arterial roads (highways)** High vehicle volume, mixed vehicle type (cars and trucks) traffic speed of 50-60 km/h. **Recommended treatment:** single-use off-road pathways for cyclists, or off-road shared pathways for cyclists and pedestrians or protected on-road cycle lanes with a physical barrier between bicycles and vehicles
C2/C3	**Collector / Connector roads** (provide access to schools and recreational areas) Medium volume vehicles, generally few trucks, traffic speed of 50 km/h **Recommended treatment:** separated lanes from traffic or protected, on-road, separated lanes.
C4	**Access roads (neighbourhood and local roads)** Low-medium volume of traffic, traffic speed of a maximum of 50 km/h. Lower speeds are preferred. **Recommended treatment:** road sharing of cyclists and vehicles with traffic calming measures to reduce speeds to 30km/h.

Note: Arterial roads (highways) are not controlled by HRCC and regardless of road type, all road and cycle treatments occur in consultation with external authorities such as Department of Transport and Planning.

Recommendations from both the Bicycle Advisory Committee and the 2023 Bicycle Community Reference Group have been incorporated into the proposed network of cycle and shared paths.

The 2024 Plan includes:
- Actions for amenity and infrastructure improvements,
- A prioritisation tool and
- A table of prioritised infrastructure upgrades.

The 2024 Plan provides a roadmap to create a cycling and pedestrian network across the urban areas of Horsham and Haven.

The focus of the Plan is the careful design and provision of cycling and shared path infrastructure.

Because of population numbers, Horsham and Haven have been the focus of this plan. However implementation of Safe System Principles for the provision of cycling and shared paths are applicable across the entire municipality.

High level recommendations
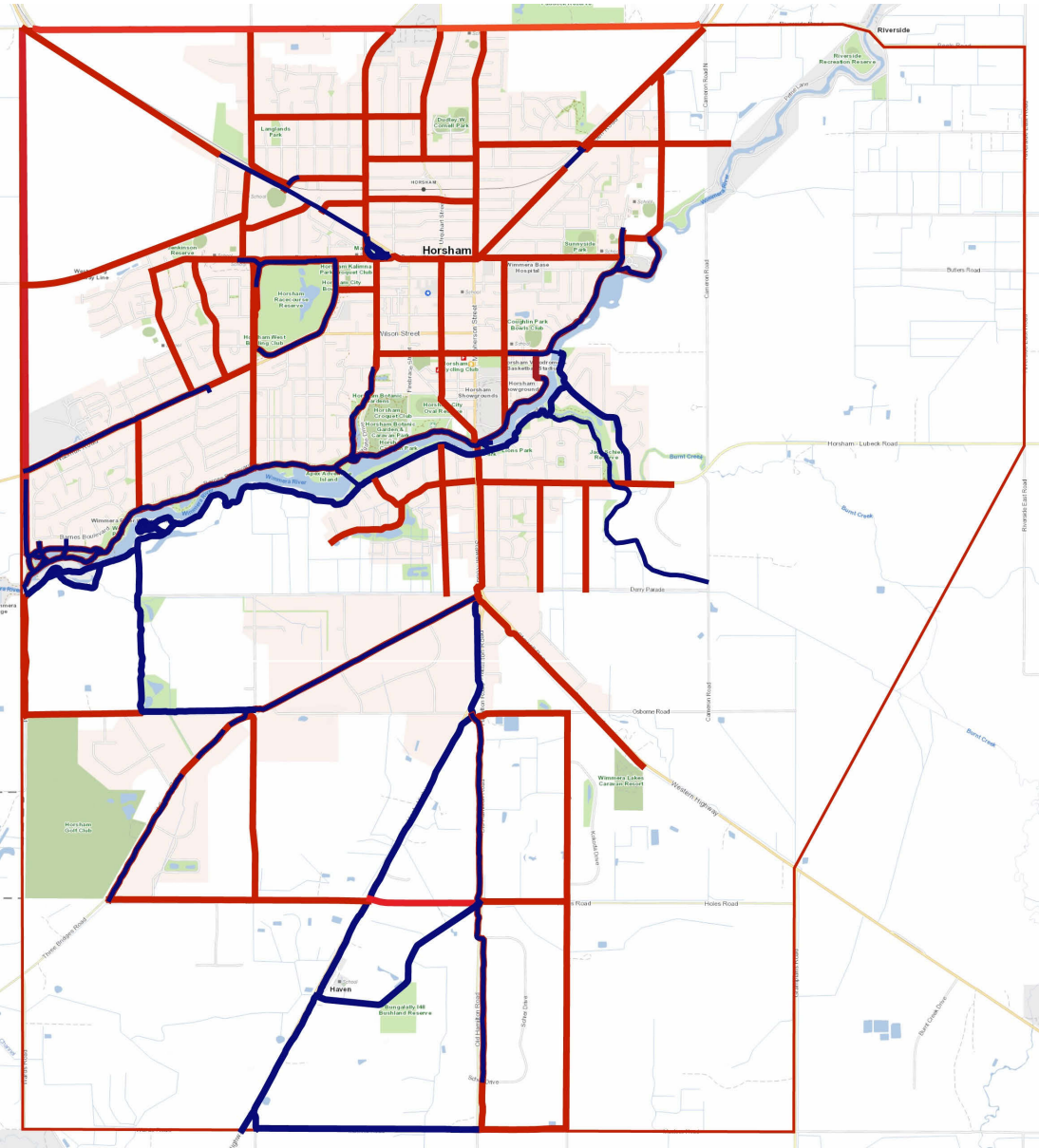
1. Create a network of shared pathways for cyclists and pedestrians

A connected network provides opportunities for cyclists and pedestrians to move throughout the Horsham - Haven area. The proposed network reflects the established hierarchy of arterial, connector and access roads. Road type generally reflects differences in expected vehicle volume and type, and vehicle speed.

Safe System Principles reflects the hierarchy of treatment options, including traffic calming measures, protection of cyclists (from vehicles) and complete separation of vehicles and cyclists.

Above: Recommended cycle and shared path network

Blue lines – Existing cycle pathways that meet Safe System requirements.

Red lines – Add to the endorsed existing cycle pathways to create the proposed cycle and shared path network.

The proposed network reflects existing urban development and movement patterns.

New areas of development (sub-divisions, infill and growth areas) must provide connections with the network, reflect the road and cycle hierarchy and be based on Safe System Principles.

2. Complete entire routes of the cycling network

The Prioritisation tool in the 2024 Plan provides guidance regarding the order of works to be completed.

The HRCC annual cycling and pathways budget will not be adequate to fund all improvements in any section of the network. Because of this, delivery of entire routes will require both a commitment for works to be staged over multiple years and the sourcing of external funds.

The HRCC Long Term Capital Expenditure Plan (10 year plan of proposed works) will assist in the scheduling of upgrades to the cycling network, guided by the priorities in this plan.

3. Provide en-route and end-of-route facilities

Effective transport networks are people focused and include places and sights of interest and amenity.

Effective networks include:
• parks, play areas and public art which can be enjoyed during travel and that also provide destinations for travel
• places to rest (wayside stops with seating and tables and drinking stations)
• places of amenity (toilets, BBQ, phone charging facilities)
• accurate wayfinding signage
• appropriate lighting
• educational opportunities
• bike racks (some sheltered)
• bike repair and/or pump stations

The development of each stage of the network will involve consideration of neighbourhood characteristics, and proximity of other infrastructure (existing and planned).

Each stage of works (upgrades and new) must include required en-route facilities located strategically and as part of a larger plan for the network.

4. Monitor cycling activity and review implementation of the 2024 Plan

Monitoring progress of the 2024 Plan will ensure prioritised projects are delivered and the objectives of a safe and connected network are met.

Monitoring may also identify further improvements to existing and proposed cycling infrastructure.

Data from various sources should be utilised to evaluate the Plan's effectiveness regarding safety and increased levels of participation:

• Australian Bureau of Statistics (ABS) Census data
• Cycle and pedestrian counters (and)
• Transport Accident Commission (TAC) injury data
• Department of Transport and Planning crash data

The 2024 Plan will be reviewed annually.

A formal review of the Plan after 5 years of implementation will provide an opportunity to:

1. Re-confirm proposed actions and celebrate achievemts

2. Adjust priorities and actions to reflect changing circumstances

3. Provide feedback and updates to our community and Council

Top 10 Infrastructure priorities

PRIORITY CYCLE ROUTES – EXISTING & PROPOSED (SUMMARY)	PRIORITY RATING	COST ESTIMATE	NOTES
1 Darlot Street (Wawunna Rd - May Park Terrace – Darlot St – Wimmera River)	H	$645,000	North-South Link – 9 projects in total
2 Baillie Street (Churchill Rd – Menadue St) - Planning	H	$30,000	East-West Link – Cost is to engage a consultant
3 Bennett Road (Wimmera River - Baillie St)	H	$185,000	North-South Link – projects in total 5
4 Wimmera Highway/Natimuk Road (Curran Rd – Park Drive)	H	$235,000	East-West Link – 3 projects in total
5 Hamilton St (Menadue St – Darlot St) - Planning	H	$30,000	East-West Link – Cost is to engage a consultant
6 Dooen Road (Riverside Rd – Baillie St) - Planning	H	$30,000	East-West Link – Cost is to engage a consultant
7 O'Callaghan's Parade (Stawell Rd – Hamilton St)	H	$180,000	North-South Link – 1 project in total
8 Urquhart Street (O'Callaghan's Parade – Baillie St)	H	$200,000	North-South Link – 1 project in total
9 Kalkee Road (Connecting Horsham North with central Horsham & surrounds)	M	$200,000	North-South Link – 1 project in total
10 Dimboola Road (High St – Wawunna Rd)	M	$200,000	East- West Link – Four projects in total

Above: Top 10 prioritised infrastructure actions
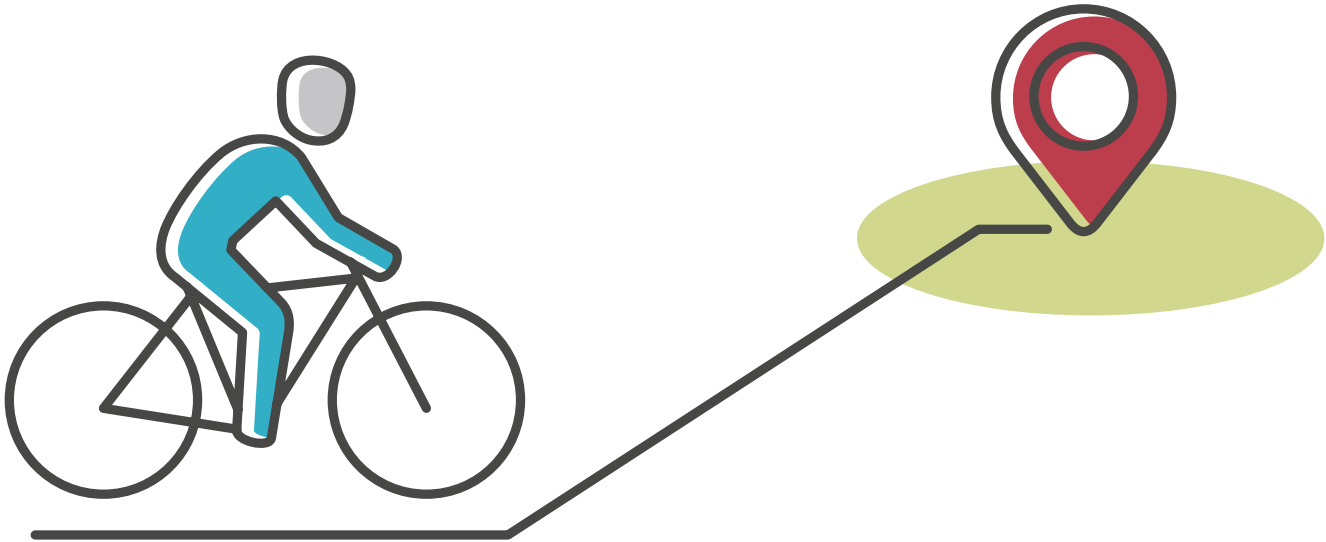
Part 1: Strategic Context

Background

Safe System Solutions Pty Ltd was engaged by Horsham Rural City Council (HRCC) to create a Bicycle and Shared Path Plan to improve the safety, uptake and investment in active transport. Objectives of the project included mapping to identify existing and planned routes, development of a hierarchy of cycle routes and development of a short (5 year) and longer-term (10 year) infrastructure plan to implement recommendations.

The 2024 Plan provides definitions, standards and prioritisation of required infrastructure for an improved, safer and connected network for cyclists and walkers in the most populated areas of the municipality.

An improved network of bicycle and shared pathways has many benefits, including that it:

- provides design solutions to improve safety for cyclists and pedestrians,
- provides options for people to move throughout the township, without relying on cars,
- increases health and wellbeing outcomes for residents and visitors,
- takes advantage of our flat landscape and weather conditions
- provides active connections to key recreation, employment and education locations.

The Plan also seeks to address a number of issues with the current 'network' by:
- the provision of protected and separated cycle paths - reducing the risk of road trauma (accidents)
- installing traffic calming measures
- extending and linking existing pathways
- improving links between existing bicycle corridors
- improving wayfinding and educational signage,
- improving connections to the Central Activity District (CAD) from all areas of Horsham,
- embedding Safe System planning when other HRCC plans and strategies are implemented
- ensuring planned works and budgets include essential infrastructure (bike storage, shade, wayfinding, seating).

Introduction

There is a direct relationship between cycling infrastructure and the number of cyclists. The better the cycling network, the more people choose to ride their bike.

Australian Bureau of Statistics (ABS) 2021 census data revealed that despite the majority of our community living within 5 km of their place of work, only 1% of individuals cycled to work in the municipality.

Existing cycling infrastructure around Horsham is not connected, is inconsistent in application, with a lack of dedicated facilities and links between existing corridors.

There are limited cycling options to access the CAD or other key destinations across the city.

The 2024 Plan builds on HRCC's Municipal Bicycle and Shared Path Plan (2012-2016) and applies national Safe System Principles to upgrade existing and in the construction of future infrastructure.

Context

Demand and attitudes to cycling

There is a direct relationship between the provision of safe and accessible cycling and walking infrastructure and the number of people choosing active transport options.

A fear of cycling on roads shared with vehicles is greater among inexperienced cyclists, risk-averse individuals, women and younger cyclists. Bike paths and separate facilities are safer alternatives that may help the less confident cyclist make the decision to ride a bicycle. (Buehler, 2015).

The Australian Bureau of Statistics (ABS) Census data (2006) revealed that 174 people (2.7% of workers) cycled to work in the Horsham municipality. In 2011, 121 people cycled to work and by 2021, only 94 people (1.0% of workers) cycled to work.

Despite the majority of Horsham's population living within a 5km radius of their workplace, a moderate climate and flat terrain, there has been a continual decline in cycling to work numbers.

There are many reasons why people do not walk, ride or use other active transport options to access work, school or places of interest (parks, shops, entertainment).

Employment patterns (type and hours of employment), parenting and care-giving responsibilities (pre-and post-school/traditional working hours), housing density, the distribution of services and health status are some factors that impact on cycling and pedestrian activity.

Analysis of cycling and walking activity (barriers and enabling factors) has the potential to identify opportunities to increase active transport in our community. The development of an Active Horsham Strategy will support this analysis and this future work is highly recommended.

Although a detailed exploration of cycling patterns is beyond the scope of this Plan, assessment of existing cycling conditions in Horsham highlighted the barrier created by poor alignment between cyclist needs and fears, particularly when targeting the "interested but concerned" demographic, which constitutes 60% and the largest group among potential cyclists.

Providing a network of cycling and shared path infrastructure will address many of the concerns of people interested in cycling but concerned for personal safety.

Until safety concerns are addressed, through the provision of paths and cycleways that meet Safe System Principles, cycling rates within Horsham will remain low and may continue to fall.

Four cyclist types

- **<1%** Strong and fearless
- **7%** Enthused and confident
- **33%** No way no how
- **60%** Interested but concerned

Source: Geller, Roger. Four cyclist types (in Austroads guide to Road Design 2016)

Focus area of the 2024 Plan

Because of the current low level of cycling participation, assessment of existing conditions and plans for a connected network have focused on the urban area of Horsham and the developing area of Haven, where housing and population density support the introduction of bicycle and shared infrastructure.

Safe System Principles and the prioritisation tool for the implementation of upgrades and scheduling of new works apply across the municipality.

The application of national Safe System Principles and use of the prioritisation tool will enable consistent messaging and transparency of decision making regarding community requests for new infrastructure.

Although recreational cycling, including mountain biking, off road and cycle touring are important, they are not the focus of the 2024 Plan.

Shared paths along the Wimmera River have been included in the mapping because they contribute to the proposed urban network are part of a more extensive network of recreational pathways and trails.

Focus area includes Horsham and Haven

Engagement Summary

There has been a long history of engagement with our community regarding the development of bicycle and shared path facilities. The 2012-16 Municipal Bicycle and Shared Paths Plan was developed after extensive community engagement and provided an important basis for a program of improvements.

The 2024 Plan was developed with input and support of the:

Bicycle Advisory Committee

The Bicycle Advisory Committee was formed in 2013 and met regularly for approximately 10 years. The Advisory Committee acted as a representative voice of the Horsham cycling community.

Priorities identified by the Committee included:

- Safety for users of bicycle pathways
- Identifying areas of improvement (both infrastructure and strategically)
- Opportunities to increase cycling participation throughout the municipality.

Community Reference Group

A Community Reference Group was formed in 2022 to assist in the development of the 2024 Plan. The Community Reference Group represents diverse community interests and involvement with cycling and has provided recommendations regarding the proposed network and feedback regarding the 2024 Plan.

Council Officers

Council officers provided input into the development of the 2024 Plan.

Officers identified the need to:

- Create a connected network, linking key destinations (schools, sports centres, parks, key facilities, the Wimmera River and the Central Activity District
- Physically separate bicycles and cars, (off-road or protected lanes) particularly in areas of high volume or speed
- Introduce traffic calming measures across the built environment
- Ensure appropriate levels of service/maintenance of the bicycle and shared path network.
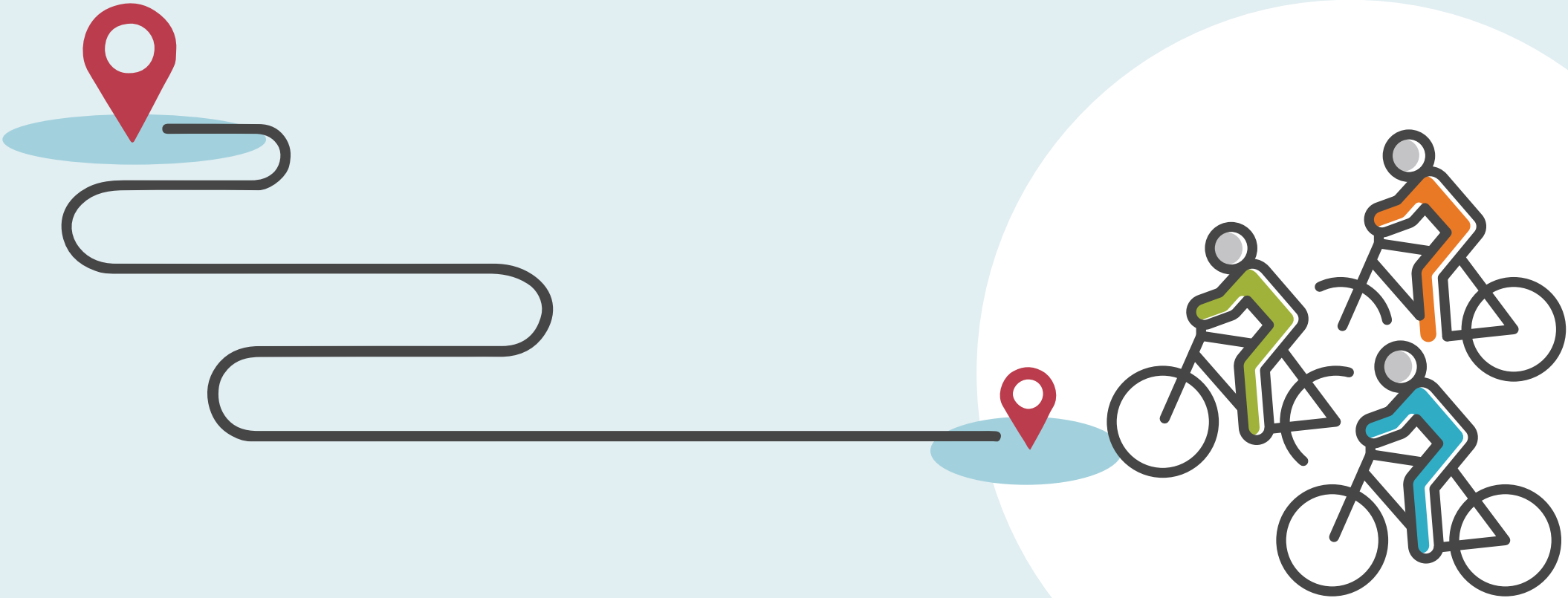
Strategic Context

Many HRCC plans refer to improvements to bike and walking tracks in specific localities and precincts. The 2024 Plan considers key recommendations and actions from previous and existing plans and strategies to create a comprehensive plan of actions to improve the cycling and active transport network throughout Horsham.

The 2024 Bike Plan reflects the Goals and Actions in the following Horsham Rural City Council documents:

Horsham Rural City Council Plan 2021-2025

Goal 1: Develop a safe, active and healthy community, encouraging participation – progressively construct cycling and walking track paths along the Wimmera River.

Goal 2: Determine infrastructure needs and expectations – develop infrastructure that encourages greater participation and use of alternate transport options to the city.

Horsham Urban Transport Plan January 2020

Theme 1: Streets for people – provide additional shared river crossings, develop Firebrace Street linkage between CAD and River.

Theme 5: Cycling – create a safer, lower stress cycling environment in the CAD and developing cross town corridors.

Horsham Community Plan 2013

Improve bike infrastructure around town, extend river tracks to McKenzie Track, green corridors, bicycle path from Bennett Road to Churchill Road.

Horsham City to River Masterplan January 2020

Objective Three: Transport and Connectivity – improve north-south routes connecting the riverfront and the CAD

2024 Bicycle and Shared Paths Plan

Horsham South Structure Plan March 2020 (Under Development)

• Extend and connect shared paths to improve walking and cycling from Haven to Wimmera River

• Continue shared path along Burnt Creek

Horsham Municipal Bicycle and Shared Path Plan 2012-2016

• End of trip facilities

• Improve signage and route information

Implement maintenance and monitoring program

Horsham Rural City Council Plan 2021-2025

Theme 4: Accessibility – improve transport services in and around the region by providing a safe and connected transport network including active transport

Active Victoria 2022-2026 Strategic Framework

• Establish thriving places and communities that are safe, fair and inclusive

• Invest in infrastructure that enables active recreation

Greening Greater Horsham A Municipal Tree Strategy 2021-2031

Implementation Action:

2.2 Continue to identify priority tree planting areas such as walking and cycling routes as and when strategic work is developed

3.1 Ensure Precinct Planning for Horsham North includes objectives for increased tree canopy cover, including around the Dudley Cornell reserve, identified walking and cycling routes, and public realm opportunities close to the rail corridor.

Horsham CAD Revitalisation & Streetscape Plan 2022

• Create shared streets or pedestrian friendly streets, improve accommodation of bikes through CAD as well as safe connections and end of trip facilities

• Prioritise safe pedestrian and cyclist connections to key locations (river, CAD, recreational areas)

Horsham North reference to Horsham North Local Area Plan (2023)

Goal 5: Create a walkable, wheel-able and bike-able precinct

Goal 7: Create safer streets for all users

Goal 9: Create accessible, safe and activated public spaces

Horsham Planning Scheme

Promotes the safe and attractive spaces and networks for walking and cycling within both the current network as well as in subdivision design. The Planning scheme strengthens the need for a connected cycling network.

Health and Wellbeing Plan 2017-2021

Develop and maintain footpaths and walking and bike trails with particular focus on key precinct linkages to promote active living options and supporting infrastructure

Part 2: Safe System – A National Framework

The following section outlines the principles of the Safe System.

Austroads

Safe System Principles is a national road safety philosophy that requires roads to be designed and managed so death and serious injury are avoidable.

The Safe System was endorsed in Australia in 2003 by the Australian Transport Council and adopted by Austroads in 2004. The approach is now integral to road safety strategies in jurisdictions in Australian and New Zealand.

The Safe System approach is regarded as international best practice in road safety and provides an outcome whereby death and serious injury are virtually eliminated amongst users of the road system. Safe System is the management and design of the road system such that impact energy on the human body is firstly avoided or secondly managed at tolerable levels by manipulating speed, mass and crash angles to reduce crash injury severity.

Source: Austroads, 2018. Integrating Safe System with Movement and Place for Vulnerable Road Users.

The Safe System is a holistic approach to road safety that recognises different elements of the road environment must work together to keep everyone safe. These elements include roads and roadsides, vehicles, road users and travel speeds. Efficient movement should not be at the expense of human wellbeing.

The Safe System is based on the following understanding:

People make mistakes

Humans are fallible and inevitably make mistakes when driving, riding or walking,

When those mistakes occur on the road, they can lead to crashes. Road trauma should not be accepted as inevitable.

Humans are fragile

Our bodies are vulnerable and have limited ability to tolerate crash forces. Any impact above 30 km/h significantly increases the risk of dying.

Road safety is a shared responsibility

Shared responsibility exists amongst those involved in planning, designing, building, managing and using roads and vehicles. Everyone has a part to play in keeping themselves and others safe on the roads.

The road system must be forgiving

All parts of the system must be strengthened to multiply their effects, so that if one part fails, road users are still protected. Building a forgiving road system ensures crash forces do not exceed the limits the human body can tolerate.

Adapted from: Austroads: Guide to Road Safety Part 1: Introduction to the Safe System 2021, and Transport Accident Commission: Grant Funding Guidelines 2023).

Safe System Principles are based on four areas of action.

Safe System areas of action

| Safer Speeds | Safer Roads | Safer Road Users | Safer Vehicles |

Source: VicRoads Safe System Assessment Guidelines

All Safe System treatments can be categorised into one of two areas:

1. Primary - eliminate

Treatment that virtually eliminates the potential for a fatal or serious injury to occur (off-road shared paths, wombat crossings)

2. Secondary - reduce

Treatment that reduces the potential for a fatal or serious injury to occur (on-road bicycle lanes, bicycle crossing warning signs, reduced speed limits).

VicRoads/Department of Transport and Planning

The Safe System framework underpins Victoria's strategic approach to road safety.

The *Victorian Road Safety Strategy 2021-2030* aims to halve road deaths and reduce serious injuries by 2030. The Strategy contains ten Goals, and six Principles.

The six principles are central to the 2024 Plan:

1. We want positive outcomes for all Victorians.
2. Our approach to road safety is built around a safe system approach that is coordinated and collaborative and includes all the Road Safety Partners of Victoria.
3. We will use all the levers available to us to address immediate road safety concerns while also preparing for and welcoming technological advancement opportunities.
4. We will ensure the data and evidence base of our initiatives and interventions is sound and strong.
5. We will take a holistic approach, to address all aspects of the system through initiatives including public health, vehicle safety technology, infrastructure, and behaviour change supported by enforcement practices.
6. When developing action plans we will consider how we adapt to changes in road safety technology, the needs of the Victorian community, and the social and economic environment.

Source: Victorian Road Safety Strategy 2021-2030. P10

To achieve a meaningful transition towards the consistent implementation of a Safe System network, VicRoads is developing policies and practices to ensure road improvement projects developed and delivered through its programs and across the Victorian road network consider road safety outcomes.

Safe System Assessments will be required for all VicRoads and Government funded projects in accordance with the VicRoads Safe System Assessment Guidelines. It is envisaged that Safe System Assessments will ultimately apply to all projects on roads for which VicRoads is the responsible authority.

Adapted from: VicRoads (2018). Safe System Assessment Guidelines.

The Department of Transport and Planning is the coordinating road authority for arterial roads within the municipality, including the highways that traverse the residential areas of Horsham and Haven.

Horsham Rural City Council

Horsham Rural City Council is responsible for road and road related infrastructure as defined under the Road Management Act 2004 and associated Regulations and Codes of Practice.

The provisions of the HRCC Road Management Plan (2021) apply to public roads listed in the Register of Public Roads for which Horsham Rural City Council is the co-ordinating road authority, and roads or parts of roads that Council maintain under agreement with another road authority.

Council will collaborate closely with the Department of Transport and Planning to facilitate implementation of measures outlined in this Plan that apply to arterial roads controlled by the Department.

An Infrastructure Design Manual (IDM) documents and standardises Council requirements for municipal infrastructure. The IDM provides minimum standards for pedestrian/cycle provision within road reserves. The objectives of the IDM complement the objectives of the 2024 Plan:

To promote

- Walking and cycling to daily activities
- Universal access within the community
- Community health and wellbeing associated with increased activity, and
- To develop layouts that allow for access in all directions, link to public transport, reduce dependence on cars and provide pathways and cycleways that are continuous and linked to each other.

Source: Infrastructure Design Manual, Clause 13 Mobility and access provisions).

The three sectors (Austroads, VicRoads/Department of Transport and Planning and Horsham Rural City Council) deliver infrastructure within a framework and according to technical specifications developed from extensive research, analysis of data and emerging best practice.

Hierarchy of roads within Horsham

The proposed bicycle network and hierarchy is based on the Movement and Place framework developed by the Victorian Department of Transport, (now Department of Transport and Planning).

Movement and Place considers the relationship between Movement (traffic volumes, road types) and Place (destination, surrounding areas, and accessibility).

The needs of people moving throughout the built environment is central to the planning of preferred routes.

The 2020 Horsham Urban Transport Plan and the 2021 Horsham Central Activity District (CAD) Revitalisation and Streetscape Plan incorporate the Movement and Place framework.

Both the Horsham Urban Transport and Horsham CAD Plans identify opportunities to strengthen the network and improve safety and amenity along preferred routes.

These recommendations have been included in the 2024 Plan.

Existing road hierarchy

Council has an existing road hierarchy that describes the movement status of roads beyond the CAD.
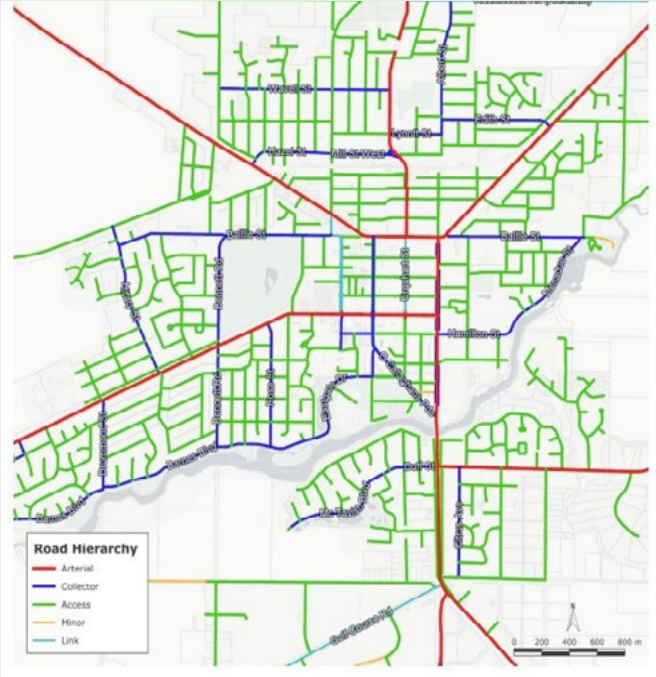
Source: Horsham Rural City Council (2020). Horsham Urban Transport Plan. The road hierarchy guides the design and maintenance of roads throughout the municipality.

The road hierarchy has been adapted in the 2024 Plan to reflect local destinations and places of interest and to include, where possible existing cycling pathways and infrastructure.

The 2024 Bike Infrastructure Plan acknowledges arterial roads of the hierarchy but also suggests alternative routes to and through the Central Activity District (CAD) to create safer cycling options.

Alternative routes include:

- Natimuk Rd – Park Drive – Gleed St – Darlot St –(rather than Wilson St)
- Stawell Rd – O'Callaghan's Parade – Urquhart St (rather than McPherson St)

Hierarchy of cycling routes – urban area

The following hierarchy is embedded in the prioritisation of infrastructure works table.

C1	**Arterial roads (highways)**	
	High vehicle volume, mixed vehicle type (cars and trucks) traffic speed of 50-60 km/h.	
	Cycling: Primary routes providing a core cycling network connecting the CAD and places of significance.	
	These routes are designed to cater for high volumes of cyclists and pedestrians.	
	Recommended treatment: off-road, single-use pathways for cyclists, or off-road shared pathways for cyclists and pedestrians or protected on-road cycle lanes with a physical barrier between bicycles and vehicles	
C2	**Collector / Connector Level 1 roads**	
	Medium volume vehicles, generally few trucks, traffic speed of 50 km/h	
	Cycling: Routes providing access to activity areas, schools and recreational areas.	
	These routes cater for medium-high volumes of cyclists.	
	Recommended treatment: protected on-road lanes, or lanes separated lanes from traffic separated lanes.	
C3	**Connector Level 2 roads**	
	Routes providing access for local residents – short trips between activity centres that feed into the busier C1 and C2 routes.	
	Cycling: These routes cater for low-medium volumes of cyclists.	
	Recommended treatment: separated lanes from traffic or protected, on-road, separated lanes.	
C4	**Access roads**	
	Low – medium volume of traffic, traffic speed of 50 km/h.	
	Cycling: Neighbourhood and local links provide short connections to C1-C3 routes.	
	Recommended treatment: road sharing of cyclists and vehicles with traffic calming measures to reduce speeds to 30 km/h.	

Note: Arterial roads (highways) are not controlled by HRCC and all road and cycle treatments occur in consultation with external authorities such as Department of Transport and Planning.
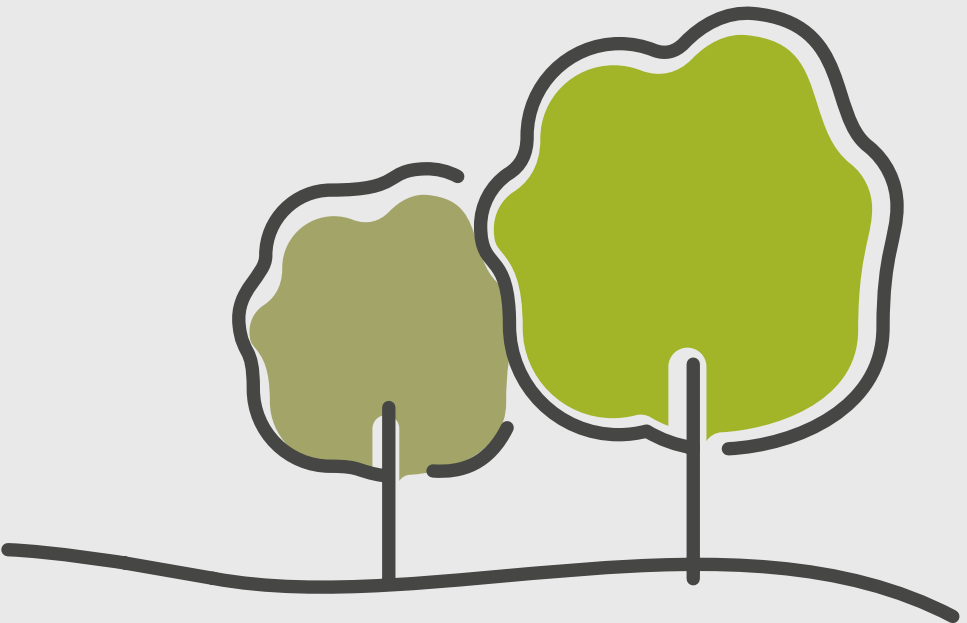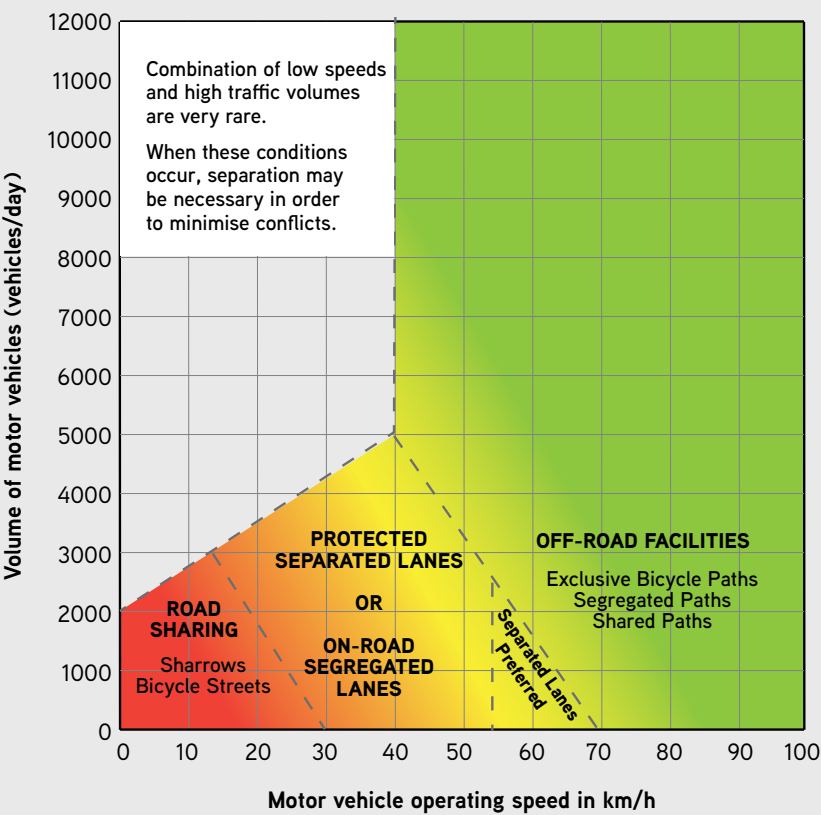
Notes: This diagram is to be applied to urban roads and is not appropriate for rural or non urban roads.

Zone boundaries shown on this graph are indicative only.

Safe System crash outcome threshold

		SEVERITY OF THE INCIDENT				
		Insignificant	Minor	Moderate	Serious	Fatal
		Property damage	Minor first aid	Major first aid and/or presents to hospital (not admitted)	Admitted to hospital	At scene or within 30 days of the crash
LIKELIHOOD OF THE INCIDENT						
Almost certain	One incident per quarter	Medium	High	High	Extreme	Extreme
Likely	One per quarter - one per year	Medium	Medium	High	Extreme	Extreme
Possible	One per year - one every 3 years	Low	Medium	High	High	Extreme
Unlikely	Once every 3 years - once every 7 years	Negligible	Low	Medium	High	Extreme
Rare	Less than once every 7 years	Negligible	Negligible	Low	Medium	High

Risk Mitigation Response

Negligible	No action required
Low	Should be corrected or the risk reduced if the treatment cost is low
Medium	Should be corrected or the risk significantly reduced, if treatment cost is moderate but not high
High	Should be corrected or the risk significantly reduced, even if the treatment cost is high
Extreme	Must be corrected, regardless of cost.

Safe Systems Risk Analysis

Safe System assessment of pedestrian and cyclist infrastructure is based on the extent to which the infrastructure removes or reduces the potential of crash likelihood, injury severity, and exposure to potential conflict with other road users.

Full separation of cyclists, bicycles and vehicles eliminates the likelihood of crashes.

As impact speeds increase, so do the risks of collisions, and the potential for serious injury escalates even more rapidly

Risk assessment involves the relationship between likelihood and severity regarding: Traffic volume and speed and Injury data.

  Traffic volume vs speed

  When designing for safety:

- **Off road, separated cycle lanes** are required when there is high traffic volume and speeds above
- 70 km/h

  Protected and separated cycle lanes are required
- when there is medium traffic volume and speeds between 30-70 km/h

  Traffic calming measures and road sharing are suitable when there is low traffic volume and speed between 0-30 km/h.

Example: cycling along a local street

On local streets (access roads) where the default speed limit of 50 km/h generally applies, pedestrians and cyclists are exposed to impact speeds that exceed the Safe System human survivability threshold. If a collison occurs between a cyclist or pedestrian and a vehicle, this may result in significant injuries or even death.

In local streets, complete physical separation of bicycles and vehicles is not always possible.

In these circumstances, the focus should be on traffic calming measures - designing local streets to ensure any collisions involving vehicles and pedestrians or cyclists remain below the Safe System threshold of 30 km/h.

 Although vehicle travel speeds of 30 km/h are generally considered survivable, cyclists and pedestrians, particularly older people and children, can still sustain significant injuries at this speed.

Injury data
– Horsham Local Government Area

Despite the low incidence of cycling (reported in ABS Census data), the Horsham Local Government Area has experienced an unacceptable rate of cyclist and pedestrian injury.

Department of Transport and Planning road crash data reveals that 20 accidents involving cyclists and vehicles occurred in Horsham during the 2018-2022 period.

- Accidents involved 15 male cyclists and 5 female cyclists
- 6 cyclists were under 15 years of age. 14 cyclists were aged 16-72
- 18 were recorded during day light hours and 2 accidents were recorded as occurring at 'dusk'
- 14 occurred on week days (Monday – Friday). 6 accidents occurred on weekends (Saturday – Sunday)
- The weather was recorded as being 'Dry' when accidents occurred
- On 4 occasions, cyclists required hospitalisation and tragically, in 2019, a cyclist was fatality injured
- 8 Accidents occurred at intersections
- 13 accidents occurred on roads managed by HRCC. 4 accidents occurred at intersections of arterial and connector roads

Crash locations

No accidents occurred twice at the same location, but:

- Two accidents were recorded along the length of McPherson St: Hamilton St and Smith St
- Three accidents were recorded along the length of Firebrace St: Hamilton St, McLachlan St and along a section of Firebrace St
- A total of 10 accidents (50%) occurred in the Central Activity District bounded by: Darlot / May Park Terrace, Baillie, McPherson and Hamilton Streets,
- Location data reveals 80% of the accidents (16) occurred within the built area of Horsham where the speed is limited to 50-60 km/h.

Injury data

The Safe System Risk Assessment Matrix provides guidance in the assessment of risk and the identification of the need for intervention.

Risk assessment considers the relationship between:

- the likelihood of an event occurring (rarely to almost ertainly occurring) and
- the severity of the incident (property damage to a fatality).

Although cycling numbers in Horsham are historically low, accident data: number of accidents, location, road type and speed reinforce the need to implement infrastructure solutions to create a protected, cycling and shared path network that reflects local movement patterns and Council's strategic priorities.

Safe System Decision Making

Implementation of a Safe System of active transport options involves consideration of solutions to eliminate the occurrence of fatal and serious injuries (primary solutions).

In some situations, the best options (primary solutions) may not be feasible because of project constraints (budget, site conditions, conflicting road user needs, or the environment).

If so, the next safest feasible solution needs to be identified (secondary solutions).

Incident/injury data traffic volume, traffic type and speed must be considered when identifying whether pathways should be:

- **Exclusive bicycle use**
  Separated from both vehicular traffic and pedestrians for the single use of cyclists

- **Shared use path**
  Separated from vehicular traffic but designed for shared use by both cyclists and pedestrians

- **Protected / Separated/ path**
  Protected pathways have physical barriers separating cyclist from vehicles; separated cycle lanes are identified by line-marking or paint.

Strategic bicycle route path or Path to suit local conditions eg:
- for connections to strategic routes
- for connectivity in general
- as an option for cyclists at 'squeeze points'
- to achieve a shorter route for cyclists
- to avoid one or several road intersections
- for recreation (eg. A connection in a reservation)
- to achieve safe access to schools
- as an alternative route for child, recreational or inexperienced cyclists, where no satisfactory on-road solution exists
- to achieve convenient access to community facilities such as sporting centres and shopping centres
- where no viable on-road solution exists
- to assist cyclists to avoid steep or lengthy grades

Is the bicycle demand low [1,2]? — Yes → Is the pedestrian demand low [1,2]? — Yes →

No ↓   No ↓

Is there an alternative path or route available? — Yes → **Exclusive bicycles path**

No ↓

Is the pedestrian demand low [1,2]? — Yes → Are bicycle speeds low (eg. <20km?h) — Yes → **Shared use path**

No ↓   No ↓

→ **Separated path**

Source: AP-G88-17 Cycling Aspects of Austroads Guides.

[1] The level of demand can be assessed generally on the basis of the peak periods of a typical day as follows:
  a. Low demand: Infrequent use of path (say less than 10 users per hour)
  b. High demand: Regular use in both directions of travel (say more than 50 users per hour)

[2] These path volumes are suggested in order to limit the incidence of conflict between users, and are significantly lower than the capacity of the principal path types.

Safe System Treatments

The following guidelines are indicative only, providing examples of:

- Protecting cyclists and pedestrians,
- Increasing predictability of pedestrian and cycling road crossing decisions,
- Reducing the time pedestrians spend on the road in the presence of passing vehicles, and
- Introducing traffic calming measures.

Austroads technical manuals and other publications provide detailed specifications and design guidelines.

Local conditions and context should be considered when applying specifications. The goal is to provide a safe use environment.

Designing a road according to these [Safe System] principles is not the same as designing a road which simply meets design standards. 'There is no reason to think that by meeting standards the appropriate level of safety is built into roads" (Professional Engineers Ontario 1997).

For information regarding the widths for shared and separated paths, refer to *AP-G88-17 Cycling Aspects of Austroads Guide.*

General principles for pedestrians and cyclists
For pedestrians and cyclists, the main objective of the Safe System is to create a clear separation from vehicular traffic.

A holistic approach to safety treatment is recommended, involving measures not only at the proposed site but also before and/or after the site or area of development.

Supporting treatments include: line markings, lane narrowing, and advisory and regulatory signage.

Adapted from Transport Accident Commission: TAC Local Government Grant Program. Victorian Government, 2023

Pathway design should also consider elements including: sight lines, vertical clearance, drainage, gradient, cross-fall batters and fencing.

Treatment 1: Pathway selection to separate or protect cyclists

- Off-road cycle facilities are preferred where possible.
- When complete separation of cyclists and vehicles is not possible, protected on-road cycle lanes can help minimise interactions between cyclists and vehicular traffic.
- Cycle lanes built to high standards improve cyclist safety, whereas those built to lesser standards can reduce cyclist safety. Wider cycle lanes (1-1.8m) are preferred.
- Projects that include speed reductions from 50 km/h to 40 km/h or 30 km/h should be prioritised, as well as projects that provide greater lateral separation (ideally at least 1m) between cyclists and passing traffic, and/or parked vehicles.
- Where cyclists and general traffic have less than 1m of clearance or are expected to share a traffic lane, lower travel speeds (preferably not exceeding 30 km/h) will be required to align with the principles of the Safe System approach.
- The IDM requires that walkways and cycle ways be continuous and linked with each other, provide universal access and promote walking and daily cycling activities.
- Pathways should be constructed from bitumen, be free from obstructions, trips and falls hazards, with specified minimum widths and maximum cross-fall.
- Minimum standards regarding specifications are provided in the IDM.

Protected cycle lane

Protected cycle lane – Physical barrier and signage separates cycling from other road use.

Treatment 2: Colour contrast and lighting

- Accessibility standards require a colour contrast between pathways and surrounding surfaces.

- Bitumen surfaces provide a durable riding surface but may not provide the required colour contrast between the pathway and surrounding surface type. Line marking (edge of pathways) assists the definition of pathways.

- Alternatively, concrete pathways (white/cream) provide adequate contrast and reflect light in low-light conditions.

Two way cycle lane with line marking to provide colour contrast.

Treatment 3: Intersections

Roundabouts are commonly perceived by cyclists and pedestrians as one of the most hazardous forms of intersection control on the road network. At roundabouts, 80% of crashes involving cyclists are due to motorists failing to correctly judge the cyclist's speed and having a lack of awareness of the cyclist's presence.

Source: VicRoads TEM Vol 3 Part 2.15.

Protected intersection – Cyclists are separated from traffic.
The 'jellybean' safety island increases sight lines for vehicles turning left.

Treatment creating a protected intersection.
Note the continuous cycle path and separation from pedestrians.
Note also the landscaping barrier between vehicles and bicycles.

Speed calming treatment at intersection. (Ballarat, Victoria).
Creates continuous pathway for cyclists and pedestrians crossing the intersection.

Treatment 4: Traffic Calming

A range of traffic calming (speed reduction) measures are available and may include: road narrowing and shaping, speed cushions, raised platforms and other design elements.

Speed cushions slow traffic at pedestrian and cycling crossing points.

Speed humps slow traffic speed.

Street width and design contributes to traffic speeds on access roads.

Treatment 5: Canopy cover

Shade increases cycling and walking comfort and provides protection from both the sun and rainfall. Tree planting along cycle routes provides shade, reduces heat island impacts and supports increased usage of the pathways.

Natimuk Rd, Horsham.

Treatment 6: Art work and places of interest

Cycling and shared path routes present opportunities to create social areas with seating and tables, showcase artwork such as murals and sculptures, offer educational information about local indigenous history, and raise environmental awareness about habitat, flora, and fauna.

Artwork along cycle path, Plympton, Adelaide

Treatment 7: Signage and wayfinding

Appropriate signage clarifies decision-making for cyclists and motorists, creating a safer travel experience and increasing the visibility of routes and options for cyclists and the wider community. Wayfinding signage guides people to destinations along the bicycle and shared path network.

Barnes Boulevard, Horsham

Part 3: Existing Condition Assessment – Audit & Recommendations

Existing condition assessment – audit of cycle routes

During November 2022 - February 2023, an assessment of the existing bicycle and shared paths network in Horsham was undertaken to review and assess:

- The implementation of the 2012-2016 Plan (development of cycling network and safety upgrades) and determine
- If upgrades to the cycle pathways reflect Safe System principles and design solutions

The audit considered Movement and Place categories, the hierarchy of roads and associated cycling and shared path treatments proposed in the IDM and local cycling conditions and movement patterns across the network.

Assessment criteria evaluated:

Road treatments and the hierarchy of roads

- Separation of bikes and vehicles in areas of high volume and speed
- Intersection treatments
- Clarity of messaging to cyclists and drivers regarding cycling lanes and cycling right of way across intersections
- Traffic calming measures where bikes and vehicles share the road network
- Line marking

Path treatments

- Surface materials
- Colour contrast
- Lighting

The review of existing cycle and shared pathways also included identification of opportunities to create a connected network providing east-west and north-south movement to and through the city centre and other destinations, including schools, work locations, and places of recreation and entertainment.

The first phase of the audit was undertaken by vehicle, using dash cam technology. Site assessments were then conducted by walking and cycling specific sections of the network to determine connectivity, potential levels of stress to cyclists and pedestrians and to observe interactions between different modes of transport.
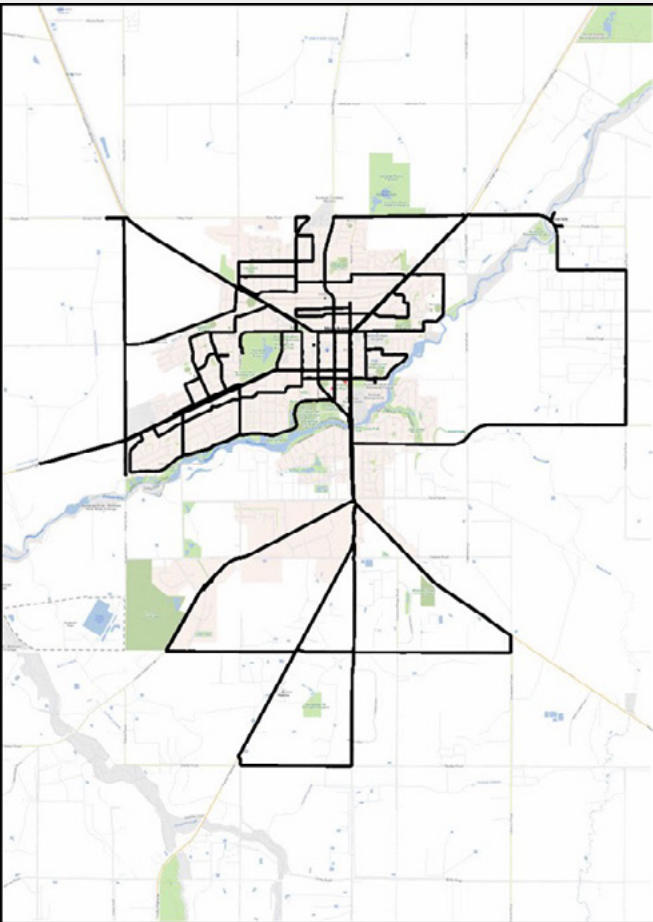
Roads and area assessed by using a combination of cycling and walking and vehicle based dash-cam technology.

Existing cycling network – assessment outcomes

An annual funding allocation of $75,000 for maintenance and upgrades to the cycle pathways has enabled the gradual implementation of the 2012-2016 Horsham Municipal Bike Plan.

Despite annual funding, the budget is insufficient to establish a connected network or to effectively upgrade or install new pathways and as revealed in 2021 ABS data, cycling participation rates have fallen.

Intersection treatments are complex and expensive and if cycling activity is to increase, require a focus on the safety needs of cyclists.

Less expensive options such as signage and line-markings on roadways are minstallation of cycle lanes across the focus area has not reflected Safe System Principles.

This has resulted in:

- unprotected bicycle lanes on arterial roads,
- vehicle parking lanes sign-posted as cycle lanes,
- faded line-marking across the network (and)
- inconsistent cycle lane widths.

Shared pathways, separated from the road network or meeting Safe System Principles, exist only in sections of a network, rather than being continuous and connected.

No protected cycle lanes were identified during the assessment.

Summary of findings

Observations of existing conditions were checked and confirmed through the engagement process, and found:

- Cycling is not supported on busy arterial roads. Cycle lanes are shown via line-marking only,
- In connector streets, cycle lanes are of varying widths and are being used for vehicle parking,
- Traffic calming measures are rarely used in access streets,
- There are limited connections from the northern areas of Horsham to the CAD – steep road bridge without safety rail on Urquhart Street and underpasses at the railway line are unsuitable for cycling and pedestrian access,
- There are limited connections from the eastern areas of Horsham to connect to the CAD – access via Dooen Rd or Baillie St with signalised treatment options at two locations,
- Connections from both the west and southern areas of Horsham are disconnected - with some separated pathways along the length of both routes but no continuous or consistent treatment or network,
- There is inconsistency throughout the bicycle and shared path network, regarding infrastructure, connectivity, line-marking and signage,
- Cycle paths end at road crossings and intersections,
- Intersection treatments do not provide separation of cyclists from cars or pedestrians,
- Roundabouts do not reflect Safe System Principles (separation of cyclists and vehicles),
- Surface materials vary across the network,
- There is inadequate colour contrast between cycle paths and the surrounding environment,
- Line marking is not used to identify pathway edging,
- The Haven area lacks east-west lateral connections, although generally has good separation for north south shared path facilities which are off road,
- En-route amenity (shade, options to rest, public art) is generally not provided,
- End of route facilities are inconsustent,
- Limited/lack of formal crossing points, particularly on busy, arterial roads to accommodate safe access for pedestrians and cyclists.

Common elements across the road hierarchy

The following examples identify cycling treatments that do not meet the Safe Systems principles.

Safe System principle:

High volume traffic, high speeds (50-80kmh), heavy vehicles.

Treatment- Bicycles separated from traffic (shared or single use cycle paths) or on road in protected cycle lanes

Arterial roads (C1)

Example 1: McPherson Street

- Off-road shared cycle path is provided but there are no street crossings along the length of the cycle route,
- Shared pathway (footpath) along eastern side of McPherson St does not provide safe reaction time for cars reversing from driveways,
- Shared path contains obstructions for pedestrians and cyclists,
- Shared pathway near velodrome ends at car park – no continuous network.

Narrow shared cycle and pedestrian path – Obstruction within footpath, McPherson St.

McPherson St, looking south – Shared path ends at car park near stadium, McPherson St.

McPherson St (looking north) – Footpath ends at southern entrance to Showgrounds.

McPherson St near Stawell Rd intersection – Unprotected cycle access to off-road (shared) path. Kerb treatment not consistent with preferred cycle treatment.

Example 2: Baillie Street

- Signage and line-marking (cycling lane) but cyclists share the road with heavy vehicle, high daily traffic volume trucks at speeds between 50-60km/h

Baillie St (looking west) – High volume traffic but no separation of bicycles and vehicles.

Baillie St (looking east) – High volume traffic and cycle lane is not protected and is shared with parked vehicles.

Example 3: Dooen Road

Cyclists share the road with high volume and heavy vehicle traffic on a narrow bike path.

Cycle lane on arterial road not protected from high volume traffic.

Example 4: Wilson Street

The cycle lane on the arterial road is not protected from high volume traffic.

Wilson St (looking east) - Bicycles coexist with heavy vehicles in a lane that lacks both separation and protection, positioned behind angle-parked cars.

Example 5: Natimuk Road

- Limited sections of off road pathways
- Signage and line-marking (cycling lane) but cyclists share the road with heavy vehicles
- High daily traffic volume at speeds between 50-60km/h
- Cycling not supported across most intersecting roads

Natimuk Rd (looking west) – Cycle lane on arterial road not protected from high volume traffic.

Connector Roads (C2 – C3)

Safe System principle:

Road speed of >30kmh = separate bicycles from traffic and/or traffic calming.

Consistent treatment (surfaces, line marking, lane treatment, signage) required to reduce confusion for cyclists and motorists.

Example 1: Baillie Street

- Shared off-road pathway provided between Park Drive and Bennett Rd
- Poor surface condition
- Poor colour contrast
- Variable traffic conditions along along the length of Baillie St
- Inconsistent cycling and pedestrian treatments

Baillie St – Park Drive intersection.

Baillie St / May Park Terrace intersection – Cycle lane ends at intersection.

Example 2: Bennett Road

- Shared off-road pathway provided between
- Natimuk Road – southern end – cars parked in bike lane and different lane widths (on either side of the road)
- Cycle lanes not consistently applied
- No road crossing intersection treatments provided along the length of Bennett Rd
- Pathway along the racecourse has an overhead roof line impacting the pathway.

Bennett Rd (Wimmera river end) – Cycle lane used for parking.

Bennett Rd (looking south) – Cycle lane gives way to parked vehicles.

Bennett Rd looking north – Cycle lane not visible.

Bennett Rd looking north – Cycle lane on western side of road. Different width to lane on eastern side of the road.

Cycle lane through racecourse car park. Shared pathway is through a car park and against traffic flow.

Example 3: Lynott Street

- Shared off-road pathway provided between
- Cycling lane shared with vehicles, traffic speed of 50km/h
- Faded line marking
- Lack of road crossing treatment along the length of the roadway

Lynott St (near Albert St intersection) – Faded line marking and car parked in cycling lane.

Lynott St (looking east).

Example 4: Mill Street – Hazel Street

- Heavy vehicle, high volume, speed of 50km/h – no provision for off road cycle/shared path

Mill St (looking east).

Hazel St (looking west).

Example 5: O'Connor Street

- Variable cycle lane treatments across the urban area

O'Connor St (looking east).

Existing conditions – that support cycling

Existing infrastructure separating cyclists from vehicles or providing continuous travel lines for cycling was also identified.

Hamilton St, Horsham (looking east).

Example 1: Hamilton Street
The left turn into McPherson St offers a protected and separated option, ensuring cyclists are distinct from left-turning vehicles.

Natimuk Road, Horsham (looking west).

Example 2: Natimuk Road
A shared cycling and pedestrian pathway, distinct and separated from the road carriageway.

Corner of Firebrace St and O'Callaghan's Parade, Horsham.

Example 3: O'Callaghan's Parade
Situated at the corner of Firebrace St and O'Callaghan's Parade, the infrastructure ensures continuous connections across intersections.

Dimboola Road, Horsham (looking west).

Example 4: Dimboola Road
Along Dimboola Rd, the pathway running alongside the arterial road is separated for pedestrians and cyclists, with the concrete surface offering a visual contrast against the adjacent grassed area.
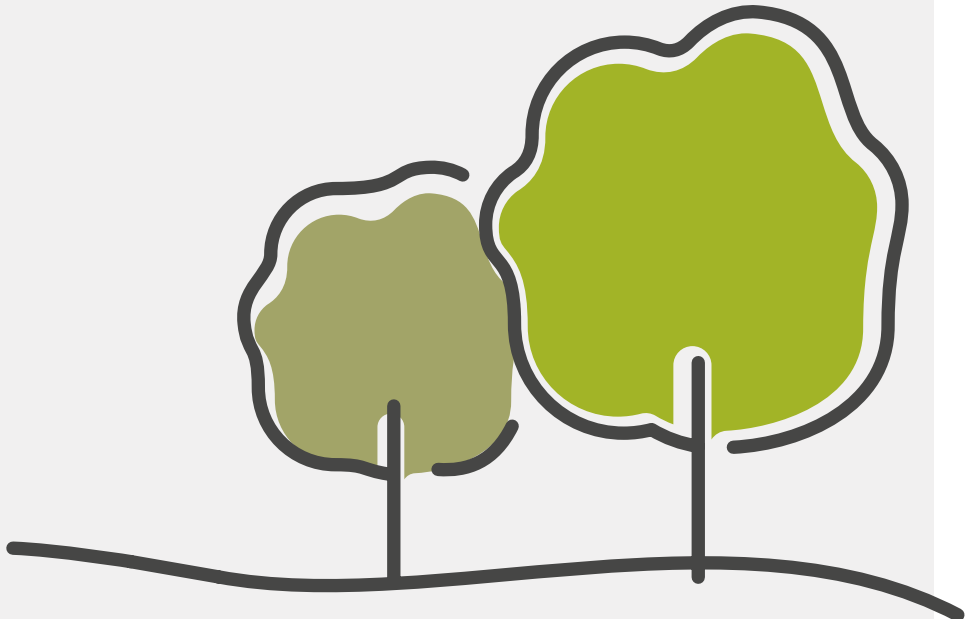
Audit results – existing shared path routes

Applying Safe System Principles has identified many gaps in the existing cycling network throughout Horsham.

The majority of routes meeting Safe System Principles are off-road or shared path options. A significant proportion of the network islocated along the Wimmera river and adjacent natural areas.
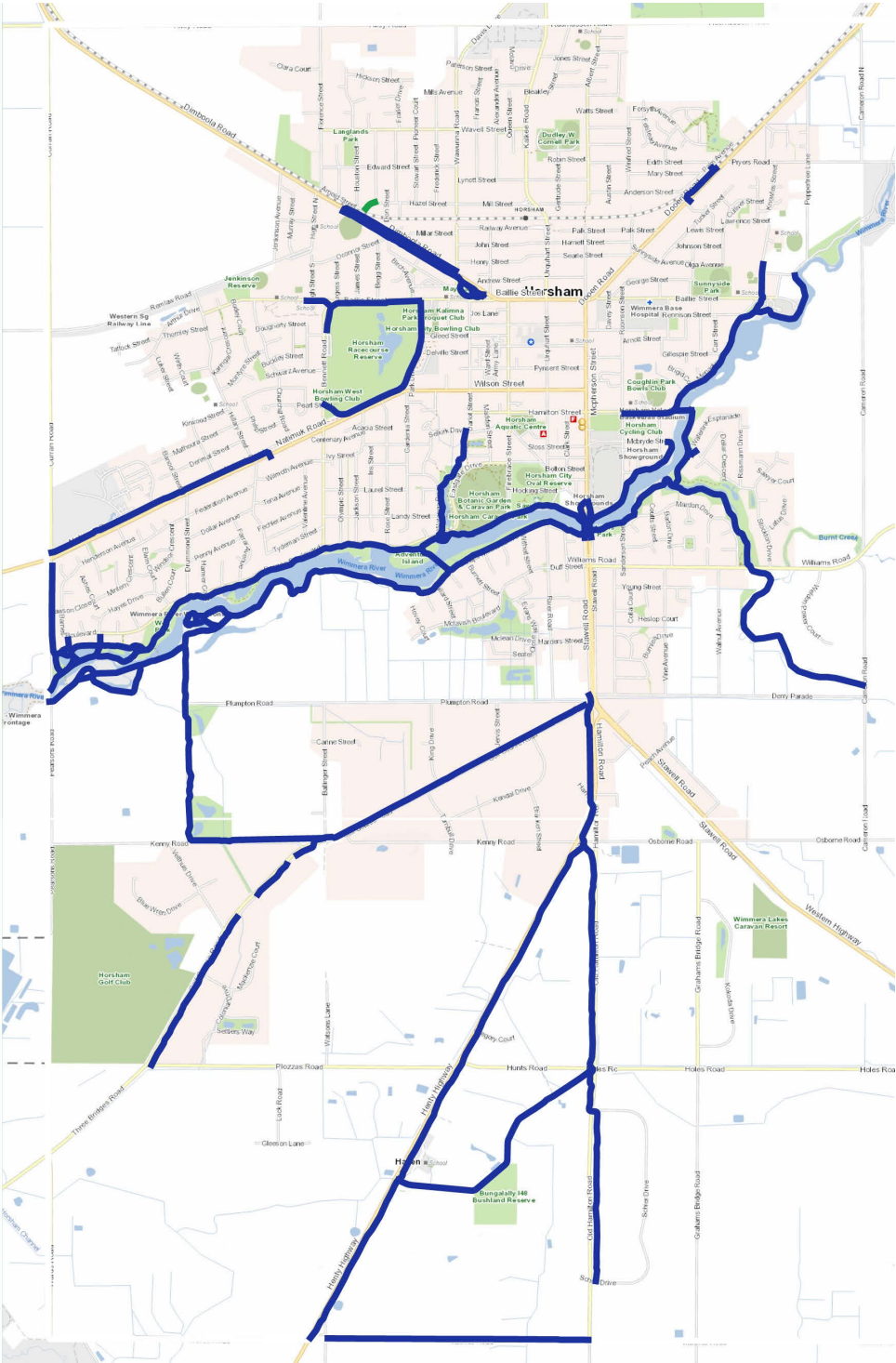
Cycling and shared pathways that meet Safe System requirements

Recommended cycling and shared path network

The audit identified opportunities to create safer cycle routes across the network. Existing pathways provide a framework upon which a Safe System network can be created.

Red lines on the map represent proposed routes to create a connected network throughout the developed areas of Horsham and Haven. Existing (Green) and proposed new (red) cycle and shared path treatments combine to create a connected active transport network.

The proposed network includes arterial, connector and access roads.

The network will require a variety of safety and traffic calming measures specific to reflect the road hierarchy and associated traffic conditions.
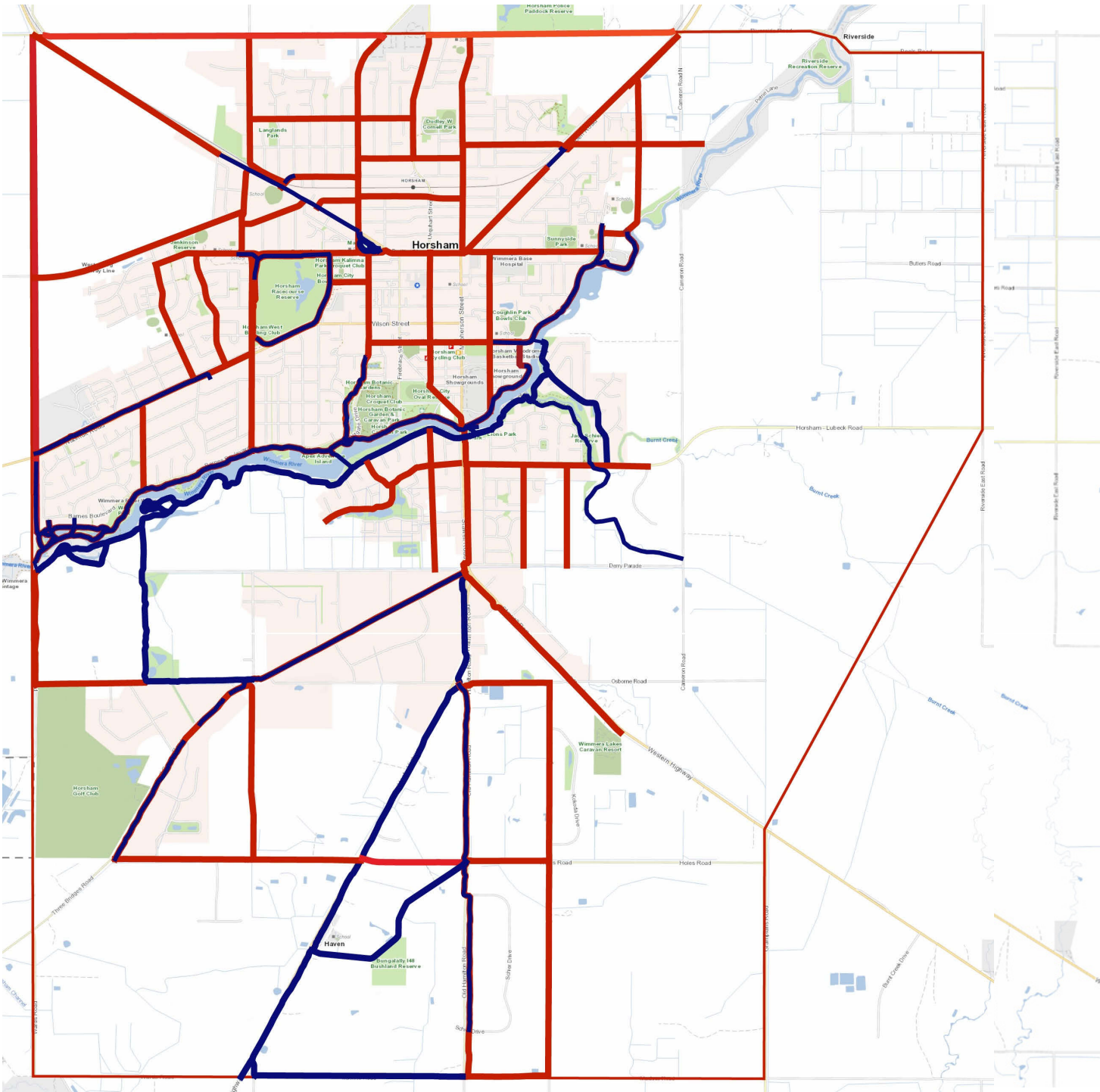
Recommended cycle and shared path network

Funding Options

Funding for the implementation of the 2024 Bike Plan will be through Council's annual Capital Works Program.

External funding will be required to support the full implementation of the Plan.

This includes further analysis of treatments for sections of the proposed network and implementation of significant infrastructure projects including:

- intersection treatments,
- new sections of the network,
- controlled crossing points,
- end of trip facilities,
- bridge connections
- signage and
- other safety interventions.

Budget history

Through the HRCC Capital Works Program, an annual budget of approximately $75,000 has been directed to the construction of new or improved bicycle infrastructure.

External funding
External funding will contribute to larger scale works. Funding sources may include:

- **Developers:** Opportunities through new sub-divisions for developer contributions to align with HRCC's strategies to improve accessibility is important to promote growth and ease of movement, connecting the community to activity centres and key destinations.

- **TAC Local Government Grant Program:** Encourages Local Government Authorities to improve road safety within their local communities and is specifically designed to improve the safety for walking and cycling by focusing on infrastructure projects focused around Safe System principles (primary and secondary treatments).

- **Black Spot Program:** Part of the Federal government's commitment to reduce crashes and road trauma on Australian Roads. The program targets known locations with a significant crash history – and funds treatments that directly address the types of crashes occurring.

- **Federal Government:** Funding can be obtained in association with large scale Federal projects such as major transport projects (rail extension, freeway construction), road safety programs and health improvement strategies.

Conclusion

Since 2003, Safe System Principles have provided a nationally endorsed framework to guide the provision of road infrastructure for a variety of active transport modes, including cycling.

The 2012-2016 Horsham Municipal Bicycle and Shared Paths Plan demonstrated Horsham Rural City Council's commitment to the provision of cycling and shared path infrastructure.

However, despite an annual investment in cycle pathways, cycling numbers have declined since 2006. Although there are many reasons why people do not walk, cycle or use other active transport options, there is a direct relationship between the provision of safe and accessible infrastructure and the number of active transport and active recreation participants.

Safe System principles recognise that:
- People make mistakes
- Humans are fragile
- Road safety is a shared responsibility
- The road system must be forgiving

The Safe System philosophy underpins Victoria's strategic approach to road safety.

Cycling and other active transport options are supported in several current Horsham Rural City Council strategic documents, including the Horsham Planning Scheme.

The 2024 Plan provides a roadmap for the implementation of various initiatives that will create a network of cycle and shared paths to and through the urban areas of Horsham and Haven.

The 2024 plan identifies required traffic management infrastructure (separated or protected pathways, traffic calming, line marking, signage, surface materials) to create a connected network.

The 2024 Plan also identifies supporting infrastructure (seating, wayfinding, en-route and end-of-route facilities) to improve the experience of cycling and walking.

The 2024 Plan recommits Horsham Rural City Council to the creation of a connected, active community, providing a *vibrant, liveable hub [that empowers] its people to live, work and access opportunities for recreation and culture, now and into the future.*

Public Engagement Report

HORSHAM BICYCLE & SHARED PATH INFRASTRUCTURE PLAN 2024-2034

April 2024

APPENDIX B – Engagement plan

ENGAGEMENT REPORT

This report provides details of the engagement process undertaken for the development of the Horsham Bicycle and Shared Path Infrastructure Plan 2024 – 2034 and details the feedback received.

BACKGROUND

The Horsham Municipal Bicycle & Shared Path Plan (2012-2016) is the current strategic document informing cycling infrastructure and amenity within Horsham. The Horsham Bicycle and Shared Path Infrastructure Plan 2024 - 2034 (2024 Plan) confirms HRCC's commitment to safety as expressed in the nationally endorsed Safe System Principles (Austroads), identifies a connected network of shared paths to and through the Central Activity District and key destinations in Horsham and Haven and contains a prioritisation tool to guide the implementation of planned works. The focus of the 2024 Plan is active transport throughout the built areas of Horsham and Haven (urban not recreational cycling) but Safe System Principles are applicable throughout the municipality.

PART ONE - INITIAL ENGAGEMENT – DEVELOPMENT OF THE DRAFT PLAN

Bicycle Advisory Committee

Initial community input including advice provided by the former Bicycle Advisory Committee created a framework for priorities and inclusions within the plan, particularly relating to the current and proposed mapping exercises.

Internal stakeholders

Throughout the development of the 2024 Plan, meetings were held with HRCC staff from various work units. Input was received from the following operational areas:

- Parks and Gardens
- Assets
- Engineering
- Strategic Planning
- Statutory Planning
- Civil Works
- Projects

ESTABLISHMENT OF COMMUNITY REFERENCE GROUP

A Community Reference Group (CRG) was formed in February 2022.

The CRG was comprised of the following members:

- Bicycle riders on or off road (x10)
- Non cyclist but with an interest in commencing cycling (x2)
- Parent or grandparent of children who ride (x1)
- Interested community member (x1)

Two HRCC officers from the Recreation and Open Space Planning (ROSP) team attended the CRG meetings.

APPENDIX B – Engagement plan

The CRG met in February 2022 and again in September 2022.

Meetings were held both online and at the Civic Centre, Roberts Avenue, Horsham.

Meetings were of a 1.5-2 hour duration.

Notes were taken at each CRG and stakeholder meetings.

The CRG reviewed the draft plan twice, in October 2022 and December 2023, ahead of the January-February 2024 public engagement period.

PART TWO - REVIEW OF THE DRAFT PLAN

PURPOSE OF THE ENGAGEMENT

PUBLIC PARTICIPATION GOAL

The goal of the community consultation was to obtain feedback regarding the draft plan to:

- ensure the Plan reflects a community vision for the bicycle and shared path network
- confirm the network reflects key transit routes throughout the focus area

IAP2 LEVEL

Community – Consult
Community Reference Group – Involve

OUR PROMISE

To the community - We will keep you informed, listen to, and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision.

To the CRG - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

ENGAGEMENT TOOLS

A combination of passive and interactive engagement tools was used to gain feedback regarding the 2024 Plan.

Passive: Print media (local newspapers), HRCC webpage, HRCC e-newsletter, HRCC Facebook posts, HRCC Active e-newsletter, Core flute displayed in the reception area of the Civic Centre

Interactive: Online and paper-based survey.

HOW WAS THE FEEDBACK MANAGED?

Survey data was collected via HRCC's online engagement portal (Have Your Say) and paper surveys available at HRCC Customer Service. De-identified survey responses along with HRCC's response is attached as Appendix E (Horsham Bicycle and Shared Paths Plan Engagement Summary).

APPENDIX B – Engagement plan

All original survey documents have been filed on the HRCC information management system.

WHAT DID WE HEAR?

We received a total of 36 submissions from 14 responders through our public engagement. Feedback was generally supportive of the 2024 Plan.

A number of the respondents provided comments that were outside the scope of the project – focusing on recreational rather than urban / commuter cycling.

Feedback consistently identified the need for the development of a safe and continuous bicycle network throughout Horsham with safe crossing points at major roads.

Appendix E (Horsham Bicycle and Shared Paths Plan Engagement Summary) provides de-identified survey submissions and HRCC responses.

WHAT IS THE CURRENT ROLE OF THE CRG?

The role of the CRG has concluded.

WHAT ARE THE NEXT STEPS IN THE ENGAGEMENT PROCESS?

If endorsed by Council, the HRCC Plan will be placed on the HRCC website, actions will begin to be implemented and progress will be reported to Council and our community via quarterly reports to Council and an annual review.

Dale Schmid
April 2024

2023 Municipal Bicycle and Shared Paths Plan

1. Do I need to conduct a GIA?

- Is the policy, program or service new or up for review?
- Does the policy, program or service require community engagement, or is it a part of the Health & Wellbeing Plan?
- Does the policy, program or service directly and significantly impact the public?

1.1.1. Complete the decision making matrix

The decision making matrix below has been developed to help you assess if a policy, program or service **directly** and **significantly** impacts the public.

Please highlight the score (1, 2 or 3) for each question which best describes the policy, program or service you are assessing.

	Question:	**Score**		
		1	**2**	**3**
Direct	Will this policy, program or service directly impact the public?	No impact	Some impact	Direct impact **3**
Significant	What proportion of the community that your organisation typically serves will the policy, program or service affect?	<5%	5% - 20% **2**	20% +
	Does the policy, program or service target people who experience particular disadvantage?	No	Maybe / Potentially **2**	Yes
	Is there an impact on health, wellbeing, social, environmental, economic, or cultural outcomes for any part of the community?	No Impact	Some Impact	High Impact **3**
	What is the total duration of this policy, program, or service?	Once off (e.g. 1 day)	Temporary (e.g. a few weeks/month)	Ongoing (e.g. many years) **3**

1.1.2. Tally your score

Total score:	*13/ 15*
Additional comments:	Active transport options will have a long term impact on a large number of people, many of whom rely on alternatives to cars to

	access public spaces and services. This is why we need to be careful and inclusive in the design and expected outcome of the work.

1.1.3. Use the below table to determine whether a GIA should be completed

Total Score	Gender Impact Assessment Required?	Outcome
5 – 8	Not Required	Indirect and/or low impact on end-users and the public. Please send this document, with section 1 completed, to hr@hrcc.vic.gov.au
9 – 11	Recommended	Moderately direct and/or medium level impact on end-users and the public. Please progress to **2. Completing a Gender Impact Assessment.**
12 – 15	Required	Direct and significant impact on the public. Please progress to **2. Completing a Gender Impact Assessment.**

2. Completing a Gender Impact Assessment

2.1. Overview:

What is the name of the policy, program or service that is to be analysed?	2023 Municipal Bicycle and Shared Path Infrastructure Plan
Is this a new or existing policy, program or service? (please specify)	Review of existing Plan and development of an infrastructure plan

The 2012-2018 Municipal Bicycle and Shared Path Plan 2012-2018 is being reviewed to ensure the implementation of cycling infrastructure meets contemporary expectations regarding safety and that an annual budget allocation achieves positive community outcomes. |

2.2. Define the issues and challenge assumptions:

In this step you will identify the issues that your policy, service or program is aiming to address and think about how gender and intersectional disadvantage might shape the policy issue, program or service you are working on.

APPENDIX - HRCC GENDER IMPACT ASSESSMENT TOOLKIT

What issues does this policy, service or program aim to address i.e. why is it needed?	The 2012 Bike plan provided a framework for the development of a walking and cycling network throughout the built environment of Horsham. The current plan does not reflect contemporary understandings re: walkable neighbourhoods, active transport options and current safety expectations re: cycling, pedestrian activity and vehicles. Australian Bureau of Statistics (ABS) census data reveals very low rates of cycling and walking activity across Horsham. ABS data reveals a drop in the total number of people who cycled to work: from 121 people cycling to work in 2011 to only 75 people cycling to work in 2016 with a slight increase to 94 people cycling to work in 2021. Walking to work reflects a similar downward trend: from 455 people in 2011 to only 435 people in 2016. There are a number of possible explanations for the reduced participation rates (car ownership, home employment, urban sprawl, improved public transport system, etc) but the numbers nevertheless reflect a downward trend that could have been expected to be addressed by an effective Bike and walking strategy. The creation of walkable neighbourhoods and safe and connected cycling paths assist in increasing levels of physical activity. Access to and through public spaces is an essential component of social connection and mental health and provides options for diffusing tensions in private relationships (home-based violence). A more contemporary, evidence-based Bike and shared paths Plan could provide a framework for positive change in our community.
Are the people who are targeted and impacted by the policy, program or service included in the decision-making?	The 2023 Bike Plan will include contemporary safety standards as reflected by the Austroads Safe System principles. Safe Systems recognise that people make mistakes and when designing for cars and people, protective mechanisms must be implemented. The 2023 Plan will focus on cycling and shared paths (cycling, pedestrians and various forms of active transport). The 2023 Plan is not a walking strategy. A walking strategy requires a different approach that may be based on the road hierarchy but that focuses more on lighting, lines of sight, entrapment and other Safety by Design elements. A Community Reference Group (CRG) will provide input and some oversight into the development of the 2023 Plan but cycling attracts more male participants than female and a gender balance on a CRG is not guaranteed.

	Community feedback will be sought when the draft network and plan has been developed.
Do you think that people of different genders access this policy, program or service in the same way and at the same rate?	Men ride bikes more than women. (work and leisure). Cycling involves a financial outlay. Women walk more than men (leisure) Walking is an affordable activity. Improved walking and cycling paths has the potential to impact on different groups in our community. An improved walking network of safe, well-lit, connected pathways would provide a framework of options for pedestrians. Similarly, a connected network of cycle paths that provide connections across intersections and along different types of streets has the potential to increase cycling options for males and females, young and older riders and both new and experienced cyclists.
What additional needs might there be for people with disabilities, or from different cultural identities, ages, gender identities, sexual orientations or religions?	Universal access, where appropriate and road crossings with appropriate design and signage according to DDA standards. The identification of a hierarchy of paths will result in some paths (category 1) being wider (high volume) and fully accessible, whereas category 2 and 3 paths (feeder and connector paths) will not have the same level of service/support. Signage/wayfinding is an essential element in active transport planning, not just directions and distances but gradients, seating, location of public toilets. Road crossings, intersection treatments and a range of supporting infrastructure (gopher charging points, wayfinding) provide additional support for all riders.

2.3. Understand the context:

This step outlines how you will undertake research and data collection on the gender implications of your policy, program or service.

How will you find the information you need to understand who will be affected by the policy, program or service and how?	Desktop analysis: Ausplay and VicSport/Vichealth/ABS data etc Sensors and people counters – being installed Community feedback – surveys and F2F consultation.
	Data will be analysed according to gender, age and ability to participate (physical requirements, facilities, affordability, programming)

APPENDIX - HRCC GENDER IMPACT ASSESSMENT TOOLKIT	
Who is likely to be affected by the policy, program or service?	Until analysis is undertaken, the number and diversity of groups can't be quantified but we expect the following groups to be positively impacted by a revised and updated Bike Plan: • Girls – increased levels of parental permission to ride in residential streets and to parks and playgrounds • Women – less experienced riders able to ride safely along residential streets • People of various gender identities - provided with safer cycling options • People living with disabilities – safer transport options and supporting infrastructure • People of different age groups – young riders, novice riders, older riders – supported to cycle along protected pathways.
How is this policy, program or service likely to have different impacts for different people?	A successful Bike Plan will incorporate contemporary understandings of the barriers to participation – walking and cycling and will provide an action plan for change. This will include identification of a: • safe, connected and easy to navigate bike and walking network • hierarchy of paths • prioritisation tool when determining maintenance and/or the construction of new paths As the recommendations are implemented (5-10 years) there should be a noticeable increase in participation rates in walking and cycling. Data should be reflected in ABS census records but also in other reporting mechanisms: HRCC sensor equipment, Vic Health, Wimmera PCP and Grampians Health reporting tools.
What barriers might inhibit different genders or diverse community groups from accessing and using the policy, program or service?	See earlier – women don't cycle in the same numbers as men. This is because of several factors: gendered responsibilities, (school drop-offs, shopping) perceptions of safety, disposal time, perhaps an aversion to wearing helmets. This is why a combination of walking and cycling options must be provided – for example, so young people can ride to school and women can walk along safe streets, that are shaded, with seating located along the route. Recreational cycling routes are not part of the immediate project, but are part of the Open Space Strategy and the various plans need to be consolidated to maximise outcomes.

	If the enabling street infrastructure is not installed, the Bike Plan will not achieve the health outcomes we are seeking.

2.4.   Options Analysis

Use the information you have gathered in Steps 2.2 and 2.3 to develop an option or options for your proposed policy, program or service.

OPTION 1: NO CHANGE

Description of policy solution or program or service design:	The Bike Plan is reviewed without considering the impact of gender and diversity. Design guidelines are updated, priority networks are identified and a prioritisation tool is developed.
Gender and participation consequence:	HRCC continues to provide facilities and infrastructure that are (unconsciously) designed to cater for men and that continue to reinforce gender differentiation and gaps in the equal provision of services. Gender benefits do not eventuate. Unless interventions are made, the downward trends in participation will continue. The consequences of the imbalance in the provision of social infrastructure are reflected in a number of other health indicators: cardio-vascular and other medical conditions, levels of violence in the home and against women and children, levels of violence to the individual, including the self.
Gendered costs/risks:	Perpetuates gender inequality by reinforcing unbalanced norms, roles and relations. Privileges men over women and gender diverse people. Ignores differences in opportunities and resource allocation for people of different genders. Does not take into account issues of intersectionality.
Overall gender impact (benefits >/=/< costs):	Do not have the tools to calculate the costs but Aust averages are that the health benefit ratio of investment for health outcome is $1:$13. HRCC would be losing the potential for a $13 health return on every dollar invested.

OPTION 2: CHANGE

Proposed Option 2	The Bike Plan considers and responds to contemporary information re: spatial inequality, gendered differences in cycling and walking participation rates and experiences and incorporates objectives from the Open Space Strategy, Disability Inclusion Strategy and other relevant HRCC documents.
Gender benefits:	Provides real options for people of differing abilities, interests, gender norms, roles and relations to participate in public places – both for increased levels of physical activity, but also for social connectedness and emotional wellbeing. Signals an awareness of varying types and degrees of disparity within our community and through the introduction of strategically placed infrastructure. Tangibly supports a reduction to barriers preventing access and participation. Extends the public-private realm, making it possible for people to safely move into public spaces.
Gendered costs/risks:	Barriers presented internally (HRCC) re: changes to budget and lack of understanding and subsequent dismissal of the need for change. Risk? GIA is side-lined. Continuation of publicly funded gendered infrastructure. Opportunities lost and increase in DALYs (Disability Adjusted Life Years) impacting on social structures, our health system and the individual's participation in community activities.
Overall gender impact (benefits >/=/< costs):	Do not have the tools to calculate the costs but Aust averages are that the health benefit ratio of investment for health outcome is $1:13 Eg: Social connectedness, levels of physical activity and DALYs increase. Violence in and out of the home decrease.

2.5.   Recommendations

The final step in the gender impact assessment process is to make a final recommendation based on your analysis

Outline your recommended option from 2.4, including the	The Bike Plan acknowledges and addresses factors that impact on walking and cycling participation.

rationale for this solution:	The built environment reflects contemporary power structures. Changes in the built environment will help create structural changes and will address not only levels of participation but also social connectedness, personal safety and emotional wellbeing.
What mitigation strategies could be used to avoid any harmful and unintended outcomes associated with this solution:	Gain the support of Councillors and undertake a program of education for internal staff. In-service training might include: data snap shots – sport and active recreation participation rates, health data and violence against women. (VicPol data). Engage with community groups to actively seek out and encourage input to and feedback about the changes that need to be made in the provision of public infrastructure.
Explain how your recommendation: • **meets the needs of persons of different genders;** • **addresses gender inequality; and** • **promotes gender equality:**	Despite a Municipal cycling strategy that has been in effect since 2013, participation rates for cycling are low and are falling. Women cycle less than men. Women walk more than men. Plans and strategies developed by HRCC can either ignore long term data trends or can respond to the data, identifying changes required to improve participation in physical activity and social spaces. A contemporary approach to strategy development and planning (in this case the development of a Bike Plan) will ensure women and other groups are able to safely access infrastructure that encourages and supports activity in public places. People of different interests and abilities will be better able to share public spaces. Public spaces and places will be safer, more accessible and more welcoming to all people. Social determinants of health will begin to be addressed. Social connectedness and community well-being will improve. Spatial inequalities will begin to be addressed. Options for individuals and groups will be provided for active recreation pursuits. Violence towards others and the self will be reduced. Community custodians will emerge.

Next Steps:

Please forward a copy of this complete Gender Impact Assessment to: hr@hrcc.vic.gov.au

Horsham Bicycle & Shared Paths Infrastructure Plan - Feedback Summary

Engagement Period: 24 January 2024 - 19 february 2024

Feedback Verbatim Provided by Respondent	HRCC Response
There is no safe walking/gopher track to the river from the Lutheran Village, or from the river to the primary school. also a resting area for those residents with walkers, so they can sit and enjoy the ambiance of the river precinct and chat to walkers- with shade/protection.	Baillie St treatment, connecting Lutheran Village and Horsham Primary School to Wimmera River track, is proposed within this plan.
I see a lot of gophers on the main roads as well. Can there needs be incorporated in this?	Whilst gophers are not the focus of the Plan their needs are considered as known users of the Horham shared path network.
Extend your red line past the Police Paddock Nature Reserve all the way to the Wimmera River/Petrie Lane	Noted, however the focus of the plan is on commuter travelling not recreational travelling.
Have intentional sign-posted ' Cycle to School pathways' utilising all off road options......Wimmera river tracks and bridges	Signage is considered within the Plan however focussed on principles to inform signage and not site specific recommendations.
Upgrade the Natimuk to Mount Arapiles Bike Trail to be suitable for all types of Bikes	Natimuk to Mount Arapiles Bike Trail out of scope for this Plan
Have a Bicycle Training area for young parents to take their young children to practise riding.....Skate Park precinct??	Noted however out of scope for this Plan which focuses on connecting to and through Horsham Urban Area and key destinations based on Safe System Principles.
Council partner with local schools and Police for Bicycle TRAINING......learning the Road Rules. Thank you	Noted however out of scope for this Plan which focuses on connecting to and through Horsham Urban Area and key destinations based on Safe System Principles.
I continue to have concerns about the number of bike riders that ride around on our footpaths. One can only hope this will address that situation and make our footpaths safe for all to use.	This Plan provides a framework for a connected safe cycling network within the Horsham urban area.

Can the Police Paddock paths be included? A great hidden gem of our City.	Police Paddock is out of scope for this Plan which focuses on connections to and through th Horsham urban area and key destinations.
Also there is now a fantastic track for cyclists, walkers & runners linking both sides of the Wimmera River to the old Dooen Weir thanks to the installation of new footbridges.	Noted however this is out of scope for this Plan
These paths link back to Horsham via Pryers rd and Camerons rd from the Riverside bridge.	Noted
Near more share paths near Smith St and hospital area and near the Roberts Ave side of st Michael's and st John's primary school area and police station too	Noted. Safe Cycling treatments are proposed in and around this area including along Baillie St and Urquhart St to provide connections to and though the CAD and key destinations including schools and the hospital.
More shared paths are a great idea.	Noted
And i understand that the majority would be for Walkers and Bicycles (in Horsham) but maybe also Horses could be included on ones that are suitable as in out at Haven etc even if a little more space to be off the to the side? It is a growing community and traffic is becoming more and more and yes there is the road but unfortunately it is becoming quite dangerous now days as people do not slow down or care if they see a horse and rider.	Provision for the riding of horses is not within the scope of this Plan
Would be great to be like the Rail Trails when all share and enjoy.	Noted, however the focus of the plan is on commuter travelling not recreational travelling.
The track alongside the racecourse in Natimuk Road has become very rough with tree roots causing problems.	Noted. This shared path will be repaired and maintained as per HRCC's Long Term Capital Expenditure Plan.
The proposed bike track along Wilson Street beside Target is badly needed.	This section is not included in the Plan as it is cost prohibitive to meet Safe System Principles
This track needs to be a two way track to save riders from having to cross Wilson Street to head west.	Wilson St treatment is not proposed within this Plan.
Ideally they should be able to stay on the northern side of the highway to connect up with the bike track alongside the racecourse.	Wilson St treatment is not proposed within this Plan.
Currently the bike track ends at Park Drive and riders are forced out onto Wilson Street on the bend in the road. This is dangerous as many vehicles drift wide when they negotiate the bend in the road heading into town.	Wilson St treatment is not proposed within this Plan. Cyclists will be encouraged to use Gleed St as part of the connected network.
Also, connecting McTavish Boulevard and McLean Drive at the western end by a gravel track would be an asset to bike riders, walkers and runners.	Noted. This work will be completed when subdivision occurs.

I organise weekly bike rides for our Probus groups and several members have commented on bollards in the middle of bike tracks. Unless they are bright red or yellow, they are dangerous, especially if one is riding into the sun. The faded yellow bollard at the rear of the show grounds is especially dangerous, as are the several timber bollards in Old Hamilton Road.	Noted. These bollards should be removed to ensure safety of cyclists aligned to Safe System Principles that underpin this Plan.
Strongly endorse this proposal to enable safer passage for cyclists' access to the centre of Horsham.	Noted
My husband and I frequently ride from our rural home at McKenzie Creek via 4wd tracks onto Yamba Track into Horsham.	Noted
I personally do not feel safe riding on any of the arterial roads to access any parts of Horsham.	Noted. This plan proposes improvements to the Horsham cycling and shared path network and will provide safe options for cyclists to get to and through the Horsham urban area and key destinations. Cyclists will not be encouraged to cycle on high volume or high speed carriageways.
It's acknowledged the study uses Cyclist Types categorised by the ABS and as stated ""recreational cycling, including mountain biking, off road and cycle touring are important, they are not the focus of the 2023 Plan"".	Noted
I feel that it's very disappointing recreational cycling is not included in the Plan at the very least, overlaid on your existing findings.	Noted. The focus of this plan is to develop a connected cycle network within Horsham underpinned by Safe System Principles.
Recreational off-road riding is enjoying a sustained upward trend in Australia and the growing number of local enthusiasts use the bicycle paths shown in the 2023 Plan, in particular, those along waterways.	Noted. Off-road shared paths along the Wimmera River are included within the scope of this plan as forming part of a connected cycle network within the study area.
Haven is a fast growing community with a large number of young families living in the area now or moving out to Haven to life on lifestyle blocks.	Noted and acknowledged.
It is important to have a connected network of working/cycling paths to keep our young families off the roads - we have had young people killed along the roads before and that was when the roads were quiet.	Noted. The focus of this plan is to develop a connected cycle network within Horsham underpinned by Safe System Principles.
Lighting needs to continue up to the helipad	Lighting will be progressivley upgraded across the network for commuting purposes.
Many bikes and walkers follow this track along the river, should be formailsed	The area along the Wimmera River north of Helipad does not form part of the active transport network and thus not proposed to be formalised.
When riding in green bike lane heading sth, cars think you are going left because it goes left on outside of roundabout.	Hamilton St/Firebrace St roundabout heading south along Firebrace St. Noted and Safe System Principles will be applied.

Is my interpretation correct, that the whole route (wawunna rd to river) is intended to be completed at the same time? So we wont have a situation where the darlot st to river section gets completed and the horsham north section gets pushed down the list?	The plan will seek to complete routes to provide a connected network however many projects will require staging due to costs
what realistic timeline would we be facing to get the $600k for that project? Just curious	Wanwunna Rd. Unable to put a timeframe to this as it is dependant on appropriate funding opportunities being available and then being successful with our applications. Given the high priority of the route, we will begin looking for funding in the short term, likely in a staged approach.
The graph on page 12 of the 4 types of cyclists is not correct, portions shown don't reflect the numbers given.	Thank you for picking this up – we will amend.
is the detailed plan going to be released for review? As you know even one bad/dangerous intersection could hinder usage of the whole route.	The plan will be(has been) released for public comment. Recognise the importance of the application of Safe System Principles across the network.

COMMUNITY DONATIONS 2024/2025

Organisation name	Purpose	Amount $
Sport		
Horsham Basketball Stadium	Lease support	15,500
Brimpaen Recreation Reserve	Community maintained Rec Reserve	575
Clear Lake Recreation Reserve	Community maintained Rec Reserve	575
Coughlin Park	HRCC allocation of staff resources	13,560
Dock Lake Recreation Reserve	Community maintained Rec Reserve	6,780
Dooen Recreation Reserve	Community maintained Rec Reserve	575
Kalkee Recreation Reserve	Community maintained Rec Reserve	6,780
Laharum - Camerons Oval	Community maintained Rec Reserve	13,560
Natimuk Showgrounds	Community maintained Rec Reserve	13,560
Noradjuha Recreation Reserve	Community maintained Rec Reserve	3,370
Pimpinio Recreation Reserve	Community maintained Rec Reserve	6,780
Quantong Recreation Reserve	Community maintained Rec Reserve	13,560
Riverside Recreation Reserve	Equestrian outdoor surface	575
Toolondo Recreation Reserve	Community maintained Rec Reserve	575
Wonwondah Recreation Reserve	Community maintained Rec Reserve	575
Community facilities		
Public Halls	Insurance Levy	20,000
Other community facilities	Insurance Levy	13,400
Kindergartens		
Council's Kindergartens (5) $960	Maintenance support	4,800
Community service and welfare		
Christian Emergency Food Centre	Welfare and Community Services	5,490
Haven Bush Play Group	Welfare and Community Services	1,000
Horsham College Chaplaincy Committee	Welfare and Community Services	6,275
Horsham Tidy Towns	Welfare and Community Services	6,165
Wimmera River Improvement Committee	Welfare and Community Services	9,180
Wimmera River Improvement Committee-Police Paddock	Welfare and Community Services	2,695
Community organisations		
Dadswell Bridge Community Newsletter	Community Newsletter	300
Federation University	Horsham Campus Nursing Award	300
Holy Trinity Lutheran College	Senior Achievement Award	200
Horsham City Pipe Band	Support of community events	1,910
Horsham College	Alternate Pathways Achievement Award	200
Horsham College	Senior Achievement Award	200
Horsham Rural City Band	Support of community events	1,910
Longerenong College	Citizenship Award	300
Natimuk & District Progress Association Inc	Community Newsletter	1,910
Natimuk Brass Band	Support of community events	1,910
North West Grampians Newsletter	Community Newsletter	1,910
St Brigid's College	Senior Achievement Award	200
Wimmera Association for Geneology	Community support	360
Wonwondah North Hall	Community Newsletter	300
Charitable Organisations	Refund of rates	8,510
Christian Ministers Association	Carols by Candlelight	4,370

| **Total Donations** | | **190695** |

HRCC Community Development Grants 2024/2025

Name of the community organisation undertaking the project	Project title	GRANTS
Arapiles Historical Society	Stage Two Heritage Trail QR coding	$8,900
Arapiles South Ag Group	Updating Clear Lake School facilities	$2,200
Central Park Tennis Club (Hsm) Inc.	White board for Junior and senior teams and tournaments.	$425
Central Wimmera Clay Target Club Inc	Access Path between Traps	$7,000
Dooen Public Hall Committee of Management	Dooen Hall Toilet Upgrade	$1,437
Gariwerd Artists Inc	Easy Easels	$600
Green Park Kindergarten	Outdoor water play feature	$1,500
Haven Bush Playgroup	Equipment upgrade for playgroup	$800
Haven Community Enterprise Inc.	Disc Golf in the Horsham region	$6,915
Horsham & District Lapidary Club	Work shop accessibility upgrades	$4,124
Horsham East Landcare Ag Group	Promoting the unique birdlife of Wimmera Wetlands	$2,973
Horsham Fire Brigade	Preservation and Rejuvenation of Horsham Fire Brigade Service History and Achievements	$4,727
Horsham Flying Club	Coolroom replacement	$6,500
Horsham Golf Bowls Club	Light Tower Restoration	$2,000
Horsham Golf Club	Driving Range Lighting Development (stage 2)	$7,000
Horsham Pony Club	Cross Country Jumps	$2,800
Horsham Rockets	Horsham Rockets Tri State Games	$999
Horsham Squash Club	Security upgrade	$707
Horsham Swimming Club Inc	Upgrade Horsham Swimming Club race starting blocks	$10,000
Laharum Hall	Purchase of refrigerator / Freezer	$1,000
Laharum Sports Incorporated	Replace tables in social room	$3,000
Lions Club of the City of Horsham	A-REST PORT	$1,083
Natimuk & District Soldiers Memorial Hall Committee	Soldiers Memorial Hall Landscape Activation Project-Lighting	$3,000
Natimuk Climbing Club	Climbing - Wall Extension and new Kilterboard (12 x 12) hold set	$5,000
Natimuk Farmer's Market Plus	Road sign advertising signage	$1,782
Natimuk Field and Game	Transport for elderly - Golf Cart	$7,000
Natimuk Golf Club Inc	Septic Toilet Repair and Upgrade	$4,500
Natimuk United Football Netball Club	Gym Equipment	$2,000
Quantong Recreation Reserve	Inclusive Seating Project	$3,350
Riding for the Disabled Association Horsham	New access ramp	$5,626
Riverside Recreation Reserve Committee of Management	RRR Arena Rake	$4,000
Rotary District 9780 Defying the Drift Program 2024	Rotary District 9780 Defying the Drift program	$2,000
Sailors Home Hall	Defibrillator	$1,500
Taylors Lake Hall	Dishwasher and external defibrillator	$3,300
The Patch Community Garden, Salvation Army Horsham	Expanding The Patch raised garden beds	$4,000
Wimmera Association for Genealogy Inc	Genealogy Promotion	$600
Wimmera Filipino Australian Club	Purchase of drum kit for performances	$1,250
Wimmera HPV Racing	Race Equipment Replacement Kit	$950
Wimmera Kart Racing Club Inc	Toilet Block upgrade and disabled toilet development Stage 1	$7,500
Wimmera Mobility Group	Support group activities	$500
Wimmera Southern Mallee Local Learning & Employment Network nc.	Let's Read Horsham program	$3,000
TOTAL COMMUNITY GRANTS 2024/2025		$137,548

HRCC COMMUNITY GRANTS 2024/2025 – CONFLICT OF INTEREST DECLARATIONS

CONFLICT OF INTEREST DECLARATIONS FOR COMMUNITY GRANT ASSESSMENT TEAM – 29/3/2024

Team Member	Conflict of Interest Declared
Luke Mitton	NIL
Carolynne Hamdorf	Natimuk Hall, ACT Natimuk
Diana Blake	NIL
Mandi Stewart	NIL
Annie Mintern	Horsham Saints
Belinda Johnson	NIL

CONFLICT OF INTEREST DECLARATIONS FOR EMT – 9/4/2024

EMT Member	
Sunil Bhalla	NIL
Kim Hargreaves	NIL
John Martin	NIL
Kevin O'Brien	NIL

CONFLICT OF INTEREST DECLARATIONS FOR COUNCILLORS – 15/4/2024

Councillor	Conflict of Interest Declared
Robyn Gulline (Mayor)	NIL
Bob Redden	NIL
David Bowe	NIL
Penny Flynn	NIL
Claudia Haenel	TBC
Les Power	NIL
Ian Ross	NIL

2024 Community Development Grants Program APPLICATION

APPLICATIONS CLOSE – 4 March 2024

- Read the Grant Guidelines before you complete this Application Form.
- **Ensure that your application is lodged on-line by 5.00pm on the closing date (late applications will not be accepted)**.
- If you have any questions or require assistance to complete the on-line form, please contact the Community Grants Team on 53829777
- Use the Check List on this Application Form to ensure all required documentation is provided.

1. APPLICANT DETAILS

Name of the community organisation undertaking the project	
Postal address of the organisation undertaking the project	
Organisation contact name **Business hours phone number** **E-mail Address**	
Is your group incorporated?	☐ Yes ☐ No **(you will need an auspice)**
Auspice details (if applicable) **Name of the incorporated Not-for Profit organisation managing your project**	
Attach signed Auspice Agreement	☐ **Attached**
Australian Business Number (ABN) of the applicant organisation (or auspice if applicable)	
If you or your auspice organisation do not have an ABN - You need to complete a 'Statement by Supplier' form and submit it with your application. Form available from the ATO http://www.ato.gov.au/ *Note: Failure to provide either an ABN or statement by supplier will result in Council being obliged to withold 46.5% of any grant allocation.*	Statement by supplier **attached** to application: ☐ Yes ☐ No
Please identify your GST Tax status (or auspice if applicable)	☐ Registered for GST
	☐ Not Registered for GST
Does your organisation (or auspice) have Public Liability Insurance	☐ Yes ☐ No (this is a requirement to receive Council Grants)

2. PROJECT DETAILS

Title of the project	

Which of the following key funding priorities does your project support (select all that apply):

☐ Values and respects the culture of First Nations peoples

☐ Improves First Nations peoples health and wellbeing

☐ Provision of accessible, inclusive, safe and welcoming spaces

☐ Supports tourism and events

☐ Addresses family violence, alcohol and other drugs, tobacco and gambling harm

☐ Supports gender equity

☐ Improves mental health and social connection

☐ Encourages participation and diversity in sports, events, arts and culture

☐ Supports child and youth initiatives

☐ Supports social inclusion and positive ageing for older people

☐ Encourages innovation and new technologies in our community

☐ Supports adaptation to reduced emissions and climate change

☐ Supports protection and conservation of our natural environment

☐ Other *(Please list)*

……………………………………..………………………

Does your project specifically support the inclusion of people that experience barriers to community participation?

(Please note that a response similar to 'anyone is welcome at our community group' is not targeted enough to answer 'yes' to this question)

☐ Yes

☐ No

If yes, tell us how your project specifically targets the inclusion of people that experience barriers?

Location of the Project/Event/Activity	

Does your project propose works or activities on land you own?

YES

If NO – you will require written land-owner consent

Attach land owner consent

For enquiries about land owner consent including property that is owned or managed by Council please email property@hrcc.vic.gov.au or for info call 53829777

Does your project impact other groups? (i.e. who may use your facility)

☐ Yes, you must **attach** an Endorsement Form signed by all impacted groups

☐ No, the project does not impact other groups

Does your project require a Building, Planning or Cultural Heritage Permits?

☐ Yes, ensure that the cost of these permits is included in your project budget

☐ No

Estimated Commencement date: *(must be after 1 July, 2024)*	
Estimated Completion date: *(must be before 30 June, 2025)*	
Estimated number of people benefiting from the project:	

Estimated age groups involved in the project:	☐ Under 15
	☐ 15-34
	☐ 35-64
	☐ 65+

Project description

Why do you want to do this project?

What will this project achieve?

3. PROJECT FUNDING

What is the Grant amount requested from Council? *Must equal **(A)***	$

What are you going to spend the Council Grant amount on? *List all expenditure items. Quotations must be provided for each expenditure item greater than $1,000*	
	$
	$
	$
	$
	$
	$
	$
	$
Total Council Grant expenditure (A)	$

What cash is your organisation contributing to the project? *Must equal (B)*	$

What are you going to spend your organisation cash contribution on? *List all expenditure items*	
	$
	$
	$
	$
	$
	$
	$
	$
Total Organisation expenditure (B)	$

What in-kind support is your organisation contributing to the project? *i.e. voluntary labour (@$25 per hour), donated materials (at retail value) Must equal (c) total.*	
	$
	$
	$
	$
	$
	$
	$
Total value of In-kind support (C)	$
TOTAL PROJECT VALUE (A) + (B) + (C)	$

The amount requested in this application may be reduced. Should the grant amount be reduced, please indicate the minimum amount of grant that would allow the project or part of the project to proceed.
$..........................

4. IF GROUP CASH CONTRIBUTION IS >$5,000, PLEASE ATTACHED COPY OF LATEST AUDITED FINANCIAL STATEMENTS

5. AUTHORISATION/FUNDING AGREEMENT

I affirm, on behalf of the applicant organisation that:
- I have read the guidelines
- the project is based in the Horsham municipality
- all details supplied in this application and attachments are true and correct to the best of my knowledge
- the application form has been submitted with the authorisation of the applicant organisation and any auspice organisation (if required)
- necessary taxation document and quotations have been provided
- the applicant (or auspice) has Public Liability Insurance
- the grant funds (if successful) will be used to deliver the project as detailed in this application
- a *Community Grant Project Completion Report* will be submitted to Council as soon as the project is complete.

Payment of grant will be deposited into the following Bank Account:

BSB No: Account No:
Name of Bank Account:

Signature: _____ Write Name:
                CHAIRPERSON/PRESIDENT/ SECRETARY/TREASURER

Date:

IMPORTANT CHECKLIST FOR APPLICANTS

Please ensure that the following details are included in your application.
Your application may be deemed ineligible without the key details listed below.

- **Is your project/event/activity based in the Horsham municipality?**   ☐
- **Have you discussed your application with all impacted groups?**   ☐
- **Have you attached an Endorsement Form if required**   ☐
- **Have you attached an Auspice Agreement if required?**   ☐
- **Have you attached quote/s for each expenditure item > $1,000?**   ☐
- **Have you attached a copy of your latest annual financial report (if needed)?**   ☐
- **Have you signed the Authorisation/Funding Agreement ?**   ☐
- **Have you provided your ABN or statement by supplier (if needed)?**   ☐
- **Have you attached land-owner consent (if needed)**   ☐
- **Have you got Public Liability Insurance that will cover the project?**   ☐

Community Development
Grants Program
2024/2025
Funding Guidelines

Building our community

Horsham Rural City Council (HRCC) Community Development Grants Program helps not-for-profit groups in the municipality to improve facilities and work together for more engaged and healthy communities.

PLEASE NOTE: THIS DOES NOT INCLUDE APPLICATIONS FOR EVENT FUNDING. A separate funding round for Events support will open in May 2024.

Funding guidelines

GENERAL INFORMATION

The HRCC Community Development Grants Program allocates funding to local not-for-profit organisations and groups every year.

The maximum allocation per organisation is $10,000 although most successful applications range between $500 and $5,000.

Projects which have a cash and/or in-kind contribution by the applicant organisation are encouraged.

Applications close on Monday 4 March 2024.

Successful projects must commence after 1 July 2024 and be completed by 30 June 2025. Grant funding is for the 2024-2025 financial year.

For more information, please contact Council's Community Grants Team on 5382 9777 or visit Council's website.

GRANT PRIORITIES

The Community Development Grants Program aligns with key priorities of the current Council Plan, Youth Strategy, Disability Access and Inclusion Plan, Innovate Reconciliation Action Plan and Age Friendly Communities Implementation Plan.

Community groups must identify which priorities are relevant to their proposed project in the grant application form (more than one priority area might apply).

For further detail about these priorities, refer to the following Council webpages:

HRCC Council Plan
Disability Access and Inclusion Plan
Innovate Reconciliation Action Plan
Youth Strategy
Age Friendly Communities Implementation Plan

Handy tip: Identify as many grant priorities as possible in your application

KEY FUNDING PRIORITIES

Successful applications should support one or more of the following key funding priorities:

- Values and respects the culture of our First Nations peoples.

- Improves the health and well-being of First Nations peoples.

- Provision of accessible, inclusive, safe and welcoming spaces.

- Supports tourism and events.

- Addresses family violence, alcohol and other drugs, tobacco and gambling harm.

- Supports gender equality.

- Improves mental health and social connection.

- Encourages participation and diversity in sports, events, arts and culture.

- Child and youth initiatives.

- Supports social inclusion and positive ageing for older people.

- Encourages innovation and new technologies in our community.

- Supports adaptation to climate change and reduced emissions.

- Supports protection and conservation of our natural environment.

- Other (provide details).

Handy tip:
Check if you need Crown Land approval before submitting your application

Handy tip:
If you include a single expense over $1000 in your budget, make sure you attach a quote

Details of the program

WHO CAN APPLY?

The following criteria need to be met to be eligible for a grant:

- ✓ Be a not-for-profit group.
- ✓ The project has the endorsement of the applicant organisation and all other user groups.
- ✓ Be incorporated, have an ABN, or have an auspice body.
- ✓ Include direct benefits to residents of HRCC.
- ✓ Be a group based within HRCC with the project being delivered within the municipality.

WHO CANNOT APPLY?

- × You are an individual or seeking funding for a commercial business.
- × Funds are required for organisational operating costs, e.g. wages and utilities.
- × You are a group who has not reported back on a grant allocation from a previous financial year.
- × You have already commenced and spent money on the project. Projects are to commence after 1 July 2024 and be completed by 30 June 2025.
- × Projects that require ongoing funding from HRCC.
- × Your application is received after the closing date.
- × Your project is the responsibility of other sector/s of government.
- × Your project is seeking funding for religious assets.
- × Projects that are a clear duplication of an existing service.

ALL APPLICATIONS SHOULD INCLUDE:

- Details of what the grant funds will be spent on.
- An indication of other funds that will be put towards the project.
- An estimate of volunteer in-kind support for the project (use a rate of $30 per hour to work out this budget figure).
- A quote for all goods and services over $1,000.
- A copy of the organisation's most recent audited financial statements where the applicant organisation shows a cash contribution of >$5,000.
- Endorsement of all groups who will use or benefit from the project, including any auspice group.
- Projects that involve building or external works on Crown Land must include a letter of approval from the Crown Land Manager and DEWLP.

OTHER KEY ISSUES

- All planning, building permits and any other authorisations including public liability insurance and land owner consent remain the responsibility of the applicant organisation and must be received by the relevant authorities prior to starting the project.
- An offer of a grant by HRCC does not mean any ongoing funding commitment or obligation by HRCC.
- HRCC assistance should be acknowledged on any promotional material or media coverage relating to the project.
- HRCC may only allocate part funding for the project.

ASSESSMENT CRITERIA

Applications will be assessed by HRCC using the following criteria:

- The level of contribution to the project by the applicant.
- The extent of previous assistance provided by HRCC.
- How well the project supports HRCC's priorities.
- Value for money – considering the number of users to benefit from the project.
- How well the project specifically supports diversity and inclusion.

Submitting an Application

The application form must be completed online at: https://www.hrcc.vic.gov.au/Our-Services/Grant-information/Community-Development-Grants-Program

If you require assistance to complete the on-line form, our Community Grants Team can help, please contact Customer Service to make an appointment by calling 53829777.

NOTIFICATION OF OUTCOME

Applicants will be notified of the outcome of their application in May 2024.

Grant payment and reporting back

Payment of grants will be made after 1 July 2024 upon completion of projects. Organisations must:

- Lodge an on-line Completion Report.
- Attach invoices or evidence of project payments.
- Attach invoice from your organisation to Council requesting grant payment.
- Attach a photographs of the completed project.

WANT TO KNOW MORE?

For more information, please contact the Community Grants Team on 5382 9777.

Handy tip:
Try to include a cash and/or in-kind contribution to your project

Handy tip:
Chat to the community grants team before submitting your application

Register of Fees & Charges

2024-25

Draft

Notes:

1. On 8 April 2024, new fee and penalty unit values were fixed by the Treasurer and published in Victoria Government Gazette Number S225 on 7 May 2024. These new fee units apply from 1 July 2024.

Fee Unit = $16.33
Penalty Unit = $197.59

2. This register is an abbreviated version for the purpose of public display. Further details and specific inclusions and exclusions are available from the appropriate staff within council or with regard to statutory fees, from the applicable legislation.

3. Statutory fees may be increased by other levels of government which is outside the control of Council.

4. The setting of some fees are subject to Council delegations, however all fees and charges will be reviewed and endorsed by Council annually as part of the budget setting process.

5. This document should be read inconjuction with Council's Revenue and Rating Plan.

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Rates and Property Management							
1000	Municipal Charge	Statutory	N	Per Property	200.00	200.00	0.00%	
1001	Urban Bin Service	Statutory	N	Per Property	497.00			
1002	Rural Bin Service	Statutory	N	Per Property	348.00			
1003	Additional General Waste Bin	Statutory	N	Per bin	140.00			
1004	Additional Recycling Bin	Statutory	N	Per bin	140.00			
1005	Additional Organics Bin	Statutory	N	Per bin	140.00			To be calculated & resolved by Council separately with the 2024-25 Budget
1006	Additional Glass Bin	Statutory	N	Per bin	80.00			
1007	Commercial Bin Service (weekly general waste/fortnightly recycling)	Statutory	N	Per Property	480.00			
1008	Additional/Standalone Commercial General Waste Bin (weekly)	Statutory	N	Per bin	300.00			
1009	Additional/Standalone Commercial Recycling Bin	Statutory	N	Per bin	180.00			
1010	Additional Commercial Organics Bin	Statutory	N	Per bin	180.00			
1011	Additional Commercial Glass Bin	Statutory	N	Per bin	90.00			
1012	Land Information Certificates	Statutory	N	Fee Unit	28.90	30.00	3.81%	
1013	Urgent Land Information Certificates	Statutory	N	Each	60.00	60.00	0.00%	
	Regional Livestock Exchange							
1014	Application fee	Non-statutory	Y	Annual	77,000.00	79,000.00	2.60%	
1015	Purchase Avdata Key	Non-statutory	Y	Per Key	44.00	46.00	4.55%	
1016	Occasional users - tray trucks/trailers	Non-statutory	Y	Per 3 mins. Min Charge 3 mins	9.35	9.68	3.53%	
1017	Coin in the slot	Non-statutory	Y	Per 2 mins	2.00	2.00	0.00%	
1018	Occasional users - semi-trailers	Non-statutory	Y	Per Visit	20.00	20.70	3.50%	
1019	Sales Dues - Cattle (excluding Bulls)	Non-statutory	Y	Per Head/Day	16.50	17.10	3.64%	
1020	Sales Dues - Bulls	Non-statutory	Y	Per Head/Day	16.50	17.10	3.64%	
1021	Sales Dues - Calves	Non-statutory	Y	Per Head/Day	8.25	8.54	3.52%	
1022	Sales Dues - Sheep	Non-statutory	Y	Per Head/Day	1.19	1.23	3.54%	
1023	Sales Dues - Goats	Non-statutory	Y	Per Head/Day	1.19	1.23	3.36%	
1024	Holding Fees - Cattle	Non-statutory	Y	Per Head/Day	1.19	1.23	3.36%	
1025	Holding Fees - Sheep	Non-statutory	Y	Per Head/Day	1.19	1.23	3.36%	
1026	Holding Fees - Goats	Non-statutory	Y	Per Head/Day	1.19	1.23	3.36%	
1027	Weighing Fee Cattle (except those for sale)	Non-statutory	Y	Per Head	7.48	7.74	3.48%	
1028	Holding Paddock fee - No charge first night. Stock removed by lunchtime Friday or an agistment fee is payable	Non-statutory	Y	Per Head/Day	0.39	0.40	3.90%	
1029	Disposal Fee	Non-statutory	Y	Per Head	40.70	42.10	3.44%	
1030	Ear Tagging Cattle	Non-statutory	Y	Per Head	40.70	42.10	3.44%	
1031	Ear Tagging Sheep and Goats	Non-statutory	Y	Per Head	5.83	6.03	3.43%	
	Library Services							
1032	Replacement of Membership Card	Non-statutory	Y	Per Hour	2.00	2.00	0.00%	
1034	Costs	Non-statutory	Y	Per Item	0.00	At Cost	0.00%	
1036	Information Searches	Non-statutory	Y	Per Item	0.00	At Cost	0.00%	
1037	Library Bags	Non-statutory	Y	Per Item	1.50	1.60	6.67%	
1038	USB (2GB)	Non-statutory	Y	Per Item	8.50	8.80	3.53%	
1039	Headphones	Non-statutory	Y	Per Item	3.50	3.60	2.86%	
1040	Programs & Activities	Non-statutory	Y	Per Activity	0.00	At Cost	0.00%	
1041	Lost/damaged items	Non-statutory	Y	Per Item	0.00	See Note	0.00%	RRP + inter library costs
1042	Book Clubs	Non-statutory	Y	Per Club / Calendar Year	300.00	300.00	0.00%	
1043	Temporary membership (non Victorian residents)	Non-statutory	Y	Per Month	5.00	5.00	0.00%	
1044	Facsimile Charges- With Australia 1st Page	Non-statutory	Y	Per Page	3.00	3.00	0.00%	
1045	Facsimile Charges- With Australia additional pages	Non-statutory	Y	Per Page	1.00	1.00	0.00%	
1046	Facsimile Charges- Overseas 1st page	Non-statutory	Y	Per Page	5.80	6.00	3.45%	
1047	Facsimile Charges- Overseas additional pages	Non-statutory	Y	Per Page	2.35	2.40	2.13%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Recreation Reserves *Class 1A - City Oval* *Class 1B - Dudley Cornell / College Oval / Sunnyside / Haven / Racecourse*							
1048	Class 1A - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 10 Hours	300.00	300.00	0.00%	
1049	Class 1A - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Up to 10 Hours	250.00	250.00	0.00%	
1050	Class 1A - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 10 Hours	250.00	250.00	0.00%	
1051	Class 1A - Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Non-statutory	Y	Up to 10 Hours	200.00	200.00	0.00%	
1052	Class 1A - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day rate	Non-statutory	Y	Up to 4 Hours	150.00	150.00	0.00%	
1053	Class 1A - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Up to 4 Hours	390.00	390.00	0.00%	
1054	Class 1A - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Up to 4 Hours	125.00	125.00	0.00%	
1055	Class 1A - Facility Fee (Clubrooms and Oval) – Night Rate	Non-statutory	Y	Up to 4 Hours	365.00	365.00	0.00%	
1056	Class 1A - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 4 Hours	125.00	125.00	0.00%	
1057	Class 1A - Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Up to 4 Hours	365.00	365.00	0.00%	
1058	Class 1A - Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Non-statutory	Y	Up to 4 Hours	100.00	100.00	0.00%	
1059	Class 1A - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Per Hour	50.00	50.00	0.00%	
1060	Class 1A - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Per Hour	110.00	110.00	0.00%	
1061	Class 1A - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Per Hour	40.00	40.00	0.00%	
1062	Class 1A - Facility Fee (Clubrooms and Oval) – Night Rate	Non-statutory	Y	Per Hour	100.00	100.00	0.00%	
1063	Class 1A - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Per Hour	40.00	40.00	0.00%	
1064	Class 1A - Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Per Hour	100.00	100.00	0.00%	
1065	Class 1A - Oval/Greenspace Only – Day Rate	Non-statutory	Y	Per Hour	30.00	30.00	0.00%	
1066	Class 1A - Oval/Greenspace Only – Night Rate	Non-statutory	Y	Per Hour	90.00	90.00	0.00%	
1067	Class 1A - Tennis/Netball Courts Only – Day Rate	Non-statutory	Y	Per Hour	30.00	30.00	0.00%	Council proposes that the fees remain the same for 2024-25
1068	Class 1A - Tennis/Netball Courts Only – Night Rate	Non-statutory	Y	Per Hour	90.00	90.00	0.00%	as in the 2023-24 financial year. With the challenges facing
1069	Class 1A - Line markings	Non-statutory	Y	Per Hour	60.00	60.00	0.00%	formalised sport coming out of COVID as well as cost of
1070	Class 1B - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 10 Hours	75.00	75.00	0.00%	living increases, council is supporting groups and clubs to
1071	Class 1B - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Up to 10 Hours	50.00	50.00	0.00%	remain active and viable. HRCC absorbing any increase is
1072	Class 1B - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 10 Hours	50.00	50.00	0.00%	one way of supporting clubs and the borader community.
1073	Class 1B - Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Non-statutory	Y	Up to 10 Hours	40.00	40.00	0.00%	
1074	Class 1B - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 4 Hours	50.00	50.00	0.00%	
1075	Class 1B - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Up to 4 Hours	130.00	130.00	0.00%	
1076	Class 1B - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Up to 4 Hours	30.00	30.00	0.00%	
1077	Class 1B - Facility Fee (Clubrooms and Oval) – Night Rate	Non-statutory	Y	Up to 4 Hours	110.00	110.00	0.00%	
1078	Class 1B - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Up to 4 Hours	30.00	30.00	0.00%	
1079	Class 1B - Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Up to 4 Hours	110.00	110.00	0.00%	
1080	Class 1B - Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Non-statutory	Y	Up to 4 Hours	25.00	25.00	0.00%	
1081	Class 1B - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Per Hour	20.00	20.00	0.00%	
1082	Class 1B - Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Per Hour	40.00	40.00	0.00%	
1083	Class 1B - Facility Fee (Clubrooms and Oval) – Day Rate	Non-statutory	Y	Per Hour	15.00	15.00	0.00%	
1084	Class 1B - Facility Fee (Clubrooms and Oval) – Night Rate	Non-statutory	Y	Per Hour	35.00	35.00	0.00%	
1085	Class 1B - Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Non-statutory	Y	Per Hour	15.00	15.00	0.00%	
1086	Class 1B - Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Non-statutory	Y	Per Hour	35.00	35.00	0.00%	
1087	Class 1B - Clubrooms Only	Non-statutory	Y	Per Hour	10.00	10.00	0.00%	
1088	Class 1B - Oval/Greenspace Only – Day Rate	Non-statutory	Y	Per Hour	10.00	10.00	0.00%	
1089	Class 1B - Oval/Greenspace Only – Night Rate	Non-statutory	Y	Per Hour	30.00	30.00	0.00%	
1090	Class 1B - Tennis/Netball Courts Only – Day Rate	Non-statutory	Y	Per Hour	10.00	10.00	0.00%	
1091	Class 1B - Tennis/Netball Courts Only – Night Rate	Non-statutory	Y	Per Hour	30.00	30.00	0.00%	
NEW3	Class 1B - Kitchen Only – Day Rate	Non-statutory	Y	Per Hour		5.00	0.00%	New Fee in 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Horsham Town Hall							
1092	Auditorium Theatre (500)	Non-statutory	Y	Per Hour	288.00	298.00	3.47%	
1093	Auditorium Rehearse/Bump In/Out	Non-statutory	Y	Per Hour	192.00	199.00	3.65%	
1094	Auditorium Season Blackout Charge	Non-statutory	Y	Per Hour	29.00	30.00	3.45%	
1095	Foyer	Non-statutory	Y	Per Hour	75.00	78.00	4.00%	
1096	Heritage Hall - Expo/Events	Non-statutory	Y	Per Hour	157.00	162.00	3.18%	
1097	Heritage Hall - Performance/Bump In/Out	Non-statutory	Y	Per Hour	169.00	175.00	3.55%	
1098	Heritage Hall - Expo Set-Ups/Event Set-Ups/Rehearsals	Non-statutory	Y	Per Hour	53.00	55.00	3.77%	
1099	Town Hall Balcony Room	Non-statutory	Y	Per Hour	46.00	48.00	4.35%	
1100	Education Studio Seated (40)	Non-statutory	Y	Per Hour	68.00	70.00	2.94%	
1101	Green Room or Meeting Room Seated (25)	Non-statutory	Y	Per Hour	55.00	57.00	3.64%	
1102	Art Gallery	Non-statutory	Y	Per Hour	60.00	62.00	3.33%	
1103	Town Hall Kitchen	Non-statutory	Y	Per Hour	54.00	56.00	3.70%	
1104	Piano Hire	Non-statutory	Y	Per Hire	198.00	225.50	13.89%	
1105	Piano Tuning	Non-statutory	Y	Per Tuning	330.00	376.20	14.00%	
1106	Additional Cleaning	Non-statutory	Y	Per Hour	115.50	132.00	14.29%	
1107	Duty Manager/Front of House	Non-statutory	Y	Per Hour	55.00	62.70	14.00%	
1108	Duty Manager/Front of House - Overtime	Non-statutory	Y	Per Hour	95.00	98.00	3.16%	
1109	Duty Manager/Front of House - Public Holiday	Non-statutory	Y	Per Hour	125.00	129.00	3.20%	
1110	Casual Box Office staff	Non-statutory	Y	Per Hour	42.00	47.30	12.62%	
1111	Casual Box Office staff - Overtime	Non-statutory	Y	Per Hour	79.80	89.90	12.66%	
1112	Casual Box Office staff - Public Holiday	Non-statutory	Y	Per Hour	105.00	109.00	3.81%	
1113	Casual Ushers, Bar Staff & Merchandise sellers	Non-statutory	Y	Per Hour	42.00	47.30	12.62%	
1114	Casual Ushers, Bar Staff & Merchandise sellers - Overtime	Non-statutory	Y	Per Hour	79.80	89.90	12.66%	
1115	Casual Ushers, Bar Staff & Merchandise sellers	Non-statutory	Y	Per Hour	105.00	109.00	3.81%	
1116	Supervising Technician	Non-statutory	Y	Per Hour	60.00	68.20	13.67%	These fees have been adjusted to be equivalent to current
1117	Supervising Technician - Overtime	Non-statutory	Y	Per Hour	114.00	129.60	13.68%	market rates or ensure cost recovery as applicable. The
1118	Supervising Technician - Public Holiday	Non-statutory	Y	Per Hour	150.00	155.00	3.33%	majority of these fees were not increased in 2023-24
1119	Casual technical staff	Non-statutory	Y	Per Hour	50.00	57.20	14.40%	(despite continuing costs increases) due to the industry
1120	Casual technical staff - Overtime	Non-statutory	Y	Per Hour	95.00	108.70	14.42%	recovering from COVID impacts. Some fees have been
1121	Casual technical staff - Public Holiday	Non-statutory	Y	Per Hour	125.00	129.00	3.20%	rounded for practicality.
1122	Missed Meal Breaks	Non-statutory	Y	Per Hour	20.00	21.00	5.00%	
1123	Radio Mic	Non-statutory	Y	Per Day	55.00	62.70	14.00%	
1124	Lapel Mic	Non-statutory	Y	Per Day	55.00	62.70	14.00%	
1125	Lectern	Non-statutory	Y	Per Hire	5.00	5.50	10.00%	
1126	Haze Machine	Non-statutory	Y	Per Hire	130.00	148.50	14.23%	
1127	Projector 6000 Lumen	Non-statutory	Y	Per Hire	300.00	342.10	14.03%	
1128	Projector 3300 Lumen	Non-statutory	Y	Per Hire	100.00	114.40	14.40%	
1129	2400 x 1200 Riser (Beartrap 400mm)	Non-statutory	Y	Per Hire	30.00	34.10	13.67%	
1130	2400 x 1200 Riser (Beartrap 600mm)	Non-statutory	Y	Per Hire	30.00	34.10	13.67%	
1131	Glow Tape	Non-statutory	Y	Per Tape	45.00	51.70	14.89%	
1132	Interactive TV Hire	Non-statutory	Y	Per Day	100.00	114.40	14.40%	
1133	Mirror Ball Hire	Non-statutory	Y	Per Hire	50.00	57.20	14.40%	
1134	Projection Mirror	Non-statutory	Y	Per Hire	100.00	114.40	14.40%	
1135	Power Leads	Non-statutory	Y	Per Hire	5.00	5.50	10.00%	
1136	Powered Speaker/Wedge	Non-statutory	Y	Per Day	50.00	57.20	14.40%	
1137	Richard Morris Sequin Curtain	Non-statutory	Y	Per Hire	250.00	284.90	13.96%	
1138	Up Lights	Non-statutory	Y	Per Hire	100.00	114.40	14.40%	
1139	Whiteboard	Non-statutory	Y	Per Hire	10.00	11.00	10.00%	
1140	Artificial Grass	Non-statutory	Y	Per Hire	250.00	284.90	13.96%	
1141	Festoon Lights (Plus replacement globes)	Non-statutory	Y	Per Hire	150.00	170.50	13.67%	
1142	Acoustic Drapes	Non-statutory	Y	Per Hire	50.00	57.20	14.40%	
1143	Chair Cover Hire	Non-statutory	Y	Per Item	12.00	13.20	10.00%	
1144	Outside Table Hire	Non-statutory	Y	Per Item	11.00	12.10	10.00%	
1145	Linen Serviettes	Non-statutory	Y	Per Item	1.00	1.10	10.00%	
NEW	Linen Table Cloths - Round & Large Rectangle	Non-statutory	Y	Per Item		15.00	0.00%	
NEW	Linen Table Cloths - Square	Non-statutory	Y	Per Item		13.00	0.00%	
NEW	Linen Table Cloths - Small Rectangle	Non-statutory	Y	Per Item		11.00	0.00%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Horsham Town Hall							
1146	Tea & Coffee - Supper	Non-statutory	Y	Per Person	2.00	2.20	10.00%	
1147	Tea & Coffee - All Day	Non-statutory	Y	Per Person	4.00	5.50	37.50%	
1148	Tea, Coffee & Juice - All Day	Non-statutory	Y	Per Person	5.00	7.70	54.00%	
1149	Tea, Coffee & Biscuits - Supper	Non-statutory	Y	Per Person	5.00	6.60	32.00%	These fees have been adjusted to be equivalent to current market rates or ensure cost recovery as applicable. The majority of these fees were not increased in 2023-24 (despite continuing costs increases) due to the industry recovering from COVID impacts. Some fees have been rounded for practicality.
1150	Juice - All Day	Non-statutory	Y	Per Person	3.00	3.30	10.00%	
1151	Punch - Jug	Non-statutory	Y	Per Jug	9.00	12.10	34.44%	
1152	Commercial Ticket fees	Non-statutory	Y	Per Ticket	4.50	5.00	11.11%	
1153	Community Ticket fees	Non-statutory	Y	Per Ticket	1.60	1.70	6.25%	
1154	Complimentary Tickets Issuing fee	Non-statutory	Y	Per Ticket	1.60	1.70	6.25%	
1155	Additional Performances/Days (per ticketed schedule)	Non-statutory	Y	Per Performance	40.00	45.10	12.75%	
1156	Specialised & Complex Seating Plans	Non-statutory	Y	Per Plan	40.00	45.10	12.75%	
1157	Credit card fee	Non-statutory	Y	Per Transaction	0.01	0.01	0.00%	
1158	Change to price structure after sales commence	Non-statutory	Y	Per Change	50.00	57.20	14.40%	
1159	Cancellation of booking after on-sale	Non-statutory	Y	Per Cancellation	45.00	51.70	14.89%	
1160	Cancellation of Booking ticket print	Non-statutory	Y	Per Ticket	2.00	2.20	10.00%	
1161	Postage fees (registered/express/regular)	Non-statutory	Y	Per Post	8.50	9.90	16.47%	
1162	Seat Exchange fee	Non-statutory	Y	Per Exchange	1.50	1.65	10.00%	
1163	Ticket Reprint fee	Non-statutory	Y	Per Reprint	1.00	1.10	10.00%	
1165	Marketing Package - Commercial	Non-statutory	Y	Per Event	500.00	550.00	10.00%	
	Kalkee Road Children's Hub							
1166	Multipurpose Room - Full Rate	Non-statutory	Y	Hourly	66.00	68.30	3.48%	
1167	Multipurpose Room - Full Rate	Non-statutory	Y	Half Day	148.50	153.70	3.50%	
1168	Multipurpose Room - Full Rate	Non-statutory	Y	Full Day	275.00	284.60	3.49%	
1169	Multipurpose Room - Community Rate	Non-statutory	Y	Hourly	30.25	31.30	3.47%	
1170	Multipurpose Room - Community Rate	Non-statutory	Y	Half Day	66.00	68.30	3.48%	
1171	Multipurpose Room - Community Rate	Non-statutory	Y	Full Day	132.00	136.60	3.48%	
1172	Meeting Room - Full Rate	Non-statutory	Y	Hourly	24.20	25.00	3.31%	
1173	Meeting Room - Full Rate	Non-statutory	Y	Half Day	52.80	54.60	3.41%	
1174	Meeting Room - Full Rate	Non-statutory	Y	Full Day	104.50	108.20	3.54%	
1175	Meeting Room - Community Rate	Non-statutory	Y	Hourly	12.10	12.50	3.31%	
1176	Meeting Room - Community Rate	Non-statutory	Y	Half Day	24.20	25.00	3.31%	
1177	Meeting Room - Community Rate	Non-statutory	Y	Full Day	48.40	50.10	3.51%	
1178	Specialist/Consulting Room - Full Rate	Non-statutory	Y	Hourly	24.20	25.00	3.31%	
1179	Specialist/Consulting Room - Full Rate	Non-statutory	Y	Half Day	52.80	54.60	3.41%	
1180	Specialist/Consulting Room - Full Rate	Non-statutory	Y	Full Day	104.50	108.20	3.54%	
1181	Specialist/Consulting Room - Community Rate	Non-statutory	Y	Hourly	12.10	12.50	3.31%	
1182	Specialist/Consulting Room - Community Rate	Non-statutory	Y	Half Day	24.20	25.00	3.31%	
1183	Specialist/Consulting Room - Community Rate	Non-statutory	Y	Full Day	48.40	50.10	3.51%	
1184	Gauwirr Room - Full Rate	Non-statutory	Y	Hourly	24.20	25.00	3.31%	
1185	Gauwirr Room - Full Rate	Non-statutory	Y	Half Day	52.80	54.60	3.41%	
1186	Gauwirr Room - Full Rate	Non-statutory	Y	Full Day	104.50	108.20	3.54%	
1187	Gauwirr Room - Community Rate	Non-statutory	Y	Hourly	12.10	12.50	3.31%	
1188	Gauwirr Room - Community Rate	Non-statutory	Y	Half Day	24.20	25.00	3.31%	
1189	Gauwirr Room - Community Rate	Non-statutory	Y	Full Day	48.40	50.10	3.51%	
1190	Office Rental Single Desk - Exclusive Use	Non-statutory	Y	Weekly	132.00	136.60	3.48%	
1191	Office Rental Single Desk - Exclusive Use	Non-statutory	Y	Annual	6,160.00	6,376.00	3.51%	
1192	Office Rental Hot Desk	Non-statutory	Y	Daily	71.50	74.00	3.50%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Wimmera Business Centre							
1194	Meeting Room hire	Non-statutory	Y	Full Day	120.00	124.00	3.33%	
1195	Meeting Room hire	Non-statutory	Y	Evening	75.00	78.00	4.00%	
1196	Meeting Room hire	Non-statutory	Y	Per Hour	25.00	26.00	4.00%	
1197	Interview Room hire	Non-statutory	Y	Half Day	50.00	52.00	4.00%	
1198	Interview Room hire	Non-statutory	Y	Full Day	80.00	83.00	3.75%	
1199	Interview Room hire	Non-statutory	Y	Evening	55.00	57.00	3.64%	
1200	Interview Room hire	Non-statutory	Y	Per Hour	18.00	19.00	5.56%	
1201	Hot Desk Hire Sole Use	Non-statutory	Y	Full Day	100.00	104.00	4.00%	
1202	Hot Desk Hire Sole Use	Non-statutory	Y	Per Hour	15.00	16.00	6.67%	
1203	Hot Desk Hire Shared Use	Non-statutory	Y	Full Day	60.00	62.00	3.33%	
1204	Hot Desk Hire Shared Use	Non-statutory	Y	Per Hour	10.00	10.00	0.00%	
	The Station							
1213	Main Hall	Non-statutory	Y	Per Hour	17.70	18.30	3.39%	
1214	Main Hall	Non-statutory	Y	4 Hours	53.10	55.00	3.58%	
1215	Main Hall	Non-statutory	Y	8 Hours	94.40	97.70	3.50%	
1216	Main Hall	Non-statutory	Y	Weekly	472.00	488.50	3.50%	
	Jubilee Hall hire							
1217	Meeting Room (1, 2 & 3)	Non-statutory	Y	Per Hour	5.40	5.60	3.70%	
1218	Meeting Room (1, 2 & 3)	Non-statutory	Y	4 Hours	16.20	16.80	3.70%	
1219	Meeting Room (1, 2 & 3)	Non-statutory	Y	8 Hours	32.40	33.50	3.40%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Horsham Aquatic Centre							
1220	Health and Wellness Start-up Fee	Non-statutory	Y	Each	99.00	102.90	3.94%	
1221	Health and Wellness Start-up Fee - 6 month Commit & Save	Non-statutory	Y	Each	29.95	31.10	3.84%	
1222	Health & Wellness	Non-statutory	Y	Each	45.50	45.95	0.99%	
1223	Health & Wellness Family - Existing ONLY	Non-statutory	Y	Each	36.50	37.90	3.84%	
1224	Health & Wellness Concession	Non-statutory	Y	Each	36.50	37.90	3.84%	
1225	Health & Wellness Concession Family - Existing ONLY	Non-statutory	Y	Each	28.50	29.60	3.86%	
1226	Health & Wellness Corporate	Non-statutory	Y	Each	36.50	37.90	3.84%	
1227	New corporate/concession members (sign up after June 30)	Non-statutory	Y	Each	39.95	41.50	3.88%	
1228	Teen Gym	Non-statutory	Y	Each	25.00	25.00	0.00%	
1229	Joining Fee	Non-statutory	Y	Each	26.50	27.50	3.77%	
1230	Pryme Movers	Non-statutory	Y	Each	26.50	27.50	3.77%	
1231	Joining Fee	Non-statutory	Y	Each	29.95	31.10	3.84%	
1232	Aquatic Start-up Fee	Non-statutory	Y	Each	29.95	31.10	3.84%	
1233	Aquatic Start-up Fee - Child	Non-statutory	Y	Each	29.95	31.10	3.84%	
1234	Aquatic	Non-statutory	Y	Each	30.00	31.20	4.00%	
1235	Aquatic Family - Existing ONLY	Non-statutory	Y	Each	25.00	26.00	4.00%	
1236	Aquatic Concession	Non-statutory	Y	Each	25.00	26.00	4.00%	
1237	Aquatic Concession Family - Existing ONLY	Non-statutory	Y	Each	19.00	19.70	3.68%	
1238	Aquatic Corporate	Non-statutory	Y	Each	25.00	26.00	4.00%	
1239	Adult Swim	Non-statutory	Y	Each	6.25	6.50	4.00%	
1240	Child/Concession Swim	Non-statutory	Y	Each	5.25	5.50	4.76%	
1241	Family Swim	Non-statutory	Y	Each	13.50	14.00	3.70%	
1242	Swimming Lesson Membership	Non-statutory	Y	Each	39.95	40.75	2.00%	
1243	Swimming Lesson Plus Family - Existing ONLY	Non-statutory	Y	Each	33.00	34.30	3.94%	
1244	Private Lesson (30 minutes)	Non-statutory	Y	Each	38.00	39.50	3.95%	
1245	Adult/Aqua guard/Pre-Club	Non-statutory	Y	Each	55.00	57.10	3.82%	
1246	Swimming Lesson (instructor) 30 minutes - per participant	Non-statutory	Y	Each	5.50	6.00	9.09%	
1247	Swimming Lesson (instructor) 45 minutes - per participant	Non-statutory	Y	Each	7.50	7.80	4.00%	These fees have been adjusted to be equivalent to current market rates or ensure cost recovery as applicable.
1248	Swimming Lesson (instructor) 60 minutes - per participant	Non-statutory	Y	Each	9.00	9.40	4.44%	
1249	Schools - per entrance	Non-statutory	Y	Each	2.50	2.60	4.00%	
1250	Carnival Hire	Non-statutory	Y	Each	125.00	129.90	3.92%	
1251	Swim Club (within operating hours) - per participant	Non-statutory	Y	Each	4.50	4.70	4.44%	
1252	Community Studio - 1 hour	Non-statutory	Y	Each	48.00	49.90	3.96%	
1253	Crèche - 1 hour	Non-statutory	Y	Each	48.00	49.90	3.96%	
1254	Recreation Hall - 1 hour	Non-statutory	Y	Each	48.00	49.90	3.96%	
1255	Lane hire - 1 hour	Non-statutory	Y	Each	48.00	49.90	3.96%	
1256	Any additional hours (50% reduction)	Non-statutory	Y	Each	24.00	24.90	3.75%	
1257	Shower	Non-statutory	Y	Each	4.00	4.20	5.00%	
1258	Locker	Non-statutory	Y	Each	2.00	2.10	5.00%	
1259	Casual Gym	Non-statutory	Y	Each	17.95	18.70	4.18%	
1260	Casula Gym concession	Non-statutory	Y	Each	13.95	14.50	3.94%	
1261	Health Consultation & Program Induction	Non-statutory	Y	Each	95.00	98.70	3.89%	
1262	Casual Class	Non-statutory	Y	Each	17.80	18.50	3.93%	
1263	Casual Class concession	Non-statutory	Y	Each	13.80	14.30	3.62%	
1264	Pryme Movers	Non-statutory	Y	Each	9.50	10.00	5.26%	
1265	Non-catered - Community Studio	Non-statutory	Y	Each	18.50	19.20	3.78%	
1266	Deposit	Non-statutory	Y	Each	65.00	67.50	3.85%	
1267	1/2 hour Session - Individual	Non-statutory	Y	Each	46.00	47.80	3.91%	
1268	1/2 hour Session - 2 person (total)	Non-statutory	Y	Each	30.00	31.20	4.00%	
1269	1/2 hour Session - 3 person (total)	Non-statutory	Y	Each	18.00	18.70	3.89%	
1270	Group Fitness/Gym	Non-statutory	Y	Each	3.80	3.90	2.63%	
1271	Group Swim	Non-statutory	Y	Each	7.00	7.30	4.29%	
1272	Member Booking	Non-statutory	Y	Each	7.80	8.10	3.85%	
1273	Non-Member Booking	Non-statutory	Y	Each	9.80	10.20	4.08%	
1274	Member Families	Non-statutory	Y	Each	12.80	13.30	3.91%	
1275	Non-Member Families	Non-statutory	Y	Each	16.80	17.50	4.17%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Building and Asset Management							
1276	Council System Key - Key issue	Non-statutory	Y	Per Key	55.00	56.90	3.45%	
1277	Council Lock System – Change of Locks.	Non-statutory	Y	Per Change	0.00	0.00	0.00%	
1278	Building and Asset Management Administration Fee	Non-statutory	Y	Per Charge	100.00	104.00	4.00%	
1279	Security Alarm Response (False Alarm / Accidental Activation)	Non-statutory	Y	Per Incident	100.00	104.00	4.00%	
1280	Fire Alarm Response (False Alarm / Accidental Activation)	Non-statutory	Y	Per Incident	0.00	0.00	0.00%	
1281	Photocopying A4 Black & White	Non-statutory	Y	Per Page	0.25	0.25	0.00%	
1282	Photocopying A4 Colour	Non-statutory	Y	Per Page	1.00	1.00	0.00%	
1283	Photocopying A3 Black & White	Non-statutory	Y	Per Page	1.00	1.00	0.00%	
1284	Photocopying A3 Colour	Non-statutory	Y	Per Page	2.50	2.50	0.00%	
1285	Photocopying A2 Black & White	Non-statutory	Y	Per Page	12.00	12.00	0.00%	
1286	Photocopying A2 Colour	Non-statutory	Y	Per Page	13.50	13.50	0.00%	
1287	Photocopying A1 Black & White	Non-statutory	Y	Per Page	19.00	19.00	0.00%	
1288	Photocopying A1 Colour	Non-statutory	Y	Per Page	21.00	21.00	0.00%	
1289	Photocopying A0 Black & White	Non-statutory	Y	Per Page	30.00	30.00	0.00%	
1290	Photocopying A0 Colour	Non-statutory	Y	Per Page	33.00	33.00	0.00%	
	Dog and Cat Control							
1291	Dog - General Registration	Statutory	Y	Per Dog	162.00	168.00	3.70%	
1292	Dog - Desexed/Microchipped	Statutory	Y	Per Dog	54.00	56.00	3.70%	
1293	Dog - Working	Statutory	Y	Per Dog	54.00	56.00	3.70%	
1294	Dog - Pensioner Concession - General Registration	Statutory	Y	Per Dog	81.00	84.00	3.70%	
1295	Dog - Pensioner Concession - Desexed/Microchipped	Statutory	Y	Per Dog	27.00	28.00	3.70%	
1296	Dog - Pensioner Concession - Working	Statutory	Y	Per Dog	27.00	28.00	3.70%	**Note: Animal Registration Fees for 2024-25 are for the**
1297	Cat - General Registration	Statutory	Y	Per Cat	162.00	168.00	3.70%	**year commencing 10 April 2025.**
1298	Cat - Desexed/Microchipped	Statutory	Y	Per Cat	54.00	56.00	3.70%	
1299	Cat - Pensioner Concession - General Registration	Statutory	Y	Per Cat	81.00	84.00	3.70%	
1300	Cat - Pensioner Concession - Desexed/Microchipped	Statutory	Y	Per Cat	27.00	28.00	3.70%	
1301	Dog – Dangerous.	Statutory	Y	Per Dog	270.00	279.00	3.33%	
1302	Dog – Restricted Breed.	Statutory	Y	Per Dog	270.00	279.00	3.33%	
1303	Replacement registration tag for dogs and cats. First Replacement Only.	Non-statutory	Y	Per Tag	0.00	0.00	0.00%	
1304	Replacement registration tag for dogs and cats. Subsequent Replacements	Non-statutory	Y	Per Tag	15.00	16.00	6.67%	
1305	Registration tag for dogs and cats not required to be registered in the Municipality	Non-statutory	Y	Per Animal	15.00	16.00	6.67%	
1306	Pound - First release fee - During Normal Working Hours (1 free release every two years, but does not apply if Dog involved in attack)	Non-statutory	Y	Per Release	0.00	0.00	0.00%	
1307	Pound - First release fee - (Outside normal working hours)	Non-statutory	Y	Per Release	125.00	129.00	3.20%	
1308	Pound - Second release fee	Non-statutory	Y	Per Release	125.00	129.00	3.20%	
1309	Pound - Third and subsequent release fee	Non-statutory	Y	Per Release	260.00	269.00	3.46%	
1310	Additional release fee if dog involved in attack	Non-statutory	Y	Per Release	180.00	186.00	3.33%	
1311	Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)	Non-statutory	Y	Per Day	0.00	0.00	0.00%	
1312	Daily feeding and cleaning charges - Per weekday after first 24 hours	Non-statutory	Y	Per Day	32.00	33.00	3.13%	
1313	Daily feeding and cleaning charges - Per weekend/public holiday	Non-statutory	Y	Per Day	64.00	66.00	3.13%	
1314	Additional charge if animal is required to be kept in quarantine at Pound.	Non-statutory	Y	Per Day	34.00	35.00	2.94%	
1315	Additional charge if animal is required to be kept in quarantine with Vet	Non-statutory	Y	Per visit	0.00	0.00	0.00%	
1316	Surrendered Animal - If animal surrendered to Pound.	Non-statutory	Y	Per Animal	59.00	61.00	3.39%	
1317	Surrendered Animal - If animal found at large and subsequently surrendered.	Non-statutory	Y	Per Animal	106.00	110.00	3.77%	
1318	Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.	Non-statutory	Y	Per Animal	0.00	0.00	0.00%	
1319	Transport Costs to deliver and retrieve animal from Veterinarian.	Non-statutory	Y	Per Animal	40.00	41.00	2.50%	
1320	Hire Charge – Cat Trap (Each). First two weeks.	Non-statutory	Y	Per Animal	0.00	0.00	0.00%	
1321	Hire Charge – Cat Trap (Each). After first two weeks.	Non-statutory	Y	Per Animal	17.50	18.10	3.43%	
1322	Transport Charge - Cat Trap	Non-statutory	Y	Per Trap	52.50	54.00	2.86%	
1323	Cat Trap - lost/stolen/damaged/not returned	Non-statutory	Y	Per Trap	185.00	191.00	3.24%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Dog and Cat Control							
1324	Hire Charge – Dog Barking Control Device (Each). First two weeks.	Non-statutory	Y	Per Device	0.00	0.00	0.00%	
1325	Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Non-statutory	Y	Per Device	30.00	31.00	3.33%	
1326	Transport Charge – Dog Barking Control Device.	Non-statutory	Y	Per Device	54.00	56.00	3.70%	
1327	Dog Barking Control Device - lost/stolen/damaged/not returned	Non-statutory	Y	Per Device	175.00	181.00	3.43%	
1328	Registration/Renewal of a Domestic Animal Business.	Non-statutory	Y	Per Business	320.00	331.00	3.44%	
1329	10(1) Failure to apply to register a dog or cat over 3 months S10(1)	Statutory	N	Penalty Unit	385.00	398.00	3.38%	
1330	20(1) Registered dog or cat not wearing council identification marker S20(1)	Statutory	N	Penalty Unit	96.00	100.00	4.17%	
1331	22 Person other than owner removing, altering or defacing identification marker S22	Statutory	N	Penalty Unit	96.00	100.00	4.17%	
1332	23(4) Dog or cat on private property after notice of objection served S23(4)	Statutory	N	Penalty Unit	96.00	100.00	4.17%	
1333	24(1) Dog at large during daylight hours S24(1)	Statutory	N	Penalty Unit	288.00	299.00	3.82%	
1334	24(2) Dog at large at night S24(2)	Statutory	N	Penalty Unit	385.00	398.00	3.38%	
1335	25(1) Cat at large 25(1)	Statutory	N	Penalty Unit	96.00	100.00	4.17%	
1336	26(1) Contravening Council Order relating to presence of dogs or cats in public places S26(1)	Statutory	N	Penalty Unit	192.00	199.00	3.65%	
1337	27(1) Greyhound outside premises of owner not adequately muzzled and on leash	Statutory	N	Penalty Unit	288.00	299.00	3.82%	
1338	32(1) Dog or cat being a nuisance	Statutory	N	Penalty Unit	96.00	100.00	4.17%	
1339	32(4) Not complying with court order to abate nuisance created by dog or cat	Statutory	N	Penalty Unit	288.00	299.00	3.82%	
1340	62.b Failing to immediately remove and appropriately dispose of any animal excrement	Statutory	N	Penalty Unit	385.00	398.00	3.38%	
1341	62.a Failing to carry a device suitable for picking up and cleaning of any animal excrement	Statutory	N	Penalty Unit	385.00	398.00	3.38%	
1342	62.c Failing to have dog on leash on any road or municipal place	Statutory	N	Penalty Unit	385.00	398.00	3.38%	
	Parking Control							
1343	Parking Fines - Expired Meter*	Statutory	N	Each	74.00	77.00	4.05%	
1344	Parking Fines - on a footpath, etc.	Statutory	N	Penalty Unit	115.00	119.00	3.48%	
1345	Parking Fines - No Stopping Area etc.	Statutory	N	Penalty Unit	192.00	199.00	3.65%	
1346	Parking Meter	Non-statutory	Y	Per Hour	1.50	1.50	0.00%	
1349	Closing Off a Parking Bay/Not Available.	Non-statutory	Y	Per Day	25.00	25.00	0.00%	
1350	Hire charge – Traffic Cones (Bond may be required).	Non-statutory	Y	Per Cone	7.00	7.00	0.00%	
1351	Hire charge – Traffic Cones. Non-Profit (Bond may be required)	Non-statutory	Y	Per Cone	0.00	0.00	0.00%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Health Fees							
1352	Class 1 - Premises - Base fee	Non-statutory	N	Annual	440.00	455.00	3.41%	
1353	Class 2 - Premises - Base fee	Non-statutory	N	Annual	440.00	455.00	3.41%	
1354	Maximum Fee Class 1 and 2	Non-statutory	N	Annual	4,150.00	4,295.00	3.49%	
1355	Full time equivalent employees - greater than 5	Non-statutory	N	Per Employee	39.00	40.00	2.56%	
1357	Class 2 - School Canteens	Non-statutory	N	Annual	44.00	46.00	4.55%	
1358	Class 2 - Food Vehicle	Non-statutory	N	Annual	340.00	352.00	3.53%	
1359	Class 2 - Community Group	Non-statutory	N	Annual	120.00	124.00	3.33%	
1360	Class 2 - Home Based Premises	Non-statutory	N	Annual	130.00	135.00	3.85%	
1361	Class 2 - Temporary Event	Non-statutory	N	Per Event	60.00	62.00	3.33%	
1362	Class 3A - Premises	Non-statutory	N	Annual	240.00	248.00	3.33%	
1363	Class 3A - Accommodation Premises	Non-statutory	N	Annual	155.00	160.00	3.23%	
1364	Class 3A - Home Based Premises	Non-statutory	N	Annual	120.00	124.00	3.33%	
1365	Class 3A - Community Group	Non-statutory	N	Annual	115.00	119.00	3.48%	
1366	Class 3A - Temporary Event	Non-statutory	N	Annual	55.00	57.00	3.64%	
1367	Class 3 - Premises	Non-statutory	N	Annual	310.00	321.00	3.55%	
1368	Class 3 - Accommodation Premises	Non-statutory	N	Annual	130.00	135.00	3.85%	
1369	Class 3 - Community Group	Non-statutory	N	Annual	110.00	114.00	3.64%	Annual Health fees are for a calendar year - the 2024-25
1370	Class 3 - Home Based Premises	Non-statutory	N	Annual	110.00	114.00	3.64%	fees are for the year commencing 1 January 2025
1371	Class 3 - Food Vehicle	Non-statutory	N	Annual	310.00	321.00	3.55%	
1372	Class 3 - Temporary Event	Non-statutory	N	Per Event	50.00	52.00	4.00%	
1373	Registered premises	Non-statutory	N	Annual	340.00	352.00	3.53%	
1374	Registered premises - Renewal	Non-statutory	N	Per Renewal	115.00	119.00	3.48%	
1375	Registered premises - Transfer	Non-statutory	N	Per Transfer	145.00	150.00	3.45%	
1376	Accommodation	Non-statutory	N	Annual	340.00	352.00	3.53%	
1377	Permit to Install or Install a OWMS	Statutory	N	Fee Unit	777.00	805.00	3.60%	
1378	Permit to Alter a OWMS	Statutory	N	Fee Unit	318.00	329.00	3.46%	
1379	Minor Alteration	Statutory	N	Fee Unit	592.00	613.00	3.55%	
1380	Transfer a Permit	Statutory	N	Fee Unit	158.00	163.00	3.16%	
1381	Amend a Permit	Statutory	N	Fee Unit	165.00	171.00	3.64%	
1382	Renew a Permit	Statutory	N	Fee Unit	132.00	137.00	3.79%	
1383	Exemption from a Permit/Assessment Only	Statutory	N	Fee Unit	233.00	241.00	3.43%	
1384	Inspection by Request	Non-statutory	Y	Per Hour	160.60	166.00	3.36%	
1385	Category 1 Swimming pool	Non-statutory	N	Per Pool	333.00	345.00	3.60%	
1386	Category 1 Swimming Pool - Caravan Park	Non-statutory	N	Per Pool	230.00	238.00	3.48%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Waste Management Fees							
1387	Replacement Waste Bins - 120 Litre	Non-statutory	Y	Per Bin	80.00	83.00	3.75%	
1388	Replacement Waste Bins - 240 Litre	Non-statutory	Y	Per Bin	90.00	93.00	3.33%	
1389	General Waste - Car boot/240 Litre Bin	Non-statutory	Y	Per Load	18.00	19.00	5.56%	
1390	General Waste - 6 x 4 Trailer, Utility (1m3)	Non-statutory	Y	Per Load	26.00	27.00	3.85%	
1391	General Waste - 6 x 4 Trailer with sides (1.5m3)	Non-statutory	Y	Per Load	39.00	41.00	5.13%	
1392	General Waste - Tandem Trailer	Non-statutory	Y	Per Load	52.00	54.00	3.85%	
1393	General Waste - Light Truck	Non-statutory	Y	Per Load	78.00	81.00	3.85%	
1394	General Waste - Dead Animals	Non-statutory	Y	Per Carcass	26.00	27.00	3.85%	
1395	Green Waste - Clean - Up to 2 Cubic Metres	Non-statutory	Y	Per Load	20.00	30.00	50.00%	Costs for the management of green waste continues to escalate. Council is approaching this with gradual increases, working towards full cost recovery.
1396	Green Waste - Clean - Trucks/Large Loads/Tandem Trailer	Non-statutory	Y	Per Load	48.00	54.00	12.50%	
1397	Green Waste - Clean - 6 X 4 Trailer	Non-statutory	Y	Per Load	16.00	24.00	50.00%	
1398	Recyclables - Sorted Paper/Cardboard/Polystyrene	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1399	Recyclables - Sorted Bottles/Glass/Cans	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1400	Recyclables - Sorted Steel/White Ware/Fencing/Tanks	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1401	Recyclables - Car Batteries	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1402	Recyclables - Empty Gas Cylinders	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1403	Recyclables - Mattresses - Single	Non-statutory	Y	Per Mattress	30.00	39.00	30.00%	Increase reflects the actuals cost incurred of disposal
1404	Recyclables - Mattresses - Double or Larger	Non-statutory	Y	Per Mattress	40.00	49.00	22.50%	Increase reflects the actuals cost incurred of disposal
1405	Recyclables - Light Tyres	Non-statutory	Y	Per Tyre	25.00	26.00	4.00%	
1406	Recyclables - Heavy Tyres	Non-statutory	Y	Per Tyre	45.00	47.00	4.44%	
1407	Recyclables - Heavy Tyres (Truck)	Non-statutory	Y	Per Tyre	82.00	85.00	3.66%	
1408	Recyclables - Heavy Tyres (Farm Vehicles)	Non-statutory	Y	Per Tyre	200.00	250.00	25.00%	Increase reflects the actuals cost incurred of disposal
1409	Recyclables - Waste Oil (non-commercial only)	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1410	Recyclables - TVs, Monitors	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1411	Recyclables - Chemical Drums - Triple Rinsed	Non-statutory	Y	Per Load	0.00	0.00	0.00%	
1412	Commercial Waste - Builders Waste/Concrete/Spoil	Non-statutory	Y	Per m3	230.00	230.00	0.00%	
1413	Commercial Waste - Builders Waste/Concrete/Spoil Cartage Fee	Non-statutory	Y	Per m3	14.00	14.00	0.00%	
1414	Sale of Chipped Green waste (if available) - Trailer 6 X 4	Non-statutory	Y	Per Load	10.00	10.00	0.00%	
1415	Sale of Chipped Green waste (if available) - Tandem Trailer	Non-statutory	Y	Per Load	20.00	20.00	0.00%	
1416	Sale of Chipped Green waste (if available) - Truckload	Non-statutory	Y	Per Load	25.00	25.00	0.00%	
1417	Sale of Chipped Green waste (if available) - Loading Charge (To max. $5.00)	Non-statutory	Y	Per m3	2.00	2.00	0.00%	
	Waste Management Fees - Dooen Landfill							
1418	All Loads (Minimum 3 tonne)	Non-statutory	Y	Per 3 tonnes	697.00			
1419	Excess above 3 tonnes	Non-statutory	Y	Per Tonne	232.00			
1420	Hard Waste - Builders Rubble etc.	Non-statutory	Y	Per Tonne	232.00			
1421	Power Pole Surcharge in Addition to Hard Waste Charge	Non-statutory	Y	Per Tonne	207.00			
1422	Grain Tarp Surcharge in Addition to Hard Waste Charge	Non-statutory	Y	Per Tonne	672.00			
1423	Approved Commercial Waste Operators	Non-statutory	Y	Per Tonne	232.00			
1424	Sheepskins	Non-statutory	Y	Per Tonne	224.50			
1425	Animal Carcass (Larger than Sheep)	Non-statutory	Y	Per Carcass	224.50			
1426	Clean Concrete (Suitable for crushing)	Non-statutory	Y	Per Tonne	5.00			
1427	Asbestos (With EPA Approval)	Non-statutory	Y	Per Tonne	350.00			To be calculated & resolved by Council separately with the 2024-25 Budget
1428	Low Level Contaminated Soil (Cat. C & Cat. D)	Non-statutory	Y	Per Tonne	350.00			
1429	Reportable Priority Waste & Priority Waste	Non-statutory	Y	Per Tonne	350.00			
1430	Grain Waste (GMO Waste requires DJPR Approval)	Non-statutory	Y	Per Tonne	232.00			
1431	Sale of Crushed Concrete (subject to availability)	Non-statutory	Y	Per Tonne	16.00			
1432	Putrescible Waste - Municipal - other Councils within waste group area	Non-statutory	Y	Per Tonne	172.00			
1433	Putrescible Waste - Municipal - other Councils outside waste group area	Non-statutory	Y	Per Tonne	232.00			
1434	Putrescible Waste - HRCC	Non-statutory	Y	Per Tonne	157.00			
1435	Fill - Suitable for Landfill Cover	Non-statutory	Y	Per Tonne	232.00			
1436	Fill - Suitable for Capping	Non-statutory	Y	Per Tonne	46.00			

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Aerodrome							
1441	Regular non-hangar site user fee	Non-statutory	Y	Annual	252.50	261.00	3.37%	
1442	Occasional Landing Fee	Non-statutory	Y	Per Landing	15.00	15.00	0.00%	
	Parks and Gardens							
1443	Weddings at Gardens - Hire Charge	Non-statutory	Y	Per Event	105.00	109.00	3.81%	
1444	Booking Fee for Wedding Photographs	Non-statutory	Y	Per Event	105.00	109.00	3.81%	
1445	Emergency Bore Water Charge - Water in excess of 20,000KL per year	Non-statutory	Y	Per KL	1.00	1.00	0.00%	
1650	Rural Revegetation - tube-sized trees	Non-statutory	Y	Each	0.50	0.50	0.00%	
	Roads and Drainage							
1446	Road opening Permit Fee	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1447	Opening Gravelled Surface	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1448	Opening Bitumen or Concrete Footpath	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1449	Opening Removal of Kerb & Channel	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1450	Opening Sealed Roadways	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1451	Opening Tap into Stormwater drain	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1452	Boring Under Road (No disturbance to pavement)	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1453	Construction of Kerb Crossing permit	Non-statutory	Y	Each Permit	84.00	87.00	3.57%	
1454	Subdivider/ Developer Contribution - For upgrading existing roads servicing development	Non-statutory	Y	Per Project	0.00	0.00	0.00%	
1455	Drainage Headwork's Urban areas	Non-statutory	N	Per Hectare	21,000.00	21,735.00	3.50%	
1456	Drainage Headwork's Rural Residential areas - pro-rata	Non-statutory	N	Per Hectare	21,000.00	21,735.00	3.50%	
	Local Laws							
1457	29d Clean Up of illegally dumped, items not disposed of properly, Hazard and unsightly clean up costs - Fee plus all contractor and Council costs associated with clean up and removal.	Non-statutory	Y	Each Permit	320.00	331.00	3.44%	
1458	36.a Permit to make any change to the land	Non-statutory	N	Each Permit	90.00	93.00	3.33%	
1459	36.b Permit for removal of anything from the land	Non-statutory	N	Each Permit	90.00	93.00	3.33%	
1460	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	Non-statutory	N	Each Permit	90.00	93.00	3.33%	
1461	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	Non-statutory	N	Each Permit	90.00	93.00	3.33%	
1462	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	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1463	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	Non-statutory	N	Each Permit	90.00	93.00	3.33%	
1464	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	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1465	37 Permit to collect wood from a road, road related area or Council land	Non-statutory	N	Each Permit	32.50	34.00	4.62%	
1466	38.b Permit to construct, install, remove or alter a vehicle crossover, including any temporary crossover	Non-statutory	N	Each Permit	82.00	85.00	3.66%	
1467	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;	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1468	39.a.ii Permit to Place or Display a Vehicle or Goods for Sale	Non-statutory	N	Each Permit	170.00	176.00	3.53%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Local Laws							
1469	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	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1470	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;	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1471	43 Permit for a prescribed vehicle or machine or class of vehicle or machine to be used on a road	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1472	48.aPermit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1473	48.b Permit to distribute any unsolicited document to persons;	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1474	48.c Permit to display any goods or samples	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1475	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;	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1476	48.e Licensed Premises - Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Non-statutory	N	Each Permit	59.00	61.00	3.39%	
1477	48.e Unlicensed Premises -Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Non-statutory	N	Each Permit	32.00	33.00	3.13%	
1478	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.	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1479	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	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1480	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	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1481	48.h Permit to Busk	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1482	48.i Permit to Conduct or hold a concert, festival, show, public gathering, rally, street party, circus, carnival, performance or other similar activity;	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1483	48.i Permit to Hold a Rally, Procession, or Demonstration	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1484	48.j Permit to hold any public exhibitions, displays or events (including without limitation weddings);	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1485	48.k Permit to provide organised athletics, sport, health or fitness services;	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1486	48.l Permit to record images by film, video, digital or other technology to broadcast publish or publicly exhibit for commercial purpose;	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1487	48.m Permit to undertake any other activity prescribed for the purposes of this clause	Non-statutory	N	Each Permit	170.00	176.00	3.53%	
1488	49 Permit to Conduct Fireworks	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1489	53.a.i Permit to Play Amplified Music or Sound on a Road or in a Public Place	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1490	54a Permit to Burn	Non-statutory	N	Each Permit	65.00	67.00	3.08%	
1491	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	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1492	64.a.b Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Non-statutory	N	Each Permit	0.00	0.00	0.00%	
1493	66.b.c.d Permit to Keep More than the Permitted Number of Animals	Non-statutory	N	Each Permit	96.00	99.00	3.13%	
1494	67.68.69.70 Permit to Drove	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1495	71 Permit to Graze	Non-statutory	N	Each Permit	69.00	71.00	2.90%	
1496	Permit Administration Fee	Non-statutory	Y	Each Permit	11.00	11.00	0.00%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Local Laws							
1497	40a Recreational Vehicle Impound Release Fee - 1st Offence	Non-statutory	N	Per Offence	64.00	66.00	3.13%	
1498	40a Recreational Vehicle Impound Release Fee - 2nd Offence	Non-statutory	N	Per Offence	145.00	150.00	3.45%	
1499	40a Recreational Vehicle Impound Release Fee - 3rd and Subsequent	Non-statutory	N	Per Offence	280.00	290.00	3.57%	
1500	Abandoned Vehicle Release Fee	Non-statutory	N	Per Vehicle	280.00	290.00	3.57%	
1501	44 Shopping Trolley Impound Release Fee	Non-statutory	N	Per Trolley	140.00	145.00	3.57%	
1502	Impound Release Fee - Other item	Non-statutory	N	Per Item	145.00	150.00	3.45%	
1503	Impounded Vehicle or item towing and removal costs	Non-statutory	Y	Per item	at cost	at cost	0.00%	
1504	48.f Annual permit	Non-statutory	N	Annual	1,000.00	1,035.00	3.50%	
1505	48.f 6 month permit	Non-statutory	N	6 Monthly	600.00	621.00	3.50%	
1506	48.f Peak weekend (holiday & long weekend periods) permit	Non-statutory	N	Each Permit	200.00	207.00	3.50%	
1507	48.f Off-peak weekend permit	Non-statutory	N	Each Permit	150.00	155.00	3.33%	
1508	48.f Weekday permit	Non-statutory	N	Each Permit	100.00	104.00	4.00%	
1509	Failure to adhere to Fire Prevention Notice. Fee plus contractor and Council costs	Non-statutory	N	Per Offence	320.00	331.00	3.44%	
1510	Vic Roads Search Fee - if required to identify vehicle owner	Non-statutory	Y	Per Search	13.50	14.00	3.70%	
1511	ASIC Search Fee - if required to identify address or other details	Non-statutory	Y	Per Search	27.00	28.00	3.70%	
1512	Regulatory Services Administration Fee. Plus Council costs	Non-statutory	Y	Per Fee	96.00	99.00	3.13%	
	Planning							
1514	Stage 1 - consider request • considering a request to amend a planning scheme; and • taking action required by Division 1 of Part 3 of the Act; and • considering any submissions which do not seek a change to the amendment; and • if applicable, abandoning the amendment	Statutory	N	Fee Unit	3,275.00	3,391.00	3.54%	
1515	Stage 2 - up to 10 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: i. Up to 10 submissions	Statutory	N	Fee Unit	16,234.00	16,806.00	3.52%	
1516	Stage 2 - 11 to 20 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: ii. 11 to 20 submissions	Statutory	N	Fee Unit	32,436.00	33,578.00	3.52%	
1517	Stage 2 - more than 20 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: iii. More than 20 submissions	Statutory	N	Fee Unit	43,359.00	44,886.00	3.52%	
1518	Stage 3 - Adopt and approval of amendment • Adopting the amendment or part of an amendment; and • Submitting the amendment for approval by the Minister; and • Giving notice of the approval of the amendment	Statutory	N	Fee Unit	517.00	535.00	3.48%	
1519	Stage 4 - consideration and approval by the Minister • Consideration by the Minister of a request to approve an amendment; and • Giving notice of approval of an amendment	Statutory	N	Fee Unit	517.00	535.00	3.48%	
1520	Assess the amendment request as per Council Policy - Privately Initiated Planning Scheme Amendment	Non-statutory	N	Per Amendment	0.00	0.00	0.00%	
1521	Planning Officer Time	Non-statutory	N	Per Hour	192.50	199.20	3.48%	
1522	Class 1 Use only:	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1523	Class 2-6: Single Dwellings: Up to $10,000 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:	Statutory	N	Fee Unit	215.00	222.00	3.26%	
1524	Class 2-6: Single Dwellings: >$10,000 to $100,000 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:	Statutory	N	Fee Unit	676.00	700.00	3.55%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Planning							
1525	Class 2-6: Single Dwellings: >$100,000-$500,000 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:	Statutory	N	Fee Unit	1,383.00	1,432.00	3.54%	
1526	Class 2-6: Single Dwellings: >$500,000-$1,000,000 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:	Statutory	N	Fee Unit	1,495.00	1,547.00	3.48%	
1527	Class 2-6: Single Dwellings: >$1,000,000-$2,000,000 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:	Statutory	N	Fee Unit	1,606.00	1,662.00	3.49%	
1528	Class 7 VicSmart application Up to $10,000	Statutory	N	Fee Unit	215.00	222.00	3.26%	
1529	Class 8 VicSmart application >$10,000	Statutory	N	Fee Unit	461.00	477.00	3.47%	
1530	Class 9 VicSmart application to subdivide or consolidate land	Statutory	N	Fee Unit	215.00	222.00	3.26%	
1531	Class 10 VicSmart application (other than a class 7, class 8 or class9 permit)	Statutory	N	Fee Unit	215.00	222.00	3.26%	
1532	Class 11 <$100,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	1,232.00	1,276.00	3.57%	
1533	Class 12 >$100,000 - $1,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	1,662.00	1,720.00	3.49%	
1534	Class 13 >$1,000,000 - $5,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	3,665.00	3,794.00	3.52%	
1535	Class 14 >$5,000,000 - $15,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	9,341.00	9,670.00	3.52%	
1536	Class 15 >$15,000,000 - $50,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	27,547.00	28,517.00	3.52%	
1537	Class 16 >$50,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Statutory	N	Fee Unit	61,915.00	64,095.00	3.52%	
1538	Class 17 To subdivide an existing building (other than a class 9 permit)	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1539	Class 18 To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1540	Class 19 To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1541	Class 20 Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1542	Class 21 To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or 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.	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1543	Class 22A permit not otherwise provided for in the regulation	Statutory	N	Fee Unit	1,415.00	1,465.00	3.53%	
1544	Regulation 11 - 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.	Statutory	N		0.00	0.00	0.00%	
1545	Regulation 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	Statutory	N		0.00	0.00	0.00%	
1546	Regulation 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	Statutory	N		0.00	0.00	0.00%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Planning							
1547	Regulation 15 - For a certificate of compliance	Statutory	N	Fee Unit	350.00	362.00	3.43%	
1548	Regulation 16 - For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Statutory	N	Fee Unit	708.00	732.00	3.39%	
1549	Regulation 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	Statutory	N	Fee Unit	350.00	362.00	3.43%	
1550	Extension of time to Planning Permit (First)	Non-statutory	N	Per Application	190.00	197.00	3.68%	
1551	Extension of time to Planning Permit (Second)	Non-statutory	N	Per Application	310.00	321.00	3.55%	
1552	Extension of time to Planning Permit (Third and subsequent)	Non-statutory	N	Per Application	460.00	476.00	3.48%	
1553	Secondary Consent for Planning Permits - Minor	Non-statutory	N	Per Application	160.00	166.00	3.75%	
1554	Secondary Consent for Planning Permits - Major	Non-statutory	N	Per Application	310.00	321.00	3.55%	
1555	Amendment to Planning Permit not otherwise listed	Non-statutory	Y	Per Amendment	210.00	217.00	3.33%	
1557	Advertising Fee and planning permit History	Non-statutory	Y	Per Advert	160.00	166.00	3.75%	
1558	Copy of Title and Title Plan	Non-statutory	Y	Per Title	75.00	78.00	4.00%	
1559	Copy of Covenant/Section 173	Non-statutory	Y	Per Covenant	55.00	57.00	3.64%	
1560	Request for Council consent (i.e. Liquor Licence) where no P/P required	Non-statutory	Y	Per Request	110.00	114.00	3.64%	
1561	Application for Council signing and scaling Section 173 Agreement	Non-statutory	Y	Per Application	310.00	321.00	3.55%	
1562	Inspection Fee	Non-statutory	Y	Per Inspection	160.00	166.00	3.75%	
1563	Request for Planning Information in writing	Non-statutory	Y	Per Request	80.00	110.00	37.50%	Increase based on indusry standard fee
1564	Regulation 6 - For certification of a plan of subdivision	Statutory	N	Fee Unit	188.00	194.00	3.19%	
1565	Regulation 7 - Alteration of plan under section 10(2) of the Act	Statutory	N	Fee Unit	119.00	123.00	3.36%	
1566	Regulation 8 - Amendment of certified plan under section 11(1) of the Act	Statutory	N	Fee Unit	151.00	156.00	3.31%	
1567	Regulation 9 - Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	Non-statutory	N	Per Plan	0.00	0.00	0.00%	See Description of fee for calculation
1568	10 Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)	Non-statutory	N	Per Plan	0.00	0.00	0.00%	See Description of fee for calculation
1569	11 Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)	Non-statutory	N	Per Works	0.00	0.00	0.00%	See Description of fee for calculation
1570	12 Public Open Space Valuation	Non-statutory	Y	Per Valuation	880.00	911.00	3.52%	
	Building							
1571	Value of Works $5,001 to $10,000	Non-statutory	N	Each	847.00	877.00	3.54%	
1572	Value of Works $10,001 to $20,000	Non-statutory	N	Each	1,100.00	1,139.00	3.55%	
1573	Value of Works $20,001 to $50,000	Non-statutory	N	Each	1,595.00	1,651.00	3.51%	
1574	Value of Works $50,001 to $100,000	Non-statutory	N	Each	2,178.00	2,254.00	3.49%	
1575	Value of Works $100,001 to $150,000	Non-statutory	N	Each	2,464.00	2,550.00	3.49%	
1576	Value of Works $150,001 to $200,000	Non-statutory	N	Each	2,893.00	2,994.00	3.49%	
1577	Value of Works $200,001 to $250,000 *	Non-statutory	N	Each	3,245.00	3,359.00	3.51%	
1578	Value of Works $250,001 to $300,000 *	Non-statutory	N	Each	3,652.00	3,780.00	3.50%	
1579	Value of Works $300,001 to $350,000 *	Non-statutory	N	Each	4,136.00	4,281.00	3.51%	
1580	Value of Works above $350,000	Non-statutory	N	Each	4,378.00	4,531.00	3.49%	
1581	Protection Works	Non-statutory	N	Each	880.00	911.00	3.52%	
1582	Value of Works $1 to $200,000	Non-statutory	N	Each	3,245.00	3,359.00	3.51%	
1583	Value of Works $200,001 to $250,000	Non-statutory	N	Each	3,899.50	4,036.00	3.50%	
1584	Value of Works $250,001 to $350,000	Non-statutory	N	Each	4,218.50	4,366.00	3.50%	
1585	Value of Works above $350,000	Non-statutory	N	Each	4,136.00	4,281.00	3.51%	
1586	Protection Works	Non-statutory	N	Each	880.00	911.00	3.52%	
1587	Value of Works $1 to $200,000	Non-statutory	N	Each	2,651.00	2,744.00	3.51%	
1588	Value of Works $200,001 to $340,000	Non-statutory	N	Each	3,124.00	3,233.00	3.49%	
1589	Value of Works $340,001 to $550,000	Non-statutory	N	Each	3,437.50	3,558.00	3.51%	
1590	Value of Works above $550,000	Non-statutory	N	Each	3,784.00	3,916.00	3.49%	
1591	Protection Works	Non-statutory	N	Each	880.00	911.00	3.52%	
1592	Garage, Car Port, Shed, Patio, Veranda, Pergola	Non-statutory	N	Each	984.50	1,019.00	3.50%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Building							
1593	Swimming Pool (Fence Alterations Only)	Non-statutory	N	Each	412.50	427.00	3.52%	
1594	Swimming Pool (New Fence Only)	Non-statutory	N	Each	726.00	751.00	3.44%	
1595	Swimming Pool and All Fences	Non-statutory	N	Each	935.00	968.00	3.53%	
1596	Restumping (Work must be performed by a Registered Builder)	Non-statutory	N	Each	1,001.00	1,036.00	3.50%	
1597	Demolish / Remove Building - Domestic (shed / house)	Non-statutory	N	Each	924.00	956.00	3.46%	
1598	Demolish / Remove Building - Commercial	Non-statutory	N	Each	968.00	1,002.00	3.51%	
1599	Minor Works less than $5,000	Non-statutory	N	Each	825.00	854.00	3.52%	
1600	Additional Inspections	Non-statutory	N	Each	209.00	216.00	3.35%	
1601	Value of Works up to $10,000	Non-statutory	N	Each	1,067.00	1,104.00	3.47%	
1602	Value of Works $10,001 to $50,000	Non-statutory	N	Each	1,595.00	1,651.00	3.51%	
1603	Value of Works $50,001 to $100,000	Non-statutory	N	Each	2,365.00	2,448.00	3.51%	
1604	Value of Works $100,001 to $150,000	Non-statutory	N	Each	2,805.00	2,903.00	3.49%	
1605	Value of Works $150,001 to $200,000	Non-statutory	N	Each	3,190.00	3,302.00	3.51%	
1606	Value of Works $200,001 to $250,000*	Non-statutory	N	Each	3,740.00	3,871.00	3.50%	
1607	Value of Works $250,001 to $300,000*	Non-statutory	N	Each	4,334.00	4,486.00	3.51%	
1608	Value of Works $300,001 to $500,000*	Non-statutory	N	Each	4,950.00	5,123.00	3.49%	
1609	Value of Works above $500,000 - negotiated with Council*	Non-statutory	N	Each	0.00	0.00	0.00%	
1610	Protection Works	Non-statutory	N	Each	880.00	911.00	3.52%	
1611	Additional Inspections	Non-statutory	N	Per Inspection	209.00	216.00	3.35%	
1612	Building Administration Fund Levy - building works over $10,000 (Cost x 0.128%)	Statutory	N	Each	0.00	0.00	0.00%	
1613	Bond / Guarantee: Re-erection of buildings - The lesser of the cost of building works or Fee	Non-statutory	N	Each	5,000.00	5,000.00	0.00%	
1614	Council Infrastructure (Asset) Protection Deposit	Non-statutory	N	Each	700.00	725.00	3.57%	
1615	Statutory Inspections	Non-statutory	N	Each	225.50	233.00	3.33%	
1616	Compliance Inspection	Non-statutory	N	Each	220.00	228.00	3.64%	
1617	Additional Inspections	Non-statutory	N	Each	242.00	250.00	3.31%	
1618	First Inspection	Non-statutory	N	Each	330.00	342.00	3.64%	
1619	Re-inspection	Non-statutory	N	Each	203.50	211.00	3.69%	
1620	Swimming Pool / Spa registration fee	Statutory	N	Each	0.00	0.00	0.00%	
1621	Swimming Pool / Spa records search determination fee	Statutory	N	Each	0.00	0.00	0.00%	
1622	lodging a certificate of pool and spa barrier non-compliance	Statutory	N	Each	0.00	0.00	0.00%	
1623	lodging a certificate of pool and spa barrier compliance	Statutory	N	Each	0.00	0.00	0.00%	
1624	Application for report and consent (To build over an easement vested in Council) (Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)	Statutory	N	Each	0.00	0.00	0.00%	
1625	Application for report and consent (Regulation 610 - Location of Point of Stormwater Discharge)	Statutory	N	Each	0.00	0.00	0.00%	
1626	Application for report and consent (Section 29a – Demolition of Building)	Statutory	N	Each	0.00	0.00	0.00%	
1627	Farm Building Exemption Request	Non-statutory	N	Each	330.00	342.00	3.64%	
1628	Building Approvals Certificate	Statutory	N	Each	50.70	52.00	2.56%	
1629	File Retrieval – Minor Document (for example, Copy of Building / Occupancy Permit/ Plans)	Non-statutory	N	Each	49.50	51.00	3.03%	
1630	File Retrieval / Search (for example, Permit History)	Non-statutory	N	Each	132.00	137.00	3.79%	
1631	Amended Building Permit – Minor Alterations	Non-statutory	N	Each	198.00	205.00	3.54%	
1632	Amended Building Permit – Major Alterations (+ additional inspections)	Non-statutory	N	Each	324.50	336.00	3.54%	
1633	Time Extension – Building Permit (first request)	Non-statutory	N	Each	330.00	342.00	3.64%	
1634	Time Extension – Building Permit (second request)	Non-statutory	N	Each	374.00	387.00	3.48%	
1635	Time Extension – Building Permit (third request)	Non-statutory	N	Each	423.50	438.00	3.42%	
1636	Withdrawn Application – Permit Lodged Not Yet Assessed	Non-statutory	N	Retained	407.00	421.00	3.44%	
1637	Withdrawn Application – Permit Assessed Not Yet Issued - Whichever is the greater of 40% of Total Fees or Listed minimum Fee	Non-statutory	N	Retained	550.00	569.00	3.45%	
1638	Permit Cancellation – After Permit Issued - Refund only for inspections not carried out, based on inspection fee at time of cancellation	Non-statutory	N	Retained	0.00	0.00	0.00%	
1639	Permit Cancellation – After Permit Expired	Non-statutory	N	Retained	0.00	0.00	0.00%	

Schedule of Fees & Charges 2024-25

Fee Id	Fee Name	Basis of fee	GST Applicable	Unit of Measure	2023-24	2024-25	% increase	Additional Notes
	Building							
1640	Lodgement fee for Private Building Surveyors (Submission of Section 80, 30, and 73) - lodged via hard copy / email / facsimile	Non-statutory	N	Each	0.00	0.00	0.00%	
1641	Lodgement fee for Private Building Surveyors - (Submission of Section 80, 30, and 73) lodged wholly online via Greenlight only	Non-statutory	N	Each	0.00	0.00	0.00%	
1642	Place of Public Entertainment (POPE) Occupancy Permit	Non-statutory	N	Each	400.00	414.00	3.50%	
1643	Temporary Siting Approval or Temporary Structure Inspection	Non-statutory	N	Each	260.00	269.00	3.46%	
1644	Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Non-statutory	N	Each	20.00	21.00	5.00%	
	Governance							
1645	Freedom of Information - Application Fee	Statutory	N	Fee Unit	31.80	32.90	3.46%	
1646	Freedom of Information - Search and retrieval of documents	Statutory	N	Hourly	23.85	24.70	3.56%	
1647	Freedom of Information - Supervised inspection of documents	Statutory	N	Hourly	23.85	24.70	3.56%	
1648	Freedom of Information - Photocopying A4 Black & White [FOI]	Statutory	Y	Per Page	0.20	0.20	0.00%	
1649	Freedom of Information - Photocopying A4 other than Black & White	Non-statutory	Y	Per Page	1.00	1.00	0.00%	

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 2024:

- Resident Local Spend was $24.3M. This is a 0.67% increase from the same time last year.
- Visitor Local Spend was $14.2M. This is a 2.64% increase from the same time last year.
- Total Local Spend was $38.5M. This is a 1.39% increase from the same time last year.
- Resident Escape Spend was $11.0M. This is a 4.81% increase from the same time last year.
- Resident Online Spend was $12.2M. This is a -5.2% decrease from the same time last year.

The 5.2 % decrease in Resident Online Spend may be an indication of overall local consumer caution, or a growing preference for local bricks and mortar goods and service providers. The latter would be counter to the prevailing national trend. Further analysis to clarify this is warranted.

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.
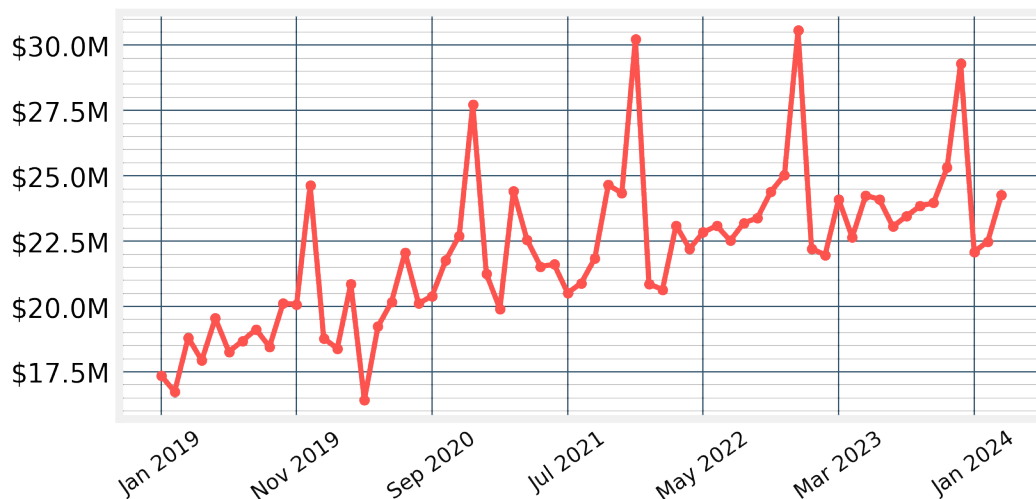
Total Local Spend

The total amount spent with merchants within the Horsham Rural City Council LGA.
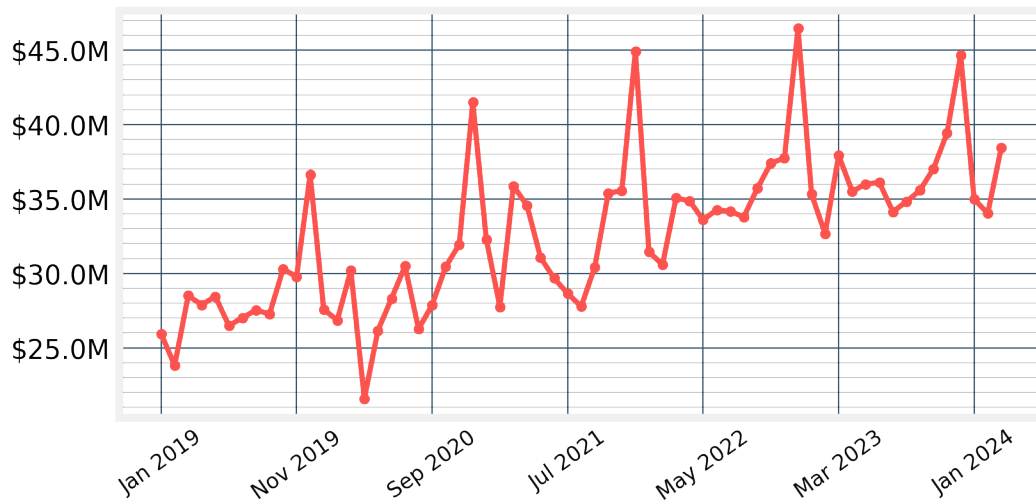
Over the last 63 months, the spending trend (as shown by the trendline in the Spendmapp app) for Total Local Spend has been upwards.
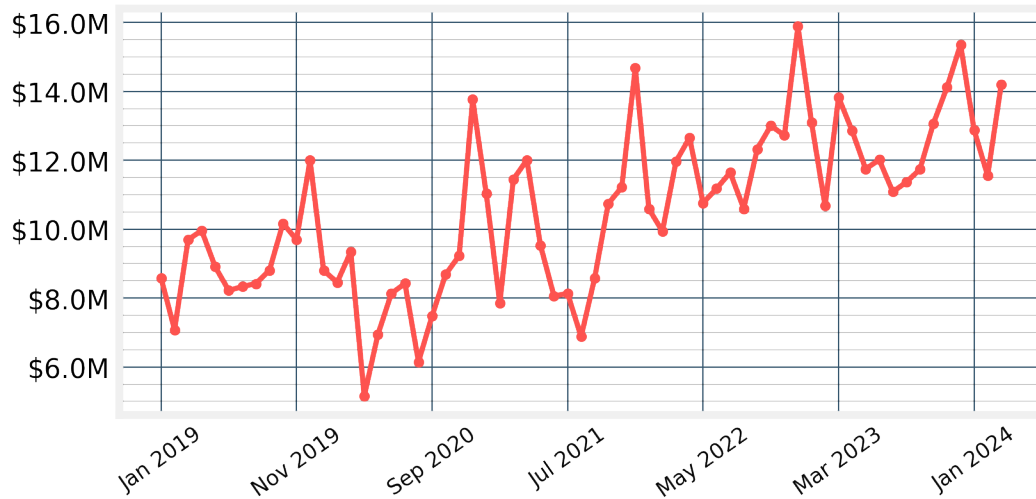
Resident Local Spend

The amount spent by residents and local businesses with merchants inside the Horsham Rural City Council LGA.

Over the last 63 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.
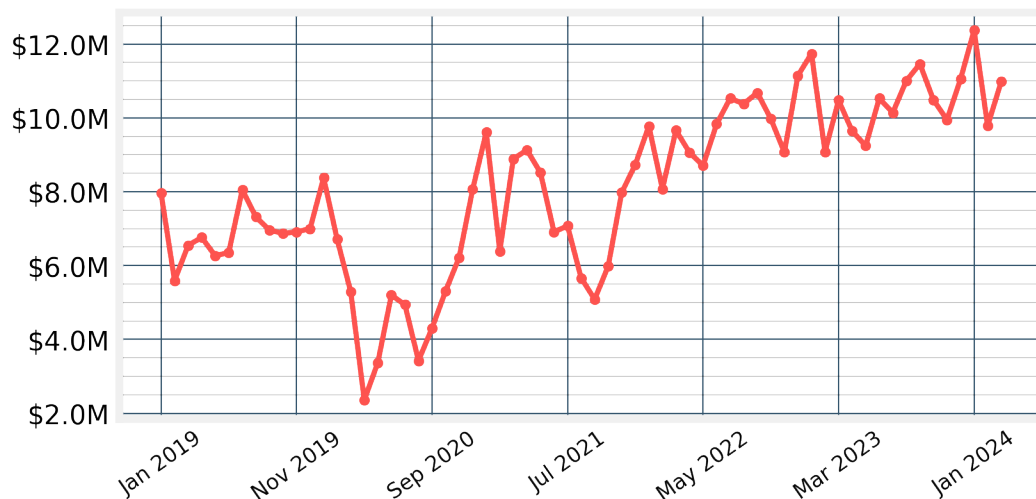
Visitor Local Spend

The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.

Over the last 63 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 63 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.
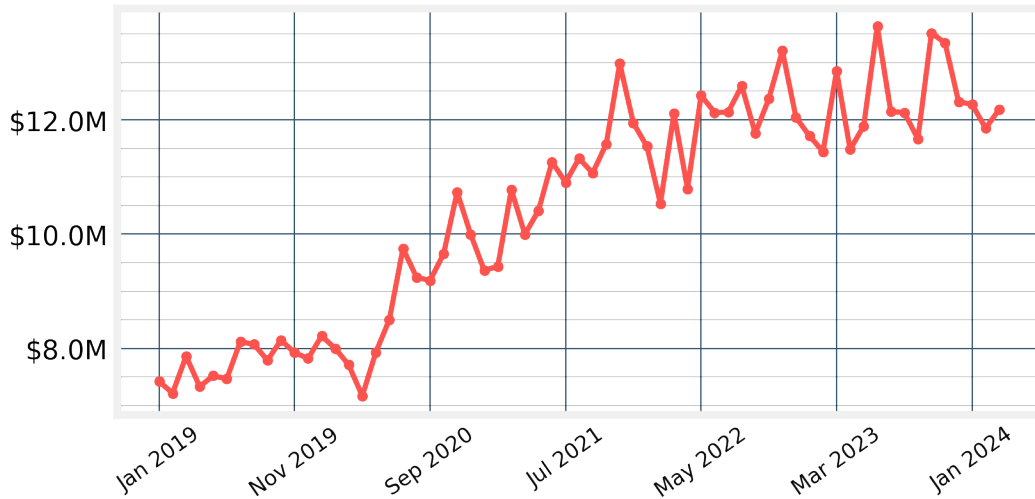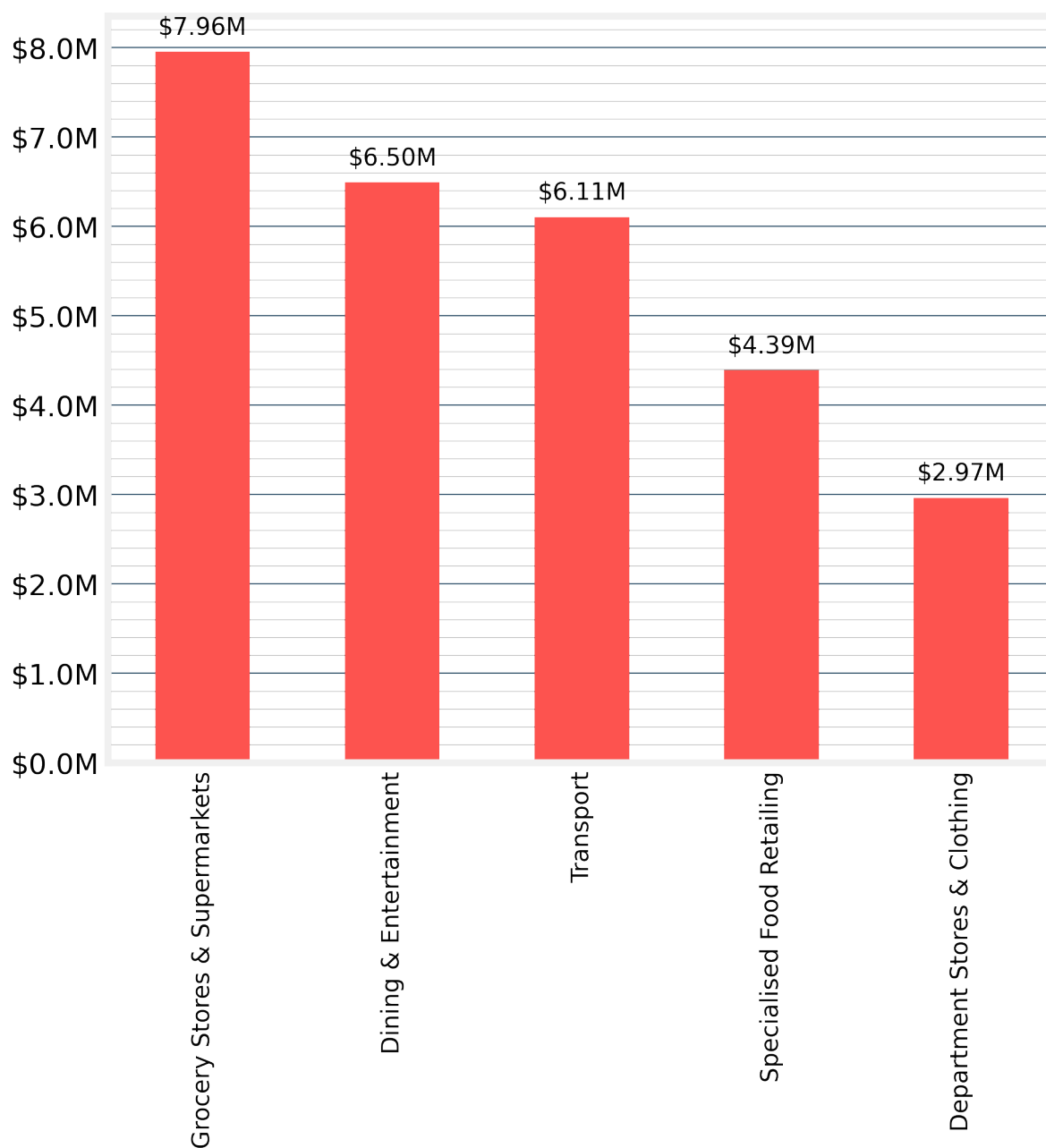

Over the last 63 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.

Expenditure by Expenditure Category

## The Top 5 Spending Categories for March 2024

Total Local Spend split by the top 5 Expenditure Categories.

| Category	Amount
Grocery Stores & Supermarkets	$7.96M
Dining & Entertainment	$6.50M
Transport	$6.11M
Specialised Food Retailing	$4.39M
Department Stores & Clothing	$2.97M

Spend by Origin and Destination

The Top 3 Suburbs by Total Local Spend for March 2024

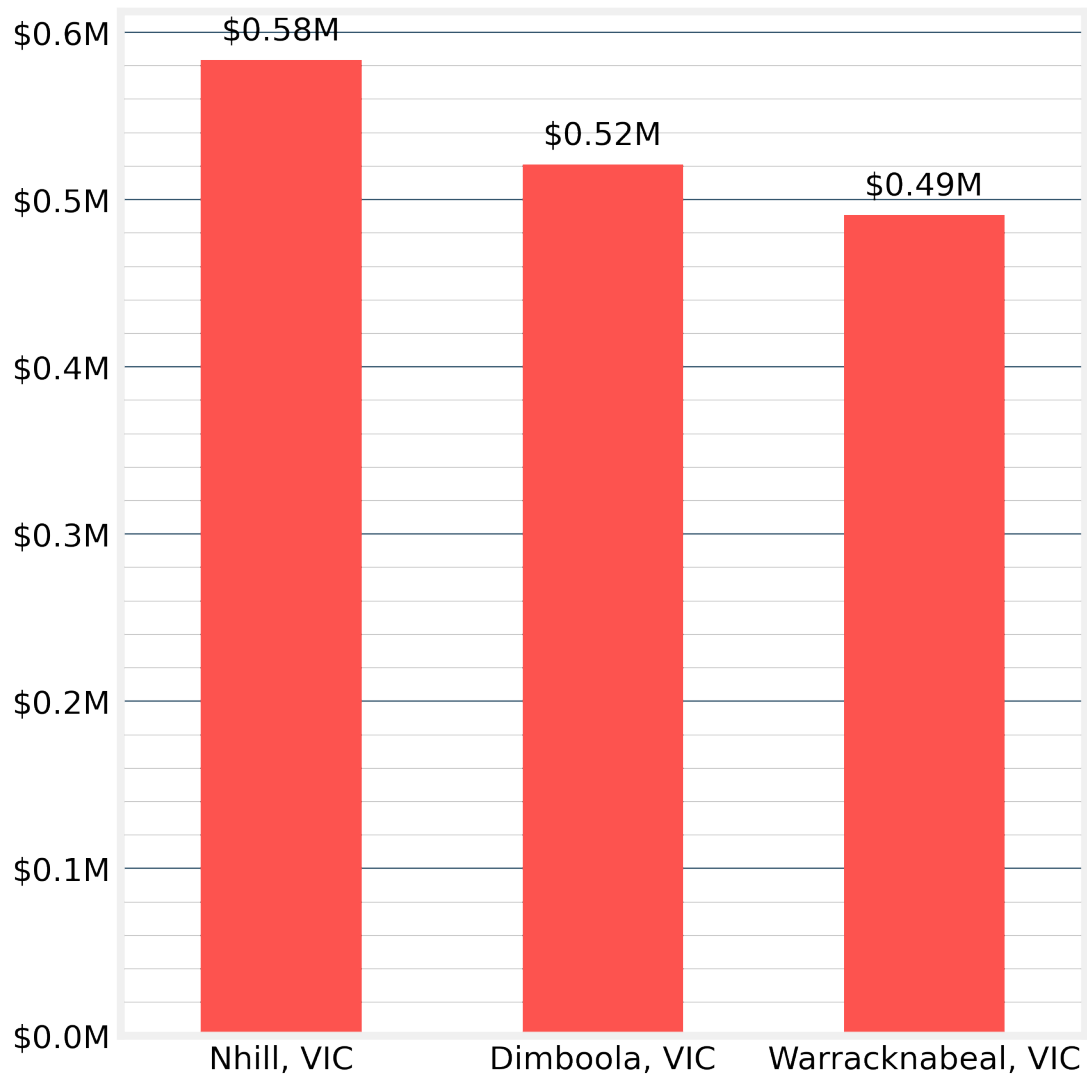Total Local Spend by Suburbs of destination (i.e. where the spending occurs)
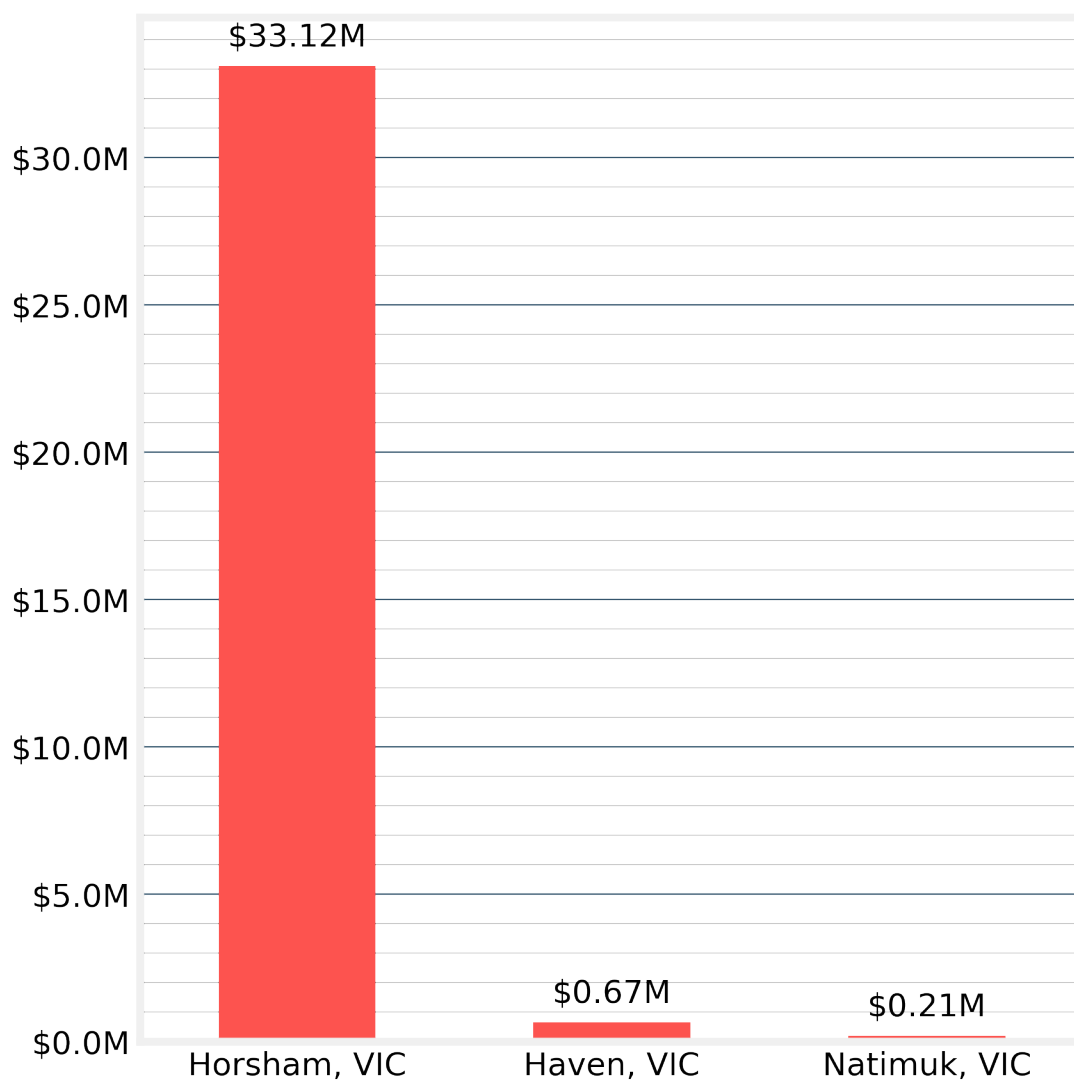
The Top 3 Suburbs by Resident Escape Spend for March 2024

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).
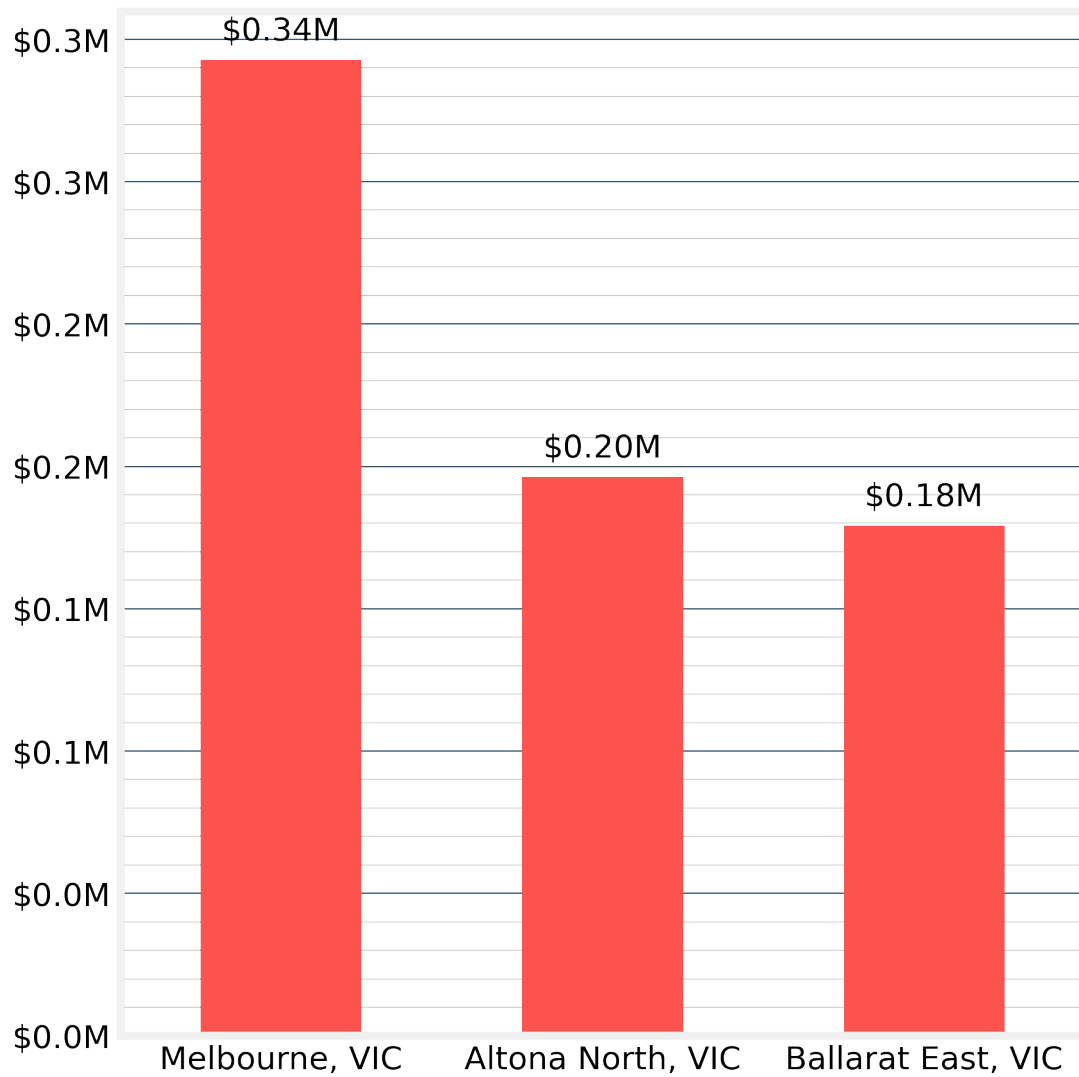
The Top 3 Suburbs by Visitor Local Spend for March 2024
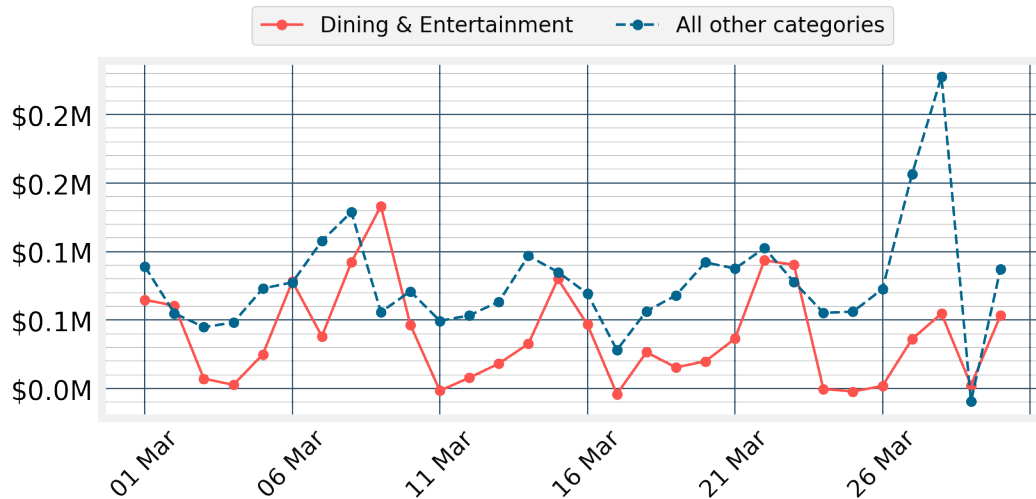
Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).

Night Time Economy

Night Time Economy for March 2024

The biggest spending night of the month of March 2024 was Thursday 28 March with Total Local Spend of $0.4M.This was made up of $0.1M in Dining and Entertainment spending and $0.3M spending in all other categories.

Disclaimer

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCILLOR TOUR
HELD ON TUESDAY 30 APRIL 2024

Attendance: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr L Power Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Alan Clyne (Bus Driver)

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

Nil

2.   ITINERARY

8:15am	Meet at Civic Centre
8:30am sharp	Board Bus
8:30am – 8:35am	Drive to Hamilton Street Pedestrian Bridge
8:35am – 8:40am	Pedestrian Bridge, Pathways and Lighting (John) (5mins)
8:40am – 8:45am	Drive to The Station, Pynsent Street
8:45am – 8:55am	The Station (Abdul Khan) (10mins)
8:55am – 9:00am	Drive to the Aquatic Centre
9:00am – 9:15am	Aquatic Centre Change Rooms (Dan Fischer) (15mins)
9:15am – 9:20am	Drive-by Hamilton Street Public Toilet (John)
9:20am – 9:25am	Drive to Wimmera Business Centre
9:25am – 9:45am	Wimmera Business Centre (Annie Mintern) (20mins)
9:45am – 9:50am	Drive to Baker Street
9:50am – 10:10am	Walk from Baker Street to Cenotaph
	City Oval Netball Courts (John)
	City Oval Events Stage (Madeleine)
	City Oval Hocking Street (Alan)
	Cenotaph Shade Paving & Artificial Turf
10:10am – 10:30am	**MORNING TEA**
10:30am – 10:40am	Board bus and drive to Golf Course Road (Axis Worx)
10:40am – 10:50am	Container Deposit Scheme – Axis Worx (10mins)
10:50am – 10:55am	Drive to Johnson Asahi Depot Site
10:55am – 11:05am	Johnson Asahi Depot Site (John) (10mins)
11:05am – 11:15m	Drive to Skate Park
11:15am – 11:20am	Container Deposit Scheme (5mins)
11:20am – 11:25am	Drive to Baillie Street Accessible Parking (John)
11:25am – 11:30am	Drive to Rail Corridor
11:30am – 11:45am	Rail Corridor (Landscape Plan) (Kevin) (15mins)
11:45am – 11:50am	Drive to GWMWater East Depot Site
11:50am – 11:55am	Service Club Relocation at GWMWater site
11:55am – 12:00pm	Drive to Kalkee Road Children's Hub
12:00pm – 12:45pm	Long Day Care discussions (Louise Kelly) and **LUNCH**

12:45pm – 1:25pm	Drive to Telangatuk (40mins)
	Look at varying gravel roads eg. Brennans Rd, Mt Talbot Rd, Speirs Rd (Cr Ross)
	Black Ranges Telangatuk (Cr Ross)
	Saunders Hill at Telangatuk (good phone coverage) (Cr Ross)
3:00pm – 3:45pm	Fulham Homestead, 29 Walcott Rd, Kanagulk
3:45pm – 5:00pm	Travel back to Horsham
5:00pm	Arrive Civic Centre

**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
MONDAY 13 MAY 2024 AT 5:00PM**

TO ATTEND: Cr Robyn Gulline, Mayor; Cr David Bowe, Cr Penny Flynn, Cr Claudia Haenel, Cr Les Power, Cr Bob Redden, Cr Ian Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

ATTENDED BY: Cr Robyn Gulline, Mayor; Cr David Bowe, Cr Penny Flynn, Cr Les Power, Cr Bob Redden, Cr Ian Ross (arrived at 5:04), Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

APOLOGIES: Nil

1. WELCOME AND INTRODUCTION

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

3. PRESENTATIONS

3.1 Horsham Flight Hub Master Plan **Appendix 3.1**   5:00pm – 5:45pm
Attending: Albert Stafford & Fiona Gormann *(both in person)*
Annie Mintern *(virtual attendance)*

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Grampians Tourism Destination Management Plan (and LAAP)   **5:45pm – 6:00pm**
Attending: Fiona Gormann *(in person)* and Annie Mintern *(virtual attendance)*
Appendix 4.1

4.2 Natimuk Advisory Committee Terms of Reference (Kevin)   **6:00pm – 6:10pm**
Attending: Fiona Gormann *(in person)* and Annie Mintern *(virtual Attendance)*
Appendix 4.2

4.3 Investment Attraction & Growth Report (Kevin) **Appendix 4.3**   **6:10pm – 6:20pm**
Attending: Fiona Gormann *(in person)*

5. CONFIDENTIAL REPORTS

5.1   Land Acquisition (Kevin) **Appendix 5.1**   **6:20pm – 6:35pm**

Attending: Fiona Gormann *(in person)*

6.   COUNCIL MEETING REPORTS FOR DISCUSSION (continued)

6.1   Community Grants & Donations 2024-25 (Kim) **Appendix 6.1**   **6:35pm – 6:55pm**

Attending: Susan Surridge

6.2   Community Engagement Policy Update (Kim) **Appendix 6.2**   **6:55pm – 7:05pm**

Attending: Susan Surridge

6.3   Review of Committees (Kim) **Appendix 6.3**   **7:05pm – 7:15pm**

Attending: Susan Surridge

6.4   Quarterly Performance Against the AAP (Kim) **Appendix 6.4**   **7:15pm – 7:30pm**

6.5   Street Name Blair (Kim) **Appendix 6.5**   **7:30pm – 7:35pm**

6.6   Proposal for Unnamed Road – Harnath (Kim) **Appendix 6.6**   **7:35pm – 7:40pm**

6.7   Bicycle and Shared Pathway Plan (Kevin) **Appendix 6.7**   **7:40pm – 7:50pm**

6.8   Early Years Plan (Kevin) **Appendix 6.8**   **7:50pm – 8:00pm**

6.9   DTP Maintenance Contract Extension (John) **Appendix 6.9**   **8:00pm – 8:05pm**

7.   REPORTS FOR INFORMATION ONLY

7.1   VCAT/Planning/Building Update (Kevin) **Appendix 7.1**

8.   GENERAL DISCUSSION (Sunil Bhalla)   **15 mins**
- Dadswells Bridge Community Meeting
- CCTV Cameras

9.   CLOSE

The meeting closed at 8.03pm.

DINNER

SUNIL BHALLA
Chief Executive Officer

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COMMUNITY MEETING HELD AT OLD DADSWELL TOWN
ON TUESDAY 14 MAY 2024 AT 5:30PM

TO ATTEND:	Cr Robyn Gulline, Mayor; Cr P Flynn, Cr D Bowe, Cr C Haenel, Cr L Power, Cr B Redden, Cr I Ross, Sunil Bhalla, CEO; Kim Hargreaves, Director Corporate Services; John Martin, Director Infrastructure, Kevin O'Brien, Director Communities & Place
ATTENDED:	Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr L Power, Cr B Redden, Cr I Ross, Sunil Bhalla, CEO; Kim Hargreaves, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Communities & Place; Mandi Stewart, Manager Community Services; Sue Frankham, Project Officer, Wimmera Emergency Management Team; Gloria McRae, Tourism & Business Development Liaison Officer
OTHER ATTENDEES:	Gavin Mathieson & Brett Moar (DEECA); Kendra Clegg (ERV)
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

Nil

3.   GENERAL QUESTIONS/ISSUES

John Martin – provided an overview of asset checking (pedestrian bridge, tennis court, etc), funding for bridge repair and safe solution for trucks and pedestrians on bridge

Kevin O'Brien – noted the roles and support from the Municipal Recovery Manager, Wimmera Emergency Management Team and Business Recovery who have been ensuring people are aware of support available. There have been individual meetings that have occurred, linking people to other agencies, one-on-one catchups with businesses.

Gavin Mathieson & Brett Moar (DEECA) – provided an overview on the rehabilitee phones lines, fence lines and fence lines bordering public land.

Kendra Clegg (ERV) – advised that support is available for people who didn't get insurance coverage for fences that border crown land and encouraged people to put in an application, even if they don't have photos – FFMV can help in providing evidence.

Questions from the community added to the discussion throughout. These questions related to property access impacted by fires, cleanup program, assistance to repair damage to properties, wildlife assessments, white post reflectors on roads, cracks in roads, Dadswells Bridge Hall car park signage, lighting and access.

4.   TEA/COFFEE/SUPPER AND INFORMATION DISCUSSIONS

The meeting closed at 7:00pm

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
MONDAY 20 MAY 2024 AT 5:00PM

TO ATTEND: Cr Robyn Gulline, Mayor; Cr David Bowe, Cr Penny Flynn Cr Claudia Haenel, Cr Les Power, Cr Bob Redden, Cr Ian Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

ATTENDED BY: Cr Robyn Gulline, Mayor; Cr David Bowe, Cr Penny Flynn, Cr Les Power, Cr Bob Redden, Cr Ian Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

APOLOGIES: Nil

1.   WELCOME AND INTRODUCTION

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

3.1   Budget Progress – Fees & Charges **Appendix 3.1**   **5:00pm – 6:15pm**
3.2   Quarterly Finance Report
Attending: Belinda Johnson

4.   CONFIDENTIAL REPORTS
4.1   Land Acquisition: *Verbal Report*: Independent Business Case **6:15pm – 6:35pm**
Attending: Fiona Gormann
4.2   Gas Supply Contract Agency Appointment (John) **Appendix 4.2**   **6:35pm – 6:40pm**
4.3   Provision of Cleaning Services   **6:40pm – 6.45pm**

5.   COUNCIL MEETING REPORTS FOR DISCUSSION
5.1   WAL Hub Land Sale (Kevin) **Appendix 5.1**   **6:45pm – 7:00pm**
Attending: Fiona Gormann

6.   GENERAL DISCUSSION (Sunil Bhalla)   **15mins**

- Growing Regions fund application outcome
- Regional Precincts and Partnerships program
- Wal Hub Investment opportunity
- Golf Course Hotel development

7.   CLOSE
The meeting closed at 7:36pm

SUNIL BHALLA
Chief Executive Officer

Minutes
Horsham Regional Livestock Exchange Board Meeting
Held on *11 April 2024*
At the Canteen, HRLE

---

1.   Welcome / Apologies

Present

David Grimble   John Martin
Richard Emmerson   Cr Ian Ross
Kevin Brymer   Richard Bansemer
Paul Christopher

Apologies

Ray Zippel,
Brittany Price, Agriculture Victoria

2.   Disclosure of Conflicts of Interest

Nil

3.   Notes of previous informal meeting – *29 February 2024*

Noted

4.   Business arising from previous minutes

   4.1   JM update on Burnt Ck Developments
        o   Brief status report on developments provided
   4.2   Visit to Frew – Thomas Foods
        o   Paul to arrange
   4.3   Transport Rep Vacancy Action
        o   JM to arrange advertising

JM advised about status of traffic blocks in emergency events. Following the Mt Stapylton fire there has been further discussion with agencies. There is a preparedness to consider fine tuning of traffic blocks through the Incident Control Centre.

5.   Correspondence

Nil

6.   Reports

6.1   Chairman's Report

David discussed a media article of relevance to saleyards. A number of saleyards are going into private hands. The article outlined fee structures of some – HRLE fees appear to be competitive. JM to circulate with minutes.

6.2   Infrastructure Director Report

Finance report indicated that salaries for the year a bit high. This will be offset as Paul is acting in the role of Manager Roads and Facilities, and some of his time will be accounted to other areas.

The budget process is lagging a bit at present. John to circulate proposed fees, for comment, when initial information is available. Anticipated that fees will be CPI indexed.

6.3   Operations of Exchange – Paul Christopher

The holding paddocks are being well used. This is helpful with our income otherwise a bit low at present.
There is a visit from South Australian representatives next week to look at saleyards arrangements. These reps indicated that their site used to have 1.5 million head throughput, but likely to be 450,000 this year.
Weed control is an ongoing issue with the wet early part of summer, even bindii with flowers still, and Bathurst burr.
Cessation of 3G has led to a requirement for a new card in the truck wash controller.
Agriculture Victoria – will be running a stock standstill exercise here, and in other locations. This will be held tentatively late April (*now scheduled for 6 June*). Looking at wash points and how to feed sheep in the paddocks. If a standstill occurs during a sale, no animals can leave the site.

6.4   Horsham Stock Agents Association – Richard Emmerson

Lois Fischer retiring from canteen on 26 June.
- There is still a demand for catering – needs a commitment from site users to buy
- Council to facilitate this process, advertising etc EOI
- Paul to seek figures from Lois
- Priority is breakfast, plus a drink
- Might need to place orders in advance
- Need to describe the normal hours
- Some options floated for consideration.

Numbers have built up with some recent rain, and the focus on cropping for the weeks ahead.
Tags are exceeding 98%
Liz and Daryl are doing a good job with yards – and asked for this praise to be passed on to them.

6.5   VFF Representative – Kevin Pymer

A concern about variable scanning results. Might relate to the type of tag.

6.6   Transport – Richard Bansemer (interim)

Nil to report

6.7 Agriculture Victoria – Brittany Price

Apology

6.8 Throughput

March was only 19,686, but there was no Easter sale
April last year was 29,880, but this year already 22,000
Ahead of last year, but still lower than long term average.
About 5000 agisted this week which is useful income.

7. General Business

- o Cr Ross noted that the Budget is being worked on at present and that this year is a Council election year.

8. Next Meeting

18 July 2024

David Grimble
Chair
Horsham Regional Livestock Exchange Board

HORSHAM
Rural City Council

MINUTES
Natimuk Economic & Social Plan Project Advisory Committee
15 May 2024 at 6pm
NC2 Community Centre

Present:
Annie Mintern, Gary Rasmussen, Alex Williams, Bill Lovel, Brian Klowss, Jasmine Butler

Apologies: Gloria McRae, Jed Haustorfer, Shaun Taylor

1. **Welcome/Introductions**

2. **Disclosure of Conflict of Interest**
   None

3. **Correspondence**
   Covered in Business Arising

4. **Business arising from previous meeting**
4.1. Annie to produce a chart which will focus on the actions in the plan
   - Chart created and hard copies distributed. Annie will send electronic version with minutes
4.2. Annie to invite someone from Parks Vic to attend our meeting to discuss the lake
   - Lisa was meant to attend this meeting, however declined on Monday
   - Annie to send an invite to our next meeting
   - Few issues with weir and not enough materials working through it now
4.3. Annie/Gloria to investigate options for a coffee van in Natimuk
   - Didn't affect café they are looking to sell
   - Big Bertha traded on Sunday and was sold out by lunchtime
   - Will continue trading every fortnight on Saturday and Sunday
4.4. Annie to invite a member of the foreshore committee to discuss the lake
   - Brian to arrange
   - Annie to call Danielle Fowler to see if DEECA would like to attend a meeting
4.5. Annie to speak to John about reopening the green waste facility
   - Waiting to hear back
4.6. Annie to call Jed to see if he's still interested in being in the group
   - Spoke to Jed and he's still keen to be involved. Has a new email address so hadn't been receiving the invitations
4.7. Caroline to meet with Jeanette Sudholz to discuss updated tourism marketing material
   - Not yet completed
   - Annie to follow up
4.8. Annie to investigate heritage grants to upgrade the clocktower
   - Waiting for heritage funding as it will also require a planning permit
   - Jasmine to send Annie a potential grant opportunity
4.9. Annie/Fiona to investigate the tip at Creek Rd
   - DEECA has given in principle approval to do something about it
   - HRCC coming up with a plan to get it removed. Investigations are still progressing.

4.10. Annie to contact GWM Water regarding the leakage at the sewerage ponds
- John met with GWM and thinks it's just groundwater
- Will wait until Winter to reinvestigate

4.11. Annie to find out who is responsible for the bird boxes. 61 Lake Ave one needs repairs
- Nati Field and Game want to replace all the bird boxes
- Annie to send Brian link to events grants
- Lions Club might be interested in installing the new boxes

4.12. John to enquire about Natimuk as a location for container deposit
- Email sent and they are looking into the possibility
- Annie to follow up with John

5. Presentation

Jasmine Butler – Horsham and Natimuk Housing Diversity and Affordability Strategy
- Discussion paper distributed to group
- Overview of findings so far
- Natimuk has a lot of land but not much for sale
- Guidance on built form of developments
- 38 years supply available
- Seeking feedback on housing capacity results
- Drop in session in Natimuk on Friday 17 May 4:30-6:30pm
- Webinar recording available
- School oval dangerous and not being used
- Education dept might be interested in selling
- Seeking feedback on strategic directions

6. Other Business

6.1. Dog Park/Playground
- Invite Mandy Kirsopp to attend next meeting

6.2. Council Meeting
- Tuesday 11 June 5pm - 30 minutes
- Update on what we've been doing and raise any issues/concerns
- **Brian and Bill will attend on behalf of the committee**

7. Next Meeting

12 June 6pm

8. Meeting Close

6:56pm