

Horsham Rural City Council Annual Action Plan - Year 2 2023-2024



Strategic Objectives

Theme 1 Community

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

Theme 2 Liveability

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

Theme 3 Sustainability












"... actively lead in sustainable growth and development of the community and the economy."



Theme 4 Accessibility

"... meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces."

Theme 5 Leadership

"... build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability."








Theme 1 – Community: Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
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	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	30 June annually	✓		
1.2 Support and empower localised community groups in their goals and plans ♥	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program	Report to Council on % increase of new successful applications	Community Relations & Advocacy	31 May annually	✓		
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	Report to Council on applications and assistance provided	Community Relations & Advocacy	31 May annually			
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding).	Venue is operational	Performance & Events	30 June 2024			
	1.2.4 Increase activation and promotion of outdoor venues	Report to EMT on usage of indoor and outdoor venues which will outline trends in venue usage with recommendations from that report to inform targeted activation where outdoor venues are underutilised.	Performance & Events	30 June 2024			
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces ♥	1.3.3 Develop a subdivision design and open space local planning policy.	Policy adopted by Council and Horsham Planning Scheme amended.	Strategic Planning & Heritage	30 June 2024			
	1.3.4 Develop an open space contribution rate(s) and a new local Public Open Space Contribution Policy.	Policy adopted by Council and Horsham Planning Scheme amended.	Strategic Planning & Heritage	30 June 2024			
	1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass.	Progress report on implementation plan	Executive	30 June annually			
1.4 Develop a principles based and community need driven planning approach for our infrastructure ♥	1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair	Recreation Facilities Maintenance and Use Policies and Procedures adopted by Council	Recreation & Open Space	30 June 2024			
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham ♥	1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement	Partnership agreement developed and adopted by Council	Executive	30 June 2025			
	1.5.3 Engage early with traditional owners in identifying and recognising places of cultural heritage significance.	Investment, Attraction and Growth monthly report	Strategic Planning & Heritage	Monthly			
	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	Process established to record and utilise suitable names	Executive	30 June 2025			
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings ♥	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	Visitation and product sales reported monthly to Council	Horsham Town Hall - Marketing & Customer Service	31 December 2023			
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	Report on the number of cultural events at Horsham Town Hall that will outline trends	Horsham Town Hall - Marketing & Customer	30 June annually	✓		






		in the number of events enriching cultural diversity with recommendations from that report to inform targeted promotion where required	Service				
	1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness	Horsham Planning Scheme amended	Strategic Planning & Heritage	31 December 2023			
	1.6.5 Prepare a conservation management plan for Horsham Botanic Gardens	Horsham Botanic Gardens Conservation Management Plan is endorsed by Council	Strategic Planning & Heritage	31 December 2025			

♥ Health Wellbeing Plan Priorities & Initiatives
















 In progress Completed Not delivered

Theme 2 – Liveability: HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
2.1 Promote opportunities for life long social interactions and enjoyment ♥	2.1.1 Design and promote activities in collaboration with the Older Persons Advisory Committee	Activities reported on in the Annual Report	Community Services & Safety	30 June annually			
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women’s Day & Seniors week	Events reported in the Quarterly Report	Executive	Quarterly			
2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ♥	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	Universal Access Guidelines adopted by Council	Community Services & Safety	31 December 2023			
	2.4.1 Seek funding opportunities through sport and recreation grants	Monthly Finance Report - Grants	Recreation & Open Space	30 June annually			
	2.4.2 Produce, publish & promote an annual program of HTH performances	Report to Council on participation at HTH events	Performance & Events	Quarterly	✓		
	2.4.3 Produce, publish & promote an annual program of visual art	Report to Council on participation at HTH events	Visual Arts	Quarterly	✓		
	2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion	Report to Council on Public art outcomes	Visual Arts	Quarterly	✓		
	2.4.5 Build on the quality of the Gallery's Visual Art Collection	Annual Report on the Art Gallery acquisitions	Visual Arts	30 June annually			
	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms	Progress report to Council.	Recreation & Open Space	30 June 2025			
2.5 Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing ♥	2.5.1 Municipal Early Years Plan 2019-2023 to be reviewed and updated	Updated Municipal Early Years Plan adopted by Council	Youth & Early Years	31 December 2023			
	2.5.2 Finalise the Dudley Cornell Reserve Master Plan	Master Plan adopted by Council	Recreation & Open Space	30 June 2024			
2.6 Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.6.1 Promote recreation activities in our natural environment to increase destination tourism and visitation	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
2.7 Develop a range of recreational opportunities with a focus on our natural environment and recreational waterways	2.7.1 Identify and seek out commercial opportunities to activate the riverfront	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
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	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			

2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members ♥	2.9.1 In partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	Quarterly Report	Community Relations & Advocacy	Quarterly			
	2.9.3 In partnership with our Health & Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs	Quarterly Report	Youth & Early Years	Quarterly			
2.10 Plan for sustainable and affordable housing needs of our community ♥	2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand	Investment, Attraction & Growth monthly report	Statutory Planning & Building Services	Monthly			
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	31 December 2024			
	2.10.3 Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	Strategic Planning & Heritage	30 June 2024			



















♥ Health Wellbeing Plan Priorities & Initiatives


 In progress
  Completed
  Not delivered

Theme 3 – Sustainability: HRCC will actively lead in sustainable growth and development of the community and the economy					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥	3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	30 June 2025			
	3.1.2 Undertake a review of the Wartook Valley Strategy.	Strategy adopted by Council and Horsham Planning Scheme amended Progress reports to Council.	Strategic Planning & Heritage	30 June 2025			
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan and Dadswell Bridge Community Action Plan	Progress report to Council	Business Development & Tourism	30 June annually			
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	Industrial land developed and ready for sale. Progress report to Council.	Business Development & Tourism	30 June annually			
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	A yearly submission to the Regional Connectivity program	Business Development & Tourism	30 November annually	✗		
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)	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
3.6 Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges ♥	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	Progress report to EMT	Waste & Sustainability	31 March annually			
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	Progress report to Council	Waste & Sustainability	31 March annually			
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	Plan adopted by EMT	Fleet	31 December 2023			
	3.6.4 Implement the actions from the electric vehicle transition plan	Progress report to EMT	Fleet	31 December annually			
	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	Progress report to Council on the implementation plan	Waste & Sustainability	April 2023	✓		
		Compliance reporting to Government	Waste & Sustainability	30 June annually			
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	Report to Council	Infrastructure	30 June annually			
3.8 Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.)	3.8.1 Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	Monthly Finance Report - Grants	Recreation & Open Space	30 June annually			
	3.8.2 Support communities to access Council owned recreational assets	Analysis of data to maximise utilisation of spaces	Recreation & Open Space	30 June 2023			

♥ Health Wellbeing Plan Priorities & Initiatives















 In progress
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  Not delivered









Theme 4 – Accessibility: HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and Spaces (** Health and Wellbeing Priorities and Initiatives)					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
4.1 Ensure a safe and connected transport network including active transport ♥	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	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 June annually			
	4.1.02 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	Progress report to Council	Assets	31 December 2023			
	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	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 June annually			
	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	Accident statistics	Assets	30 June annually			
	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	Zero fatality on Councils local roads; 50 % reduction in road related complaints	Assets	Quarterly Report			
	4.1.6 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	Report to Council on efficiencies achieved	Assets	30 September annually			
	4.1.7 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades	Assets	30 June annually			
	4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	Plan developed and adopted by Council	Recreation & Open Space	31 October 2023			
		Progress Report to Council		30 June annually			
	4.1.9 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	Plan developed and adopted by Council	Operations	30 September 2022			
		Horsham North area as a priority		30 June 2023			
	4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy	Funding secured to undertake planning work	Recreation & Open Space	30 June 2024			
	4.1.11 Upgrade asset system information to improve the planning and effectiveness of renewals funding	Asset database updated	Assets	31 March 2024			
4.2 Advocate for supporting infrastructure to ensure connections to key places and services ♥	4.2.1 Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions	Plan adopted by EMT	Community Services & Safety	31 December 2023			
4.3 Planning for places and spaces to provide connectedness and social inclusion ♥	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	Progress report to Council	Recreation & Open Space	30 June 2024			
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	A series of toilet additions/upgrades planned in successive budgets with progress reported to EMT	Infrastructure	30 June annually			
	4.3.5 Develop a detailed outdoor Play Space Plan	Plan adopted by EMT	Recreation & Open Space	31 December 2023			
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal	Progress report to Council	Operations	31 March annually			

	Tree Strategy						
4.4 Support lifelong learning opportunities for all people ♥	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	Deliver both a men's and women's program	Youth & Early Years	31 December annually	✓		
	4.4.2 Deliver the Schools Education Program at the Horsham Town Hall.	Report to Council	Visual Arts	30 June annually			

♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

Theme 5 – Leadership: HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
5.1 Build trust through meaningful community engagement and transparent decision making	5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities voices in our decision making	Quarterly Engagement Report to Council	Community Relations & Advocacy	Quarterly			
	5.1.2 Budget developed and adopted in line with statutory obligations	Annual Budget adopted by Council	General Accounting	30 June annually			
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	Horsham Town Hall Community Feedback Forum held annually	Horsham Town Hall - Marketing & Customer Service	30 June annually			
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	Procedure developed and Asset Plan reviewed annually	Assets	31 March annually	✓		
	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	System fully implemented	Infrastructure	30 December2023			
5.2 Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities	5.2.1 Develop a calendar of planned community engagements and proposed dates publicly available on our website	List of planned community engagements accessible on Council's website	Community Relations & Advocacy	Quarterly	✗		
	5.2.2 Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	Project Management Framework reviewed and adopted by EMT	Infrastructure	30 June annually	✓		
	5.2.3 Manage performance and finances in line with income and regulation	Monthly Finance & Performance Report	General Accounting	Monthly	✓		
		Quarterly report to the Audit and Risk Committee		Quarterly	✓		
	5.2.4 Promote grant funding options, resources and information available to community groups	E-newsletter distributed to community & recreational groups	Recreation & Open Space	Quarterly			
5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services	5.3.1 Develop Organisational non-financial reporting measures	Organisational performance measures reported in the Quarterly Performance Report	Governance	Quarterly	✓		
	5.3.2 Phone system upgrade including improved staff access and customer chat options	New phone system in place and additional features functional	Information Technology	30 June 2024			
	5.3.3 Be responsive to all asset related service requests, queries and complaints.	Monthly customer request report to EMT	Strategic Asset Management	Monthly			
	5.3.4 Prepare detailed plans for the relocation of the Council Depot	Plans adopted by EMT and presented to Council	Engineering Design	30 June 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	HRCC Place naming policy and procedure reviewed	Rates & Valuations	30 June 2023			
5.4 Attract, retain, respect, value and invest in quality staff	5.4.1 Implement the actions from the Gender Equality Action Plan	Progress Report to EMT	Human Resources	31 December annually			
	5.4.2 Implement the actions from the Workforce Plan	Progress Report to Council	Human Resources	Quarterly			
	5.4.3 Negotiate a new HRCC Enterprise Agreement #10	HRCC Enterprise Agreement #10 endorsed by Fair Work Commission	Human Resources	30 June 2023			
	5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	All risk registers current and being regularly reviewed.	Human Resources	30 June 2024			
	5.4.5 Implement actions from all internal audits	Quarterly Report to the Audit & Risk Committee	Human Resources	Quarterly			

5.5 Implement systems, processes and use of technology that support efficient and secure business operations	5.5.1 Participate in the implementation plan for the Rural Council's Corporate Collaboration (RCCC) project	RCCC implementation plan is followed. Progress reports provided to EMT	General Accounting	Monthly			
	5.5.2 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits.	Software is fully implemented and training completed	Governance	30 June 2024			
	5.5.3 Investigate and implement options for a customer request system	Software is fully implemented and staff training completed	Customer Service	30 June 2024			
	5.5.4 Investigate and implement a new electronic document management system	Software is fully implemented and staff training completed	Governance	30 June 2024			
	5.5.5 Implement a zero budgeting approach. To refresh project budgets and start from a zero base.	Annual Budget adopted by Council	General Accounting	30 June 2024			
	5.5.6 Implement recommendations from the Operations Improvement Project	Progress Report to EMT	Operations	Quarterly			
	5.5.7 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public	GIS system contains near real time data for public access	Assets	30 June 2023			
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes	5.6.1 Review and update Emergency Management Plans and Processes	Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available	Wimmera Emergency Management	30 June annually			
	5.6.2 Inform and educate the Community on emergency preparedness	Information available and disseminated via multiple channels and events	Wimmera Emergency Management	30 June annually			

 In progress
  Completed
  Not delivered