

Council Office

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Monday to Friday

8:30am to 5pm

Horsham Rural City COUNCIL PLAN 2025-2029

*Incorporating the
Municipal Public Health
and Wellbeing Plan*



Acknowledgement of Country

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

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Introduction

We proudly present the Horsham Rural City Council Plan 2025–2029. This Plan sets the strategic direction for Council to shape a thriving and sustainable future over the next four years and beyond.

Over recent months, more than 400 community members shared their views about where we are and what is essential for where we are heading. We heard about the desire for better roads and traffic flow, better access to facilities and health services, support for arts and heritage, and improved communication and transparency from Council.

We know there are real challenges ahead. Population shifts, workforce shortages, climate pressures, and access to essential services like

GPs, mental health care and housing are concerns that many communities across our region face. This Plan doesn't shy away from those realities.

This Council Plan responds to what we heard, recognises challenges, and focuses on the kind of region we want to build. It sets four themes - Liveability, Sustainability, Accessibility, and Leadership, and 15 strategies that describe how we'll achieve these objectives. We also highlight measures that will guide our efforts and help us deliver on the community's aspirations. The Plan includes our Municipal Public Health and Wellbeing Plan, ensuring a whole-of-council commitment to supporting the health, safety and wellbeing of everyone in our region.

As a Council, we are committed to leading with purpose and care. We will act with integrity, work alongside our community, and make decisions that support our people, places and services.

Thank you to everyone who contributed to the development of this plan and to those who make our municipality a great place to live. We look forward to driving the municipality forward while protecting what we value the most. We know we'll make significant progress with the whole community on board.



Our Councillors

Horsham Rural City Council consists of seven Councillors, each represents a single ward. Councillors work closely with the CEO and Executive to set the strategic direction and priorities for the municipality.



Mayor Cr Ian Ross
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Cr Brian Klowss
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Cr Rebecca Sluggett
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Cr Todd Wilson
Horsham North Ward
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Our Organisation

The Executive Management Team comprises the Chief Executive and three Directors.

Chief Executive Officer	Director Corporate Services	Director Infrastructure	Director Communities and Place
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Horsham Rural City Council employs approximately 311 (213 equivalent full-time).



Our Community

Horsham Rural City Council is in western Victoria and is bordered by the Northern Grampians, Hindmarsh, Yarriambiack, Southern Grampians, and West Wimmera local government areas.

Council provides a wide range of services and infrastructure that support the region's

wellbeing and liveability. These include maintenance of local roads and footpaths, waste and recycling, parks and open spaces, libraries, early years services, youth programs, planning and building services, arts and culture, business support, tourism development, environmental health, community safety, and emergency and risk management.

Council also advocates for the community on issues such as improving access to health care, education, transport, housing, and digital connectivity for our communities.



Our region is grounded in nature

Set along the banks of the Wimmera River and framed by the spectacular Grampians, Horsham Rural City is where open plains meet rocky escarpments, and nature is part of daily life. Mount Arapiles (Dyurrite), the Grampians (Gariwerd), rich agricultural lands, and vibrant wetlands provide a backdrop and a way of being. Whether it’s paddocks or peaks, the landscape defines how we live, work, and relate to one another.

Our foundations are ancient

The Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagulk peoples have cared for these lands for countless generations. Their stories run deep and are rich in knowledge systems and culture. The Wimmera is their Country. It speaks through cliffs that are ochre-red in colour, river gums, and stone. Horsham Rural City embraces the responsibility to walk together toward a truthful and shared future.

Our settlers reshaped the landscape

Horsham grew as a service centre, first for pastoral runs, then for emerging agricultural communities. Townships were surveyed, silos and machinery sheds rose, churches, institutes and post offices were built, and roads stitched together isolated homesteads. Our history is reinvention, reflected in weatherboards, windmills and verandahs wide enough to welcome all.

Our industry was built by hands in the soil

Generations of our people have worked these lands, embedding agriculture as the basis of our industrial identity. Broadacre cropping, livestock, and world-class agricultural research are central to our story. They sit side by side, adapting to change and looking ahead to global markets and climate-smart practice.

Our community serves and connects.

Horsham is the civic and commercial heart of the Wimmera. With more than 20,429 residents and growing, our municipality serves as the region’s hub for health care, education, retail, transport and recreation. Its location between Melbourne and Adelaide positions it as a strategic connector. We welcome travellers, transport goods, and offer opportunities for business and innovation.

Our community is creative and active

Across our Rural City, our communities are places of movement and expression. We come together on sports courts and grounds, in clubrooms, community halls, CFA sheds, and beneath stage lights. We meet in halls, libraries and along river walks. Creativity is found in performances, galleries, our sense of adventure, and the resourcefulness of our volunteers. Our community life is shaped by pride, participation and expressing ourselves.

Our community has distinct places

Our municipality comprises dozens of rural localities, each with its own character. Many were established in farming traditions that span generations. Others bathe in scenic beauty, exploration, and artistic energy. Others look toward renewable energy, community innovation, and quiet retreat. Together, they form a colourful mosaic of places where tradition meets innovation, and community spirit thrives.

Our people are resilient and connected

From bushfires and droughts to global disruptions, we know how to adapt, plan, and move forward. Our strength lies in our people, families, volunteers, and innovators. We are known for looking out for each other and facing challenges with realism and resolve.




Our Place



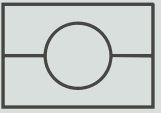
Our People

If Horsham Rural City's 2021 population of 20,429 equated to 100 people, there would be:



49 Males **51** Females

22 aged under 18 years
50 aged between 18 and 59 years
28 aged over 60 years



2 Aboriginal and Torres Strait Islanders



7 born overseas


5 speaking languages other than English at home



37 have a long-term health condition


6 have a disability

12 have more than one long-term health condition



75 who live in families

13 who live by themselves



68 who own or mortgage a house


24 who rent

Our people aged 15 years and older
If our 16,696 people aged over 15 years equated to 100 people, there would be:



41 who completed Year 12

24 who completed higher education



22 with an individual income less than \$400 per week

61 in the labour force
39 not in the labour force



23 who volunteer

14 who care for someone with a disability



Our labour force
If our labour force of 10,177 people aged over 15 years equated to 100 people, there would be:

56 working full time

34 working part time


7 away from work

3 unemployed and looking for work

Source: ABS Census. profile.id. All data 2021 unless stated.


Our Economy

Top industries of employment in our community:

-  Health Care and Social Assistance
-  Retail Trade
-  Construction
-  Education and Training
-  Accommodation and Food services
-  Public Administration and Safety



10,271
Jobs



\$1.2 billion
Regional Exports



3.5%
Unemployment Rate



\$3.8 billion
Economic Output



Top Industry Exporter
Agriculture, Forestry and Fishing
\$355 million



Source: Remplan Economy

Integrated strategic planning and reporting framework

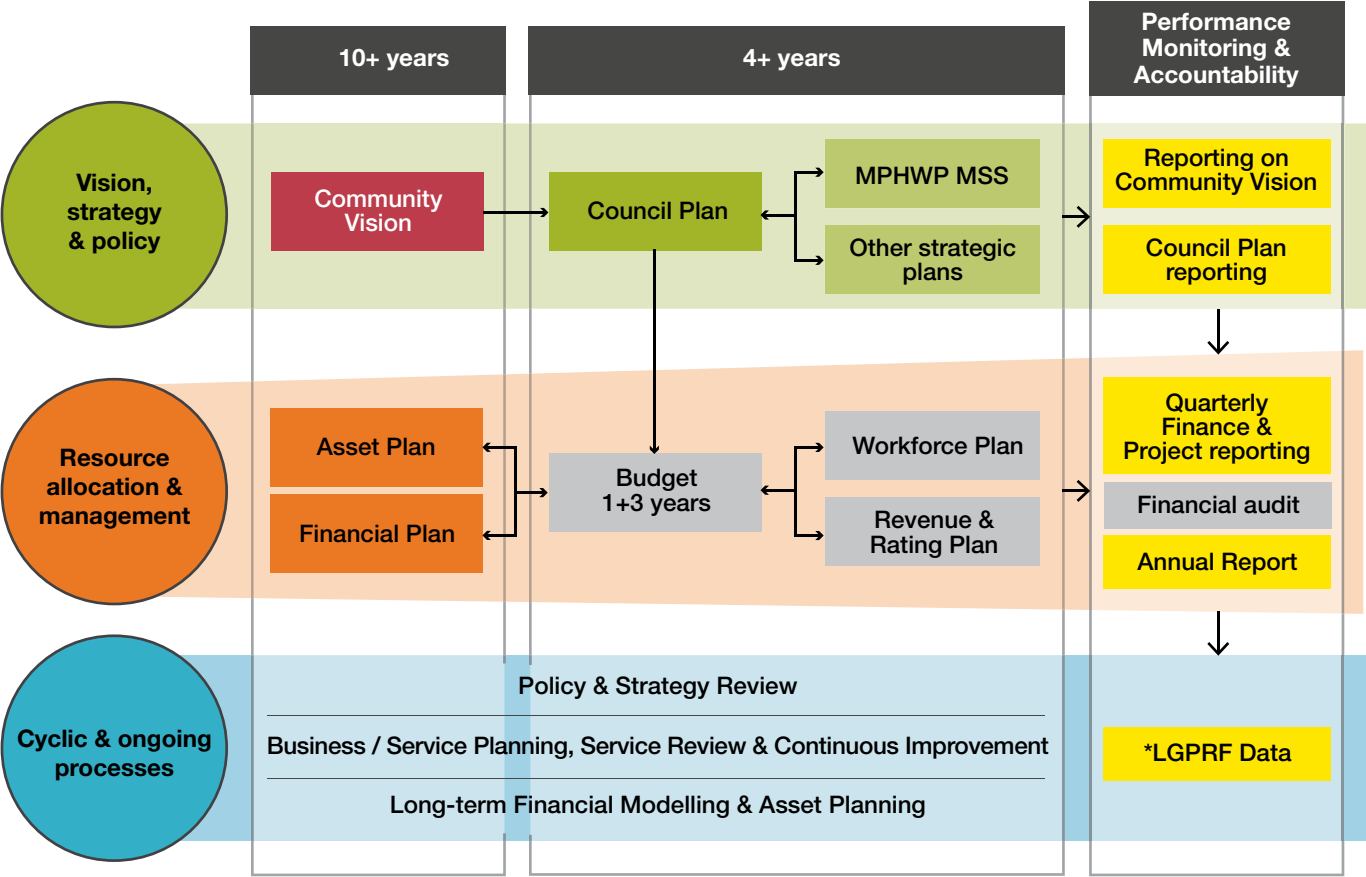
Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for each financial year and the subsequent 3 financial years);
- An Annual Report (for each financial year); and
- Financial Policies.

The *Local Government Act 2020* also requires councils to prepare:
A Workforce Plan (including projected staffing requirements for at least 4 years);

The Health and Wellbeing Act 2008 requires Councils to prepare: Municipal Health and wellbeing Plan (for at least the next 4 financial year).

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government.



What you told us

To review the Community Vision and to inform Council’s strategic direction for the next four years and develop this 2025-2029 Council Plan, we engaged extensively and listened closely to our community.

Between March and September 2025, over 415 community members shared their perspectives. The community got involved by completing surveys, attending workshops and stakeholder interviews, and providing written submissions.

Total participation	415
Population	20,429
% of population engaged	2

Strengths

Horsham Rural City community members were asked to identify what they liked the most about where they live. The top five strengths were:

- **Local people and spirit:** People who are friendly, resilient, and giving, with a shared enthusiasm for bringing people together from diverse backgrounds.
- **Lifestyle:** Peace of rural life, complemented by affordability and freedom, and the proximity to nearby towns.
- **Our towns and places:** Well maintained public spaces and nicely revitalised CBD, and tidy streetscapes, with character and vibrancy.
- **Arts and culture:** Dynamic and creative culture enabled by events, activities and great facilities such as the Town Hall, Art Gallery and showgrounds.
- **Sense of community:** A close knit community where strong friendships are created and people feel connected and cared for.

Challenges

Horsham Rural City community members were asked what they felt were the current challenges within their community. The top six challenges were:

- **Social issues:** Community division over mining, changes to access some areas for rock climbing, increased intolerance, political polarisation and social fragmentation.
- **Roads:** High urban traffic, limited bike separation, low safety near schools. Some narrow rural roads are poorly drained and badly marked.
- **Leadership and representation:** Frustrations with Council over-regulation, lack of funding and advocacy. Planning processes and decision making.
- **Jobs and employment:** Trade, teacher, medical and professional staff shortages. Small business struggling to attract and retain staff.
- **Health services:** Poor availability of local healthcare services especially GPs, mental health, aged care, childcare and disability support services, including the downgraded status of Wimmera Base Hospital.
- **Proximity and remoteness:** Long travel distances isolate residents and create difficulties in accessing services, sourcing equipment, and attracting audiences.

Priorities


Horsham Rural City community members were asked to consider the top priorities they would like to see achieved in the next ten years. The top six priorities were:

- **Roads and traffic:** Reduce traffic volumes in urban areas, advance a highway bypass and new bridge, and improve rural road maintenance.
- **Council and development:** Desire for improved advocacy, funding, recognition, collaboration, communication and transparency.
- **Strong community:** Connect people, networks, and places to build a safe, united, and liveable community.
- **Facilities:** Renew sporting facilities, playgrounds and arts venues to provide better access and use by all ages and abilities.
- **Health services:** Improve access to local health services, especially hospitals, mental health services, and aged care, to reduce the need to travel.
- **Arts, heritage and history:** Support artists through local commissions and promote recognition and education of the First Nations community.

Full Engagement Outcomes Report is available at www.hrcc.vic.gov.au

Horsham 2041 Community Vision


In 2041, Horsham Rural City is the vibrant, liveable heart of the region, thriving on growth and social connectedness. Empowering people to live, work and access opportunities for wellbeing, recreation and culture, now and into the future.



Liveability


We are a place where open spaces are valued, housing is diverse, and health and wellbeing are prioritised.

Our community is diverse yet connected, and everyone feels a strong sense of belonging.



Sustainability


We are driven by economic growth in a healthy and safe, natural environment.



Accessibility

We are an accessible rural community welcoming people from across the Wimmera and beyond.

Our infrastructure makes it easier for everyone to participate fully in community life.



Leadership

We are an engaged population contributing to decisions that affect our lives, with a trusted and capable Council leading with integrity and responsibility.

About the Council Plan

The Horsham Rural City Council Plan 2025-2029 sets out the Council’s strategic direction for the next four years. It defines our objectives and key strategic moves.

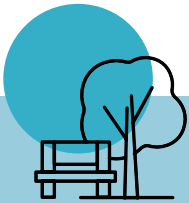
The Council Plan is a requirement under the *Local Government Act 2020* and seeks to advance the Horsham 2041 Community Vision, which describes the community’s long term aspirations for the municipality.

As required under the *Public Health and Wellbeing Act 2008*, the Council Plan also incorporates Horsham Rural City Council’s Municipal Public Health and Wellbeing Plan. This integrated approach strengthens Council’s commitment to creating the conditions for all residents to live healthy, safe and connected lives.

To lead with purpose and care to shape a thriving and sustainable future. We will:

- Lead with courage and integrity.
- Work with our community to shape our future.
- Nurture our people, places and services.

Service excellence



Liveability

A healthy, connected and vibrant community that supports people to live, work and thrive.

1. Promote health and wellbeing for people of all ages and abilities.
2. Celebrate and grow recreation, arts and cultural opportunities.
3. Support community leadership and local action.
4. Create welcoming places that reflect our identity and encourage connection.



Sustainability

A region that grows sustainably and protects what matters.

5. Protect biodiversity and care for natural and built assets.
6. Adapt to minimise climate impacts.
7. Support business and stimulate investment.
8. Use sound planning to balance growth and protect what matters.



Accessibility

A municipality that is easy to access, move through and participate in.

9. Improve transport networks within our community and beyond.
10. Improve access to quality services, public space and facilities.
11. Ensure our community can access resilient and reliable assets and services.

Corporate operations



Leadership

A trusted and capable Council that leads with integrity and responsibility.

12. Make transparent and evidence-based decisions.
13. Demonstrate sound financial and asset management.
14. Foster a high performing organisation.
15. Strengthen engagement, advocacy and partnerships.



Health and Wellbeing Plan

Supporting Community Health and Wellbeing

Horsham Rural City Council has embedded the Municipal Health and Wellbeing Plan into the Council Plan to ensure the health and wellbeing of our community is a top priority. This integrated approach strengthens our commitment to creating safe, inclusive, and healthy environments where everyone can thrive—no matter their age or stage of life.

Over the next four years, this plan will guide our efforts to protect, promote, and enhance public health and wellbeing across our municipality, in line with the *Victorian Public Health and Wellbeing Act 2008*.

Our Health and Wellbeing Profile

How people rate their health and wellbeing in Horsham Rural City Council:



79.1%
Females
(vs 78.9 Vic State estimate)

82.2%
Males
(vs 77.9 Vic State estimate)

Fruit consumption
Percentage of people that consume the recommended daily amount of fruit in Horsham Rural City:



45.2%
Females

33.8%
Males

People who meet their daily requirements of physical activity in HRCC:



44.9%
Females

48.1%
Males

Percentage of people who are pre-obese or obese in HRCC:



45.2%
Females

33.8%
Males

34% increase



Family Violence

In 2024 there were 721 instances family violence per 100,000 population, an increase of 34% of incidents reported compared to 2022

Perception of safety
Percentage of people that feel safe in Horsham Rural City walking alone at night:



37.9%
Females

71.6%
Males



Climate Change

Community Engagement from development of this plan showed that people are most concerned with the following environmental impacts:

- Bushfires
- Drought
- Decreasing average rainfall

Percentage of people who smoke in HRCC:



27.2%
Females

6.3%
Males



46.8%
Females

68.8%
Males

Lifetime risk of harm from alcohol related disease or injury:



65
Females

114
Males

In 2021 there were 179 alcohol and drug related hospital admissions in Horsham Rural City Council:

There are an estimated 95 people experiencing homelessness in Horsham Rural City Council:



95 People



Sexual and reproductive health
Adolescent births (rate per 1,000 women):

- Horsham 19.2
- Victoria 8.2



People living with poor mental health in Horsham Rural City Council:

- Females 1217.01 per 10,000 (1142.2 State Average)
- Males 774.23 per 10,000 (756.6 State Average)



Social connection in Horsham Rural City Council:

70.1% of females agree they are part of a close-knit community (vs 71% State Average)

83.1% of males agree they are part of a close-knit community (vs 68.1% State Average)

Listening to Our Community

To shape a Health and Wellbeing Plan that truly reflects our community’s needs, Council made inclusive engagement a priority. We recognise that people of all abilities, backgrounds, ages, genders, sexual orientations, and faiths may have different needs when it comes to participating in community conversations. Making sure everyone has a voice is essential to building a fair and welcoming community for all.

Between March and May 2025, Council held a range of engagement activities to hear from as many people as possible. Council received responses from more than 307 people who engaged in one or the more of the following:

- A session with people from Culturally and Linguistically Diverse (CALD) backgrounds through their English language class
- A session with people living with disability through their life skills class
- A drop-in consultation at the Civic Centre for the general community
- Two workshops with 14 partner organisations and service providers that strive to achieve the Victorian Public Health and Wellbeing Plan 2023-2027 Priorities
- An online survey about the Council Plan and Community Vision, including questions on health and wellbeing
- A dedicated Health and Wellbeing survey focusing on key issues like family violence and climate change

Working Together for a Healthier Community

Improving health and wellbeing is a shared goal across our community. Many different factors influence wellbeing, and no single organisation can achieve lasting change alone. Strong partnerships, networks, and collaboration are essential to building a safe, healthy, and inclusive community for everyone.

Many local service providers are already working toward health and wellbeing priorities. They are passionate, well-connected, and committed to achieving the best outcomes for individuals and the wider community.

Council delivers some direct services such as youth and early years programs—but is also committed to working alongside local, state, and national organisations to improve health and wellbeing outcomes for our community.

Key partners in delivering the Health and Wellbeing Plan include (but are not limited to):

- Barengi Gadjin Land Council
- Centre for Participation
- CoRE Alliance (HRCC is a member of the Communities of Respect and Equality Alliance)
- Department of Education and Training
- Federation University
- Goolum Goolum Aboriginal Cooperative
- Grampians Community Health
- Grampians Public Health Unit
- Headspace Horsham
- Horsham Aquatic Centre
- Horsham Community House
- Regional Development Victoria
- Salvation Army
- The Sexual Assault and Family Violence Centre
- Uniting Wimmera
- Victoria Police
- Western Victoria Primary Health Network
- Wimmera Catchment Management Authority
- Wimmera Southern Mallee Development
- Wimmera Health Care Group
- Wimmera Homelessness Alliance
- Wimmera Regional Library Corporation
- Wimmera Regional Sports Assembly
- Wimmera Southern Mallee LLEN
- Women’s Health Grampians
- Other Wimmera Councils

The role of Council to deliver our health and wellbeing priorities

Council has various roles to meet and deliver its’ health and wellbeing priorities. These include:



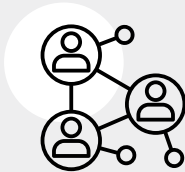
ADVOCATE

Promoting the interests of the community to other decision makers and influencers.



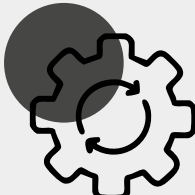
PARTNER

Forming partnerships and strategic alliances with other parties in the interests of the community.



FACILITATOR

Assisting others to be involved in activities by bringing groups and interested parties together.



PROVIDER

Delivering services.



FUNDER

Funding other organisations to deliver services.



REGULATOR

Regulating activities through local law or policy.



Focus areas for our municipality in line with State priorities

Our six health and wellbeing priority areas have been informed by an extensive examination of health status and health determinant data at a local level, community and stakeholder engagements, and legislation requirements.

Priorities

- 1.Preventing all forms of violence
- 2.Increasing active living
- 3.Improving wellbeing
- 4.Reducing harm from alcohol and drug use
- 5.Increasing healthy eating
- 6.Tackling climate change and its impacts on health



Preventing all forms of violence

Family and sexual violence are serious public health concerns that impact individuals, families, and the broader community. The trauma can affect mental health, financial stability, housing security, and children's wellbeing, including their school attendance and development.

In Horsham Rural City, family violence incidents have been rising, with 721 reported cases in 2024 a 10.2% increase from the previous year. This trend highlights the urgent need for coordinated action.

Women are particularly vulnerable during pregnancy and relationship separation, and violence can significantly affect their sexual and reproductive health. Alcohol and other drug (AOD) use is a major contributing factor to violence, and addressing AOD related harm can lead to safer, healthier communities.

Evidence also shows that violence increases during and after natural disasters, such as bushfires and floods, reinforcing the need for strong, supportive systems during times of crisis.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner



Increasing active living

Staying active benefits more than just your physical health. Regular movement including walking, cycling, and other forms of active transport can boost mental wellbeing, support reproductive health, lower the risk of injury, and even contribute to climate action.

Physical activity helps improve mood, self-esteem, and sleep quality. Spending time outdoors and connecting with nature also plays a powerful role in mental health reducing anxiety and depression, while offering chances to connect with others and build stronger community ties.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner/ Provider



Improving wellbeing

Wellbeing plays a vital role in our overall health. It's shaped by a combination of physical, mental, emotional, and social factors, and contributes directly to positive mental health.

When wellbeing is supported, it leads to better learning outcomes, increased creativity and productivity, stronger relationships, improved physical health, and longer life expectancy.

Because the factors that influence wellbeing extend beyond the mental health system, lasting change requires a united effort. Governments, businesses, and communities must work together to create environments that support wellbeing.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner



Increasing healthy eating

Eating in line with the Australian Dietary Guidelines supports both personal health and environmental sustainability. Diets rich in vegetables, fruits, and wholegrains and low in highly processed discretionary foods not only improve physical health but also contribute to lower carbon emissions.

Nutritious food choices are also linked to better mental wellbeing across all ages and life stages.

Creating environments that make healthy eating easy and accessible benefits physical health, mental wellbeing, and the planet. This means ensuring everyone has access to safe, nutritious, and sustainable food options.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner



Reducing harm from alcohol and drug use

The factors that lead to alcohol and other drug (AOD) use are complex and closely linked to many other aspects of health and wellbeing. AOD related harm often occurs alongside poor mental health, as both share common risk and protective factors. By supporting mental health and wellbeing, we can also help reduce the harms associated with AOD use.

Reducing AOD related harm brings wide-reaching benefits for individuals and the broader community. It can help prevent the spread of blood-borne viruses, reduce the physical and mental impacts of drug overdoses, lower the risk of family violence, and decrease the number of road incidents linked to AOD use.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner



Tackling climate change and its impacts on health

Community engagement on the Health and Wellbeing Plan and Council Plan, strongly showed that our communities largest concern regarding environmental impact was bushfires, drought, decreasing average rainfall and waste pollution. These concerns reflect the growing impact of climate change on our region and the need for local action to protect both our environment and our health.

Working together to care for our environment through climate action can helps reduce health risks. A collaborative approach will ensure our community is better prepared for future challenges.

The role of Horsham Rural City Council is:
Advocate/ Facilitator/ Funder/ Partner/ Regulator

Monitoring and Evaluation

The Major Initiatives outlined under each theme Liveability, Sustainability, Accessibility, and Leadership demonstrate Council's strong commitment to implementing the Municipal Health and Wellbeing Plan, ensuring the best possible outcomes for our community's health and wellbeing.

We also follow a structured framework to guide the delivery and evaluation of our actions. This framework is available on Council's website for community access and transparency.

Our Strategic Themes



Liveability

A healthy, connected and vibrant community that supports people to live, work and thrive.

COMMITMENT	MEASURE
1. Promote health and wellbeing for people of all ages and abilities	<ul style="list-style-type: none">• Infant enrolments in the MCH service• Participation in MCH service• Participation in MCH service by Aboriginal children• Participation in 4-week Key Age and Stage visit• Time taken to action food complaints• Food safety assessments• Food safety samples
2. Celebrate and grow recreation, arts and cultural opportunities	<ul style="list-style-type: none">• Number of Horsham Town Hall performances• Number of Horsham Town Hall public programs• Number of exhibitions and public art outcomes• Horsham Town Hall audience satisfaction rates
3. Support community leadership and local action	<ul style="list-style-type: none">• Number of community and events grants provided by Council• Number of nominations received for municipal Australian of the year awards• Number of participants in Community Leadership Program
4. Create welcoming places that reflect our identity and encourage connection	<ul style="list-style-type: none">• Number of community events supported by Council• Number of community events hosted by Council• Number of Horsham Town Hall performances• Number of Horsham Town Hall public programs• Number of exhibitions and public art outcomes



MAJOR INITIATIVES	25/26	26/27	27/28	28/29	Health and Wellbeing
1.1 Deliver a Community Inclusion Plan (Including Age Friendly Plan) and review the Youth Strategy		✓	→		✓
2.1 Implement and Review the Creative Horsham Strategy*	✓	✓			✓
2.2 Confirm scope of City Oval future works, and deliver priority actions*	✓	→	→	→	✓
2.3 Develop an Events Strategy	✓				✓
3.1 Continue to provide opportunities for participation in Community Leadership Programs*			✓		
4.1 Determine remaining priorities from the CAD Revitalisation Streetscape Plan, and deliver priority projects*	✓	✓	✓		✓
4.2 Develop an Outdoor Play Space Plan and deliver priority projects*	✓	→	→	→	✓
4.3 Review the Investment Attraction Strategy with a focus on readiness for major development (e.g. workforce and housing)*	✓				✓
4.4 Aquire and refurbish the Wesley Performing Arts Centre	✓	✓	→	→	✓

* Subject to funding allocation from Council or external grants

✓ Major Initiative delivered during this period	✓ Major Initiative assists Health and Wellbeing	→ Initiative aspects delivered across multiple years
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SUPPORTING STRATEGIES AND PLANS

- Community Inclusion Plan
- Youth Strategy
- Creative Horsham Strategy
- Sawyer Park City Oval Concept Plan
- CAD Revitalisation Streetscape Plan (under Sawyer Park City Oval Concept Plan)
- Investment Attraction Strategy (under Outdoor Play Space Plan)
- Outdoor Play Space Plan
- Events Strategy

SUPPORTING SERVICES

- Community Safety
- Social Infrastructure Support
- Aquatic Recreation
- Library
- Parks and Gardens
- Performing Arts Centre & Visitor Services
- Sports and Recreation
- Youth and Early Years
- Operations Management



Sustainability

A region that grows sustainably and protects what matters.

COMMITMENT	MEASURE
5. Protect biodiversity and care for natural and built assets	<ul style="list-style-type: none">• Number of trees planted annually• Number of roadside rabbit burrows ripped/fumigated
6. Adapt to minimise climate impacts	<ul style="list-style-type: none">• Kerbside collection waste diverted from landfill• Waste management measure in Customer Satisfaction Survey
7. Support business and stimulate investment	<ul style="list-style-type: none">• Visitation rates of Visitor Information Centre• Report on credit card expenditure in municipality (Spend map)• Business occupancy rates (HRCC captures)
8. Use sound planning to balance growth and protect what matters	<ul style="list-style-type: none">• Planning applications decided within required time frames• Council planning decisions upheld at VCAT



MAJOR INITIATIVES	25/26	26/27	27/28	28/29	Health and Wellbeing
5.1 Increase Canopy cover in urban areas	✓	✓	✓	✓	✓
5.2 Review the Municipal Emergency Management Plan including the Municipal Fire Management Plan	✓				✓
6.1 Continue to reduce Council’s carbon emissions and develop a plan to adapt to climate change	✓	→	→	→	✓
6.2 Develop a Master Plan for the Doon Landfill to extend its operational life	✓				✓
7.1 Review, prioritise and seek external funding opportunities for Tourism in partnership with key stakeholders*	✓	✓	✓	✓	✓
8.1 Develop a Council Property Strategy	✓	✓			✓
8.2 Finalise a Housing Diversity and Affordability Strategy	✓				✓
8.3 Develop a Rural Housing and Settlement Strategy*		✓			✓
8.4 Finalise Horsham South Structure Plan to coordinate land and infrastructure development*		✓			✓
8.5 Complete Planning Scheme Amendment for adopted studies	✓	✓			✓
8.6 Commence relocation of Council Depot from Selkirk Drive*	✓	✓	→	→	✓

* Subject to funding allocation from Council or external grants


✓ Major Initiative delivered during this period	✓ Major Initiative assists Health and Wellbeing	→ Initiative aspects delivered across multiple years
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SUPPORTING STRATEGIES AND PLANS

- Greening Greater Horsham Tree Strategy
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Zero Net Emissions Action Plan
- Central Activity District Revitalisation Streetscape Plan
- Investment Attraction Strategy
- Tourism Local Area Action Plan
- Horsham City Urban Renewal Plan
- Horsham Heritage Study

SUPPORTING SERVICES

- Animal Management
- Emergency Management
- Environmental Health
- Business Development and Tourism
- Commercial Operations
- Economic Development
- Natural Resource Management
- Statutory Planning and Regulations
- Strategic Planning Services
- Sustainability



Accessibility

A municipality that is easy to access, move through and participate in.

COMMITMENT	MEASURE
9. Improve transport networks within our community and beyond	<ul style="list-style-type: none">• Sealed local roads maintained to condition standards• Sealed local roads requiring intervention to meet condition standards• External funding received for transport upgrades• Sealed roads measure in Customer Satisfaction Survey• Unsealed roads measure in Customer Satisfaction Survey
10. Improve access to quality services, public space and facilities	<ul style="list-style-type: none">• Number of accessibility audits on new capital projects• Number of Gender Impact Assessments on Council projects• Library membership• Library visits per head of population• Utilisation of Aquatic Facilities
11. Ensure our community can access resilient and reliable assets and services	<ul style="list-style-type: none">• Number of formal advocacy submissions made to State and Federal Governments• Maintain relationship with Wimmera Emergency Management Councils



MAJOR INITIATIVES	25/26	26/27	27/28	28/29	Health and Wellbeing
9.1 Confirm a preferred route for the Horsham bypass*	✓	✓			
10.1 Update the Horsham Aquatic Centre Plan to improve facilities and develop funding strategy*		✓			✓
10.2 Adopt the Domestic Animal Management Plan and implement recommendations	✓				
10.3 Deliver key priorities from the Community Facilities Strategy*	✓	→	→	→	✓
10.4 Develop an Active Recreation Sporting Strategy	✓	✓			✓
11.1 Deliver the 24/7 Library Access project	✓				✓
11.2 Develop Wimmera Libraries Strategy*		✓			✓

* Subject to funding allocation from Council or external grants

✓ Major Initiative delivered during this period

✓ Major Initiative assists Health and Wellbeing

→ Initiative aspects delivered across multiple years

SUPPORTING STRATEGIES AND PLANS

- Rural Road Network Plan
- Horsham Urban Transport Plan
- Aquatic Centre Master Plan
- Horsham Open Space Strategy
- Domestic Animal Management Plan

SUPPORTING SERVICES

- Streetscape and Public Conveniences
- Waste Management Services
- Infrastructure - Rural
- Infrastructure - Urban
- Parking and Traffic Management





Leadership


A trusted and capable Council that leads with integrity and responsibility.


COMMITMENT	MEASURE
12. Make transparent and evidence-based decisions	<ul style="list-style-type: none">• Council decisions made at meetings closed to the public• Councillor attendance at council meetings• Community decisions measure in Customer Satisfaction Survey
13. Demonstrate sound financial and asset management	<ul style="list-style-type: none">• LGPRF Financial Indicators• Expenditure on Community Assets (maintenance costs)• Value for money measure in Customer Satisfaction Survey• Number of bookings on Council community facilities (IMS)
14. Foster a high performing organisation	<ul style="list-style-type: none">• Number of Gender Impact Assessments• Overall direction measure in Customer Satisfaction Survey• Overall performance measure in Customer Satisfaction Survey• Continue to improve performance reporting to the Community
15. Strengthen engagement, advocacy and partnerships	<ul style="list-style-type: none">• Customer service measure in Customer Satisfaction Survey• Overall direction measure in Customer Satisfaction Survey• Community decisions measure in Customer Satisfaction Survey• Continue to improve performance reporting to the Community• Community consultation and engagement measure in Customer Satisfaction Survey• Number of community engagements led by Council




MAJOR INITIATIVES	25/26	26/27	27/28	28/29	Health and Wellbeing
12.1 Develop overarching Council Funded Grants Strategy	✓	✓			✓
13.1 Develop service plans including meaningful measures of performance		✓			
13.2 Undertake a program of service reviews*			✓		
14.1 Develop Customer Engagement Strategy and embed in the organisation*		✓	✓		
14.2 Develop and implement an Organisational Performance Strategy		✓			
15.1 Finalise the Aboriginal Commitment and Action Plan and commence implementation*	✓	→	→	→	✓
15.2 Partner with Barengi Gadjin Land Council to progress Reconciliation and Settlement Agreement actions	✓	→	→	→	✓
15.3 Advocate to all levels of government in line with Council's Priorities	✓	✓	✓	✓	✓

* Subject to funding allocation from Council or external grants

 Major Initiative delivered during this period

 Major Initiative assists Health and Wellbeing

 Initiative aspects delivered across multiple years

SUPPORTING STRATEGIES AND PLANS

- Service Profiles
- Draft Aboriginal Commitment and Action Plan
- Advocacy Priorities
- Workforce Plan
- Gender Equity Action Plan
- Customer Service Charter
- Financial Plan
- Asset Plan

SUPPORTING SERVICES

- Communities & Place Directorate
- Corporate Services Directorate
- Infrastructure Services Directorate
- Engineering Services
- Strategic Asset Management
- Accounting Services
- Community Relations and Advocacy
- Governance & Leadership
- Information Technology
- People & Safety
- Revenue Services

Our Major Infrastructure Commitments

Throughout the duration of this Council Plan, we are dedicated to planning and delivering major infrastructure projects that will provide enduring benefits for our community.

We have identified key projects and renewals expected to make the most significant contribution to the future of Horsham Rural City Council. As we progress, our focus will increasingly shift toward renewing and upgrading existing infrastructure to ensure it continues to meet the evolving needs of our growing community.

Should we secure substantial external funding, we will also be positioned to pursue additional large-scale infrastructure projects beyond those outlined in this plan.

Deliver

The below illustrates projects we aim to plan and deliver over the next four year period.

KEY PROJECTS	PROJECT COST (\$)
Depot relocation works	4,500,000
Landfill cell construction	3,362,057
Rail corridor development	1,600,000
O'Callaghans streetscape and safety	1,348,000
Burnt Creek industrial roads and drainage	1,270,000
City Oval Netball Clubrooms	1,100,000
Urquhart Street bike paths, amenity, safety	900,000
Renewal open space assets (Urban)	784,649
Horsham Aerodrome – main apron reconstruction	682,163
New footpaths – streets without footpaths	672,000
Three bridges roads safety Treatments	450,400
Kenny Road transfer station upgrade	432,018
Extend bike tracks from bike plan	415,349

KEY RENEWALS	PROJECT COST (\$)
Rural gravel resheeting	5,800,000
Rural road reconstruction	4,999,820
Rural reseals	2,200,000
Wesley Performing Arts Centre refurbishment	2,000,000
Strengthening various bridges	1,831,748
Heavy patching rural	1,632,438
Enterprise Estate Stages One and Two	1,620,000
Rural roads shoulder resheeting and reconstruction	1,230,000
Urban roads reconstruction	1,200,000
Urban roads heavy patching	1,087,213
Urban reseals	1,000,000
Bridges asset renewal	800,000
Microsurfacing urban	800,000
Rural Local Roads Final Seals	749,013
Kerbs and channel renewal	615,534
Footpaths renewal program	600,000

KEY PLANNING	PROJECT COST (\$)
Wimmera Regional Sports Stadium planning and design	250,000
Railway Corridor development of land	100,000
CBD Revitalisation Planning	100,000



