

Horsham Rural City Council

ANNUAL ACTION PLAN

2022-2023



STRATEGIC OBJECTIVES

Theme 1 Community

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



Theme 3 Sustainability

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

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.

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.



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.



Annual Action Plan 2022-23 Theme 1 - Community

Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	1.1.1 Implement the recommendations in relation to a strategic planning committee (s) from the Committee Structure Review #Community Panel	Committees in place and operational	Governance	31 July 2022
	1.1.2 Review and update the HRCC Advocacy Priorities resource document	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	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 #Council Plan Target	Report to Council on % increase of new successful applications	Community Relations & Advocacy	31 May each year
	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 each year
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding).	Venue is operational	Performance & Events	30 June 2023
	1.2.4 Increase activation and promotion of outdoor venues	Report to EMT on usage of indoor and outdoor venues	Performance & Events	30 June 2023
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces **	1.3.1 Implementation of all actions identified in the 2019-2022 Community Inclusion Plan #Council Plan Target	Annual progress report to Council	Project Office - Community Services & Safety	31 January each year
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	New Community Inclusion Plan adopted by Council	Project Office - Community Services & Safety	31 December 2022
	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements)	Policy adopted by Council	Strategic Planning & Heritage	31 July 2022
	1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme	Policy adopted by Council	Strategic Planning & Heritage	30 June 2023
	1.3.5 Develop the Horsham North Local Area Plan	Horsham North Local Area Plan adopted by Council	Strategic Planning & Heritage	31 December 2022
	1.3.6 Implement the Horsham North Local Area Plan	Progress report on implementation plan	Executive	31 December in each year
		Horsham North Local Area Plan adopted by Council		
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 2023
	1.4.1.1 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 2023
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 #Council Plan Target	Partnership agreement developed and adopted by Council	Executive	30 June 2023
	1.5.2 Deliver on the Horsham Silo project with Barengi Gadjin Land Council to promote, celebrate & share first nation stories of significance	Silo art complete	Arts Culture & Recreation	30 September 2022
	1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early.	Report presented to Council Cultural Heritage Overlay completed	Strategic Planning & Heritage	30 June 2023
	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	31 December 2024 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	Marketing & Customer Service (Horsham Town Hall)	30 June 2023

Annual Action Plan 2022-23 Theme 1 - Community

Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings **	1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue	Visitation reported monthly to Council	Marketing & Customer Service (Horsham Town Hall)	31 December 2022
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity #Community Panel	Report on the number of cultural events at Horsham Town Hall	Marketing & Customer Service (Horsham Town Hall)	Annually
	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 Botanical Gardens	Horsham Botanical Gardens Conservation Management Plan is endorsed by Council	Strategic Planning & Heritage	31 December 2024
	1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme.	Heritage Controls complete and incorporated into HRCC Planning Scheme	Strategic Planning & Heritage	30 June 2023
1.7 Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco and gambling related harm **	1.7.1 Lead and Partner on public initiatives to improve awareness and knowledge of family violence	Report on initiatives in Annual Report	Project Office - Community Services & Safety	30 September 2022
1.8 Support the communication process to increase knowledge of local health and community services available to the public **	1.8.1 Implementation and training on use of the newly developed accessible documents guide	Training is provided and guidelines embedded within Council	Project Office - Community Services & Safety	30 June 2023

Annual Action Plan 2022-23 Theme 2 - Liveability

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			(** Health and Wellbeing Priorities and Initiatives)	
Priorities & Initiatives	Action	Measure	Team	Due By
2.1 Promote opportunities for life long social interactions and enjoyment **	2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group	Activities reported on in the Annual Report	Project Office - Community Services & Safety	30 June in each year
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Womens Day & Seniors week	Events reported in the Quarterly Report	Executive	30 June in each year
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	Project Office - Community Services & Safety	30 June 2023
	2.2.2 Partner with the WRLC to promote the library and related events through Council's public notice page #Council Plan Target	Report to Council via the Quarterly Report (LGPRF)	Community Relations & Advocacy	Quarterly each year
2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience **	2.3.1 Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project - including detailed design drawings	Stage 1 Actions finalised	Project Office - Infrastructure	31 Dec 2022
	2.3.2 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2	Concept plan endorsed by Council. Works underway.	Recreation & Open Space	31 December 2022
2.4 Encourage participation, diversity and growth in sports, events, arts and culture	2.4.1 Seek funding opportunities through sport and recreation grants	Monthly Finance Report - Grants	Recreation & Open Space	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	Annually
	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms	Works finalised in prep for season commencing December 2025. Progress report to Council.	Recreation & Open Space	30 June 2025
	2.4.7 Oversee Contract management of the horsham aquatic services	Monthly contract review report to EMT	Recreation & Open Space	Monthly in each year
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 2023
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 in each year
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	October in each year
2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	2.8.1 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
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
	2.9.2 In partnership with our Health & Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	Annually
	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
	2.9.4 In partnership with our Health & Wellbeing partners, advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options	Quarterly Report	Project Office - Community Services & Safety	Quarterly each year
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 #Council Plan Target	Investment, Attraction & Growth monthly report	Statutory Planning & Building Services	Monthly in each year
	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	31 December 2023

Annual Action Plan 2022-23 Theme 3 - Sustainability

Theme 3 - Sustainability - HRCC will actively lead in sustainable growth and development of the community and the economy		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
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 2024
	3.1.2 Implement the recommendations from the Wartook Valley Strategy	Progress report to Council	Strategic Planning & Heritage	30 June each year
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan	Progress report to Council	Business Development & Tourism	30 June 2024
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.1 Work with local business leaders throughout the municipality to develop business confidence and growth	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
	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 in each year
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 each year
3.4 Support business resilience and recovery from the impact of business interruption	3.4.1 Implement the recommendations from the Investment Attraction plan	Progress report to Council	Business Development & Tourism	30 June 2025
	3.4.2 Work with local business to activate the Horsham town centre (CAD)	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
3.5 Advocate for mining in our region to meet world's best practice	3.5.1 Submission to the Environmental Effects Statement (EES) for the Avonbank mining project to ensure that the license reflects world best practise.	Submission lodged by due date	Statutory Planning & Building Services	TBA
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) #Council Plan Target	Progress report to EMT	Waste & Sustainability	31 March in each year
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan #Council Plan Target	Progress report to Council	Waste & Sustainability	31 March in each year
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	Plan adopted by EMT	Fleet	31 December 2022
	3.6.4 Implement the actions from the electric vehicle transition plan	Progress report to EMT	Fleet	31 December in each year
	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 #Council Plan Target	Progress report to Council on the implementation plan	Waste & Sustainability	31 March in each year
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project #Council Plan Target	Report to Council	Project Office - Infrastructure	30 June in each year
3.7 Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats	3.7.1 Seek funds to educate and assist groups at Green Lake to maintain safe & compliant use of marine and aquatic environments #Community Panel	Monthly Finance Report - Grants	Recreation & Open Space	31 December 2022
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	Annually
	3.8.2 Support communities to access Council owned recreational assets #Community Panel	Analysis of data to maximise utilisation of spaces	Recreation & Open Space	30 June 2023

Annual Action Plan 2022-23 Theme 4 - Accessibility

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)	
Priorities & Initiatives	Action	Measure	Team	Due By
4.1 Ensure a safe and connected transport network including active transport **	4.1.01 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 each year
	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 2022
	4.1.03 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	Community Satisfaction Survey Results released in May each year
	4.1.04 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 #Council Plan Target	Accident statistics	Assets	30 June each year
	4.1.05 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
	4.1.06 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 each year
	4.1.07 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades	Assets	30 June 2023
	4.1.08 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	Plan developed and adopted by Council Progress Report to Council	Recreation & Open Space	30 September 2022 30 June each year
	4.1.09 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	Plan developed and adopted by Council Progress Report to Council	Operations	30 September 2022 30 June each year
	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
4.2 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 #Community Panel	Plan adopted by EMT	Project Office - Community Services & Safety	30 June 2023
	4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge	Hamilton Street Pedestrian Bridge project is complete	Engineering Design	30 June 2023
4.3 Planning for places and spaces to provide connectedness and social inclusion**	4.3.1 Create a pipeline of projects as identified through the Open Space Strategy #Council Plan Target	Progress report to Council	Recreation & Open Space	31 December each year
	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	One Plan per year developed and adopted by EMT	Recreation & Open Space	31 December each year
	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 23
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	Plan adopted by EMT Progress report to EMT	Project Office - Infrastructure	1 December 2021 30 June in each year
	4.3.5 Develop a detailed outdoor Play Space Plan	Plan adopted by EMT	Recreation & Open Space	30 June 2023
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy	Progress report to Council	Operations	31 March each year
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	Completion of both a mens and womens program	Youth & Early Years	30 June 2022
	4.4.2 Deliver the Dept of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.	Report to Council on participation at Horsham Town Hall	Visual Arts	30 June each year

Annual Action Plan 2022-23 Theme 5 - Leadership

Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability				
Priorities & Initiatives	Action	Measure	Team	Due By
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 in each year
	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	Marketing & Customer Service (HTH)	Each calendar year
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	Procedure developed and Asset Plan reviewed annually	Assets	31 March in each year
	5.1.5 Investigate and Implement a Project Management Software System	System fully implemented	Project Office - Infrastructure	30 June 2023
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	Calendar updated 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	Project Office - Infrastructure	30 June in each year
	5.2.3 Manage performance and finances in line with income and regulation	Monthly Finance & Performance Report Quarterly report to the Audit and Risk Committee	General Accounting	Monthly in each year Quarterly in each year
	5.2.4 Promote grant funding options, resources and information available to community groups	Enewsletter distributed to community & recreational groups	Recreation & Open Space	Approximately once every two months
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 developed and endorsed by EMT 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 2023
	5.3.3 Be responsive to all asset related service requests, queries and complaints. #Council Plan Target	Monthly customer request report to EMT	Strategic Asset Management	Monthly in each year
	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 2023
	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	Annually
	5.4.2 Implement the actions from the Workforce Plan	Progress Report to Council	Human Resources	Quarterly in each year
	5.4.3 Negotiate a new HRCC Enterprise Agreement #10	HRCC Enterprise Agreement #10 endorsed by Fair Work Commission	Human Resources	30 June 2022
	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	31 December 2022
	5.4.5 Implement actions from all internal audits	Quarterly Report to the Audit & Risk Committee	Human Resources	Quarterly in each year
	5.4.6 Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities.	Commitment to providing healthy options endorsed by EMT	Human Resources	30 June 2024
	5.4.7 Implement new Child Safe Standards	Standards and processes are in place that comply with the legislation	Human Resources	31 December 2022
	5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture	Actions completed	Human Resources	31 December 2022
5.5 Implement systems, processes and use of technology that support efficient and secure business operations	5.5.01 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
	5.5.02 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	31 December 2022
	5.5.03 Investigate and implement options for a customer request system	Software is fully implemented and staff training completed	Customer Service	31 December 2022
	5.5.04 Investigate and implement a new electronic document management system	Software is fully implemented and staff training completed	Governance	31 December 2024
	5.5.05 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

Annual Action Plan 2022-23 Theme 5 - Leadership

Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability				
Priorities & Initiatives	Action	Measure	Team	Due By
5.5 Implement systems, processes and use of	5.5.06 Implement recommendations from the Operations Efficiency Project	Progress Report to EMT	Operations	Quarterly in each year
	5.5.07 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
	5.5.08 Investigate an automated weighbridge operation at the Dooen Landfill	Report to EMT	Operations	31 December 2022
	5.5.09 Installation of an External Weather Proof Digital Promotions Sign in Wilson Street	Sign installed and operational	Marketing & Customer Service (HTH)	30 June 2024
	5.5.10 Upgrade & update Visit Horsham Website	Website is live	Marketing & Customer Service (HTH)	31 December 2022
	5.5.11 Installation of Smart Sensors on all Council owned facilities to measure demand and plan for asset upgrades & renewal	Asset Plan reviewed annually	Recreation & Open Space	30 June 2023
	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 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	5.6.2 Inform and educate the Community on emergency preparedness	Information available and disseminated via multiple channels and events	Wimmera Emergency Management	30 June 2023