

Annual Action Plan 2024-2025



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."

The below represent the actions scheduled for completion between 1 July 2024 and 30 June 2025 to ensure that the priorities and initiatives in the Council Plan 2021-2025 are achieved.

Key:

♥ Health Wellbeing Plan Priorities & Initiatives

Theme 1 – Community: Horsham Rural City Council will develop the municipality as diverse, inclusive and vibrant community		
Priorities & Initiatives	Action	Outcome
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	Annually updated HRCC Advocacy Priorities Resource and Report
1.2 Support and empower localised community groups in their goals and plan ♥	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program	Report to Council on % increase of new successful applications
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	Report to Council on applications and assistance provided
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces ♥	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
	1.3.8 Infrastructure Plan for Horsham South Structure Plan	Plan to be adopted
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 ♥	1.5.3 Engage early with traditional owners in identifying and recognising places of cultural heritage significance.	Investment, Attraction and Growth monthly report
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings ♥	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	Report on the number of cultural events at Horsham Town Hall that outlines trends in the number of events enriching cultural diversity with recommendations from that report to inform targeted promotion where required

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

Priorities & Initiatives	Action	Outcome
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 in the Annual Report
	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
2.4 Encourage participation, diversity and growth in sports, events, arts and culture	2.4.1 Seek funding opportunities through sport and recreation grants	Grants secured reported in the quarterly financial and annual reporting
	2.4.2 Produce, publish & promote an annual program of Horsham Town Hall performances	Report to Council on participation at Horsham Town Hall events
	2.4.3 Produce, publish & promote an annual program of visual art	Report to Council on participation at Horsham Town Hall events
	2.4.4 Develop and deliver an annual program of public art commissions, installations & promotion	Report to Council on Public art outcomes
	2.4.8 Contract a music promoter to provide a large-scale event at the Horsham Events Stage at the City Oval in early 2025	A large-scale event held at the City Oval Events Stage after its completion
	2.4.9 Development of an Active Recreation and Sport Strategy for the municipality	Active Recreation and Sport Strategy funded, developed and adopted by Council
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
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
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
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
	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
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

Theme 3 – Sustainability: Council will actively lead in sustainable growth and development of the community and the economy

Priorities & Initiatives	Action	Outcome
3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan and Dadswell Bridge Community Action Plan	Plan completed
	3.1.4 Boosting business, tourism and the economy in line with the objectives of the Natimuk Economic and Social Plan	Progress report to Council
	3.1.5 Develop a framework for businesses wanting to increase tourist visitation to the Horsham Rural City Council area	Framework adopted by Council
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.
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
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
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 Council's Executive Management Team
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	Progress report to Council
	3.6.4 Implement the actions from the electric vehicle transition plan	Plan adopted by Council's Executive Management Team
	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	Compliance reporting to Government
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	Report to Council
	3.6.7 Update of the zero-carbon plan focussing on climate change adaptation to help the council achieve its zero-carbon goal and make the local community more resilient to climate change	Updated plan adopted by Council
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	Increase in registrations and/or utilisation of the HRCC Grant Finder tool

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

Priorities & Initiatives	Action	Outcome
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	Delivery of Road Management Plan priorities
	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	Delivery of Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016 priorities
	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	Reduction in preventable accidents due to road conditions (Zero fatality on Councils local roads; 50% reduction in road related complaints)
	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	Council Asset Plan service levels met and reported
	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
	4.1.7 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades
	4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	Progress Report to Council
	4.3 Planning for places and spaces to provide connectedness and social inclusion ♥	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan
4.3.6 Implement the actions from the Greening Greater Horsham Municipal		Progress report to Council
4.3.7 Develop Landscape Guidelines for use by individual and commercial property developers		Guidelines adopted by Council
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	Delivery of the program
	4.4.2 Deliver the Schools Education Program at the Horsham Town Hall.	Report to Council

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

Priorities & Initiatives	Action	Outcome
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
	5.1.2 Budget developed and adopted in line with statutory obligations	Annual Budget adopted by Council
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	Horsham Town Hall Community Feedback Forum held annually
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	Procedure developed and Asset Plan reviewed annually
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
	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 Council's Executive Management Team
	5.2.3 Manage performance and finances in line with income and regulation	Quarterly finance reporting to Council and Audit and Risk Committee
	5.2.4 Promote grant funding options, resources and information available to community groups	Increase in registrations or utilisation of the HRCC Grant Finder tool and/or increase in subscriptions to e-newsletter
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
	5.3.3 Be responsive to all asset related service requests, queries and complaints.	Monthly customer request report to Council's Executive Management Team
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 Council's Executive Management Team
	5.4.2 Implement the actions from the Workforce Plan	Progress Report to Council
	5.4.5 Implement actions from all internal audits	Quarterly Report to the Audit & Risk Committee
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 delivered on time and on budget. Progress reports provided to the RCC Project Board.
	5.5.6 Implement recommendations from the Operations Improvement Project	Progress Report to Council's Executive Management Team
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
	5.6.2 Inform and educate the Community on emergency preparedness	Information available and disseminated via multiple channels and events

The below represent the multi-year projects that are scheduled for completion by 30 June 2025 to ensure that the priorities and initiatives in the Council Plan 2021-2025 are achieved.

Theme 1 – Community: Horsham Rural City Council will develop the municipality as diverse, inclusive and vibrant community		
Priorities & Initiatives	Action	Outcome
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
	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
Theme 2 – Liveability: 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		
2.4 Encourage participation, diversity and growth in sports, events, arts and culture	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydrotherapy pool, spa, steam and sauna rooms	Progress report to Council.
2.10 Plan for sustainable and affordable housing needs of our community ♥	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	Strategy adopted by Council
Theme 3 – Sustainability: Council will actively lead in sustainable growth and development of the community and the economy		
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 Council's Planning Scheme	Strategy adopted by Council
	3.1.2 Undertake a review of the Wartook Valley Strategy.	Strategy adopted by Council and Horsham Planning Scheme amended, progress reports to Council.

The below represent the multi-year projects that are scheduled for completion by 31 December 2025 to ensure that the priorities and initiatives in the Council Plan 2021-2025 are achieved.

Theme 1 – Community: Horsham Rural City Council will develop the municipality as diverse, inclusive and vibrant community		
Priorities & Initiatives	Action	Outcome
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings ♥	1.6.5 Prepare a conservation management plan for Horsham Botanic Gardens	Horsham Botanic Gardens Conservation Management Plan endorsed by Council