Theme	Strategy	Initiative/Priority	Actions	Role of Council	Relevant Priority Areas	Organisation Partners	Responsible Directorate of Council	Measures of outcomes To be developed at future workshop
Accessibility	An integrated, strategic and needs based approach to investing in our places and spaces	Strategic planning for places and spaces to provide connectedness and social inclusion	Develop strategic plan for key high use buildings e.g. library for long term sustainability to provide connectedness and social inclusion	Deliver / Partner	Strengthening economic development Improving mental health/social connection	WRLC, HAC, Horsham Neighbourhood House	Communities & Place	
Accessibility	Improved and connected transport services and networks in and around the region	Ensure a safe and connected transport network including active transport (e.g. bike and walking paths, mobility aid use)	Plan for walkability, accessibility and connections in planning design of areas including green spaces (including town centre and rural towns areas *Walkability includes all design aspects to make an area walkable e.g. shade, seats, crossings, water fountains etc	Deliver	Increasing healthy eating and active living Tackling climate change	Grampians Regional Advocacy Service, Parks Victoria, Wimmera PCP, WWHS, WHCG (IHP)	Communities & Place	
Accessibility		Advocate for supporting infrastructure to ensure connections to key places and services	Plan for a safe and connected active transport network (e.g. bike paths, walking paths, mobility aids etc)	Deliver / Partner	Increasing healthy eating and active living Tackling climate change	WHCG (IHP), WCMA, WWHS	Communities & Place	
Accessibility			Advocate for supporting infrastructure (rail, road, internet, river crossings, electricity transmission & generation) to support connections to key places and services	Advocate	Strengthening economic development Improving mental health/social connection Tackling climate change	WSM Regional Partnership, VicRoad. Vic Trade, WHCG	Communities & Place	
Accessibility	Diverse services, programs and facilities that are accessible to all	Strategic planning for places and spaces to provide connectedness and social inclusion	Identify and activate options within the town centre that create a linked network with current facilities and open spaces.	Deliver	Strengthening economic development Improving mental health/social connection	WHCG (IHP)	Communities & Place	
Community	A region that acknowledges and engages with First Nations people on place, connection and truth	culture of our traditional owners through strengthening relationships and partnerships with the	Take a leadership role in supporting Aboriginal people's position on deep issues of place, connection and truth	Deliver	Improving Aboriginal health and wellbeing	RAP holders (incl Fed Uni), All non- Aboriginal organisations to be partners	Leadership Team	
Community		Aboriginal and Torres Strait Islander community in Horsham	Recognise areas and places of cultural and historical significance (with particular focus on Aboriginal significance) that maintain connection to places, land and culture	Deliver/Partner	Strengthening economic development Improving mental health/social connection Improving Aboriginal health and wellbeing	VicRoads, BGLC, GGAC, FedUni	Communities & Place	

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Community	An inclusive, accessible, connected and safe community	Partner on public initiatives to reduce family violence, alcohol and other drugs,	Lead and Partner on public initiatives to improve awareness and knowledge of family violence.	Deliver/Advocate/Partner	Preventing family violence	Womens Health Grampians, CORE Alliance partners	Leadership Team
Community		tobacco, and gambling related harm	Develop and implement a Gender Equity Action Plan	Deliver	Preventing family violence	Womens Health Grampians, CORE Alliance partners	Corporate Services
Community			Complete Gender Impact Assessments on identifies policies and strategies.	Deliver	Preventing family violence	Womens Health Grampians, CORE Alliance partners	Corporate Services
Community			Review the HRCC Alcohol Policy to extend across all Council owned and managed facilities	Deliver	Reducing harmful alcohol and drug use Increasing healthy eating and active living	WHCG (AOD Prevention), GCH, Uniting, GGAC, WRSA	Communities & Place, Corporate Services
Community		Develop a principles based and community need driven planning approach for our infrastructure	Develop a principle and community need driven, prioritised action plan for our social infrastructure to create safe, suitable (inclusive, diverse) and accessible spaces and facilities.	Deliver	Improving mental health/social connection	Horsham neighbourhood house	Communities & Place
Community		Support the communication process to increase knowledge of local health and community services available to the public	Support the communication process to increase knowledge of local health and community services available to the public	Partner	Improving mental health/social connection	Uniting, GCH, GGAC, Wimmera PCP, other service providers	Communities & Place
Community (Includes Community Panel Recommendation 3)		Enhance the inclusivity, accessibility and safety of our places and spaces	Develop and adopt an HRCC style guide(based on Victorian urban design guidelines including minimum and preferred level of service) for facilities and open spaces to promote community participation (i.e. to be inclusive, welcoming, accessible etc)	Deliver	Increasing healthy eating and active living Improving mental health/social connection	Horsham neighbourhood house,WRLC, Grampians Regional Advocacy Service, Parenting groups, GGAC, WHCG (IHP)	Communities & Place
Community	A community that is empowered in shaping the future of	Support and empower localised community groups in their goals	Support and empower local community planning	Support	Improving mental health/social connection	Community groups, town committees	Communities & Place
Community (Community Panel Recommendation 1)	our region	and plans	For council and community to support, and promote community groups and events, including sharing council resources and facilities.	Partner/Support	Improving mental health/social connection	Community groups	Communities & Place

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Community Community Panel Recommendation 2	A community that encourages and celebrates all cultures, heritage and diversity	Promote and support the municipality's key tourism, events and local and cultural offerings	Establish network/database and relationships to promote and support the municipality's key tourism, events and local and cultural offerings. Encourage and celebrate cultural diversity (look for opportunities to create combined events and focus on different ideals and targeting	Deliver / Partner Deliver/Partner/ Support	Strengthening economic development Improving mental health/social connection Improving Aboriginal health and wellbeing Strengthening economic development Improving mental health/social connection		Communities & Place Leadership Team
Leadership	Position Horsham Rural City Council as a leader in local government	Attract, retain and invest in quality staff	all demographics). Implement a mentoring and work placement program (including secondment to other agencies) within HRCC supporting further education opportunities	Deliver	Improving early years and education outcomes Improving mental health/social connection	Fed Uni/TAFE, FRRC - Research, Horsham Neighbourhood House, West Wimmera Health Service, Jobs Victoria, WLLEN, Library - partnership (Fed Uni, HRCC, West wimmera shire)	Corporate Services
Liveability	Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds	Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning	Advocate for lifelong learning for all people	Advocate	Improving early years and education outcomes Improving mental health/social connection	WRLC, Horsham Neighbourhood House Network, Fed Uni/TAFE, Fed Uni partnership with health care groups, Wimmera PCP, Early Years Network, Mens Shed Netowrk, WLLEN	Communities & Place
Liveability		Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community	Advocate for municipality mental health service provision (refer to Royal Commission into Mental Health)	Advocate / Partner	Improving mental health/social connection	Regioonal Partnership, (includes LGAs social support and health community voice) Fed Uni	Communities & Place
Liveability		members	Advocate for an alcohol and drug rehabilitation clinic in Horsham	Advocate	Reducing harmful alcohol and drug use	Uniting, GCH, WHCG, WWHS, Fed Uni, health &social support agencies	Communities & Place
Liveability			Partner to develop and implement health eating charter within Council including staff and facilities	Deliver/Partner	Increasing healthy eating and active living	WHCG (IHP), WRSA	Corporate Services

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Liveability			Advocate for the provision of locally based sexual health services and outreach programs.	Advocate	Improving sexual and reproductive health	Womens Health Grampians, WHCG (advocacy)	Communities & Place
Liveability	A destination to live, work, explore and invest	Plan for sustainable and affordable housing needs of our community	Develop and implement an appropriate, sustainable & affordable housing strategy recognising changing demographics (in conjunction with Wimmera Development Association).	Deliver/Partner	Strengthening economic development	WDA, Business groups, DELWP, DJPR	Communities & Place
Liveability	Diverse and connected open spaces	Create engaging spaces and places for social connection and wellbeing to build community resilience	Plan for and develop a diverse and fairly distributed range of active recreation spaces and opportunities that cater for different ages, abilities and interests	Deliver/Partner	Improving healthy eating and active living Improving mental health/social connection	WRSA, WHCG (IHP), WWHS, GGAC, Grampians advocacy (regional services)	Communities & Place
Liveability		Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	Promote/communicate recreation activities in our natural environment spaces to increase destination tourism and visitation	Deliver / Partner	Strengthening economic development Increasing healthy eating and active living	WCMA	Communities & Place
Sustainability	A sustainable economy where local business, agriculture, tourism and other diverse industries thrive	Support local business resilience and recovery from the impacts of the COVID-19 pandemic	Work with local business to activate the town centre (CAD)	Deliver/Partner	Strengthening economic development	Business Horsham, local business, community groups	Communities & Place