




DISABILITY ACCESS AND INCLUSION PLAN

2023-2026

MARCH 2023





We acknowledge the five traditional owner groups of this land; the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and the Jadawadjali people.

We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to 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.

**Horsham Rural City Council,
Disability Access and Inclusion Plan**

Prepared for Horsham Rural City Council

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EXECUTIVE SUMMARY

This Disability Access and Inclusion Plan (the Plan) has been developed to reduce barriers and increase inclusion and participation for people with disability in the local community.

Introduction

People with disability represent at least 6.3 percent of the Horsham Rural City population and have the right to equal access to services, infrastructure, and support. Informed by community feedback, this Plan identifies key actions that will enable improved participation and inclusion for people living with disability.

Developing the Plan

The Plan was developed between July 2022 and March 2023. Horsham Rural City Council engaged Projectura to work with the broad community and develop the Plan.

During the development, 112 people contributed to the Plan through an online survey, focus groups, workshops, and interviews. This engagement identified barriers to access and inclusion for people with disability, as well as key opportunities for improvement.

The Plan was released for public review and comment in February 2023. Five written submissions were received during the consultation process. This feedback has been considered in the development of this final Plan.

Opportunities

Key opportunities to improve access and inclusion for people living with disability include improving or increasing:

- attitudes and reducing stereotypes around people with disability.
- tailored support and the accessibility of information.
- accessibility of infrastructure, particularly paths, crossings, and buildings.
- accessibility of events.
- accessible and inclusive employment.

The Plan

Vision

The Horsham Rural City community is inclusive, accessible, and values the diversity of its people.

Goals

The Plan has four broad goals with specific actions identified for each. The goals are:

- Goal 1:** To improve understanding of the barriers faced by people with disability and the value they bring to the community.
 - Goal 2:** To provide tailored support and information to improve access to Council services for people with disability.
 - Goal 3:** To continually improve access and inclusion in the man-made environment and at events for people with disability.
 - Goal 4:** To provide meaningful opportunities for people with disability to take part in the workforce.
-

MESSAGE FROM THE MAYOR



I am delighted to present the Horsham Rural City Council Disability Access and Inclusion Plan 2023-2026. This Plan demonstrates the Council's commitment to building a community where the diversity of our people is valued, and everyone can participate and be included.

This Plan is aligned with Horsham Rural City Council's vision for the community to be a vibrant, liveable hub that thrives on strong economic growth and social connectedness.

Council is committed to improving accessibility and inclusion in all its practices. This Plan will enhance our practices by refining our policies, creating a forum for people with lived experience to provide feedback and improving our services, public spaces, events, and employment to be more inclusive and accessible.

The Council Executive has overall responsibility for the delivery of the Plan. However, we see access and inclusion as an area all members of our community can contribute to. We are looking forward to the input and insight the new Disability Advisory Committee will offer us.

Cr Robyn Gulline Mayor
Horsham Rural City Council



I. INTRODUCTION

1.1. About this Plan

The Disability Access and Inclusion Plan aims to reduce barriers and increase inclusion and participation for people with disability in the Horsham Rural City community.

The Plan focusses on how Horsham Rural City Council can help to improve access and inclusion for people with disability through consideration of Council services, events, employment, and facilities.

This Plan also considers Horsham Rural City Council's role as a leader and advocate for reducing barriers to people with disability in the local community.

Rationale

Disability is any impairment of a physical, intellectual, psychiatric, neurological, or sensory nature.¹

6.3 percent (n.1,272) of the Horsham Rural City Council community report needing help with self-care, mobility, or communication due to a long-term health condition, disability, or old age.² This figure does not capture all people living with disability in the Horsham community. It is possible that the actions of the Plan will have a broader impact than the 6.3 percent who report needing assistance through the Census.

This Plan recognises Council's role as a civic leader, service provider, and employer and their ability to drive improvements in access and inclusion for people living with disability.

The Plan is also a requirement of the *Victorian Disability Act 2006*. Further information on the legislative context of this plan is provided in APPENDIX 1.

Plan development

This Plan was developed between July 2022 and March 2023. Horsham Rural City Council engaged Projectura to work with the community and develop the Plan.

The development of the Plan has been informed by a desktop literature review, and engagement with residents, stakeholders, and Horsham Rural City Council staff.

This Plan provides a summary of the Horsham Rural City population including people living with disability, the relevant policy and legislative context, an overview of stakeholder and community engagement, and articulates a three-year strategy to achieve the purpose of the Plan.

¹ Disability Discrimination Act 1992

² 2022, ABS Census 2021, General Community Profile Horsham LGA23190

1.2. Engagement to inform the Plan

Community conversations took place between 3 August and 14 September 2022.

Engagement objectives

The engagement explored:

1. The accessibility of Horsham Rural City Council's services, events, facilities and employment and opportunities for improvement.
2. Barriers to access and inclusion within the community and within Council.
3. Opportunities to improve access, participation, and inclusion across the Horsham Rural City community.

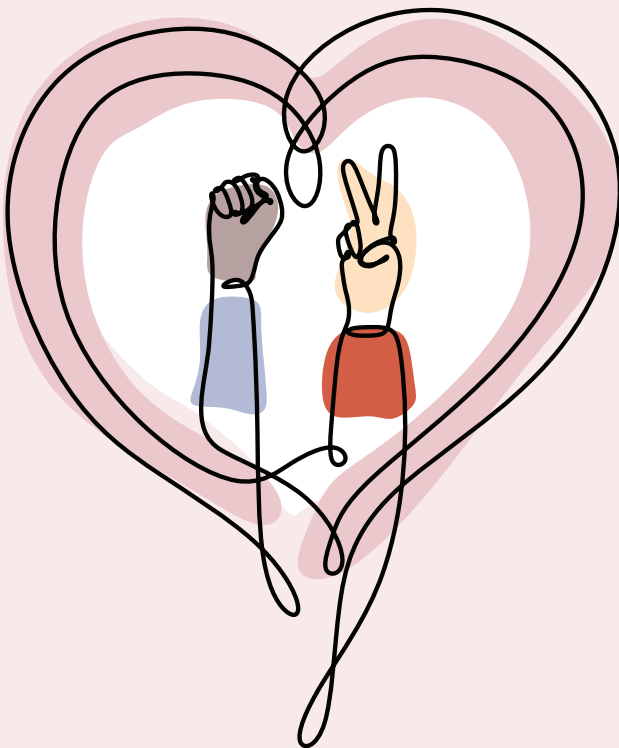
Participation

Various methods were used to provide people with a diversity of options to have their say. A summary of the methods and participation is provided in Table 1.

Input from over 110 people from the community informed the development of this Plan.

Of the participants:

- 69 percent (n.77) were community members.
- 20 percent (n.34) were Horsham Rural City Council staff.
- 21 percent (n.23) had lived experience of disability.
- 20 percent (n.23) were carers, family members or friends of people with disability or worked for disability support organisations.
- 24 percent (n.27) were male.
- 67 percent (n.75) were female.
- 0.9 percent (n.1) identified as non-binary.
- An additional five people from the Horsham Rural City community provided written feedback on the draft Plan during the public consultation period.



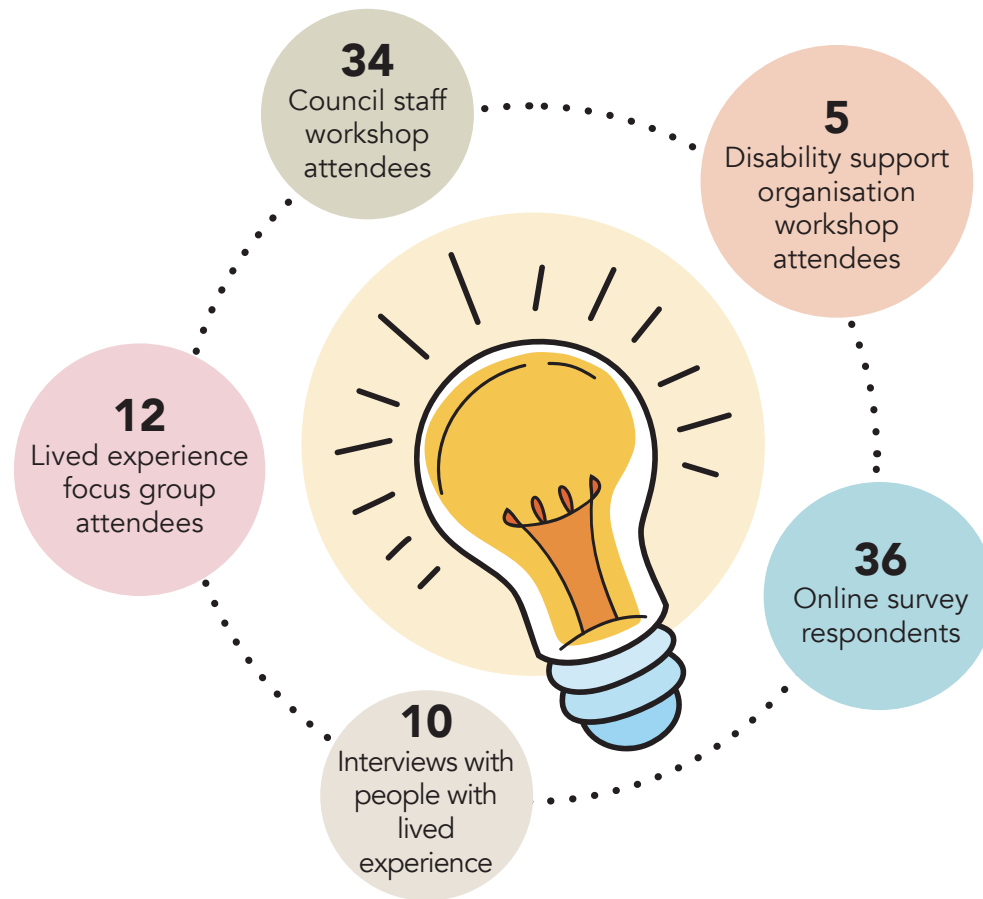


Table 1. Engagement summary

Date & time	Method	Detail	Location	Respondents
3 -23 August 2022	Interviews	Interviews of people with lived experience of disability and family/carers	Telephone and in-person	10 people
11 August - 9 September 2022	Online survey	Online survey of people with lived experience of disability, their families, carers and support organisations	Online	36 people
25 August 2022	Workshop	Workshop with disability support organisations	Online	5 organisations
25 August and 14 September 2022	Workshops	Two workshops with Council staff	Online	34 people
29 August 2022	Focus group	Focus group for people with lived experience	Centre for Participation	12 people
1-3 September 2022	Interviews and focus group	Focus groups and in-person discussions with people at the Horsham Talks Expo	Horsham Town Hall	15 people
6 February - 6 March 2023	Public consultation	Draft strategy released to public for comment	Council website and social media	5 people

2. CURRENT SNAPSHOT

2.1. Inclusion in our community

Horsham Rural City Council is located in the Wimmera region of Victoria, 300 kilometres north-west of Melbourne.

The municipality covers an area of 4,267 square kilometres and includes major centres of Horsham and Natimuk, as well as many other smaller localities.

With an economy largely driven by agriculture, manufacturing, construction, public sector industries, retail and services, the area supports 9,361 jobs and has an annual economic output of \$2.865 billion.³

Population facts

According to the 2021 ABS Census, the Horsham Rural City community has:

- A population of 20,429 people.
- 1.8 percent of the population (n.361) who identify as Aboriginal and/or Torres Strait Islander.
- 21 percent of the population (n.4,347) who are over 65 years.
- 33 percent of the population (n.6,765) who report having long term health conditions, with the most common conditions being arthritis and mental health conditions.
- Lower median weekly incomes (\$1,381) compared to the Victorian average of (\$1,759).

Disability

Disability is any impairment of a physical, intellectual, psychiatric, neurological or sensory nature.⁴

In 2021, 6.3 percent (n.1,272) of the Horsham Rural City community reported needing help with self care, mobility or communication due to a long term health condition, disability or old age.

A greater number of females (n.709) reported needing help than males (n.570).

The number of people needing help increases with age, with 65 percent of people who reported needing help aged over 55 years (n.834).

Whilst 2,291 people (13.7 percent) within the community reported providing unpaid help to a person with a disability, health condition, or old age.⁵

³ 2022, REMPLAN Economy, Jobs and Business Insights - Horsham

⁴ Disability Discrimination Act 1992

⁵ 2022, ABS Census 2021, General Community Profile Horsham LGA23190

2. CURRENT SNAPSHOT

2.2. Engagement findings

This section summarises the findings from the online survey, along with opportunities for improvement identified by Council staff.

Buildings, facilities, and infrastructure

Online survey respondents were asked to rate how well Council buildings, facilities and infrastructure meet the needs of people with disability.

The highest rating facilities included the Aquatic Centre, the Town Hall and Horsham Library, with 52 percent, 45 percent and 41 percent of survey respondents respectively rating them as meeting the needs of people with disability well or very well.

Footpaths and roads and the Horsham Cinema were the lowest rating facilities, and infrastructure. 62 percent of respondents rated footpaths and roads as meeting the needs of people with disability poorly or very poorly. Whilst, 37 percent of respondents rated the Horsham Cinema as meeting the needs of people with disability poorly or very poorly.

Engagement participants were asked to list opportunities to improve the accessibility of buildings, facilities, and infrastructure. The top six themes were:

- Safe paths and crossings for people with disability.
- Building accessibility improvements.
- Accessible parking.
- Creating quiet and sensory-sensitive spaces.
- Improving the accessibility of signage.
- Public toilets and information on availability.

Council staff considered the community engagement findings and identified opportunities for internal systems and process changes to support the delivery of the improvements. Key systems and process opportunities included working with people with lived experience of disability to support planning, audits, and decision making; prioritising people and movement over cars and trade; wholistic planning of crossing and path improvements.

Events

When asked how well council-run events met the needs of people with disability, 52 percent rated this as average, whilst 24 percent rated this as well or very well.

Engagement participants were asked to list opportunities to improve accessibility. The top six themes were:

- Holistic event planning to encourage participation and inclusion.
- Availability of accessible car parking.
- Promotion and event information.
- Creating quiet and sensory-sensitive spaces.
- Public toilets and information on availability.
- Safe paths and crossings for people with disability.

The community engagement findings were considered by Council staff, and they identified internal opportunities for systems and process changes to support the delivery of improvements. Key systems and process opportunities included early planning to enable access and inclusion at events; working with people with lived experience to plan events and staff training around the needs of people with disability.

Services

When asked how well Council services cater for people with disability, Customer Service was the highest rating service with 35 percent of respondents rating this as well or very well, whilst Building and Planning Approvals rated lowest with 19 percent of respondents rating this service as poorly meeting the needs of people with disability.

Engagement participants were asked to list opportunities to improve the accessibility of Council services. The top two themes were:

- Provision of accessible information and communication.
- Additional support for people with disability when accessing council services such as building/planning approvals and customer service.

Council staff were presented with the community engagement findings and identified opportunities for internal systems and process changes to support the delivery of the improvements. Key systems and process opportunities included staff training on how to prepare accessible documents; the creation of Easy English resources and providing documents in a range of different formats for accessibility.

Employment

Concerns were raised during the engagement that as an employer Horsham Rural City is not making adequate adjustments to provide access and inclusion for current or potential employees.

Key improvements for increased access and inclusion during recruitment and employment at the Horsham Rural City included:

- Improved understanding of the value of employing people with disability and their needs.
- Support and adjustments to provide meaningful, accessible, and inclusive employment.
- Inclusive communication and advertising during recruitment.

Council staff considered the community engagement findings and identified opportunities for internal systems and process changes to support the delivery of the improvements. Key systems and process opportunities included offering support to candidates during application processes; development of a workplace adjustment policy; training for staff on inclusive recruitment and employment and improving the accessibility of recruitment advertisements.

Cultural and attitudinal change

Opportunities for Horsham Rural City to influence internal and community attitudes and stereotypes about people with disability were raised during the engagement. Opportunities included increasing the visibility of people with disability, challenging hidden biases, and improving internal policies and systems to place greater value on listening to people with disability and on the rights of people with disability in the community.

2. CURRENT SNAPSHOT

2.3. Opportunities

When considering access and inclusion for people living with disability in Horsham Rural City, the engagement with the community, Council staff and stakeholders identified several key themes and opportunities for improvement, which are summarised below.

Cultural and attitudinal change

There are opportunities for Horsham Rural City to influence internal and community attitudes and stereotypes about people living with disability. Opportunities include increasing the visibility of people with disability, challenging hidden biases, and improving internal policies and systems to involve people with disability in decision making.

Tailored support and information

Improved accessibility of Horsham Rural City documents and information was identified as a key opportunity. Tailored support for people with disability to access Council services was also raised, examples included one-on-one support to navigate council planning and building applications or other services.

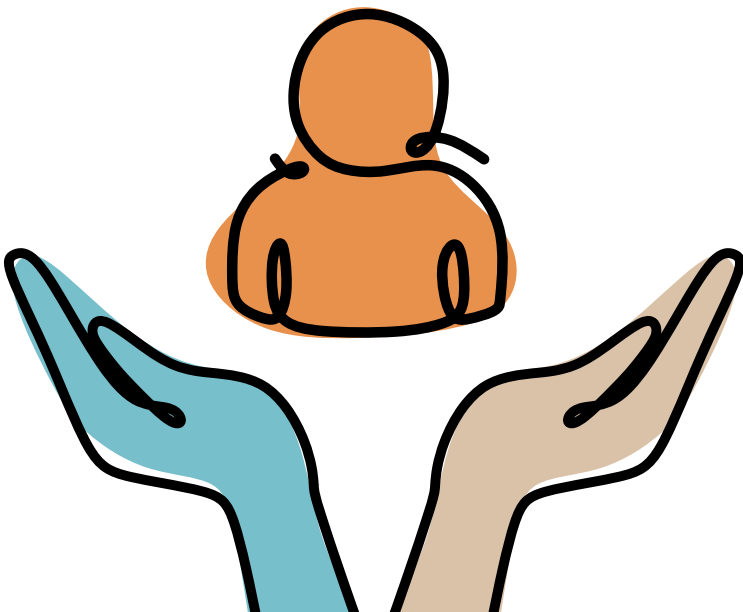
Accessible infrastructure and events

The need to improve the accessibility of paths, crossings, parking, building access, and public toilets were raised consistently throughout the engagement. Working with people with lived experience of disability to support planning and audits of infrastructure was a key opportunity raised, along with improved use of relevant infrastructure standards.

Early planning for people with disability during event coordination to ensure events had adequate access, quiet spaces, and accessible toilets was raised. The development of a venue audit checklist and working with people with lived experience of disability to support event planning were also raised as opportunities.

Inclusive and accessible employment

Opportunities identified to make employment more inclusive and accessible included inclusive advertising, offering support to candidates during the application process, developing a workforce adjustment policy, and making physical changes to the workplace to accommodate people with disability. Internal attitudinal and cultural changes were also raised to ensure unbiased recruitment and the success of employment for people with disability.



3. DISABILITY ACCESS AND INCLUSION PLAN

3.1. Vision

The Horsham Rural City community is inclusive, accessible, and values the diversity of its people.



3. DISABILITY ACCESS AND INCLUSION PLAN

3.2. Guiding principles

Principles that guide the implementation of the Disability Access and Inclusion Plan include:

Participation: People with disability not encountering barriers to their participation in community activities.

Contribution: People with disability can build their capacity, skills and expertise, engage in meaningful roles and contribute to their community.

Access: People with disability having equal access to community and mainstream services and supports.

Inclusion: People with disability are included in leading, shaping and participating in decision making about their community.

Connection: People with disability are connected and have the information they need to make decisions and choices.



3.3. Goals

Four overarching goals have been identified for the Plan.

Each of the goals have a series of actions which are detailed in the Action Plan.

Goal 1: To improve understanding of the barriers faced by people with disability and the value they bring to the community.

Goal 2: To provide tailored support and information to improve access to Council services for people with disability.

Goal 3: To continually improve access and inclusion in the man-made environment and at events for people with disability.

Goal 4: To provide meaningful opportunities for people with disability to take part in the workforce.



3. DISABILITY ACCESS AND INCLUSION PLAN

3.4. Action Plan

This Plan documents the goals and actions prioritised by the community during engagement activities. These actions align with the guiding principles of participation, contribution, access, inclusion and connection and further the vision of this Plan to ensure Horsham Rural City Council and the community embraces access, inclusion and participation for everyone.

Table 2. **Action Plan**

Actions		HRCC lead	Timeline
Goal 1: To improve understanding of the barriers faced by people with disability and the value they bring to the community.			
1.1	Establish a Disability Advisory Committee to provide feedback on key Council projects, policies, and processes.	Communities and Place	2023-2026
1.2	Staff working on community-facing projects are required to engage with people with lived experience of disability on a regular basis through the Disability Advisory Committee or other external advocacy groups.	Communities and Place	2023-2026
1.3	Fifty percent of Council staff, including Managers and Directors, to undertake disability awareness training, involving people with lived experience of disability.	Corporate Services	2023-2026
1.4	New and existing staff to undertake online disability and cultural training.	People, Performance and Culture	2023-2026
1.5	Use media opportunities and events to highlight the talents and creativity of people with disability and to reduce stereotypes.	Corporate Services	2023-2026
1.6	Recognise and celebrate International Day of People with Disability and Carers Week.	Communities and Place	2023-2026
1.7	Increase the use of images of people with disability in all council publications.	Corporate Services	2023-2026
1.8	Develop an internal Access and Inclusion Statement of Intent, that highlights the Councils commitment to an accessible and inclusive community where the rights of people with disability are recognised and valued.	Communities and Place	2023-2024



Actions	HRCC lead	Timeline	
Goal 2: To provide tailored support and information to improve access to Council services for people with disability.			
2.1	Identify key Council documents that require digitisation and translation into Easy English and arrange for production.	Communities and Place	2023-2026
2.2	Improve the accessibility of Council’s website and content, complying with accessibility standards.	Corporate Services	2023-2024
2.3	Work with disability services to create and make accessible a centralised collection of information about services, accessible infrastructure, and support for people with disability within the local area.	Communities and Place	2024
2.4	Review application processes for council services e.g., building and planning approvals, and animal registration, to ensure that adequate support is available for people with disability.	Communities and Place	2023
2.5	Coordinate staff and deliver staff training on producing easy and use plain English in Council publications.	Corporate Services	2023-2024
2.6	Coordinate and deliver staff training on providing inclusive and accessible customer support.	Corporate Services	2023-2024
2.7	Review the Council’s style guide to ensure guidelines are accessible and inclusive.	Corporate Services	2024-2025
2.8	Develop guidelines for accessible signage and wayfinding in public places.	Infrastructure Services	2024-2025

3. DISABILITY ACCESS AND INCLUSION PLAN

3.4. Action Plan

Actions	HRCC lead	Timeline
Goal 3: To continually improve access and inclusion in the man-made environment and at events for people with disability.		
3.1 Organise Universal Design Training for appropriate Council staff to participate in.	Infrastructure Services	2023
3.2 Continue the development of design specifications for amenities to ensure best practice accessibility.	Communities and Place	2023
3.3 Include design specification requirements for accessibility in tenders relating to capital works.	Infrastructure Services	2023-2026
3.4 Involve people with lived experience of disability in audits and planning for new capital works.	Infrastructure Services	2023-2026
3.5 Address Building Code and Australian Standards access requirements in all Council building works and upgrades.	Infrastructure Services	2023-2026
3.6 Continue to upgrade and maintain public infrastructure, spaces, and equipment to improve safety and access for people with disability.	Infrastructure Services	2023-2026
3.7 Develop and implement a crossings and paths upgrade plan improving prioritisation, connectivity, and accessibility across the community.	Infrastructure Services	2023-2026
3.8 Update the Accessible Events Guide to ensure planning, communication and venues meet the needs of people with disability.	Communities and Place	2023-2024
3.9 Cater for quiet spaces or sensory rooms in new buildings, retrofits and at events.	Infrastructure Services Communities and Place	2023-2026
3.10 Promote relevant local laws and physical access needs to residents and businesses to improve accessibility for people with disability.	Communities and Place	2024

Actions	HRCC lead	Timeline
Goal 4: To provide meaningful opportunities for people with disability to participate in the workforce.		
4.1 Develop and implement a workforce adjustment policy to ensure employees with disability are supported in the workplace.	Corporate Services	2023
4.2 Review recruitment processes to ensure job advertisements and application processes are inclusive and support participation.	Corporate Services	2023-2024
4.3 Work with local disability employment providers to identify opportunities to increase the employment of people with disability at the Council.	Corporate Services	2023-2026
4.4 Provide annual training for staff involved in recruitment and employment, including managers, to develop 'disability confidence' and ensure processes are inclusive and unbiased.	Corporate Services	2023-2026
4.5 Support local businesses to become more inclusive by considering physical access, communication, disability awareness and inclusive employment.	Investment and Business Development	2023-2024



ACCESS AND INCLUSION PLAN

3.5. Implementation

This Plan will be implemented and evaluated over four years.

The successful implementation and evaluation of this Plan relies on:

- Appropriate levels of resourcing.
- Ongoing commitment from Council to work in partnership to advance the vision for inclusion.

Governance

For the implementation of the Plan to be successful, clear governance and executive oversight is required. Individual roles across the Council will be assigned responsibility for the leading the implementation of specific actions, this accountability will be documented in workplans.

Council's Communities and Place Directorate is the lead for this strategy and will facilitate, track, and report on its implementation.

Council, service providers, and the broader community will need to join forces in various capacities to achieve the vision in this Plan.

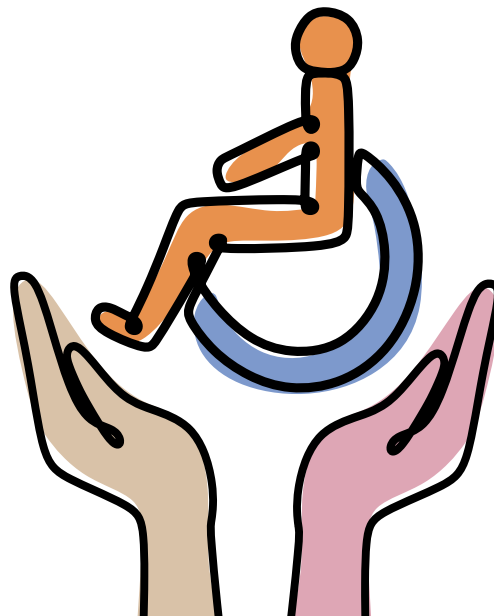
Implementation

The Communities and Place Directorate will develop an annual delivery plan for implementing the Disability Access and Inclusion Plan. The annual delivery plan will set out the projects and activities for implementation, the timelines for the actions to be conducted, and any budgetary considerations for these actions.

Measuring success

The implementation of actions will be reviewed annually to determine the status of progress. Progress will be reported to Council through annual internal progress reports to assist in future community and corporate planning needs assessments and budget development. Progress will also be reported to the new Disability Community Advisory Group.

A formal review and evaluation of the Disability Access and Inclusion Plan will be undertaken every four years, in line with the Council term.



APPENDIX I: POLICY AND LEGISLATIVE CONTEXT

Federal context

The *UN Convention on the Rights of People with Disability (2006)* recognises the rights of people with disability to take part in social, economic and political spheres of their life through access to education, healthcare, information, justice, public transport and the built environment.⁶

The *Disability Discrimination Act (Cth) 1992* prohibits the discrimination of people with disability in areas including employment, access and education.

The *National Disability Strategy 2021-2031* is a high level policy framework which focuses improving the lives of people with disability in Australia.

The *National Disability Insurance Scheme (NDIS)* seeks to increase the quality of life for people with disability whilst increasing their social and economic participation.⁷ The NDIS funds supports for people with permanent and significant disability that impacts your ability to manage everyday activities.

The *My Aged Care Commonwealth Home Support Program (CHSP)* supports people who are struggling with everyday tasks aged over 65 years, or aged 50 years and over for Aboriginal or Torres Strait Islanders. The program aims to keep people well and independent, and in their home longer.

State context

The *Victorian Disability Act (Vic) 2006* provides requires Councils to prepare a Disability Action Plan. The plan must focus on reducing barriers which discriminate against persons with a disability.

The *Equal Opportunity Act (Vic) 2010* prohibits the discrimination of people based on a personal characteristic – including disability.

The *Charter of Human Rights and Responsibilities (Vic) 2006* formalises the rights of all Victorians, including those with disability.

The *Inclusive Victoria – State Disability Plan 2022-2026* is Victoria's plan for making things fairer for people with disability. The Plan focusses on systematic reforms across the Victorian government.

Local context

Horsham Rural City Council Plan 2021-2026 sets a vision for 'a vibrant, liveable hub that thrives on strong economic growth and social connectedness.' The Plan includes strategies for 'an inclusive, accessible, connected and safe community' and prioritises 'enhancing the inclusivity, accessibility and safety of our places and spaces.'

⁶2006, United Nations, The UN Convention on the Rights of Persons with Disabilities (UNCPRD)

⁷ 2011, Productivity Commission, Disability Care and Support Inquiry



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Horsham 3400

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Horsham Rural City Council: Disability Access and Inclusion Plan

Consultation feedback

Public consultation

The Draft Disability Access and Inclusion Plan was released for community consultation by Horsham Rural City Council (HRCC) on Monday 6 February 2023 at 9am. The consultation period closed on Monday 6 March 2023 5pm. The community consultation period was promoted on Council's website and on social media.

Five written submissions were received during the consultation period, one of these was from an industry group, and four were from individuals.

Summary

Specific areas for improvement were identified in all five submissions are outlined in the table below. Some common feedback themes include:

- Focusing on maintenance of existing information collections, equipment, and infrastructure.
- The overuse of complicated words.
- Identifying and disclosing the locations within the built environment that concern people.

Feedback and revisions

Table 1. Summary of feedback and revisions

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in italics)
Executive summary	
Introduction: More people will be impacted by the Plan than the 6.3% identified people with disability in the region. Review wording.	Added a paragraph explaining the 6.3% figure and that the impact of the Plan could be broader. Reason: ABS data represents people in need of support but does not represent people with disability who do not need support. Amendment recognises range of experiences of people affected by the Plan.
Introduction: 6.3% does not represent those not disclaiming a disability to the ABS and would not include those with impairments.	Addressed above.
Developing the Plan: Summarise high-level barriers to access and inclusion following: "This engagement identified barriers to access and inclusion for people with disability, as well as key opportunities for improvement."	Nil. Reason: Barriers are summarised in Chapter 2. The intent is to keep the Plan concise and easy to understand, avoiding the repetition of sections throughout.
Introduction	
Include a summary of what has been achieved in the 2019-2022 plan.	Nil. Reason: Summary of achievements to be made available as a separate document on the Council's website to keep this Plan concise and easy to understand.
Participation: It's unclear whether staff responses are included in the engagement findings. Concern for large proportion of staff insights skewing the results of the plan.	Added detail on who is included in the engagement findings at 2.2 and 2.3, Reason: Provides context on whether the feedback was received by Council staff, stakeholders or the general community.
Current snapshot – Engagement findings	
Current Snapshot, Engagement Findings: Break down results visually with graphs or pie charts.	Nil. Reason: Additional graphics are to be considered in the Easy English version that will be produced.
Footpaths and roads: Need more information about the specific problem locations.	Nil. Reason: Addressed as part of action 3.7: Develop and implement a crossings and paths upgrade plan improving prioritisation, connectivity, and accessibility across the community. Detailed locations have not been adequately scoped for inclusion in this Plan.
Footpaths and roads: Include findings on safe crossings.	Nil. Reason: Engagement did not ask people to rate safe crossings, just crossings and paths together. The data for crossings and paths are already included.

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in italics)
Buildings, facilities, and infrastructure: Council to identify and release the locations that are concerning people.	Nil. Reason: Addressed as part of action 3.7. Detailed locations have not been adequately scoped for inclusion in this Plan.
Current snapshot – Opportunities	
Current Snapshot, Opportunities: Fantastic, concise, and references community feedback.	Nil. Reason: Positive feedback.
Opportunities are like the previous Plan and require more detail to link to engagement findings.	Nil. Reason: Opportunities are written specifically from the engagement findings for the development of this Plan.
Community Inclusion Plan – Guiding principles	
Guiding principles: Principles and goals look good but actions need SMART goals.	Some additional specificity has been added to actions where possible.
Community Inclusion Plan – Goals	
Goal 3: To continually improve access and inclusion in the built environment and at events for people with disability. Comment: Define built environment or use a clearer term.	'Built environment' replaced with 'man-made environment'. Reason: Easier to understand.
Goal 3: Include a twelve-month calendar of events to allow families and participants to plan with their NDIS planners to request funds for the support they require to attend events.	Nil. Reason: Addressed under action 3.8 (planning and communications): Update the Accessible Events Guide to ensure planning, communication and venues meet the needs of people with disability. This level of detail is not appropriate for this Plan.
Goal 3: Include HRCC to access volunteers with experience in disability or those willing to assist support workers/community members who have this experience.	Nil. Reason: Relates to action 3.8 and will be captured in more detail when this is updated.
Goal 3: Include organising transport to events.	Nil. Reason: Relates to action 3.8 and can be addressed in more detail when this is updated.
Goal 3: Seating to be at DDA standard.	Nil. Reason: Addressed in action 3.5: Address Building Code and Australian Standards access requirements in all Council building works and upgrades and action 3.2: Continue the development of design specifications for amenities to ensure accessibility.
Community Inclusion Plan – Action Plan	
Action 1.2: Staff working on community-facing projects are required to engage with people with lived experience of disability on a regular basis about relevant projects. Comment: Staff commitment seems vague.	Change to Action 1.2: Staff working on community-facing projects are required to engage with people with lived experience of disability on a regular basis <i>through the Disability Advisory Committee or other external advocacy groups</i> . Reason: Providing more specific avenues for engagement.

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in italics)
Action 1.3: Fifty percent of Council staff, including Managers and Directors, to undertake disability awareness training, involving people with lived experience of disability. Comment: 50 percent is a low target for a large organisation.	Nil. Reason: 50% is step change in the number of staff trained and will be a significant achievement for HRCC.
Action 2.1: Identify key Council, shire, councillors documents that require translation into Easy English and arrange for production. Comment: Include alternatives for those with vision impairment.	Action 2.1: Identify key Council documents that require <i>digitisation and</i> translation into Easy English and arrange for production. Reason: Digitised documents can also be narrated with online text readers for visually impaired people.
Action 2.3: Work with disability services to create and make accessible a centralised collection of information about services, accessible infrastructure, and support for people with disability within the local area. Comment: Maintenance is essential for accessibility.	Nil. Reason: Maintenance has been added to action 3.6 where it is more appropriate.
Action 2.5: Coordinate staff and deliver staff training on producing easy and use plain English in Council publications. Comment: Only seems necessary for outdoor and customer service staff.	Nil. Reason: Various departments contribute to Council publications.
Action 2.8: Develop accessible signage guidelines. Comment: Clarify what is meant by signage.	Action 2.8: Develop guidelines for accessible signage <i>and wayfinding in public places</i> . Reason: Clarifying that the signage is public place signage. Addition of wayfinding to include other means of guidance for all people navigating public spaces.
Action 3.2: Continue the development of design specifications for amenities to ensure accessibility. Comment: Add wording to ensure 3.6-3.7 occur as the current wording refers only to amenities.	Nil. Reason: 3.6 and 3.7 refer to public infrastructure, public spaces, crossings and paths.
Action 3.2: Continue the development of design specifications for amenities to ensure accessibility. Comment: Remove as should be continual.	Nil. Reason: Articulating continuing actions will keep them as priorities.
Action 3.4: Involve people with lived experience of disability in audits and planning for new capital works. Comment: Great.	Nil. Reason: Positive feedback.
Action 3.5: Address Building Code and Australian Standards access requirements in all Council building works and upgrades. Comment: Remove as should be continual.	Nil. Reason: Articulating continuing actions will keep them as priorities.
Action 3.6: Continue to upgrade public infrastructure and public spaces to improve safety and access for people with disability. Comment: Remove as should be continual.	Nil. Reason: Articulating continuing actions will keep them as priorities.

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in italics)
Action 3.6: Continue to upgrade public infrastructure and public spaces to improve safety and access for people with disability. Comment: Should read "Continue to upgrade and maintain public infrastructure..."	Change action 3.6: Continue to upgrade <i>and maintain</i> public infrastructure and public spaces to improve safety and access for people with disability. Reason: Recognises importance of maintenance and that activity has already commenced.
Action 3.7: Develop and implement a crossings and paths upgrade plan improving prioritisation, connectivity, and accessibility across the community. Comment: Include priorities for this budget for key areas of footpaths and roads identified in the 62 percent poor and very poor ratings.	Nil. Reason: The Plan is an overview of actions and does not include specific action detail, which will be in the crossings and paths upgrade plan.
Action 3.8: Update the Accessible Events Guide to ensure planning, communication and venues meet the needs of people with disability. Comment: Add events applications to encourage other events to also support inclusion.	Nil. Reason: Guide to be developed and should consider how events funded by Council can encourage inclusion.
Action 3.9: Consider opportunities for quiet spaces and chill out areas in new buildings, retrofits and at events. Comment: Increase action, e.g., Replace consider with trial.	Change action 3.9: <i>Cater for</i> quiet spaces or sensory rooms in new buildings, retrofits and at events. Reason: Increases HRCC commitment while recognising differing purposes and needs for buildings, retrofits, and events.
Goal 3, New action: Address lack of fit-for-purpose public toilets (separate action).	Nil. Reason: Included in actions 3.6 and 3.2.
Goal 3, New action: Equipment in Council facilities required for disability and inclusion is kept operational and up to standard at all times (e.g., Wheelchairs at pools).	Change action 3.6: Continue to upgrade public infrastructure, spaces, and <i>equipment</i> to improve safety and access for people with disability. Reason: Recognises importance of equipment.
Goal 3, New action: More accessible free outdoor spaces.	Nil. Reason: Addressed in action 3.6.
Action 4.5: Support local businesses to become more inclusive by considering physical access, communication, disability awareness and inclusive employment. Comment: Broaden to consider not just physical environments.	Nil. Reason: The action refers to more than physical environments, including communication, awareness, and inclusivity.
Community Inclusion Plan - Implementation	
Measuring success: Suggest an annual questionnaire to gauge public satisfaction with implementation and progress. Results of this to be publicly available. This will allow better transparency, greater engagement, and annual reprioritisation of key issues.	Annual internal yearly progress report to be added to revised Plan. Reason: This is an appropriate measure for this Plan that can be resourced.
General	
Great opportunities, vision, and goals.	Nil. Reason: Positive feedback.

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in italics)
<p>Overuse of acronyms and complicated words and language used in reports and policies.</p> <p>Designer to review Plan against guidelines with vision Australia to reconsider how they use colours where there is print.</p>	<p>Plan reviewed for complicated words and for acronyms. Designer reviewed for improved opportunities for vision impairment. Scope Australia to do an easy English version of key information from the Plan once finalised. Reason: Ensures widespread understanding of the Plan. No acronyms except for in Appendix 1 and as footnotes.</p>
<p>Include appendix of ABS Stats as per Appendix 1 in the previous plan.</p>	<p>Nil: Reason: Appendix 1 of previous plan was data around the ageing population, although relevant it is considered non-essential data for this Plan.</p>
<p>Current practices often controlled by the Infrastructure Design Manual, which are minimum standards and used as template in the Plan. Plan to do better than minimum standards.</p>	<p>Change action 3.2: Continue the development of design specifications for amenities to ensure <i>best practice</i> accessibility.</p> <p>Reason: Aiming for best practice which is above standard minimum compliance of the DDA.</p>

Daniel Rees

From: [REDACTED]
Sent: Friday, 24 February 2023 10:29 AM
To: Council Support
Subject: Submission re: Disability Access and Inclusion Plan

Hi Daniel and others
Congratulations on the development of a succinct Plan with clearly stated actions.

My comments refer to Goal 3, Actions 3.2 and consequences for 3.6-3.7

In Action 3.2 we need to add wording to ensure that 3.6-3.7 occur.

Suggested wording is: Continue the development of design specifications for amenities, public spaces, paths and road crossings to ensure accessibility in the public realm.

The current wording refers only to amenities.

Current practice re: road crossings and pathways (width, colour, surface materials, connectivity to and through spaces and to infrastructure) is limited and often controlled by the IDM – which provides minimum standards but is used as the template for works. We need to do better than minimum standards which are not people focused.

Happy to provide more detail if required.

[REDACTED]

18 Roberts Ave Horsham VIC 3400

P: 03 5382 9518 | M: 0408 826 727 | TTY: 133 677 ask for 03 5382 9777



The Horsham Rural City Council acknowledges the five Traditional Owners of the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people have in our community. We pay our respects to the elders, past, present and emerging.

Submission Disability and Inclusion Plan 2023-2026

Submission in dot points by section in the draft plan

Executive summary

- Developing the Plan
 - Paragraph 2 states that 112 people contributed which is great but it states the engagement identified barriers to access and inclusion. These barriers are not listed and they need to be, so that those who contributed know they were heard and it is not possible to note if something is missed when reviewing the plan if we do not know what barriers are being noted and how it is planned to address them.
- Opportunities - great opportunities
- Great Vision and goals
- Introduction
 - Believe there needs to be a summary of what has been achieved in the 2019-2022 plan.
 - **Rationale** – Although the 6.3 percent shows in the ABS Census, I wonder if it is a true figure for our community, as many who are not fully able do not consider themselves disabled. **In fact I believe the word impairment needs to be included – there are many with hearing and vision impairments too but do not class themselves as disabled – if this plan is to be fully inclusive maybe the definitions need to be changed for some things** Eg my 91 year old father would not tick to say he was disabled yet had COPD (restricting activity) and Macular Degeneration (no sight left at all in one eye and partial in another), and I have had major surgery on my back, and have a bowel condition that can be very debilitating, but I also wouldn't tick to say that I am disabled, but some days it is extremely painful to walk, and walking any distance without public toilets in the vicinity is not possible. There are many people that I know with similar and they alter their lives to suit rather than finding that the environment is suitable for them to feel included.
 - **Lack of public toilets is a major concern** – I know many, from children through all ages who have conditions that require more public toilets or they cannot participate, including those on fluid tablets, those on some treatments for cancer etc, yet none of these people would be ticking the box to say they have a disability.
 - **Many people have conditions which they have to modify their life around but they may not need assistance for self care, but they do need facilities available or they cannot attend events or move around the CAD on foot.** I am not sure if you are aware, but for many conditions, walking actually activates the condition like needing a toilet quickly, or respiratory disease where walking any distance can have serious consequences. I am also aware of many with mental health challenges who would not tick the disability box
- Engagement
 - I was surprised at the low numbers in the engagement and how it was done and do not believe it has been inclusive when you have expected disabled people to come to you – **to be inclusive, I believe engagement needs to be taken to the people for this plan.** Eg to the Horsham Gardens – over 40 units, Sunnyside Retirement Village – approx. 70 units – Beyond Community Inclusion, U3A, and other groups where a lot of people with disabilities come together. **Can you please have meetings with these groups before finalising this plan so that you are being inclusive and can really explore barriers.**

Current Snapshot.

Great to have the snapshot, but opportunities seem to be pretty much the same as the previous plan, and there needs more details as if someone who wasn't involved in the consultation/Community engagement period, how can they see what has been identified.

- 62 percent rating footpaths and roads as poorly or very poorly meeting the needs of people with disability is seriously concerning as this can result in serious falls and further – is further information being requested to find out the places that need urgent attention.
- There are no stats on safe crossings – and I hear and have experienced myself – how unsafe it is crossing the Western Highway out to the West, Natimuk Road, Urquhart St, Bennett Road, Kalkee Rd and Baillie St West. This is particularly concerning when so many of the people this plan is meant to include cannot drive, and many have trouble walking
- Also then Under Buildings, facilities and infrastructure – seriously concerning that the Council staff considered the community engagement findings and came up with “prioritising people and movement over cars and trade” and “wholistic planning” should include the whole Municipality, and should understand that many this plan is to assist need to be **driven by carers** – so do not believe the staff comment really considers and addresses the issues to be addressed. Council need to identify and release the locations that are concerning people.
- Provision of accessible information and communication – **need to add accessible engagement and include taking it to the locations as previously stated**

Guiding principles

- Principles and goals look good, **but what actions are planned to be taken to identify what’s required to achieve them - do not believe that the action plan has SMART actions**

ACTION PLAN

Serious concerns with what will actually be achieved on the ground with many of the actions listed. Lots of staff training listed and changes to guidelines, but can this be revisited with a group of community and ask their priorities and biggest barriers now and lets budget to fix them.

3.2 should be done continually and not on the list

3.4 great idea

3.5 should be done continually and not on the list

3.6 should happen continually because when you upgrade as you state it needs to be to standard

Yet we are seeing seating all over the place that is not to DDA standard in all the new areas being developed – how can this happen with the design and project managers?

3.7 Great idea to have a plan but lets meet and sort some priorities for this budget for key areas of footpaths and roads identified in the 62 per cent poor and very poor and instead of spending more money and time to do another plan actually address some of the barriers.

Needs to be an action that states that equipment in Council facilities required for disability and inclusion is kept operational and up to standard at all times . People who require function therapy in the pool recently couldn’t for 6 weeks because both wheelchairs at the pool were out of order.

I am hearing from carers and others assisting those with disabilities of the limited areas they can take them for free outdoor activities . May Park and botanical gardens seem to be it – they are crying out for this and some of us are meeting in the next few weeks to see what we can do in this space – perhaps Council could get involved and assist with this and it could be part of the plan.

Guidelines for documents

This is included in the engagement policy and I am sure in other spaces – yet we continue to see acronyms, words and language used in reports and policies etc that many in the community do not understand – it must be challenging for those with any mental or visual impairment as well. As I have mentioned when at Council – whoever

does the design of the plans etc needs to check out guidelines with vision Australia to reconsider how they use colours where there is print.

We a seriously under resourced locally with suitable events, suitable activities or places that carers and the awakenings festival is sadly missed.

Can an Appendix of ABS Stats be included please, as per Appendix 1 in the previous plan. This is very informative.

Summary and viewing from an overall strategic point of view.

I believe the plan should be for 10 years as the goals, vision and opportunities are very broad and unlikely to change. Then include specific actions toward the plan as a part of the Annual Action plan under inclusion. This would save money and the money saved could be put into actually implementing some of the actions needed to resolve some barriers.

Reading the previous plan compared to this plan, is an interesting exercise, and I wonder why HRCC are paying for this new plan. I note Cr Power recently questioned on another plan, why it was not for a longer period. A good question given the amount of money for consultants and staff time to complete new plans. Please consider doing some of these plans for 8 years, and include the action component in the Annual Action plan. This also means the that Council wouldn't need to complete the "accessible annual report on progress" stated as "Council will provide the community" in the 2019-2022 report. I do not recall seeing these, can you please advise where I can find them, or email copies to me please?

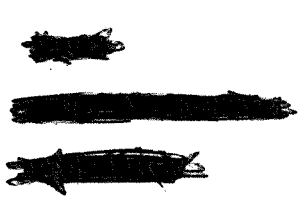
If included in the Annual Action Plan there would be no need for other reports as the reporting would occur regularly.

I believe this Plan needs a lot of reconsideration if it is to genuinely address the barriers facing those with disabilities, impairments and specific actions to address the urgent barriers so that people can see Council is serious about addressing them.

I am happy to discuss further if required.

Sorry couldn't submit earlier as have been away a lot of Feb

Regards

A redacted signature area consisting of three horizontal black bars of varying lengths, completely obscuring the name and any handwritten notes.

Daniel Rees

From: [REDACTED]
Sent: Sunday, 5 March 2023 10:33 PM
To: Council Support
Subject: Feedback to Draft Disability Access and Inclusion Plan

EXTERNAL EMAIL: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Thank you for allowing me to respond to the Draft Disability Inclusion Plan 2023-2026.

I have read the draft plan and have the following comments to make in relation to it.

I viewed with interest the photos on the Draft Plan of participants attending the Centre For Participation either at a program, event, or work. There are other organizations and businesses employing people with disabilities around Horsham. Supermarkets, McDonald's, and The Central Horsham Cafe to name a few would benefit from being supported by HRCC through their Disability Access and Inclusion Plan. Along with AXIS WorX - ADE since Karkana ceased to offer supported employment for people with disabilities.

<https://www.facebook.com/people/The-Central-Horsham-Cafe/100075624199974>

Goals The Plan has four broad goals with specific actions identified for each. I am responding to Goal 1, Goal 3, and Goal 4.

Goal 1: To improve understanding of the barriers faced by people with disability and the value they bring to the community.

This will always be a difficult area to reach. I have been involved in advocacy for over 40 years and I still do not have an answer to this. The PWDA (People With Disability Australia) is trying to diligently address this through their Social Model of Disability

[Social model of disability - People with Disability Australia](#)



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Goal 3: To continually improve access and inclusion in the built environment and at events for people with disability.

It is very difficult for the majority of people with disabilities to attend an event or function without a support worker or family member. Without this support, participants cannot attend and therefore continue to be segregated and isolated from society and the community. A 12-month calendar of events would be very much appreciated allowing families and participants to plan with their NDIS planners at the initial plan meeting or when reviewing their plans to request funds for the support they require to attend the events of their choice. Could HRCC access volunteers with experience in disability or those willing to assist support workers/community members who have this experience, is there enough volunteers within the community sector, i.e. council, CFP, and other organizations (Lions, Rotary, Probus, etc.) available to assist our participants to be included in the community events? This also brings up organizing transport to the events if going in a group, pick up, drop off. Inclusion does not just mean access to an event it has so many components to it. If we are serious about access and inclusion, more planning is needed for this to occur.

Goal 4: To provide meaningful opportunities for people with disability to participate in the workforce.

How many employees with disabilities are employed or have had work experience within HRCC? HRCC needs to be a leading example to other organizations. I acknowledge this is difficult as many employees multi-task their roles and are time-poor due to their own workload to spend time assisting, guiding, and supporting people who have disabilities and understand the capability of a person with learning difficulties, mobility issues, or other disabilities but it can be achieved with encouragement, support, assistance, guidance, and repetition. Although many may believe doing small tasks is a meaningless job for a person with a disability this can be empowering for them and assists to build their self-esteem and confidence knowing they are doing something worthwhile and part of a team and in time expanding their role within an organization/business builds their skill set. Putting the initial time into supporting people with disabilities in the workplace will allow them to achieve but without patience, guidance, and support we set them up for failure. Abilities are greater than disabilities, this needs to be strongly acknowledged not only community-wide but nationally. I have had many participants who have had excellent skills and experience in their previous working life who have not been given the opportunity to be included in the workforce due to the word disability or associated with an agency supporting people with disabilities to gain employment. Yes, stereotyped.

I would welcome a meeting to chat further about the points I have mentioned under the Goals above and how access and inclusion in and around Horsham evolve when the Draft plan becomes the final Disability Access and Inclusion Plan 2023-2026. I am presently reviewing, with the participants, the past Disability Inclusion Plan 2019-2022 for what they believe has or has not been achieved.

One last note, last Friday I met a young man who has just recently moved from Gippsland to this region. He has been very involved and a strong advocate for access and inclusion in the community. He approached me wanting knowledge of what was available and to make connections with organizations, clubs, and other people making a difference in the lives of people with disabilities. I believe it would be very advantageous for HRCC to make a connection with him to share his experiences living in another shire and how their Disability Inclusion Plan was actioned and met/unmet people with disabilities needs to access and inclusion. I have mentioned Daniel Rees, Project Officer Community Inclusion to Jeremy and I look forward to introducing Jeremy to Daniel in the very near future.

Regards,



Voluntary Advocate for Families and Individuals with Disabilities

Daniel Rees

From: [REDACTED]
Sent: Tuesday, 28 February 2023 4:42 PM
To: Council Support
Subject: Feedback- Disability Access and Inclusion Plan [SEC=UNOFFICIAL]

EXTERNAL EMAIL: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi HRCC,

We have reviewed the Plan as a team. We are employed by LCHS, which is the organisation that operated the NDIS in the HRCC LGA.

We note that one of the goals is to -Establish a Disability Advisory Committee- LCHS would love to be invited to have a staff representative on the committee, if that is something of interest to HRCC in the future.

We have reviewed the goals in the plan and offer the following feedback.

GOALS

1.2- What is 'on a regular basis and who chooses what is 'relevant' . Requires a precise and specific commitment from Council, seems very vague currently.

1.3- Why only 50 percent? For such a large organisation, this seems a very low target.

2.1 – Digital mediums to accommodate document reading out loud for those with a visual impairment. Braille? Easy English is really for people with an intellectual disability.

2.3- and maintain. Maintenance is essential for accessibility.

2.5- Does this relate to all council staff or only customer service staff? Specificity here would be great. Outdoor staff are extremely important for people with disabilities and the broader the better.

2.8- For what signage? Is this for everything. Some more specifics here would be great. Very vague.

3.8 And for 'Events Applications' to encourage other events to also support inclusion.

4.5-Broaden it to consider not just physical environments.

Thank you for allowing us the opportunity to provide feedback.

Please do not hesitate to contact us if you have any further questions.

Kind Regards.

[REDACTED]
 Acting Area Manager



Delivering the NDIS in your community

Latrobe Community Health Service is an NDIS Partner
delivering NDIS services in Victoria and New South Wales.

t: 1800 242 696
w: lchs.com.au



Latrobe Community Health Service acknowledges the traditional custodians of the lands where we work. We pay our respects to their Elders, past and present.

We aim to provide a safe and welcoming health service for everyone.

This document is confidential and should be read only by those persons to whom it is addressed. If you have received this message in error, please notify Latrobe Community Health Service by return email and destroy all copies.

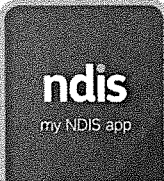
Join Participant First

Your feedback can help improve the NDIS. Some feedback opportunities are paid.

Tap to learn more

Download the my NDIS app today

You can use the app to see your plan, check your budget and make self-managed claims on the go. Tap to learn more and to download.



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RE: Feedback on the Disability and Inclusion plan 2023-2026

Introduction in the Executive Summary states that *People with disabilities represent 60.4% of the population*, not quite accurate, 6.3% of people require assistance with core activities. Although there is no data in 2018 the Australian Bureau of statistics modelling estimated 19.9% of people living in private dwellings have a disability. ([Horsham | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#)) This goes to demonstrate that quite a few more people are going to be impacted by this action plan than first perceived. By opening the scope to include all people that need equitable access it should allow for more funding opportunities and ensure the projects of this action plan have their rightful place in the Councils Annual Action Plan.

1.2 Participation – While it is extremely commendable that 34 members of staff were involved in the development of this plan it is unclear if their responses are included in the engagement findings. This is a little concerning as it is a large percentage of the data and may influence the result.

2.2 – Current Snapshot, Engagement Findings

Graphs or pie charts showing the breakdown of the results would be much clearer, especially for things like the events, where 52% have said average, 24% said well to very well (how many of these responses were staff?) the other 24% are unaccounted for, but it could be assumed that they have answers poor to very poor?

2.3 Opportunities

Fantastic, well summed up and references community feedback.

3.3 Goals

What does built environment mean? Does this mean community and private infrastructure? If so please use a clearer term.

3.54 Action Plan

Goal 3.

3.6 – Feel like it should read Continue to upgrade and **MAINTAIN** public infrastructure...

3.9 – Surely over three years we could be more than consider this. Couldn't we at least attempt a trial. Maybe using something like one of the pop up green space or any unused shop within one of the plazas.

3.11 – WHY ISNT THE LACK OF PUBLIC TOILETS THAT ARE FIT FOR PURPOSE MENTIONED! They need their own action point please.

3.12 – Ensure that all seating put into council infrastructure is DDA approved.

3.5 Implementation - Measuring Success

Suggest that there is an annual questionnaire or “Have your say” made available to the community to gauge public satisfaction with implementation and progress. Results of this to be publicly available. This will allow better transparency, greater engagement, and annual reprioritisation of key issues.

Overall – glad to see the matter addressed and it is clear a lot of people put a lot of work into it. I really think there is a lot of money that could be used to put in better facilities and actually making a real difference that will potentially be spent on easy to tick off items like staff training and yet more plans and consultants.

It would be good to see some projects and fixes get underway quickly in specific areas mentioned during feedback.

DESIGN INTENT

To improve the **public amenity** throughout the precinct with the:

- treatment of well maintained and inviting landscapes
- improved connections to the surrounding community
- clear hierarchy of pedestrian connections and defined vehicle movements
- variety of circulation routes throughout
- designed for inclusivity
- clear wayfinding and interpretive signage

To support principles of **cultural & environmental sustainability** with:

- future plant selection and habitat creation in the park
- diverse collection of plant species relating to the original EVC's
- selection of 'urban' planting palette for localised areas
- consideration of future maintenance requirements and challenges
- material selection for local conditions
- education and engagement with the natural environment through the valuing of the indigenous birds, insects and local fauna
- support the use of sustainably sourced materials and reclaimed materials

To value of the **physical and mental health** of the community through:

- reinforcing the existing 'urban park for all' and providing a broad spectrum of opportunities for both active and recreational pursuits that are multi-generational in character
- supporting art, culture and story telling throughout the park
- the consideration of the principles of CPTED including the provision of open views for safety, seamless access throughout and opportunities to rest and recover

It is with respect that we understand that a detailed oral history exists for the stories and customs of the **traditional owners** of this area. Incorporate active engagement with representatives from the Baringi Gadjin Land Council to reflect the potential interpretation from the **Wotjobaluk, Jaadwa, Jadawajali, Wergaia and Japagulk** families.

GENERAL GUIDELINES

Lighting - to create lighting fit for purpose throughout the park with the objective to extend the use of the site and offer safety, direction, ambience and playful opportunities

Connectivity/ surveillance - provision of WiFi, charging stations, CCTV, other

Paths of travel/circulation - to provide a variety circuits throughout the precinct. Support connections to local neighbourhood through improved pedestrian/ shared trail passage crossings of surrounding roads. Width of shared trail through precinct to support two passing mobility devices (3000m).

Furniture - provision of regularly spaced seats with backs & armrests along path system at least every 100m with additional seating in landscape features and parkour elements. I

Drinking Fountains - provided at gathering areas/ main entrances - to be inclusive in design

Signage/Wayfinding - directional & interpretative for distance markers and local stories of place

Art - incorporation of artistic elements into the layout, colour palette, vertical walling, paving design, structure design, etc

Shade & shelter - provision of sheltered areas throughout the park to support a variety of user groups

Sporting & Play Facilities - support multi-use, multi-size, multi-purpose facilities - such as adjustable goals, multi-linemarking on court facilities, multi sized swings, social swings, skate park for beginners to advanced, traffic school layout, etc

BBQ Facilities - provision of universally accessible BBQ's in two of the gathering areas



Remnant tree Ballarat (interpretive signage & protection) 5



Royal Park (layers of pathways, gathering, play and activity - City of Melbourne) 6



Cantilever shelter (Moodie) 4



Large scale shelter (Trusteel fabrications) 4



Toilet mural to extend into future detail of vertical walls of skate park (Hannah French)



Interactive Signage/ art interpretation



Parkour - landscape (Esplanade) 3



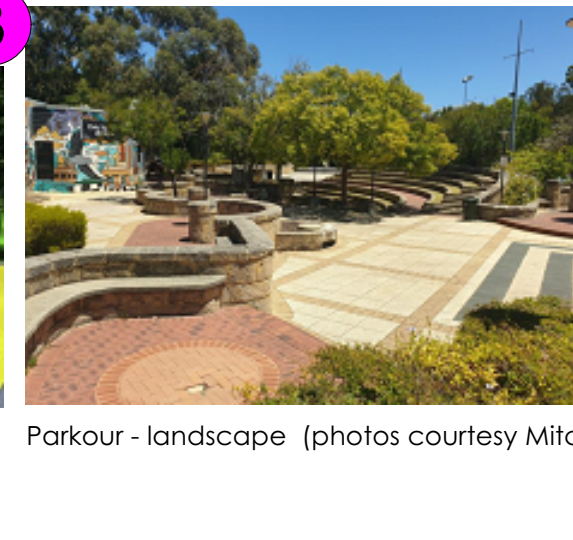
DJ Station with connection to mobile phone of users or pre-installed music (Yaip)



Skate Park vertical wall treatment (Happy Decay)



Parkour - equipment (photos courtesy Lark Industries)



Parkour - landscape (photos courtesy Mitchell Robinson)



Playful challenging opportunities - Mouse Wheel - for all ages



Inclusive Merry-go-round 1 Inclusive Equipment for play



Inclusive spinning cup for all abilities and ages (Kompan)



Inclusive long flying fox all abilities and ages (Kompan)



Variety of swings for all abilities and ages



Large birds nest swing for all abilities and ages (Kompan)



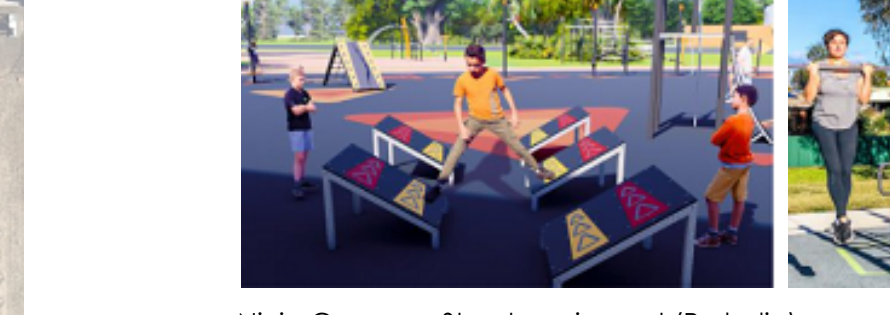
Climbing Mast challenge for all hanging & climbing (Proludic)



Inground trampolines (Adventure +)



Skysurf for all ages - swinging, social interaction, rotating and balancing (Proludic)



Ninja Course or Street equipment (Proludic)



Aeroskate (Proludic - slide, meet & balance: playful skate training)



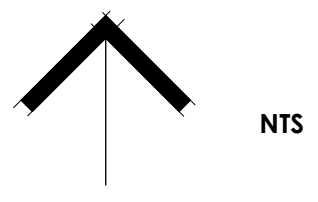
Rock climb wall/ container (Esplanade)



Basketball Goals (Proludic)



Painted acrylic court (Yellowtrace) 2



HORSHAM SKATE PARK - URBAN PARK FOR ALL - COMMUNITY, ACTIVITY & CONNECTION

Our vision is that the Hosham Skate Park will provide a range of opportunities and experiences for people to have fun and be physically active. The park will be a central meeting place for people of different ages and interest; a place we love to go to, spend time in or pass through.

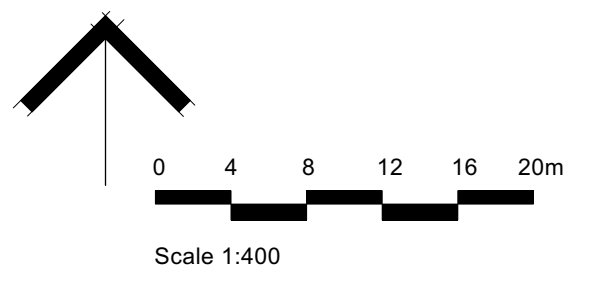
- 1 Landscaping**
Removal of existing toilet facilities and infrastructure. Make good landscape. Investigate future connection to landuse and activity north of the focus area. Incorporate power & water supply for event set-up
- 2 Existing vegetation**
Identify, protect and nurture existing Grey Box specimens - celebrate and communicate their story, age, connection to the landscape, place in the ecosystem through potential artistic interpretation
- 3 Dirt Track & jumps**
Groom and regrade track in consultation with with CRG and consultant/contractor skilled in best practice grooming and trail re-creation. Surround track with shade trees and seats/ platforms for viewing with additional shelter on existing concrete slab with seating and lookout
- 4 Water Storage Tank / Gathering area**
Opportunity to provide structure over storage tank with floating floor with opportunities for stage, shade, raised planter boxes. Provided a span is achievable and a floating floor can be engineered to protect existing storage tank infrastructure with no direct or indirect load. Potential to locate relocatable screen for projections/ movies (combined into pump shelter extension), seating tables, lighting, WiFi, phone charging stations, power outlets and CCTV
- 5 Skate Park Facilities - existing**
Improve lighting of whole site, consider the feasibility of CCTV, review location of centrally located wall, review coping detail, investigate ambulance access and access to bowl with local authorities, art/ colour on vertical surfaces, extend and review pump house height and use for projections
- 6 Skate Park Facilities - proposed stage 1**
Extend footprint of skate park to include freestyle skate elements (platforms, rocks, slabs / parkour elements with path connection to dirt jumps) - surface to be sealed concrete. Review feasibility for small/ junior shallow bowl/ half bowl similar to Dimboola Skate Park.
- 7 Gathering**
Provide opportunities for gathering, viewing of skate area, seating, picnic setting, natural seating options, irrigated lawn, shade, art and shade trees. Ensure open space for first aid officers and event officials - provide water and power
- 8 Secondary path connections**
Develop a variety of walking/ shared trail connections. Opportunity for traffic elements, mounds and seating throughout
- 9 Landscaping**
Develop landscaping areas with additional trees, diversity in plant selection, irrigated lawn areas and natural elements for seating and play. Consideration to sensory qualities of
- 10 Fitness & Ninja**
Extend diversity of existing equipment to support gathering, connection, multi-generational and Ninja fitness elements



- 11 Hard surface multipurpose court**
Re-surfacing of existing carpark to support multi-use linemarking (basketball/ 4 square) and carparking for CFA training activities. Ensure court can be used as a staging site for events held in northern section of park
- 12 Shared trail**
Minimum 2.5-3m wide sealed shared trail to support high use and commuter users along with recreational user groups. Implement street tree strategy to provide additional shade along both sides of trail
- 13 Pump Track**
Reinvigorate existing landscape with pump track design & constructed with specialist consultant with CRG engagement
- 14 Traffic Engineering Solutions**
Opportunities for safe pedestrian crossing points to support existing pedestrian movement patterns
- 15 Multi-generational Play space**
Support a diversity of user groups to engage with the play space. Encourage inclusive connections, variety of play opportunities, gathering opportunities, shade, landscaping and quiet areas
- 16 Toilet Facilities**
Integrate toilet facilities into surrounding with bike racks, GWM water fountain inclusive design with dog bowl, waste management. Consider future opportunities for 'Changing Places' compatibility.
- 17 Gathering**
Low key gathering space with art, seating, wayfinding, gopher charging station, connection to skate and infrastructure. Provide clear separation between skate park and shared trail to reduce conflict of movement.
- 18 Entrances**
Opportunities for a journey of movement into the skate park precinct - variety of entrances into different areas to improve connectivity and choice
- 19 Hardstand**
Opportunity for power, hardstand and water outlet for food van parking. Keeping views open, access for pedestrians from south. Provide incidental seating opportunities (rocks/ deck platforms) for outdoor cafe
- 20 Existing Carpark**
Potential canvas for street art and overflow area for festival/ carnival/ competition days
- 21 Art**
Investigate potential art integration throughout the site - working with the existing artwork on the toilets and linking to the synthetic surface under the play equipment, vertical walls in the skate park, concrete paving design/ detailing, seating, Horsham photo wall, acrylic basketball court design, etc to communicate a story, capture the energy of the usergroups and provide a playful whimsy for exploration for all ages

LEGEND

- BUILDING LAYOUT
- BOUNDARY FENCELINE
- EXISTING TREES
- PROPOSED TREES
- PROPOSED GARDEN BEDS
- LAWN (IRRIGATED)
- CONCRETE PAVING
- ASPHALT SURFACE
- PAVING
- COMPACTED GRANITIC SAND SURFACE
- WETPOUR SYNTHETIC SURFACE (IMPACT ATTENUATING TO AS4422)
- TIMBER DECKING
- PICNIC SETTING
- SEAT WITH BACK AND ARM REST
- BENCH
- LIGHTING
- ROCK EDGING
- VERTICAL LOG EDGING
- FENCE
- GRADED MOUND
- SHADE STRUCTURE
- SEAT/ WALL/ COLOUR/ VERTICAL FACE ART



Schematic Landscape Design - Concept Layout

FOR COMMENT Horsham Skate Park

Natimuk Rd HORSHAM

30.09.2022
PN 225

PO Box 765 HORSHAM VIC 3402
041 041 2440
felicity@laimiga.com.au
Note: This is a concept design drawing and not a working drawing. It is not to be used for construction purposes. Levels and dimensions are approximate only. This drawing remains the property of the Landscape Architect. COPYRIGHT LAIMIGA DESIGN STUDIO





Community Engagement Report

HORSHAM YOUTH PARK ENTERPRISE (HYPE)
Known as: HORSHAM SKATE PARK -

DEVELOPMENT OF CONCEPT PLAN

DECEMBER 2022

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PURPOSE OF ENGAGEMENT REPORT

This report summarises the engagement process undertaken and feedback received in the development of the draft concept plan for upgrades to Horsham Youth Park Enterprise (HYPE) known locally as the Horsham Skate Park.

BACKGROUND

The Skate Park was opened 4 May 2013 and provided an alternative skate board facility to the skate bowl located along Eastgate Drive.

The park is a site of regular activity by people using scooters, skate boards and bikes. The depth and design of the concrete bowl at the skate park limit usage for novice/learner skaters. Currently, the popularity of skate boarding in Horsham has declined and the area is used by people using scooters.

The Skate Park is classified as a regional park (HRCC 2019 Open Space Strategy) but an audit of the park identified a gap in the provision of essential infrastructure:

- accessible toilet facilities (since addressed)
- Open areas for informal play, natural play, irrigated grass, landscaping
- Accessible equipment, pathways, Universal Design
- Structured shade / shelter, picnic tables, BBQs
- Signage – wayfinding and history, public art

The dirt jumps have not been regularly maintained.

A Gender Impact Assessment, (GIA) required under the Gender Equity Act 2020, identified that the main demographic currently using the park are males aged 4-30 years and that design changes are required to make the park inclusive and accessible to a broader range of people.

There are perceived safety issues (associated with the limited demographic and perception of territory) at the skate park and vandalism is occurring at the site.

A review of the current usage of the park and identification of opportunities to improve the park resulted in the establishment of a Community Reference Group (CRG) and the development of a concept plan for upgrades to the park.

FOCUS AREA



The focus area is shown (left).

The area is bounded by Natimuk Rd (south) and Park Drive (east).

The site is on Crown land, with Horsham Rural City Council (HRCC) being the Committee of Management for the site.

Crown land to the west of the park is licensed to the Horsham and District Racing Club.

An underground water tank and pump shed (circled in yellow) are located in the middle of the skate park concrete area.

An observation tower (circled in yellow) identifies the potential location of a relocated western fence

PUBLIC PARTICIPATION GOAL

The goal of the community consultation was to:

- Obtain feedback regarding the draft concept plan to ensure the plan satisfied both a community vision for the Park and the needs of the broader community.

IAP2 LEVEL

Community – Consult

Community Reference Group – Collaborate

OUR PROMISE

To the community - We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision.

To the CRG - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

ESTABLISHMENT OF COMMUNITY REFERENCE GROUP

A Community Reference Group (CRG) was formed in August 2021.

The CRG is comprised of the following members:

- Skaters and people who use scooters at the Park (x2)

APPENDIX 3 – Engagement report

- Bike riders (Dirt jumps and concrete area) (x2)
- Senior adults (x1)
- Disability sector (x1)
- Community (1)
- HRCC Youth Council (x1)

Two HRCC officers from the Recreation and Open Space Planning (ROSP) team attended CRG meetings.

The CRG met regularly from August 2021 until September 2022.

Meetings were held in person at the Park Drive netball and CFA facility and at the Civic Centre, Roberts Avenue, Horsham.

Meetings were generally of a 1.5 hour duration.

VISION ESTABLISHED BY THE CRG

Our vision is that the Horsham Skate Park will provide a range of opportunities and experiences for people to have fun and be physically active.

The Park will be a central meeting place for people of different ages, abilities and interests; a place we love to go to, spend time in or pass through.

PROJECT TIMELINE

August 2021	Project commenced with the formation of the CRG
August – November 2021	Project planning with CRG (Includes stakeholder consultation undertaken by HRCC officers)
June 2022	CRG endorsement of draft concept plan
July 2022	Report to Council seeking approval to release the draft concept plan for community feedback
July – August 2022	Community engagement
August 2022	Feedback grouped and themed
August 2022	Community feedback reviewed by CRG and amendments made
August 2022	Amended plan endorsed by CRG
August 2022	Amended plan presented to the community via HRCC webpage
February 2023	Plan presented to Council for adoption

ENGAGEMENT TOOLS

A combination of passive and interactive engagement tools were used.

Passive: Weekly print media (local newspapers), HRCC webpage, HRCC e-newsletter, HRCC Facebook posts, HRCC Active e-newsletter, Core flute displayed at the Skate Park and in the reception area of the Civic Centre. Printed surveys were also available at the Civic Centre.

Interactive: Attendance at Horsham Plaza, (x2) Skate Park - BBQ and on-site meetings (x5) Horsham College (x4) Haven market, and targeted stakeholder meetings.

APPENDIX 3 – Engagement report

Note: The process of collecting community input commenced before the CRG was established and continued throughout the development of the concept plan. Initial community input (from the HRCC Youth Council, Skate Park users and others) provided a framework for design elements to be considered by the CRG.

Targeted stakeholder meetings were held with:

- Wimmera Catchment Management Authority
- Older Adults' Advisory Committee
- Wimmera Health Care Group
- Country Fire Authority
- Victorian Police
- Community Inclusion
- Church of Christ – seniors' group
- Horsham and District Racing Club
- Harness Racing Club
- HRCC Youth Council (3 meetings)
- HRCC Youth Group – new arrivals
- Goolum Goolum Aboriginal Cooperative
- HRCC Parks and Gardens' staff
- HRCC Asset team
- Strategic Planning Coordinator - HRCC
- Parks and Gardens' (Acting) Coordinator – HRCC

Feedback from groups was captured in different ways: completion of individual surveys, feedback from a group collected as a single survey response, and in a number of cases, people chose to receive the information, make verbal comments but not complete a survey. Comments were captured as survey responses, entered by ROSP officers.

Notes were taken at each stakeholder meeting.

WHAT FEEDBACK WAS RECEIVED?

Four hundred and thirty-eight (438) survey responses were received. The actual number of responses is higher (see comment above re: grouped responses).

Many people (201) chose to complete paper-based surveys and 236 people opted to complete surveys on-line, either via the HRCC webpage or via a QR code directing them to the survey on the HRCC webpage.

The draft plan for upgrades to the park was overwhelmingly supported with only three negative comments. Two comments supported the detail of the plan but wanted changes to happen immediately and a third respondent questioned the value of improving the park.

HOW WAS THE FEEDBACK MANAGED?

Survey data was collected via Microsoft Forms with a summary of short form (closed questions) attached to this report.

APPENDIX 3 – Engagement report

Feedback (open questions generating long-form comments were collected via both the electronic survey and the printed surveys) and was transferred to a spreadsheet and then grouped according to themes that emerged in frequency (Example: shade, seating, play elements).

All original survey documents, both paper-based and electronic, have been filed on the HRCC data management system.

WHAT DID PEOPLE LIKE MOST ABOUT THE DRAFT PLAN

People confirmed the importance of:

- Trees, shade, shelter from wind and rain and different types of seating throughout the area
- Play and activity equipment that is appropriate for a variety of ages and abilities with a request that different types of activities be provided in the park
- Placement of seating to enable supervision of activities
- Provision of amenities such as BBQs and gathering areas, with drinking fountains across the park
- Ensuring connected pathways for movement to and through the park
- Upgrading existing facilities – skate park (bowl) and dirt jumps
- Creation of learner activities – jumps, skate bowl
- Integration of art throughout the park and colour on vertical surfaces
- Nature-based play that is accessible to people of different ages and abilities
- Careful selection and placement of plants and landscaping and grassed areas.

WHAT PARTS OF THE DRAFT PLAN DID PEOPLE WANT CHANGED / ADDED?

- Provision of more shade and seating options throughout the park
- Provision of supporting infrastructure – an outside shower, wifi and phone charging points, repair station for tyres, storage cupboard for cleaning the skate bowl

HOW WAS THE FEEDBACK EVALUATED?

Feedback was considered against three forms of criteria, including the:

1. Vision developed by the CRG
2. Victorian Urban Design guidelines
3. Open Space Strategy (HRCC)

HOW DID THE FEEDBACK INFLUENCE THE FINAL DESIGN?

Feedback that was consistent with the evaluation criteria was included in the amended concept plan.

In most cases, feedback reinforced existing elements of the draft plan and was 'Noted' by the CRG; or additional notes were added in the explanatory sections of the concept plan for inclusion when detailed design occurs.

APPENDIX 3 – Engagement report

Feedback specifically incorporated into the revised concept plan included:

- Additional seating and shade options throughout, including the addition of a second shade structure over the concreted area
- Inclusion of an outdoor shower and nature play area

Following the evaluation process, the draft plan was amended, endorsed by the CRG and placed on the HRCC website for a four week period. A description of the feedback process and themes identified by the community was also placed on the HRCC website.

No additional feedback was received during the four week display.

WHAT ARE THE NEXT STEPS IN THE ENGAGEMENT PROCESS?

The engagement process for this stage of the project is complete.

When detailed construction drawings are developed they will be shared via the HRCC webpage.

WHAT IS THE CURRENT ROLE OF THE CRG?

The role of the CRG for this stage of the project will be completed when the concept plan has been presented to Council at a Council Briefing.

The CRG will be notified of Council's decision regarding the recommendation to endorse the concept plan for upgrades to the park.

The CRG has worked collaboratively throughout the project to understand site constraints, work within the defined scope of the project and identify design elements consistent with a shared vision for improvements to the community.

The commitment of members of the CRG is greatly appreciated and the model confirms the value of working closely with the community when undertaking complex community asset planning.

Mandy Kirsopp
January 2023

APPENDIX 4 - GENDER IMPACT ASSESSMENT

1. Do I need to conduct a GIA?

1.1. Is the policy, program or service new or up for review?

The requirement to conduct gender impact assessments only applies to policies, programs and services that are **new** or **up for review**. Defined entities are **not** required to assess policies, programs and services that are already in place unless they are being formally reviewed.

Question 1.	Response (please highlight relevant response):
Is the policy, program or service new or up for review?	YES – please progress to 1.2 .
	NO – a Gender Impact Assessment is not required.

1.2. Does the policy, program or service require community engagement, or is it a part of the Health & Wellbeing Plan?

A policy, program or service that requires community engagement or is part of the Health & Wellbeing Plan is deemed to automatically meet the criteria of having a **direct** and **significant** impact on the public.

Question 2.	Response (please highlight relevant response):
<p>Does the policy, program or service require community engagement?</p> <p>Is the policy, program or service identified in the Council / Health and Wellbeing Plan? 2021-2025</p>	<p>YES (to either/both) – it is recommended that a Gender Impact Assessment be completed. Please progress to 2. Completing a Gender Impact Assessment.</p> <p>Council Plan 2021-2025</p> <p><u>Theme 1 Community</u> <i>Horsham Rural City Council will develop the municipality as a diverse inclusive and vibrant community</i></p> <p>Initiatives and Priorities</p> <ul style="list-style-type: none"> • Enhance the inclusivity, accessibility and safety of our places and spaces • Promote and support the municipality's key tourism, events and local and cultural offerings • Support gender equity initiatives in the prevention of family violence <p><u>Theme 2 Liveability</u> <i>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.</i></p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>Initiatives and Priorities</p> <ul style="list-style-type: none"> Promote opportunities for life long social interactions and enjoyment Create engaging spaces and places for social connection and wellbeing to build community resilience Encourage participation, diversity and growth in sports, events, arts and culture Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive aging <p>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.</p> <p>Strategies</p> <ul style="list-style-type: none"> Diverse services, programs and facilities that are accessible to all <p>Initiatives and Priorities</p> <ul style="list-style-type: none"> Planning for places and spaces to provide connectedness and social inclusion
NO (to both) – please progress to 1.3 . A Gender Impact Assessment may still be required.	

1.3. Does the policy, program or service directly and significantly impact the public?

1.3.1. Complete the decision making matrix

The decision making matrix below has been developed to help you assess if a policy, program or service **directly** and **significantly** impacts the public.

Please highlight the score (1, 2 or 3) for each question which best describes the policy, program or service you are assessing.

Proposed activity: Development of a municipal tree strategy – Greening Greater Horsham				
	Question:	Score		
		1	2	3
Direct	Will this policy, program or service directly impact the public?	No impact	Some impact	Direct impact 3
Significant	What proportion of the community that your organisation typically serves will	<5%	5% - 20%	20% + 3

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	the policy, program or service affect?			
	Does the policy, program or service target people who experience particular disadvantage?	No	Maybe / Potentially	Yes 3
	Is there an impact on health, wellbeing, social, environmental, economic, or cultural outcomes for any part of the community?	No Impact	Some Impact	High Impact 3
	What is the total duration of this policy, program, or service?	Once off (e.g. 1 day)	Temporary (e.g. a few weeks/month)	Ongoing (e.g. many years) 3

1.3.2. Tally your score

Total score:	15 / 15
Additional comments:	<p>Public places are intended for all sections of our community but are not accessed equally. The location, design and infrastructure located in the public realm provides signals to and symbols of existing paradigms – of power, access and community values.</p> <p>The absence of a diversity of infrastructure restricts choices.</p> <p>The absence of shade and seating in public places – streets, parks and play spaces impacts on people’s willingness or ability to access the spaces.</p> <p>The way the public realm is developed directly impacts on the individual’s ability to actively participate in community activities, as individuals, in social groups and as caregivers through the life span.</p> <p>Safe and welcoming public spaces encourage increased activity, social connectedness and provide opportunities for improved emotional and physical well-being.</p> <p>A gender analysis reveals that women (in the Grampians) are more likely to be care-givers and living in single households in financially difficult situations. Welcoming and safe public spaces are particularly important for people with limited lifestyle and recreation options.</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

1.3.3. Use the below table to determine whether a GIA should be completed

Total Score	Gender Impact Assessment Required?	Outcome
5 – 8	Not Required	Indirect and/or low impact on end-users and the public. Please send this document, with section 1 completed, to hr@hrcc.vic.gov.au
9 – 11	Recommended	Moderately direct and/or medium level impact on end-users and the public. Please progress to 2. Completing a Gender Impact Assessment.
12 – 15	Required	Direct and significant impact on the public. Please progress to 2. Completing a Gender Impact Assessment.

2. Completing a Gender Impact Assessment

It has been determined that the program, policy or service that is new or up for review has a direct and significant impact on the public, and so a Gender Impact Assessment is required.

2.1. Overview:

What is the name of the policy, program or service that is to be analysed?	<p>Concept plan for Horsham Skate Park</p> <p>The work supports the following strategies and plans:</p> <ul style="list-style-type: none"> • Council Plan 2021-2025 • Asset plan 2021 • Open Space Strategy, 2019 • Early years Plan 2019-23 • Age Friendly Communities implementation plan 2019-23 • Community Inclusion plan 2019-22 • Urban Transport Plan 2020 • Municipal Bike and Shared Paths Plan 2013-18 • Sport and Recreation Strategy 2013- 2018 • Horsham North Local Area Plan (2022 – in development) • Social Infrastructure Framework 2020
Is this a new or existing policy, program or	<p>New service.</p> <p>A concept plan is being developed for the Horsham Skate Park. Planned upgrades will address amenity gaps (bringing the park to a regional level)</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

service? (please specify)	and will address the single use nature of the skate bowl and concourse and the facility's appeal to a limited section of our community.
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2.2. Define the issues and challenge assumptions:

In this step you will identify the issues that your policy, service or program is aiming to address and think about how gender and intersectional disadvantage might shape the policy issue, program or service you are working on.

What issues does this policy, service or program aim to address i.e. why is it needed?	<p>Changes to the park are required to:</p> <ul style="list-style-type: none"> • improve participation outcomes (increased usage) • support more diverse usage (people of different ages, abilities and genders) • begin to address a lack of public spaces and places that are safe and welcoming to girls, women and gender diverse people • begin to address a lack of public spaces that are safe and welcoming to people who do not participate in organised sport or active recreation • improve perceived safety of use or visitation • provide increased accessibility across and throughout the Park regardless of ability • provide no-cost recreation options for people without easy access to discretionary spending options • provide all-year public recreation facilities that are welcoming and accessible despite weather (rain, wind, sun and heat)
Are the people who are targeted and impacted by the policy, program or service included in the decision-making?	<p>Yes. Consultation occurred with the following community groups: girls and women (year 8 and Year 11 students), senior members of the community, people living with a disability, First Nations' people.</p> <p>Women's Health Grampians provided information re: international resources and advice re: the development of the GIA. This impacted directly on the development of the concept plan.</p>
Do you think that people of different genders access this policy, program or service in the same way and at the same rate?	<p>There are currently no data sensors (people counters) located at the skate park. The following comments are based on observational data over a 12 month period.</p> <p>The skate park is primarily used by males aged 4 -30. Young girls (aged 2-5yo) and accompanied by a parent / guardian use the park for scooters on the flat concourse. Girls at the skate park sit near the bowl and watch or wait for their (male) friends to finish skating / scooting.</p> <p>Limited seating and shade (particularly at the park and separate from the skate bowl area) results in territory being created for the user group.</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>People not involved with the skate park activity walk along Natimuk Rd and along Park Drive. Unless they are watching young children, people do not linger in the area.</p>
<p>What additional needs might there be for people with disabilities, or from different cultural identities, ages, gender identities, sexual orientations or religions?</p>	<p>Creation of welcoming, safe and accessible public places.</p> <p>This includes but is not limited to:</p> <p>Design of parks consistent with Victorian Urban Design Guidelines – multiple entrances/exits to the space, with at least two sides being public frontage.</p> <p>Accessible pathways linking equipment, activities, wayfinding signage etc.</p> <p>Shade and shelter – trees and constructed shade areas with seating placed to encourage interaction (ie: not placed in a linear pattern along pathways). Continuous shade canopy.</p> <p>Ensuring participation is free and accessible all the year. Consideration of climate barriers – providing access when the weather is dry and hot or wet and cold.</p> <p>Soft fall areas coloured and shaded.</p> <p>Wide, stable paths around and throughout the park. Paths should be connected and of a colour that contrasts with the path edge. Seating should be located under shade throughout the area.</p> <p>Shrubs being no higher than 400mm and trees with high understorey so lines of sight are maintained. Careful selection of shrubs and trees to avoid sharp edges, berries that may create slip hazards. Placement of shrubs for sight lines along paths.</p> <p>Sensory shrubs planted near pathway edges.</p> <p>Areas of grass and natural vegetation. Shaded with seating.</p> <p>Creation of natural areas inviting creative play. Not all areas and activities require hard infrastructure.</p> <p>Creating of zones of activity, encouraging diversity of use so different groups can simultaneously use the park.</p> <p>Diversity of equipment (play, exercise and resting) integrated throughout the site so people of different abilities and interests can use equipment without being identified as being 'different'.</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>Equipment that is flexible in use to cater for different abilities and interests.</p> <p>Lighting throughout spaced according to Victorian Urban Design guidelines (ie: so faces can be seen when walking)</p> <p>Amenities that cater for different abilities and life stages. (Accessible toilets, baby change facilities, family rooms etc)</p> <p>Wayfinding and other signage in simple language, using universal symbols, located at appropriate heights.</p> <p>Colour and textures used for interest but also for signalling wayfinding, entrances/exits</p> <p>Connected pathways to and from the park to encourage independence of access to the park</p> <p>Public facilities for different ages that can be accessed without entry costs</p> <p>Public facilities that can used throughout the year – regardless of weather conditions</p>
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2.3. Understand the context:

This step outlines how you will undertake research and data collection on the gender implications of your policy, program or service.

<p>How will you find the information you need to understand who will be affected by the policy, program or service and how?</p>	<p>ABS data reveals levels of socio-economic disadvantage of women living in Horsham. Data reveals high level of single parent households in the region, low levels of income.</p> <p>AusPlay data reveals disparity between males and females participating in organised sport.</p> <p>Women’s Health Grampians’ data reveals high levels of disparity between men and women. This applies to areas of: income, parenting status, employment, housing, perceptions of equality and personal safety</p> <p>International research reveals disparity between males and females participating in organised sports and on playing fields (ovals, courts and skate parks)</p> <p>Sport and Recreation Victoria provides information re: design guidelines for everyone</p> <p>The HRCC Digital Project will provide data showing current and post-development usage of the area. The project will also identify length of time spent in different areas of the park</p>
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APPENDIX 4 - GENDER IMPACT ASSESSMENT

	Observational research will be required to distinguish male and female usage data. A binary approach, although contested, will be required to provide initial data.
<u>Who</u> is likely to be affected by the policy, program or service?	<p>Until analysis is undertaken, the number and diversity of groups can't be quantified but we expect the following groups to be positively impacted by upgrades to the skate park:</p> <ul style="list-style-type: none"> • Girls and women wanting to use public spaces • Family groups • Caregivers – women, grandparents, men • People of varying socio-economic backgrounds, particularly where there are instances of disadvantage; • People of various gender identities; • First Nations' people • People of various cultural backgrounds; • People living with disabilities; • People of different age groups. <p>le: people across our community</p>
<u>How</u> is this policy, program or service likely to have different impacts for different people?	<p>Upgrades to the skate park will provide a model for change that will be applied to other parks and play spaces across the municipality</p> <p>Impacts will include:</p> <ul style="list-style-type: none"> • Creation of safe, connected and easy to access fun to experience public places – so increased diversity of people are encouraged and welcomed into public parks • Creation of different types of play spaces – where natural elements, shade and seating are valued as much as sealed surfaces and ovals. • Creation of public spaces that have increased usage – because of considered selection and placement of equipment and because of all-weather design considerations • Selection of different types of play equipment that are flexible in use and consider the developmental needs of different age groups. • Planning to ensure Crime Prevention Through Environmental Design (CPTED) elements are incorporated into existing and new parks • Increase in custodianship of public places

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<ul style="list-style-type: none"> • Creation of safe and interesting places so people can move between the private realm and public spaces – helps diffuse private tensions and potential violence • Creation of age friendly spaces so people of different ages are encouraged to be more physically active • Creation of welcoming spaces so people are encouraged to be more socially connected • Zoning of spaces and diversity of activities encourages people to 'linger longer' • Reduced levels of depression, cardio-vascular and other chronic diseases • Improved DALY levels (Disability Affected Life Years) people with less morbidity and better quality of life • Reduction of crime and anti-social behaviour
<p>What barriers might inhibit different genders or diverse community groups from accessing and using the policy, program or service?</p>	<p>Internally</p> <p>A resistance to change. Unconscious bias and a lack of understanding of the impacts of current practice on the development of girls, women and other under-represented groups.</p> <p>Lack of GIA principles and implementation requirements across the organisation. (Councillors and HRCC staff). Absence of forums to discuss why GIAs are required and to ensure implementation in programs and projects.</p> <p>Process of change resisting new practices and processes.</p> <p>Budget limitations and the values expressed in budget allocations.</p> <p>le: with increased understanding of the health and psych-social benefits of green public spaces and opportunities for play and active recreation for people of all ages, the HRCC budget needs review and adjustment to provide for initial and on-going investment in free to the public infrastructure.</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>Externally</p> <p>A park upgrade will not automatically create change for all groups. Family groups will use the BBQs and people will walk through and around the park.</p> <p>Girls' participation in activities will require intentional programming (ie: girls only learn to skate, scoot, roller skate, play basketball, ride a bike etc) activities. Programming is not part of HRCC's current business so partnerships with other agencies will need to be developed and funding obtained to create programming opportunities.</p>
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2.4. Options Analysis

A helpful way to think about an options analysis is:

- Option 1: the policy/program/service variables are not adjusted to accommodate the needs of people of different gender (and other factors). What does this look like? What are the benefits/costs of not making these adjustments?
- Option 2: the policy/program/service variables are adjusted to accommodate the needs of people of different gender (and other factors). What does this look like? What are the benefits/costs of making these adjustments?

OPTION 1: NO CHANGE

<p>Description of policy solution or program or service design:</p>	<p>No investment in upgrades to the skate park.</p> <p>Status quo is maintained re: boys and men's dominance of public playing spaces (ovals, courts and skate park).</p> <p>Design and development of parks and play spaces remains untargeted and through unconscious bias, inaccessible and unwelcoming to large sections of our community.</p> <p>ie: Public parks and play spaces continue to overlook the needs of girls and women, people from diverse backgrounds and people with diverse needs.</p> <p>Levels of physical activity continue to decrease.</p> <p>Lack of safe and connected active transport options, restricting development of girls movement through the built environment</p> <p>Community activity in public places is restricted resulting in loss of social connection.</p>
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APPENDIX 4 - GENDER IMPACT ASSESSMENT

Gender and participation consequence:	<p>HRCC continues to provide facilities and infrastructure that do not reflect contemporary understandings of the value of green public places and play for all ages.</p> <p>Gender benefits do not eventuate. This includes increased usage by all sections of the community.</p> <p>Continuation of poor health indicators: cardio-vascular and other medical conditions, social isolation and the social cost of lost health and wellbeing improvement opportunities.</p> <p>Levels of gender inequity remain high with possible linkages to high levels of domestic violence against women and girls.</p>
Gendered costs/risks:	<p>Perpetuates gender inequality by reinforcing unbalanced norms, roles and relations.</p> <p>Privileges men over women and gender diverse people.</p> <p>Reinforces territoriality and existing perceptions of spatial dominance.</p> <p>Ignores differences in opportunities and resource allocation for people of different genders.</p> <p>Inequitable distribution of public funds where men and prioritised over women and gender diverse people.</p> <p>Does not take into account issues of intersectionality.</p>
Overall gender impact (benefits >/=</ costs):	<p>Do not have the resources to calculate the costs but Aust averages are that the health benefit ratio of investment for health outcome is \$1:\$13 (Data available if requested – VicHealth, KPMG and SRV research)</p> <p>HRCC would be losing the potential for a \$13 health return on every dollar invested.</p>

OPTION 2: CHANGE

Proposed Option 2	<p>A park upgrade that addresses gendered differences in the way people access parks and play spaces.</p> <p>Upgrade of a park to address CPTED issues – lines of sight, multiple entry and exit options, diversity of people (ages, abilities) accessing the site.</p> <p>Aged and ability diverse selection of equipment and zoning of activity areas creating simultaneous and multi-use of public spaces</p>
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APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>Equitable expenditure of public funds for different community groups</p> <p>Increase in social capital as community groups are encouraged to use a shared space</p>
Gender benefits:	<p>Provides real options for people of differing abilities, interests, gender norms, roles and relations to participate in public places – both for increased levels of physical activity, but also for social connectedness and emotional wellbeing.</p> <p>Supports girls and women and other groups to actively enjoy the park – to exercise or socialise.</p> <p>Increase independence of movement if people are able to walk or ride to the park</p> <p>Signals an awareness of varying types and degrees of disparity within our community and supports a reduction to barriers preventing access and participation.</p>
Gendered costs/risks:	<p>Barriers presented internally (HRCC) re: changes to budget and lack of understanding and subsequent dismissal of the need for change.</p> <p>Risk? Findings and recommendations of the GIA are not implemented. Messaging to staff is reinforced that prevailing thinking will continue.</p> <p>Opportunities lost and increase in DALYs (Disability Adjusted Life Years) impacting on social structures, our health system and the individual's participation in community activities.</p> <p>Girls, women and other groups continue to be under-represented in public spaces and social messages re: territory and privilege for dominant groups are perpetuated.</p> <p>Funding opportunities missed.</p>
Overall gender impact (benefits >/=/< costs):	<p>Do not have the tools to calculate the costs but Aust averages suggest that the health benefit ratio of investment for health outcome is \$1:13</p> <p>Eg: Social connectedness, levels of physical activity and DALYs increase. Violence in and out of the home decrease. Independence, physical and social skills of girls, women and other under-represented groups increases (with associated benefits).</p>

2.5. Recommendations

The final step in the gender impact assessment process is to make a final recommendation based on your analysis

<p>Outline your recommended option from 2.4, including the rationale for this solution:</p>	<p>The Horsham skate park be upgraded to include best practice information re: design strategies to create inclusive, safe and welcoming public spaces.</p> <p>Upgrades to the skate park will address factors that impact on community involvement in active recreation and social connection.</p> <p>Providing accessible age-appropriate equipment will complement and extend options for psycho-social and proprioceptive skill development. This benefits people at all stages of the lifespan.</p> <p>Creating an inclusive, safe and welcoming public space will provide opportunities for active recreation and social connection for an expanded community.</p> <p>Public participation increases social capital – pride in the local area and the community. This has a moderating effect on anti-social behaviours.</p> <p>Providing public spaces that can be used by people with diverse interests promotes the sharing of space and of power. This helps address perceptions of inequality.</p> <p>Public funds are required to be distributed equitably, not favouring a single group (males) at the expense of others. Upgrades will reflect the more equitable distribution of public funds.</p> <p>An inclusive, activity area, comprised of zones or discrete activity areas, encourages multi-use of a facility.</p> <p>Increasing participation outcomes promotes safety for all.</p> <p>The built environment reflects contemporary power structures and the planning for and current configuration of public play spaces reinforces embedded power arrangements. Changes in the built environment will help create structural changes and will address not only levels of participation but also social connectedness, personal safety and emotional wellbeing.</p>
<p>What mitigation strategies could be used to avoid any harmful and</p>	<p>Provide training for Councillors.</p> <p>Include completed GIAs in Council reports.</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

<p>unintended outcomes associated with this solution:</p>	<p>Undertake a program of education for internal staff. Initial GIA training for a small group of staff has not been extended to the broader HRCC staffing group. Ie: roll-out GIA training as mandatory training for all staff.</p> <p>Provide in-service training that might include data re: age-stage appropriate experiences, concept images showing opportunities for reconfiguration of existing infrastructure and park layouts, cost-benefit analysis of different types of park and play experiences (the 'cost' of nature-play versus the cost of maintaining steel framed equipment).</p> <p>The sharing of international and emerging Australian data re: girls' participation in sports and in public spaces may help develop staff awareness</p> <p>Engage with community groups to actively seek out and encourage input to and feedback about the changes that need to be made.</p> <p>Develop community partnerships to plan programming opportunities for the upgraded park.</p>
<p>Explain how your recommendation:</p> <ul style="list-style-type: none"> • meets the needs of persons of different genders; • addresses gender inequality; and • and promotes gender equality: 	<p>Provides options for people of differing abilities, interests, gender norms, roles and relations to participate in public places – both for increased levels of physical activity, but also for social connectedness and emotional wellbeing.</p> <p>Signals an awareness of varying types and degrees of disparity within our community and through the introduction of deliberative planning, tangibly supports a reduction to barriers preventing access and participation.</p> <p>Social determinants of health will begin to be addressed.</p> <p>Extends the public-private realm, making it possible for people to safely move into public spaces.</p> <p>The lived experience of marginalised groups will change and there will be a better integration of diversity throughout our community.</p> <p>Public spaces and places will be safer, more accessible and more welcoming to all people.</p> <p>Spatial inequalities will begin to be addressed.</p> <p>Disparity in funding for male-dominated infrastructure will begin to be addressed</p>

APPENDIX 4 - GENDER IMPACT ASSESSMENT

	<p>Options for individuals and groups will be provided for active recreation pursuits.</p> <p>Social connectedness and community well-being will improve.</p> <p>Violence towards others and the self will be reduced.</p> <p>Community custodians will emerge.</p>
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Completed

October 2022

Authors: Shayanah Vella and Mandy Kirsopp

Next Steps:

Please forward a copy of this complete Gender Impact Assessment template to the People & Culture Team:

- Email: hr@hrcc.vic.gov.au

Electronic Signatures Procedure

1. PURPOSE

To provide guidelines around the use of electronic signatures at Horsham Rural City Council (**Council**).

2. INTRODUCTION

The use of electronic signatures enables Council to achieve significant operating efficiencies. It also carries a level of risk so needs to be used for approvals that are low to medium risk only, such as the affixing of electronic signatures to general correspondence.

3. SCOPE

This procedure applies to requests for the use of electronic signatures for the Mayor, Councillors, the Chief Executive Officer (**CEO**) and the Directors of Council.

4. PERMITTED ACTIONS

- 4.1 Electronic signatures may be used for items of general correspondence and other low to medium risk approvals within Council only in accordance with this procedure.
- 4.2 Many documents are now electronically signed via a PDF document with a digital signature inserted, which can then be forwarded on to the next signatory.
- 4.3 Under no circumstances, may electronic signatures be used for cheques, other financial transactions or any other high risk document.
- 4.4 All requests for the use of electronic signatures, on behalf of another person (Mayor, Councillor, CEO or Directors) must be directed through the Executive Assistant to the CEO and Councillors.
- 4.5 The sharing of electronic signatures shall only be available for the Mayor, Councillors, CEO and Directors of Council.
- 4.6 The Executive Assistant to the CEO and Councillors will hold all relevant electronic signatures, having requested that such signatures be provided at the commencement of the Council term or officer's employment.
- 4.7 Requests for the use of an electronic signature must be made via email to the person whose signature is required, with the email outlining the specific purpose for which the signature is required.
- 4.8 The person whose signature is required (Mayor, Councillors, CEO and Directors) will respond via email advising whether the request is approved or not approved.
- 4.9 Upon receiving confirmation of approval, the Executive Assistant to the CEO and Councillors will insert the electronic signature into the document, convert it to PDF format if possible and forward to the person making the request.
- 4.10 A separate authorisation is required each time an electronic signature is to be used.
- 4.11 A digital signature is to be used where the documentation is considered a high risk document, such as financial, procurement or contract related matters.
- 4.11 The Executive Assistant to the CEO and Councillors will ensure all electronic signatures will be disposed of at the end of the term / employment.

5. COMMUNICATION

This procedure will be available on Council's intranet and the Councillor Portal.

6. RESPONSIBILITY

Policy Owner: Chief Executive Officer

DEFINITIONS Definition	Meaning
Digital Signature	A digital signature is a cryptographic technique that creates a unique and unforgeable identifier in an electronic document. A digital code (generated and authenticated by public key encryption) is attached to an electronically transmitted document to verify the contents of the document and the sender’s identity.
Electronic Signature	An electronic signature (or e-signature) on an electronic document is intended to perform the same purpose as a handwritten signature on a paper document. For the purposes of this procedure, it refers to the placing a digitised image of a handwritten signature on a scanned copy of a document or a born-digital document
General Correspondence	Includes letters, forms, and similar low to medium risk documents only– this does not include contracts which require a digital signature as per “digital signature” definition

7. SUPPORTING DOCUMENTS

Document	Location
Policy No C04/019 – Procurement Policy	Intranet
Electronic Signature Request Form	Intranet
Sign and Seal Authorisation Form	Intranet

8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	2 October 2017	Executive Management Group	Updated policy/new framework	2 October 2020
02	** April 2023	Council	To include all Councillors and minor administrative changes.	** April 2027

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



Strategic Objectives

Theme 1 Community

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

Theme 2 Liveability

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

Theme 3 Sustainability

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

Theme 4 Accessibility

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

Theme 5 Leadership

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

Theme 1 – Community: Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	1.1.2 Review and update the HRCC Advocacy Priorities resource document	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	30 June annually	✓		
1.2 Support and empower localised community groups in their goals and plans ♥	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program	Report to Council on % increase of new successful applications	Community Relations & Advocacy	31 May annually	✓		
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	Report to Council on applications and assistance provided	Community Relations & Advocacy	31 May annually			
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding).	Venue is operational	Performance & Events	30 June 2024			
	1.2.4 Increase activation and promotion of outdoor venues	Report to EMT on usage of indoor and outdoor venues which will outline trends in venue usage with recommendations from that report to inform targeted activation where outdoor venues are underutilised.	Performance & Events	30 June 2024			
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces ♥	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements)	Policy adopted by Council	Strategic Planning & Heritage	30 June 2024			
	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 2024			
	1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass.	Progress report on implementation plan	Executive	30 June annually			
1.4 Develop a principles based and community need driven planning approach for our infrastructure ♥	1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair	Recreation Facilities Maintenance and Use Policies and Procedures adopted by Council	Recreation & Open Space	30 June 2024			
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham ♥	1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement	Partnership agreement developed and adopted by Council	Executive	30 June 2025			
	1.5.3 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	Strategic Planning & Heritage	30 June 2023			
		Cultural Heritage Overlay completed		31 December 2024			
1.5.4 Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the RAP Aboriginal Advisory Committee	Process established to record and utilise suitable names	Executive	30 June 2025				
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings ♥	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	Visitation and product sales reported monthly to Council	Horsham Town Hall - Marketing & Customer Service	31 December 2023			
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	Report on the number of cultural events at	Horsham Town Hall -	30 June annually	✓		

		Horsham Town Hall that will outline trends in the number of events enriching cultural diversity with recommendations from that report to inform targeted promotion where required	Marketing & Customer Service			
	1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness	Horsham Planning Scheme amended	Strategic Planning & Heritage	31 December 2023		
	1.6.5 Prepare a conservation management plan for Horsham Botanic Gardens	Horsham Botanic Gardens Conservation Management Plan is endorsed by Council	Strategic Planning & Heritage	31 December 2025		
	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 2024		

♥ Health Wellbeing Plan Priorities & Initiatives

In progress
 Completed
 Not delivered

Theme 2 – Liveability: HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
2.1 Promote opportunities for life long social interactions and enjoyment ♥	2.1.1 Design and promote activities in collaboration with the Older Persons Advisory Committee	Activities reported on in the Annual Report	Community Services & Safety	30 June annually			
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women’s Day & Seniors week	Events reported in the Quarterly Report	Executive	Quarterly			
2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ♥	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	Universal Access Guidelines adopted by Council	Community Services & Safety	31 December 2023			
	2.4.1 Seek funding opportunities through sport and recreation grants	Monthly Finance Report - Grants	Recreation & Open Space	30 June annually			
	2.4.2 Produce, publish & promote an annual program of HTH performances	Report to Council on participation at HTH events	Performance & Events	Quarterly	✓		
	2.4.3 Produce, publish & promote an annual program of visual art	Report to Council on participation at HTH events	Visual Arts	Quarterly	✓		
	2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion	Report to Council on Public art outcomes	Visual Arts	Quarterly	✓		
	2.4.5 Build on the quality of the Gallery's Visual Art Collection	Annual Report on the Art Gallery acquisitions	Visual Arts	30 June annually			
2.5 Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing ♥	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms	Progress report to Council.	Recreation & Open Space	30 June 2025			
	2.5.1 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			
2.6 Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.5.2 Finalise the Dudley Cornell Reserve Master Plan	Master Plan adopted by Council	Recreation & Open Space	30 June 2024			
	2.6.1 Promote recreation activities in our natural environment to increase destination tourism and visitation	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
2.7 Develop a range of recreational opportunities with a focus on our natural environment and recreational waterways	2.7.1 Identify and seek out commercial opportunities to activate the riverfront	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	2.8.1 Support the delivery of tourism opportunities for Mt Arapiles, the Black Range, as well as the rivers and lakes in our region	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			

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

♥ Health Wellbeing Plan Priorities & Initiatives


In progress
 Completed
 Not delivered

Theme 3 – Sustainability: HRCC will actively lead in sustainable growth and development of the community and the economy					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥	3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	30 June 2025			
	3.1.2 Implement the recommendations from the Wartook Valley Strategy	Progress report to Council	Strategic Planning & Heritage	30 June annually			
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan and Dadswell Bridge Community Action Plan	Progress report to Council	Business Development & Tourism	30 June annually			
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	Industrial land developed and ready for sale. Progress report to Council.	Business Development & Tourism	30 June annually			
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	A yearly submission to the Regional Connectivity program	Business Development & Tourism	30 November annually			
3.4 Support business resilience and recovery from the impact of business interruption	3.4.2 Work with local business to activate the Horsham town centre (CAD)	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
3.6 Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges ♥	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	Progress report to EMT	Waste & Sustainability	31 March annually			
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	Progress report to Council	Waste & Sustainability	31 March annually			
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	Plan adopted by EMT	Fleet	31 December 2023			
	3.6.4 Implement the actions from the electric vehicle transition plan	Progress report to EMT	Fleet	31 December annually			
	3.6.5 Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials	Progress report to Council on the implementation plan	Waste & Sustainability	April 2023			
		Compliance reporting to Government	Waste & Sustainability	30 June annually			
3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	Report to Council	Infrastructure	30 June annually				
3.8 Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.)	3.8.1 Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	Monthly Finance Report - Grants	Recreation & Open Space	30 June annually			
	3.8.2 Support communities to access Council owned recreational assets	Analysis of data to maximise utilisation of spaces	Recreation & Open Space	30 June 2023			

♥ Health Wellbeing Plan Priorities & Initiatives

In progress
 Completed
 Not delivered

Theme 4 – Accessibility: HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and Spaces (** Health and Wellbeing Priorities and Initiatives)					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
4.1 Ensure a safe and connected transport network including active transport	4.1.1 Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 June annually			
	4.1.02 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	Progress report to Council	Assets	31 December 2023			
	4.1.3 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 June annually			
	4.1.4 Develop a greater focus on safety improvements in the road and path network in urban and rural areas, including speed limit reviews, using historic crash statistics to inform priorities	Accident statistics	Assets	30 June annually			
	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	Zero fatality on Councils local roads; 50 % reduction in road related complaints	Assets	Quarterly Report			
	4.1.6 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	Report to Council on efficiencies achieved	Assets	30 September annually			
	4.1.7 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades	Assets	30 June annually			
	4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	Plan developed and adopted by Council	Recreation & Open Space	31 October 2023			
		Progress Report to Council		30 June annually			
	4.1.9 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	Plan developed and adopted by Council Horsham North area as a priority	Operations	30 September 2022	✓		
				30 June 2023			
4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy	Funding secured to undertake planning work	Recreation & Open Space	30 June 2024				
4.1.11 Upgrade asset system information to improve the planning and effectiveness of renewals funding	Asset database updated	Assets	31 March 2024				
4.2 Advocate for supporting infrastructure to ensure connections to key places and services	4.2.1 Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions	Plan adopted by EMT	Community Services & Safety	31 December 2023			
4.3 Planning for places and spaces to provide connectedness and social inclusion	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	Progress report to Council	Recreation & Open Space	30 June 2024			
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	A series of toilet additions/upgrades planned in successive budgets with progress reported to EMT	Infrastructure	30 June annually			
	4.3.5 Develop a detailed outdoor Play Space Plan	Plan adopted by EMT	Recreation & Open Space	31 December 2023			
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal	Progress report to Council	Operations	31 March annually			

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

♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

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

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

In progress
 Completed
 Not delivered

Horsham Rural City Council: Annual Action Plan

Community consultation feedback

Public consultation

The draft Annual Action Plan was presented to Council at its monthly meeting on 27 February 2023. The document was opened for community feedback for 4 weeks in March closed on Friday 31 March 2023 at 5pm.

The community consultation period was promoted on Council's website and on social media.

Seven written submissions were received during the consultation period, one of these was from a community interest group, and the remaining six were from individuals.

Submissions will be collated and a report to Council prepared for them to consider. Council will then approve a final version, and use the document throughout the financial year to help guide its priorities, projects and activities

Summary

Specific feedback on the Annual Action Plan from all seven submissions is outlined in the table below. Some common feedback themes include:

- *Request for greater clarity in relation to the measures used.*
- *Inclusion of more specific reporting/project completion timeframes*
- *Progress indicators where an action has an annual delivery*

Annual Action Plan Feedback and revisions

Table 1. Summary of feedback and revisions

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
Overall document	
Whole document is extremely hard to read or to provide feedback on as there is not concise timelines, it references a lot of other action plans and the writing is extremely poor.	Nil amendments required. Reason: the Annual Action Plan is a high level summary of annual actions to support the 4 year Council Plan and clearly articulates the timelines for delivery within the 4 year cycle of the Council Plan
When reviewing the draft plan it is evident quite a few of the items were completed in the previous action plan. When that is the case and the action is finished, I question the value of having the item in the annual action plan.	Nil amendments required. Reason: the Annual Action Plan is a high level summary of annual actions to support the 4 year Council Plan, so includes items that have been completed since the last report was issued. Those items will be removed, so the progress against the 4 year Council Plan can be tracked over the annual iterations of the document.
For many of the actions the measures in the draft action plan are not measures. They are the report in which progress will be noted. While the reporting measure is important to note it would also be beneficial to note the ways in which the success or failure of the project will be measured. I realise there are broader measures in place to analyse the Priorities and Initiatives, this should also be done for each action.	Amendments required Reason: including specific measures for each action would also note the progress over the 4 year cycle of the Council Plan as new measures are introduced for key actions as achievements/progress is made
Actions have more detail, with the recommendations or activities of the strategy, plan or framework that are relevant to the financial year listed.	As above
The measures are clear goals of what is to be achieved within the financial year the plan related to.	As above
Due by dates are not broader than a month. “Annually” is not a due by date. “Annually Oct” is much better. For ongoing projects with multiple targets, within the year a quarterly breakdown of the goals would be beneficial.	Amendments required for annual items Reason: many of the annual items already have an allocated month in which they are due. Annual items without a month to be amended to include a specific month in which the actions are due each year where this is meaningful. No action required for quarterly breakdowns as those items are reported in the quarterly report.
The “Year Action Finalised” Section is changed to “Progress on Project” with percentages used to demonstrate annual progress for projects that carry over multiple years.	Nil amendments required. Reason: the ‘Year Action Finalised’ is used to reflect that the year of delivery noting that the Annual Action Plan is an annual iteration of a

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics> if proposed)</i>
	document to support the 4 year Council Plan. The Plan already demonstrates progress in the form of the pie chart indicators included against each action.
The annual action plan should not be one that reads almost word for word the same as last year's. When I collected last financial year's to compare against this year's I was confused for a start as I thought they were the same document.	Nil amendments required. Reason: the Annual Action Plan is an annual iteration against a 4 year Council Plan, so will change very little between years other than to record completed actions achieved within the previous Plan and to reflect funded budget initiatives in each Plan. The Plan provided for community feedback did not include the 2023-24 funded initiatives as the budget is still in development.
There are many overdue dates on the document with no further information on a new date, or why the item has not been delivered, while this information may be found in a number of other reports for the sake of transparency and community feedback it would be beneficial for it to be noted in the action plan with a new delivery date noted	Amendments required Reason: clarity around status of delivery required
Theme 1 – Community: Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community	
Priority/initiative 1.1: Measure for achieving 1.1 should be a community measure	Priority/initiative 1.1: Communicate and engage effectively with our community to understand their needs and advocate on their behalf Nil amendments required. Reason: the priority/initiative already has a number of measures against the specific actions. There is also a community measure in the consultation and engagement section of the community satisfaction survey that is used to assess progress or otherwise against this priority/initiative.
Action 1.1.2: What month, or even quarter is this done in? How is the Council planning to engage with the community to do this? At minimum please add <i>based on community feedback</i>	Action 1.1.2: Review and update the HRCC Advocacy Priorities resource document Amendment required Reason: month for delivery of the annual action is not specified. Propose <i>June Annually</i> be included.
Priority/initiative 1.2: Create a working list of community groups within HRCC. This would also help new people in town to engage with our community and build relationships quicker	Priority/initiative 1.2: Support and empower localised community groups in their goals and plans Nil amendments required. Reason: HRCC already provides details of community groups on our website in the Community Directory at https://www.mycommunitydirectory.com.au/Victoria/Horsham
Action 1.2.1: It is well past time when HRCC became proactive about events and provided the appropriate financial support for localized community groups. There should be Event grants separate to Community grants, and they should criteria should be developed based on if a FREE to attend, community event which is inclusive to all, or an event like WMFD which has entry fees and site fees etc and should be able to run as an entity on their own.	Action 1.2.1: Increased reach and diversity of allocation of Annual Community Grants program Nil amendments required. Reason: the action relates specifically to community grants so does not preclude the opportunity to consider an events grant process

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
Action 1.2.1: Provide ongoing support to educate community groups(note this could be the recording of this year’s presentation being available online for future groups to attend or revisit and for those who were not able to attend)	Action 1.2.1: Provide support and educate community groups on grant applications to external funding bodies Nil amendments required. Reason: the presentation provided was recorded and is available on our website for us
Action 1.2.3: A commitment was made by the Council executive prior to the Town Hall being built that “the Wesley will continue doing what the Wesley has always done.” That it wouldn’t change. The Wesley would continue to operate in the same way it always has, especially for performances that were not anticipated to fill the (then) newly proposed PAC. This building, the Wesley Methodist Church, is important and significant to our Town. There seems to be a distinct lack of enthusiasm or funds to save and restore this beautiful venue. This should be a high priority. Want Wesley PAC reopened – based on promises made, and its importance, the local history, and the net community benefit achieved by restoring this building, and to have it done properly; and as a high priority	Action 1.2.3: Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding). Nil amendments required. Reason: action states the venue is operational and support is subject to funding
Action 1.2.3: States venue is operational...what is left to be done. Would like to see it performing as it once was	Action 1.2.3: Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding). Nil amendments required. Reason: In addition to its own financial commitment, Council is continuing the advocacy and pursuing grants and other fund raising opportunities to get the building operational.
Action 1.2.3: Delete the subject to funding - get serious about this – The community survey that was done in recent years identified the community wanted Wesley Open – Only today there is a tender advertised re feasibility study for 43 Firebrace St Council property re spending \$1m to refurbish - We keep hearing about livability and listening to the community – you waste money on surveys and reports then ignore the results.	As above
Action 1.2.4: What is the action HRCC are taking to increase the activation? Implement a temporary grant opportunity for 2023/2024 to assist with activation events for outdoor venues, in preparation for the implementation. The measure is not this is not a measure to increase activation – it only states what is occurring – at this time this would be a very small report I believe. This should also be reported to Council and the Community	Action 1.2.4: Increase activation and promotion of outdoor venues Amendments required Reason: we need to include a measure that more clearly captures increased activation such as setting a target for the number of events or reflect that <i>the report to EMT will outline trends in venue usage with recommendations from that report to inform targeted activation where outdoor venues are under utilised</i>

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
Action 1.3.1: This should have been completed PRIOR to doing the new plan. Actions NOT implemented should have been the first on the new draft plan together with an explanation of why not completed	Action 1.3.1: Report on implementation of all actions identified in the 2019-2022 Community Inclusion Plan Amendments required Reason: the Annual Action Plan states that reporting will occur 31 Jan Annually however this Plan is now concluded and a close out report will be presented to EMT in April.
Action 1.3.2: It's time to STOP wasting money on 4 year plans that seem to achieve very little – Inclusion should have a 10 year plan and use the money spent on doing plans to actually ACTION items in the plan	Action 1.3.2: Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan Nil amendments required Reason: action item almost completed however it should be noted that there is justification for a 4 year review.
Action 1.3.3: measure should be that the policy is activated and subdivisions with appropriate spaces being allocated	Action 1.3.3: Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) Nil amendments required Reason: once the policy is adopted it will be applied to subdivisions and appropriate spaces allocated as per current practice to ensure public space is made available within subdivisions
Action 1.3.4: measure should be that the policy is adopted and being applied to subdivisions	Action 1.3.4: Develop a policy for developer's open space contributions & amend the planning scheme Nil amendments required Reason: once the policy is adopted it will be applied to subdivisions
Action 1.3.5: Stop doing plans for Horsham North and other things and take meaningful action.	Action 1.3.5: Develop the Horsham North Local Area Plan Nil amendments required. Reason: priorities from the plan have been identified for delivery as funded initiatives for 2023-24.
Action 1.3.6: hope there is going to be more done that just plans. Would be good to see something completed	Action 1.3.6: Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass Nil amendments required. Reason: priorities from the plans have been identified for delivery as funded initiatives for 2023-24
Priority/initiative 1.4: EXTREMELY important for our ongoing development as a regional city and our ongoing liveability. Hard to understand how 1.4 is not being tied into the recommendations for priorities from other completed plans and strategies in particular the Social Infrastructure Plan 2020, which had an excellent mix of respondents by age and gender	Priority/initiative 1.4: Develop a principles based and community need driven planning approach for our infrastructure Nil amendments required. Reason: priorities from other completed plans and strategies will be incorporated into the development of the planning approach
Action 1.4.1: This should be done with Consultation to ALL user groups and members. With opportunity for community feedback. This will ensure that venues and facilities are more likely to be used.	Action 1.4.1: Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair Nil amendments required. Reason: community consultation will occur as the policies and procedures are developed

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics if proposed</i>)
Action 1.4.1: This should be internally happening anyway and removed from the plan	Action 1.4.1: Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair Nil amendments required. Reason: item will remain in the plan given the level of community interest in the policy
Action 1.5.3: I would like our Heritage study be finished and signed off by Council. I apologise if this has been done but I don't recall seeing go through Council. Our heritage buildings, what are left of them, are at risk if you people don't do something soon	Action 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. Nil amendments required. Reason: plans are in progress and are being developed to inform meaningful action.
Action 1.5.4: Why does this need to take so long to achieve	Action 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 Nil amendments required. Reason: the Geographic Names Victoria (GNV) strongly encourages naming authorities to consider local Aboriginal names for new names to roads, features and localities. They also require naming authorities to engage with the local Traditional Owners before making any decisions on the use of their language. Progress is ongoing however this action aligns with the lifecycle of the Council Plan so is reflected as having a delivery date at the conclusion of the reporting cycle of the Council Plan.
Action 1.5.4: Let's not go over the top with the 'First Nations' stuff. It is becoming tiresome with the "welcome to country" at every forum. Do we actually need street names in the "suitable Aboriginal language	As above
Action 1.6.1: the measure does not assess 1.6.1. there needs to be feedback gathered from local accommodation providers as stated by those visiting – maybe a survey left with local accommodation providers would gain a better insight	Action 1.6.1: Increase the range, quality and appropriateness of Visitor Services information and products Nil amendments required. Reason: the measure relates specifically to increased visitation to Visitor Information Centre not visitation more generally
Action 1.6.2: How many years is it going to take to do what should have been done before visitors services were moved. What damage is this delay doing to how long visitors stay or visit?	Action 1.6.2: Ensure Visitor Services successfully integrates into the Horsham Town Hall venue Nil amendments required. Reason: this action is complete and Visitor Services have successfully integrated into the Town Hall venue
Action 1.6.3: Just words – what are you doing to encourage and promote these events, and assist other events to include cultural diversity. Reporting on how many is not doing anything to encourage or promote	Action 1.6.3: Encourage, promote and celebrate events enriching cultural diversity Amendments required Reason: we need to include a measure that more clearly captures increased cultural diversity or reflect that <i>the report will outline trends in the number of events enriching cultural diversity with recommendations from that report to inform targeted promotion where required</i>
Action 1.6.4: What is been implemented and what does the study include? Unclear as to what study this refers to or what actions are to be taken	Action 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

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
	<p>Nil amendments required.</p> <p>Reason: Annual Action Plan states delivery is due December 2023 with details of that study to be reported outside of this Plan</p>
Action 1.7.1: How are we doing this – appears to be just words we need to see the initiatives listed as actions – what are they please?	<p>Action 1.7.1: Lead and Partner on public initiatives to improve awareness and knowledge of family violence</p> <p>Nil amendments required.</p> <p>Reason: as per the measure the initiatives are reported in the Annual Report noting Council are involved in the CORE Alliance and 16 days of activism</p>
Action 1.8.1: This should happen automatically internally and not be on this plan	<p>Action 1.8.1: Implementation and training on use of the newly developed accessible documents guide</p> <p>Amendment required - remove action</p> <p>Reason: action is internally focused so not required for inclusion in a community document</p>
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	
Action 2.1.1: Suggest that more community input is sourced to get more ideas and feedback of proposed ideas. Face to Face drop in highly recommended. Have an up to date activates list in the paper and on the website would be helpful	<p>Action 2.1.1: Design and promote activities in collaboration with the Age Friendly Communities reference group</p> <p>Nil amendments required.</p> <p>Reason: Annual Action Plan makes general reference to design and promote but does not specify by which means so the feedback can be addressed without amendment to the Plan</p>
Action 2.1.1: whats the difference between the Age friendly communities reference group and the older persons group – do we even have 2 groups and if so should we only have “Age friendly” to be fully inclusive?	<p>Action 2.1.1: Design and promote activities in collaboration with the Age Friendly Communities reference group</p> <p>Amendments required</p> <p>Reason: The Age Friendly Communities Reference Group has been superseded by the Older Persons Advisory Committee as a result of the new committee structure being adopted. Action should be updated accordingly as Design and promote activities in collaboration with the Older Persons Advisory Committee reference group.</p>
Priority/initiative 2.2: Neighbourhood house found somewhere permanent, within Horsham North and promoted	<p>Priority/initiative 2.2: Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning</p> <p>Nil amendments required.</p> <p>Reason: not linked to the action within the Plan</p>
Action 2.2.1: this should happen automatically due to required standards so should not be and action on the plan	<p>Action 2.2.1: Develop and implement council wide guidelines for universal inclusion and access across all activities</p> <p>Nil amendment required</p> <p>Reason: it is relevant that the community are aware Council is developing and implementing council wide guidelines for universal inclusion and access.</p>
Action 2.2.2: Have an up to date activates list in the paper and on the website would be helpful	<p>Action 2.2.2: Partner with the WRLC to promote the library and related events through Council's public notice page</p> <p>Nil amendments required.</p>

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
	<p>Reason: Annual Action Plan makes general reference to promote the library and related events but does not specify by which means so the feedback can be addressed without amendment to the Plan</p>
Action 2.4.2: Has been happening for last few years and continuing so why is it still on the action plan	<p>Action 2.4.2: Produce, publish & promote an annual program of HTH performances Nil amendments required. Reason: quarterly reporting requirements remain a requirement</p>
Action 2.4.3: Has been happening for last few years and continuing so why is it still on the action plan	<p>Action 2.4.3: Produce, publish & promote an annual program of visual art As above</p>
Action 2.4.6: Sauna and spa are a wonderful addition for rehabilitation, looking forward to this happening, as it is something we lack in the area	<p>Action 2.4.6: Implement the Horsham Aquatic Centre Master Plan - Hydro Therapy pool, spa, steam and sauna rooms Nil amendments required. Reason: no action required. Statement of support.</p>
Action 2.4.7: Why is this an Action on here when it is a part of Council normal operations	<p>Action 2.4.7: Oversee contract management of the Horsham aquatic services Amendment required - remove action Reason: action is internally focused so not required for inclusion in the Plan</p>
Action 2.5.1: We are desperate for facilities and there are many women not able to work due to this – once again suggest a longer term plan and focus on urgent facilities	<p>Action 2.5.1: Municipal Early Years Plan 2019-2023 to be reviewed and updated Nil amendments required Reason: review is well progressed and focus is already on securing options to support provision of early childhood education and care</p>
Action 2.6.1: Have an up to date activates list in the paper and on the website would be helpful	<p>Action 2.6.1: Promote recreation activities in our natural environment to increase destination tourism and visitation Nil amendments required. Reason: Annual Action Plan makes general reference to promoting recreational activities but does not specify by which means so the feedback can be addressed without amendment to the Plan</p>
Action 2.6.1: I cannot believe that someone believes we are doing this monthly – we are certainly not achieving it Just because it is on a report doesn't mean we have it right – I believe we need definite actions	<p>Action 2.6.1: Promote recreation activities in our natural environment to increase destination tourism and visitation Nil amendments required. Reason: an Investment, Attraction & Growth monthly report is provided to Councillors and outlines opportunities to increase destination tourism and visitation</p>
Action 2.7.1: Our community has been looking forward to the activation of our river area, the works currently being done are looking brilliant, however, to utilise them properly a cafe and other business ventures would make the utmost difference.	<p>Action 2.7.1: Identify and seek out commercial opportunities to activate the riverfront Nil amendments required. Reason: the action already states the intention to 'Identify and seek out commercial opportunities to activate the riverfront'</p>

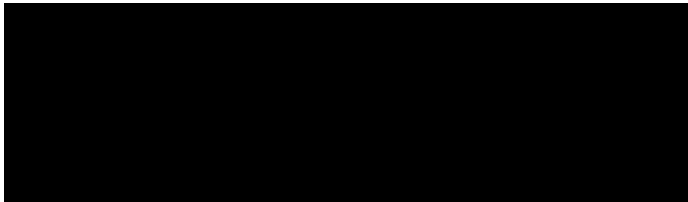
Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
Action 2.7.1: The river front area changes are improving the area – but I think it will a long time before commercial activities are viable. By all means support interested parties but I can't see the sense in "seeking out commercial opportunities". If it is viable, someone will do it.	Action 2.7.1: Identify and seek out commercial opportunities to activate the riverfront Nil amendments required. Reason: the intention is to identify opportunities to activate the riverfront which will include both creating interest and supporting interested parties given many may not know that the activation will include opportunities for commercial enterprise
Action 2.7.1: Commercial will only become interested when they see consistent activity because without activity there is no income or return on investment. Suggest support more events and activities to develop the following and create habit first	As above
Action 2.8.1: Activation of natural assets could be further enhanced by mountain bike tracks etc. You only have to look at Derby to see the potential tourism.	Action 2.8.1: Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region Nil amendments required. Reason: action relates to supporting tourism more generally which does not preclude consideration of mountain bike tracks.
Action 2.8.1: Define support – need real actions – not sure how reporting is even occurring on this	Action 2.8.1: Support the delivery of tourism opportunities on Mt Arapiles, the Black Range, as well as the rivers and lakes in our region Nil amendments required. Reason: an Investment, Attraction & Growth monthly report is provided to Councillors and outlines opportunities to support the delivery of tourism in our region
Priority/initiative 2.9: Is there a chance to hold a workshop to try and get some ideas on how to move forward with these since they are at a standstill in some cases. We have a massive mental health problem in this area. It would be good to brainstorm some ways to help combat it.	Priority/initiative 2.9: Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members. Nil amendments required. Reason: the Council is undertaking this activity in partnership with our Health & Wellbeing partners who are more appropriately placed to lead the engagement
Priority/initiative 2.9: All advocating NO ACTION. No proof of any advocating with nothing happens Community not even fully aware of what's available Community need a report of what establishment or growth is actually happening	Priority/initiative 2.9: Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members. Nil amendments required. Reason: the Council is undertaking this activity in partnership with our Health & Wellbeing partners who are more appropriately placed to report on outcomes
Theme 3 - Sustainability: HRCC will actively lead in sustainable growth and development of the community and the economy	
Action 3.3.1: Like what – Community need to understand what and Council need to find out from community what is lacking to understand their needs	Action 3.3.1: Source opportunities and develop partnerships with technology industry bodies to enhance connectivity Nil amendments required Reason: Gaps in connectivity and communication services in the region are addressed in the Wimmera Southern Mallee Digital Plan and forms the basis of advocacy/partnerships by Councils and the Regional Partnership.

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics if proposed</i>)
Action 3.4.2: CBD – leave it alone. Here is a classic case of being totally out of sync with the community. It is money wasted, that most traders and ratepayers do not support. Council does to us; not with us.	Action 3.4.2: Work with local business to activate the Horsham town centre (CAD) Nil amendments required. Reason: the Council is engaging with traders and community to inform the activation of the CAD
Action 3.5.1: Does HRCC have the appropriate expertise to ensure the license reflects world's best practice?	Action 3.5.1: Submission to the Environmental Effects Statement for the Avonbank mining project to ensure that the license reflects world best practise. Nil amendments required. Reason: Council is not the regulating authority for the mining license. If deemed necessary, Council will obtain specialist advice to inform its submission and advocate accordingly.
Action 3.6.3: Council purchasing electrical vehicles is a step in the right direction. As leaders in the community it would demonstrate a commitment to our environmental impact	Action 3.6.3: Develop a plan for the introduction of electric vehicles to Council's fleet Nil amendments required. Reason: no action required. Statement of support.
Action 3.6.5 – Review of implementation in Oct 2023 (6mths after roll out) to see if community would like to change back to weekly collection, with a cost figure of how much extra this would be annually or if there are other ways it could be improved within the State Legislation guidelines. Community Engagement report to be released Dec 2023	Action 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 Nil amendments required. Reason: Council is already planning a review of implementation, however the specific action has been achieved
Priority/initiative 3.8: Ensure that all Clubs and groups are treated in the same manner with regards to running or using a Council owned facility, and ensure that Events being conducted for the community can access the facility with no payment.	Priority/initiative 3.8: Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.) Nil amendments required. Reason: Council is currently reviewing all of its arrangements with clubs and groups to ensure greater equity and transparency and will revise policy accordingly.
Theme 4 - Accessibility: HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and Spaces	
Action 4.1.2: Work on getting a plan for a second vehicle bridge in the city – which will possible be tied in with the bypass, both of which have been talked about for years.	Action 4.1.2: Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route. Nil amendments required. Reason: The issue of second vehicle bridge crossing is being considered as part of the investigation for the alternative truck route.
Action 4.1.2: Council to advocate more effectively for another road bridge for vehicles	As above
Action 4.1.3: What is been implemented? Are any improvements planned or just another report?	Action 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 Nil amendments required

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
	<p>Reason: the aim is to be responsive to community priorities while noting many of the actions are subject to grant funding which can be opportunistic for different projects, or requires support from other agencies, e.g. Department of Transport and Planning.</p>
<p>Actions 4.1.3, 4.1.8 and 4.1.10 - There needs to be a review of the obsession with bicycle amenities. There is no doubt that Horsham is well suited to bike riding, but please don't further obstruct the motor vehicle transport routes by adding more bike lanes.</p>	<p>Action 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</p> <p>Action 4.1.08 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham</p> <p>Action 4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy</p> <p>Noted but nil amendments required</p> <p>Reason: the relevant Actions will consider traffic flow and other transport implications in consultation with a community reference group.</p>
<p>Action 4.1.10: Mountain bike/ downhill paths are a priority to be investigated, brings in tourism and capitalises on our current natural assets (as in item above).</p>	<p>As above</p>
<p>Action 4.2.1: Why is this stating community buildings when the priority is to ensure connections to key places and services? Suggest needs to be in 4.3</p> <p>Also the findings and recommendations from the Social infrastructure plan need to be included in the needs assessment and engagement with the community to identify those who do not have a space but haven't approached Council – some utilize service clubs clubrooms regularly.</p>	<p>Action 4.2.1: Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions</p> <p>Nil amendments required</p> <p>Reason: the action to undertake a Community Buildings Co-location & needs Assessment is the work that has been funded.</p>
<p>Action 4.2.2: Remove from plan as funding has already occurred</p>	<p>Action 4.2.2: Seek funding to complete the Hamilton Street pedestrian bridge</p> <p>Nil amendments required.</p> <p>Reason: the action relates to a deliverable at the end of the current iteration of the Annual Action Plan so will marked as complete in due course and removed from future iterations of the Plan</p>
<p>Action 4.3.2: Shouldn't this be adopted by Council and published for the Community</p>	<p>Action 4.3.2: Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework</p> <p>Amendments required?</p> <p>Reason: this will go to Council for adoption</p>
<p>Action 4.3.4: Develop schematic plans for priority toilets listed in the public toilet plan. This has been delayed until 2024/25. Why? Maintenance of all public toilets should be a priority have been in last 2 years budget and nothing was done</p>	<p>Action 4.3.4: Develop schematic plans for priority toilets listed in the Public Toilet Plan</p> <p>Amendments required.</p> <p>Reason: no progress recorded in the report so a revised delivery date required noting works are currently being tendered.</p>
<p>Action 4.3.4: Our public amenities within Horsham desperately need to be worked on to improve them. There needs to be more changing places areas, more family friendly changing rooms close to parks (not just May Park, and a better distribution of toilets</p>	<p>Action 4.3.4: Develop schematic plans for priority toilets listed in the Public Toilet Plan</p> <p>Amendments required.</p>

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
around the city and municipality. Many council buildings have extremely poorly maintained toilets and some do not even have disability access facilities. This has resulted in some people been unable to participate in certain groups or activities	Reason: the action articulates the development of plans for priority toilets listed in the Public Toilet Plan the action however the document should be amended to include the wording that <i>there is a series of toilet additions/upgrades planned in successive budgets.</i>
Action 4.3.4: Public toilets were rated as important or extremely important by (92.5 per cent) of respondents to the Social Infrastructure Plan, making them the most important facility type overall.	As above
Action 4.3.5: Why do we need an outdoor play space plan – we need to put the money into the Open spaces we have and bring them up to standard	Action 4.3.5: Develop a detailed outdoor Play Space Plan Nil amendments required Reason: the Plan is already funded and due for delivery in June 2023.
Theme 5 -	
Priority/initiative 5.1: Continuation of community panel. Hold the catch up with the community panel with panel members given the opportunity to provide feedback on the councils progress so far. Measure Report of feedback to be made public at council meeting by Sept 2023,	Priority/initiative 5.1: Build trust through meaningful community engagement and transparent decision making Nil amendments required. Reason: the priority refers to a number of specific action items none of which relate specifically to the community panel, however the date for the meeting with the community panel has been set for 1 May
Action 5.1.3: Would like to see this more often than annually. Or at least the online version could be more than annual.	Action 5.1.3: Seek community input and feedback on services at Horsham Town Hall Nil amendments required. Reason: the Horsham Town Hall Community Feedback Forum will only be held annually during the 4 year Council Plan with annual review considered sufficient.
Action 5.1.5: Please explain to the community how this will make a difference because my experience is that data input creates the outcome. So if staff control the input then they are still controlling the outcome	Action 5.1.5: Investigate and Implement a Project Management Software System Amendments required Reason: add <i>A PMSS will help to prioritise expenditure across all Council areas to better address community priorities.</i>
Action 5.2.2: Project Management Framework reviewed and adopted by Council Due to the importance in rebuilding community trust	Action 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 Nil amendments required Reason: the intention of the Framework is to further improve our engagement with community on projects
Action 5.4.6: healthy eating for staff... not sure why this is a priority for the community. Seems like it should just be happening and not require placement within this document.	Action 5.4.6: Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities. Amendment required - remove action Reason: action is internally focused so not required for inclusion in a community document

Summary of feedback and revisions	
What did they say	Amendments to the Plan (amended wording in <i>italics</i> if proposed)
Action 5.5.6: – given the cost of the project to ratepayers and the estimated savings by doing the project, I believe this report needs to be presented to Council.	Action 5.5.6: Implement recommendations from the Operations Efficiency Project Nil amendments required. Reason: the project is related to operational efficiency and regular updates have been provided to Councillors. A Council report is not required given the matter is operational by its very nature and efficiencies are considered by Council in the overall financial sustainability context.
Action 5.5.10: Great that the website is being worked on for visitors, however, is social media being capitalised on too? Platforms such as these are more frequently visited and Instagram could be a compelling captivator for a younger demographic. Easier way to tell our region's picturesque narrative.	Action 5.5.10 Upgrade & update Visit Horsham Website Nil amendments required. Reason: the action was specifically related to the upgrade of the Visit Horsham Website but does not preclude Council using multimedia options to further promote the region
Action 5.1.5: What does RCCC mean? When there are abbreviations like this it really should have a foot note please.	Action 5.1.5: Investigate and Implement a Project Management Software System Amendment required - remove RCCC reference and replace with progress indicator in respective locations Reason: typographic error but note that where RCCC is referred to in text the abbreviation is only provided when the Rural Council's Corporate Collaboration has been used in full
Action 5.5.3: Are there plans to review the system to ensure it is working well?	Action 5.5.3: Investigate and implement options for a customer request system Nil amendments required. Reason: the action refers to the investigation and implementation of options for a customer request system, so the intention is to review the system.
Action 5.5.10: Review and update information monthly are required. Maybe seek community feedback to see if the page is functional and easy to navigate	Action 5.5.10: Upgrade & update Visit Horsham Website Nil amendments required. Reason: the action refers to a delivery so the suggestion relating to the regular review and update can be considered outside of the Annual Action Plan



Horsham Rural City Council
PO Box 511, Horsham VIC 3402
council@hrcc.vic.gov.au

RE: Annual Action Plan 2023-2024 – Feedback



I have put together the following feedback in hopes that it will help improve the transparency, governance and community engagement of the actions taken by the Horsham Rural City Council within the 2023-2024 financial year, and those going forward. I hope that the following is taken in the spirit it is written, not that of criticism, but in the form of constructive feedback from someone who enjoys helping people and making a difference to the place we all call home.

I realise that I have made a lot of suggestions that require a lot more work than previously put into this document. But this is one of the most important documents the council will produce this year, it deserves and requires extra consideration.

Feedback on overall document.

When reviewing the draft plan it is evident quite a few of the items were completed in the previous action plan. When that is the case and the action is finished, I question the value of having the item in the annual action plan, the Council plan should have a overarching document of what is to be achieved over the four years and the quarterly reports has the progress of last financial year. Possibly what would be more benefit is a short blurb under each theme to summarise the actions taken within the term of the Council Plan to give context to some of the actions.

When I was serving as a school Councillor at Goroke P12 we often reviewed the four year strategic plan of the school that did look quite similar to this annual plan, ideas of what was needed to be achieved, with a timeline for each action within the relevant period. Often projects were subject to funding or only in the idea stage, these ones were noted are for development and review.

This plan was then broken down into the annual action plan, which broke each project into the years in which certain parts would be actioned, it was done in a way that any School Council member or parent could read the annual action plan and understand it as a standalone document. Leading them to know what direction the school was traveling in, what areas needed improvement and how it would be achieved. It gave insight to upcoming projects they may wish to be involved in and some that may impact them, allowing them to plan around the disruption in advance.

I note that the Horsham Council Plan does not go into the details of projects but lists 67 different Strategies, Plans and Frameworks. This is a lot of documents for Councillors and the public to access and go over when they are trying to review the plans for each financial year and the progress made in previous years. It also impacts any new incoming or potential staff members, especially in

leadership roles, that should be able to reference plans to get an idea of what is expected to be achieved in their role and that of their team.

For many of the actions the measures in the draft action plan are not measures. They are the report in which progress will be noted. While the reporting measure is important to note it would also be beneficial to note the ways in which the success or failure of the project will be measured. I realise there are broader measures in place to analyse the Priorities and Initiatives, this should also be done for each action. This again provides understanding, better governance, transparency and the ability for the public to be more engaged.

I suggest that the annual action plan has some of the following improvements to ensure that the actions listed are achievable, transparent, guiding and measurable.

- Actions have more detail, with the recommendations or activities of the strategy, plan or framework that are relevant to the financial year listed.
- The measures are clear goals of what is to be achieved within the financial year the plan related to.
- Due by dates are not broader than a month. “Annually” is not a due by date. “Annually Oct” is much better. For ongoing projects with multiple targets, within the year a quarterly breakdown of the goals would be beneficial. (Would suggest a look at the layout of Yarra Council Annual Action Plan)
- The “Year Action Finalised” Section is changed to “Progress on Project” with percentages used to demonstrate annual progress for projects that carry over multiple years.
- The annual action plan should not be one that reads almost word for word the same as last year’s. When I collected last financial year’s to compare against this year’s I was confused for a start as I thought they were the same document.

Notes and suggestions relating to actions listed in current plan.

1.1.2 – Review and update the HRCC Advocacy Priorities resource document, annually. What month, or even quarter is this done in? How is the Council planning to engage with the community to do this? During the Community Panel discussions many people voted for the Council to hold more in person engagement opportunities. This could be done at the council office in small scale events, held over a few hours with the chance for people to drop in and discuss the items in the newsletter for example. At minimum please add *based on community feedback*.

1.2 – Excellent spot to put in one of the community panel recommendations – *Create a working list of community groups within HRCC*. This would also help new people in town to engage with our community and build relationships quicker.

There are many overdue dates on the document with no further information on a new date, or why the item has not been delivered, while this information may be found in a number of other reports for the sake of transparency and community feedback it would be beneficial for it to be noted in the action plan with a new delivery date noted.

1.4.1 – This should be done with Consultation to ALL user groups and members. With opportunity for community feedback. This will ensure that venues and facilities are more likely to be used. (As a previous user of the Riverside Recreation Reserve I would like to point out that it is now far more expensive than it used to be. I know longer run the well-attended clinics I used to there)

2.2 – Neighborhood house found somewhere permanent, within Horsham North and promoted.

2.9 – Is there a chance to hold a workshop to try and get some ideas on how to move forward with these since they are at a standstill in some cases. We have a massive mental health problem in this area. It would be good to brainstorm some ways to help combat it.

3.6.5 – Review of implementation in Oct 2023 (6mths after roll out) to see if community would like to change back to weekly collection, with a cost figure of how much extra this would be annually or if there are other ways it could be improved within the State Legislation guidelines. Community Engagement report to be released Dec 2023

4.1.01 – I note that the most recent Quarterly report states that 99.55% of Sealed local roads are maintained to condition standards in the 2022-23 FY. I, along with quite a few others I know would argue this is either untrue or the condition standards expectations are dismally low. Please review what is classed as acceptable standards.

4.1.03 What is been implemented? Are any improvements planned or just another report?

4.3.4 – I tried talking to Dianna Blake about this, however she has not yet called me back despite having 4 business days to do so. Staff were made aware that I wished to do so for this submission. Our public amenities within Horsham desperately need to be worked on to improve them. There needs to be more changing places areas, more family friendly changing rooms close to parks (not just May Park, and a better distribution of toilets around the city and municipality. Many council buildings have extremely poorly maintained toilets and some do not even have disability access facilities. This has resulted in some people been unable to participate in certain groups or activities.

5.1 – Ensure that the staff reports for agenda items at the Council Meeting are written in language and with enough information for all community members to understand.

5.1 – **Action-** Continuation of community panel. Hold the catch up with the community panel with panel members given the opportunity to provide feedback on the councils progress so far. **Measure** Report of feedback to be made public at council meeting by Sept 2023, showing

5.1.3 – Would like to see this more often than annually. Or at least the online version could be more than annual.

5.1.5 – What does RCCC mean? When there are abbreviations like this it really should have a foot note please.

5.2.1 – Excellent idea, hope it is done. – Can the Have Your Say page maybe broken into “Passed, Ongoing and Upcoming”? Currently on the main page there is no way of telling the difference without clicking on each item. Would also suggest putting the “Have your Say” button on the Homepage as a main link, that way it will come up as a main option on mobile devices, instead of having to navigate a menu.

5.3 – Suggest listing contact details for certain projects somewhere, often when I call the front desk the staff there are unsure who to contact about certain things. This also goes for members of the public, I often do not know who I should talk to, or even which team.

5.4 – Does the council have Mental Health First Aiders? Having done the course through my own workplace I would highly recommend it. It has been quite valuable to myself personally and in helping my colleagues who may be struggling.

5.4 – Suggest external audit of workplace culture in order to better identify any areas of improvement.

5.5.03 – Are there plans to review the system to ensure it is working well?

5.5.10 – Review and update information monthly are required. Maybe seek community feedback to see if the page is functional and easy to navigate.

I look forward to seeing the outcome of the community input, please feel free to contact me at any time should you wish to clarify anything.

Kindest regards,

██████████

Community Matters HRC – Action Plan Meeting Feedback

Theme 1 – Community

- (public) Questionnaires need to worded in a manner to present a positive and/or negative view to support HRCC plans (Current questionnaires make it hard to answer questions in a way that provides no support to the proposed plans)
- Meetings called to meet with objectors to a HRCC plan to be GROUP meetings, not 1 on 1. This eliminates people knowing others feelings about the issues, stops group action – no doubt the end desire for HRCC
- Information should be presented in a variety of forms – in person, in a SIMPLE format so ALL people can understand. Not just online complicated formats.
- The Strategy Plan proposed – Supported action not addressed eg Hamilton St/Darlot St intersection has a round about shown that will direct traffic east and west (now Woodfords block) has been ignored. “Encouraged” only to pursue this action. Implementation of this would open to a development area including Selkirk drive
- That HRCC specific committees comprising of community members be treated with more honesty. IE: Parking committee was not consulted on the issue of having parking meters, nor was it consulted on the cost. Nor was the question answered as to why GWM Water is allowed to have parking which does not come under the usual restrictions.
- Many action plans but little action listed and completed on the action plan
- Community input into community needs is ignored.

1.1– *Communicate and engage effectively with our community to understand their needs and advocate on their behalf.*

Have regular meetings/drop in opportunities to explain and allow verbal feedback and face to face communication.

Better ways for the public to communicate with council, somewhere they feel welcome, without been told “its available online”.

Provide project estimates/costs when asking people to vote on the priorities.

1.3.6 – *Implement priorities of the Horsham North Local Area Plan- Finalise Rail Corridor landscape Plan, - Finalise concept design of the pedestrian underpass.*

Please to see it on the plan, but hope there is going to be more done than just plans. Would be good to see something completed.

1.2.3 *Support Wesley Committee to make the Wesley Performing Arts Centre Operational (Subject to funding)*

Community would like an update on this, as well as other projects that are underway. States venue is operational...what is left to be done. Would like to see it performing as it once was.

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*

What has been implemented and what does the study include? Unclear as to what study this refers to or what actions are to be taken.

THEME 2 - Liveability

2.1.1 – *Design and promote activities in collaboration with the Agr Friendly Communities Reference Group* – Suggest that more community input is sourced to get more ideas and feedback of proposed ideas. Face to Face drop in highly recommended.

2.2.2 – *Partner with the WRLC to promote Library and related events through Councils public notice page.*

2.6.1- *Promote recreation activities in our natural environment to increase destination tourism and visitation.*

Have an **up to date** activates list in the paper and on the website would be helpful

THEME 3 – Sustainability

3.2 – Support Business, from Start up to expansions, value adding products and services in our community.

- Council owns business centre that allows startup businesses in the community.

Effective July 2023 council have now approved a new management system. Tenent will have a 1 year lease. If they have influx of incumbent businesses these lease agreements can be cancelled at any time.

Rents have been increased. Maintenance is poor. No consultation has been held.

Cost of living will see businesses close – not grow. This proves lack of consultation or understanding of how business works.

OTHER COMMENTS

Whole document is extremely hard to read or to provide feedback on as there is not concise timelines, it references a lot of other action plans and the writing is extremely poor.

Wish there was other ways of providing feedback other than online.

Current Concerns – raised at the Community Matters HRC Action Plan Meeting.

- Bypass for Trucks!!!
- That the CEO was re-employed for a further 4 years without following usual procedures.
- Sack the Council!
- Make staff numbers leaving the HRCC to be made public. (Staff turnover figures)
- Maintain History – Stop destruction
- Cheaper access to our swimming pool/gym
- Do not remove any more Millar Avenue Trees
- Create a facility to house athletics and functions (to reduce travel out of town facilities)
- Develop flour mills and railway yards (tidier/functional)
- Reinstate WW1 plaques on McPherson St – Vicroads?
- Carparking -hospital and Lister House Included
- Encourage retirees and elderly to stay in their own home and provide free outings and functions
- People intimidated at proposed new service station objection meetings.
- A lot of money and focus is on the City of Horsham, not the entire municipality of Horsham Rural City – there is a difference.
- Priorities
 1. Roads, Rates, Rubbish
 2. Cancel all arts and “touchy feely” projects
 3. Encourage and Support Business, small and large.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Sent: Thursday, 30 March 2023 11:13 AM

To: Council Support <council@hrcc.vic.gov.au>

Subject: HRCC Annual Action Plan

EXTERNAL EMAIL: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi,

Re the request for feedback on the above:

- I think that the plan is reasonably good. There are some elements that I don't particularly consider important, but obviously some do. In general, I think the city is progressing well given the population and economic constraints.
- There needs to be a review of the obsession with bicycle amenities. There is no doubt that Horsham is well suited to bike riding, but please don't further obstruct the motor vehicle transport routes by adding more bike lanes. I do ride a bike, but I choose the least dangerous route, and rarely ride in the city centre – definitely not during the day. Access to and from the CAD are important – but not through it. The 'green lanes' in Hamilton Street are ridiculous as that street with the centre parking, narrow vehicle lanes remaining, and the number of entry points from car parks and side streets make it in my opinion a quite dangerous area for bikes during business hours.
- The river front area changes are improving the area – but I think it will a long time before commercial activities are viable. By all means support interested parties but I can't see the sense in "seeking out commercial opportunities". If it is viable, someone will do it.
- Work on getting a plan for a second vehicle bridge in the city – which will possibly be tied in with the bypass, both of which have been talked about for years. Let's get some concrete plans in place.
- I will be criticised for this – but let's not go over the top with the 'First Nations' stuff. It is becoming tiresome with the "welcome to country" at every forum. Do we actually need

street names in the “suitable Aboriginal language”? I am not racist, but with all the woke agendas these days I think there is a need for actions that include all Australians, not just sections of the community.

Generally I think that Council are doing a good job – overshadowed by some of the conflict within council / councilors / ex councilors. The above are my thoughts, and I think the plan is sound with a few tweaks.

Regards

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From:

[Jacqui Parker](#)

[REDACTED]

[REDACTED]

[REDACTED]

EXTERNAL EMAIL: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear Councillors,

Reading through the document tonight, I thought I would just put in some comments for your perusal.

Item 2.4.6: Sauna and spa are a wonderful addition for rehabilitation, looking forward to this happening, as it is something we lack in the area.

Item 2.7.1: Our community has been looking forward to the activation of our river area, the works currently being done are looking brilliant, however, to utilise them properly a cafe and other business ventures would make the utmost difference.

Item 2.8.1: Activation of natural assets could be further enhanced by mountain bike tracks etc. You only have to look at Derby to see the potential tourism.

Item 3.6.3: Council purchasing electrical vehicles is a step in the right direction. As leaders in the community it would demonstrate a commitment to our environmental impact.

Item 4.1.10: Mountain bike/ downhill paths are a priority to be investigated, brings in tourism and capitalises on our current natural assets (as in item above).

Item 5.5.10: Great that the website is being worked on for visitors, however, is social media being capitalised on too? Platforms such as these are more frequently visited and Instagram could be a compelling captivator for a younger demographic. Easier way to tell our region's picturesque narrative.

Only negative thought was the healthy eating for staff... not sure why this is a priority for the community. Seems like it should just be happening and not require placement within this document.

Thanks for all you do,



council@hrcc.vic.gov.au using the subject heading: "Action Plan 2023-24"



I am providing feedback about the Annual Action Plan 2023-2024 which is listed below:

My first observation is that there is a lot of reporting and considerably less action than I would expect in a plan with this name

Include active members and volunteers on advisory groups, who are then able to discuss the meeting openly with other interested parties...but only if you really want real community consultation, of course.

More needs to be done to ensure that all people within the community have access to providing feedback, and to council publications and documents. Meaningful feedback is more than just written forms on the internet. Some people have trouble reading and/or accessing the online items. Council needs to ensure that the whole community has the ability to participate in feedback and consultation.

A small but not insignificant point: Only the Mayor can be booked to attend events. Sometimes people want to book other councillors, for a very wide range of reasons. The booking form needs to be updated.

Some Councillors do not respond to emails, missed calls or letters and will not meet with people. This, at the very least seems to indicate a lack of passion from people on Council. It is rude and discourteous, demonstrates a lack of respect, and a lack of understanding of their roles, and their funding as Councillors. This needs to be rectified..

The public needs to be able to understand why each Councillor is voting for or against a motion; as well as how they think their decision will benefit the community. Robust debate is a phrase that the Councillors of HRCC seem not to be able to understand. Perhaps training in debating could be added to Councillor training.

Quarterly Performance Report: Develop schematic plans for priority toilets listed in the public toilet plan. This has been delayed until 2024/25. Why?

Maintenance of all public toilets should be a priority have been in last 2 years budget and nothing was done

Wesley PAC. A commitment was made by the Council executive prior to the Town Hall being built that "the Wesley will continue doing what the Wesley has always done." That it wouldn't change. The Wesley would continue to operate in the same way it always has, especially for performances that were not anticipated to fill the (then) newly proposed PAC. This building, the Wesley Methodist Church, is more important and significant to our Town than the adjacent Methodist Hall. A great deal of money has spent improving the hall (more recently known as Jubilee Hall). There is a distinct lack of the same enthusiasm or funds to save and restore this beautiful venue, to its former state, and readied to what is was, for smaller performers and performances. As council has neglected the building for so long and nothing was to change there, there's now a great deal of work to be done. This should be a high priority.

What is the cleaning schedule for each of the newly installed parking meters? How often are they being cleaned? This information should be readily, and easily available, yet I

can't find it. The many people who will not be using the Blinky app will have to touch the parking meter on 3 or 4 occasion each and every time they use it, which is not sanitary, especially in the times we live in now.

Fining people seems to be counterproductive to tourism and economic growth. It is not an ideal way to encourage people to shop locally, or a happy experience for visitors and these meters are not easy to use. Money spent on fines is removed from our local economy.

Businesses cannot afford further declines in trade. Council need to support, not undermine the viability of our traders.

It is not possible to have meaningful consultation or improvement where people are afraid to participate, are bullied, or feel intimidated when participating in community engagement. A council that welcomes public participation does not feature these characteristics.

Encourage public participation on social media sites, rather than removing the ability for the community to exchange thoughts that are topical. A successful, honest, open and transparent organisation must have the ability to use and value negative comments as well as positive ones. There are insights into the mood of the community, and also learning opportunities to be gleaned from this.

Council to advocate more effectively for another road bridge for vehicles. .

CBD – leave it alone. Here is a classic case of being totally out of sync with the community. It is money wasted, that most traders and ratepayers do not support. Council does to us; not with us. Council do not have a better understanding of what the community collectively wants, because council chooses not to listen to the collective wisdom and knowledge of the municipality.

Stop doing plans for Horsham North and other things and take meaningful action.

Too many consultants costing ratepayers a lot of money that could be going developing what's needed. Too much spent on legal costs.

Want Wesley PAC reopened – based on promises made, and its importance, the local history, and the net community benefit achieved by restoring this building, and to have it done properly; and as a high priority.

There is no net community benefit of paying out \$50,000 to Grampians tourism. We need our own Tourism program that highlights Horsham as the destination, not just a town next to a tourist destination. Who knows, the community might provide ideas, if they could be sure they would be valued and included.

The lights at Sawyer park are on all night. This causes unnecessary and wasteful light pollution, particularly for a municipality that is currently actively promoting the reduction of waste. It is also is the primary source of the noise pollution and damage caused by corellas. I don't understand why this is occurring. Surely a risk assessment identified these issues. If so, how did this situation occur?

Café sign near the river should be removed until there is a café on site.

Provide project estimates/costs when asking people to vote on the priorities.

Suggest that more community input is more widely sourced to get more ideas and feedback of proposed ideas.

Work to find and employ far better and inclusive ways for the whole public to communicate with council.

I have heard that council have now approved a new management system at the Business Centre, and that tenants will have a 1 year lease only, effective July 2023. If they have influx of incumbent businesses these lease agreements can be cancelled at any time. I have heard that rents have been increased; that maintenance is poor and that despite what Council might otherwise say, no consultation has been held. I would really like for this to not be true. If this is correct it shouldn't be! It lacks vision and provides a total lack of certainty and security to promote the development of the businesses who are working to eventually finding their niche in the community. It is poor form, and so very short-sighted.

I would like 'open and transparent' to have the meaning that most people in Australia would understand it to be.

It would be interesting have the staff turnover rate included as part of a publicly available council report.

People have felt intimidated at 'objection' meetings. This does not reflect well on Council. People need to be genuinely encouraged and supported at such times. Their comments deserve to be fully taken onboard by open minded people, who are willing to re-consider, and possibly modify their views, as more information is gathered. Remember that **they** are volunteering their time. Information needs to be fully and impartially recorded and integrated into the project or issue under discussion. Anything less would not be open and honest.

Priorities: Contrary to what Council might believe, and has said, the three highest priorities of the community probably **are** Roads, Rates and also Rubbish – for which consultation was extremely unsatisfactory.

Local community should have the ability to ask questions without notice within the framework of the Council chamber meetings. This promotes council engagement with openness, honesty and integrity.

How can council fully understand or advocate for the community when they disable the ability to engage on social media channels (on HRCC own website) and discourage questions in other forums.

Actually listen, consider and use criticism and/or other feedback to improve choices, and providing a chance for open and honest discussion.

Keep it simple! Council needs to communicate in a simple way, using clear and concise language – without jargon or wiggle room. When council is approached by a resident, a clear straight answer with no deflection, would I would have thought, been a reasonable expectation. For example, I would have thought a simple closed question, with an even simpler one word yes or no response should not be answered by "*Council is unable at this stage to provide a response in regards to this question. Communication to the community is expected in the coming weeks*". How is that open, honest, transparent or respectful.

There should be set guidelines surrounding the HRCC Community grants allocations. These guidelines would provide an understanding of the terms and conditions under which funds are supplied to community groups from year to year. Such methodology would promote clarity, inclusion, equality, fairness, and perhaps even help to build trust. It allows everyone to see and understand the basis of fund allocations. It should be an open and transparent process, that is clearly and easily understood by the community.

It is disconcerting to be told that public consultation has happened, undertaken in HRCC's unique style, which in my opinion appears to be involve as few people as possible. .

The HRCC after hours number is essentially a call divert to police or 000. In my opinion, if an afterhours service is offered, there needs to be employees available to answer calls from the public, as distinct from a call centre operator probably with a script or flowchart to follow that almost invariably ends up with a diversion. Don't advertise a service that essentially does not exist...but which does cost ratepayers nonetheless.

A clear, concise and specific definition for open spaces so there is no opportunity for developers to call waste water overflows or drainage areas to be categorized as 'open spaces' to satisfy development requirements.

Developers to supply the infrastructure and public open spaces that makes it a desirable neighborhood. The smaller the lots, (or flats/units/townhouses) the greater obligation there should be to provide larger and more meaningful open spaces and community living areas. I think council should include rules in policies to ensure there can be no exceptions for this.

Be more specific and genuinely accountable to the public with regard to planning, developing, and building local open spaces that are designed to increase, and actually really do enhance the amenity and livability of the area.

Horsham North is not great. In my opinion, consultation was extremely wanting in openness and good intent. At best, lip service only was given to residents input. Consideration that the Community house to be lost so the site could be revert to early childhood use. The kindergarten that was on this very site was moved to the children's HUB. The community house is an important resource. The changes at the children's HUB, the kindergarten at Hsm North School, the dense developments (yet again) with too little green space, open space for residents and in more than one area. We still want to ensure that residents are genuinely involved to determine its path into the future and the community improvements and refinements necessary. This is especially in relation to housing, open and green spaces, and flood control. None of the above items formed any part of the Hsm north plan discussion points with residents. [Of all the many developments being proposed or undertaken or permitted in Hsm north, only sunnybrae formed part of the initial discussion, with Rassmussen rd proposed development info only included after continued follow up over an extended period.] I struggle to understand how this can be stamped as meaningful or genuine consultation. This is wrong.

I think it should be talked about thoroughly, including with the community, develop a community view (rather than a council view) of our needs, wants and concerns and work with that.

Take things slowly; do it well; do it once; and do it efficiently with a genuine consensus of community opinion. Don't make it grant dependent or driven.

Consultation levels should be made crystal clear, with an simple explanation of the applicable IAP level, prior to the consultation being undertaken – along with why that level was chosen. Whenever council consults, the consultation level should be front and centre - widely published and clearly displayed. I don't think community expectations are being met.

More openness. Confidential should be the exception – not the norm as it currently is, with ~ 30% of decisions being made under that mantle.

Yours sincerely



"Action Plan 2023-24"

I am providing feedback about the Annual Action Plan 2023-2024 which is listed below:

My first observation is that there is a lot of reporting and considerably less action than I would expect in a plan with this name

Include active members and volunteers on advisory groups, who are then able to discuss the meeting openly with other interested parties...but only if you really want real community consultation, of course.

More needs to be done to ensure that all people within the community have access to providing feedback, and to council publications and documents. Meaningful feedback is more than just written forms on the internet. Some people have trouble reading and/or accessing the online items. Council needs to ensure that the whole community has the ability to participate in feedback and consultation.

A small but not insignificant point: Only the Mayor can be booked to attend events. Sometimes people want to book other councillors, for a very wide range of reasons. The booking form needs to be updated.

Some Councillors do not respond to emails, missed calls or letters and will not meet with people. This, at the very least seems to indicate a lack of passion from people on Council. It is rude and discourteous, demonstrates a lack of respect, and a lack of understanding of their roles, and their funding as Councillors. This needs to be rectified..

Quarterly Performance Report: Develop schematic plans for priority toilets listed in the public toilet plan. This has been delayed until 2024/25. Why?

Maintenance of all public toilets should be a priority have been in last 2 years budget and nothing was done

Wesley PAC. A commitment was made by the Council executive prior to the Town Hall being built that "the Wesley will continue doing what the Wesley has always done." That it wouldn't change. The Wesley would continue to operate in the same way it always has, especially for performances that were not anticipated to fill the (then) newly proposed PAC. This building, the Wesley Methodist Church, is important and significant to our Town. There seems to be a distinct lack of enthusiasm or funds to save and restore this beautiful venue. This should be a high priority.

What is the cleaning schedule for each of the newly installed parking meters? How often are they being cleaned? This information should be readily, and easily available, yet I can't find it. The many people who will not be using the Blinkay app will have to touch the parking meter on 3 or 4 occasion each and every time they use it, which is not sanitary, especially in the times we live in now.

Fining people seems to be counterproductive to tourism and economic growth. It is not an ideal way to encourage people to shop locally, or a happy experience for visitors and these meters are not easy to use. Money spent on fines is removed from our local economy.

Businesses cannot afford further declines in trade. Council need to support, not undermine the viability of our traders.

Therefore, I believe that parking meters should be abolished and go to timed parking or at the very least have the first hour free.

It is not possible to have meaningful consultation or improvement where people are afraid to participate, are bullied, or feel intimidated when participating in community engagement. A council that welcomes public participation does not feature these characteristics.

Encourage public participation on social media sites, rather than removing the ability for the community to exchange thoughts that are topical. A successful, honest, open and transparent organisation must have the ability to use and value negative comments as well as positive ones. There are insights into the mood of the community, and also learning opportunities to be gleaned from this.

Council to advocate more effectively for another road bridge for vehicles. .

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Priorities: Contrary to what Council might believe, and has said, the three highest priorities of the community probably **are** Roads, Rates and also Rubbish – for which consultation was extremely unsatisfactory.

Local community should have the ability to ask questions without notice within the framework of the Council chamber meetings. This promotes council engagement with openness, honesty and integrity.

Also, occasionally we should have a town hall style meeting where Councillors are all available to answer questions from the public on issues, so that their feedback is not second or third hand.

How can council fully understand or advocate for the community when they disable the ability to engage on social media channels (on HRCC own website) and discourage questions in other forums.

Actually listen, consider and use criticism and/or other feedback to improve choices, and providing a chance for open and honest discussion.

Keep it simple! Council needs to communicate in a simple way, using clear and concise language – without jargon or wiggle room. When council is approached by a resident, a clear straight answer with no deflection, would, be a reasonable expectation.

There should be set guidelines surrounding the HRCC Community grants allocations. These guidelines would provide an understanding of the terms and conditions under which funds are supplied to community groups from year to year. Such methodology would promote clarity, inclusion, equality, fairness, and perhaps even help to build trust. It allows everyone to see and understand the basis of fund allocations. It should be an open and transparent process, that is clearly and easily understood by the community.

A clear, concise and specific definition for open spaces so there is no opportunity for developers to call waste water overflows or drainage areas to be categorized as 'open spaces' to satisfy development requirements.

Developers to supply the infrastructure and public open spaces that makes it a desirable neighborhood. The smaller the lots, (or flats/units/townhouses) the greater obligation there should be to provide larger and more meaningful open spaces and community living areas. I think council should include rules in policies to ensure there can be no exceptions for this.

Be more specific and genuinely accountable to the public with regard to planning, developing, and building local open spaces that are designed to increase, and actually really do enhance the amenity and livability of the area.

Horsham North is not great. In my opinion, consultation was extremely wanting in openness and good intent. At best, lip service only was given to residents input.

The community house is an important resource. The changes at the children's HUB, the kindergarten at Hsm North School, the dense developments (yet again) with too little green space, open space for residents and in more than one area. We still want to ensure that residents are genuinely involved to determine its path into the future and the

community improvements and refinements necessary. This is especially in relation to housing, open and green spaces, and flood control. None of the above items formed any part of the Hsm north plan discussion points with residents. [Of all the many developments being proposed or undertaken or permitted in Hsm north, only sunnybrae formed part of the initial discussion, with Rassmussen rd proposed development info only included after continued follow up over an extended period.] I struggle to understand how this can be stamped as meaningful or genuine consultation. This is wrong.

I think it should be talked about thoroughly, including with the community, develop a community view (rather than a council view) of our needs, wants and concerns and work with that.

Take things slowly; do it well; do it once; and do it efficiently with a genuine consensus of community opinion. Don't make it grant dependent or driven.

Consultation levels should be made crystal clear, with an simple explanation of the applicable IAP level, prior to the consultation being undertaken – along with why that level was chosen. Whenever council consults, the consultation level should be front and centre - widely published and clearly displayed. I don't think community expectations are being met.

More openness. Confidential should be the exception – not the norm as it currently is, with ~ 30% of decisions being made under that mantle.

Finally, I would like our Heritage study be finished and signed off by Council. I apologise if this has been done but I don't recall seeing go through Council. Our heritage buildings, what are left of them, are at risk if you people don't do something soon.

I sat at VCAT in 2011 and listened to our Council tell the judge .hand on heart, that our heritage study would be done, well it doesn't seem to have happened. we've not really updated much since 2002 so I have been told. I think it's well and truly overdue.

Yours sincerely

[REDACTED]

[REDACTED]

[REDACTED]



HRCC – re feedback on draft Annual Action Plan 2023-2024

Thank you for the opportunity for the community to submit feedback on the Draft Annual Action Plan 2023 2024.

The action plans that I have worked with in during my life experience are more concise than this format and are living documents to enable items completed to either drop to the bottom or drop off the plan. Keeping a clear concise list requiring action and with more concise deadlines.

Given the number only part completed via the symbol, with a deadline that has passed, it seems to indicate change needed in this area.

Many items listed are not measurable – advocate – investigate etc, and I feel that an Action Plan at this level needs to be more refined and actions clearly measurable.

Some items re following standards and guidelines I believe would be expected from the organisation during implementation and not listed as an action.

It was interesting listening to how confusing community members attending the Community Matters HRC workshop found it to follow, re some of the language used and how it worked with the overall process. This may be reflected in the numbers who actually provide feedback to the draft.

As per my public question, and my experience with Council processes for the budget, I do not believe that it is appropriate that this has been put out to the community at this time of the year, when most of the preliminary budget work has been completed. History shows there are only tweaks at this point of the budget process.

As stated on HRCC website “The draft plan was presented to Council at its monthly meeting on 27 February 2023. Following the consultation period, Council will review and approve a final version, and **use the document throughout the financial year to help guide its priorities, projects and activities.**”

The Annual Action Plan is an important feature of Council’s ongoing commitment to good governance, by promoting accountability and transparency through community engagement.”

I have spent many hours working through this draft, and trust that you will respect all submissions forwarded and the commitment of community members to the process by giving them fair consideration. I trust that using the existing format will save staff time when reviewing submissions.

I look forward to see the updated draft when it is released.



Strategic Objectives

Theme 1 Community

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

Theme 2 Liveability

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

Theme 3 Sustainability

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



Theme 4 Accessibility

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

Theme 5 Leadership

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

Theme 1 – Community: Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	<p>Both ticked as done???? But they haven't achieved the priority/initiative</p> <p>1.1.1 Implement the recommendations in relation to a strategic planning committee (s) from the Committee Structure Review</p> <p>Staff and Council decided to STOP the Community Strategic Committee after the Committee Structure Review endorsed it. BEFORE it even started. HRCC have now replaced this with an annual EXPO, which by your own statement in the engagement report</p> <p>The recommendations from the Panel were to involve community to plan what the community needs were, not comment after Council put a project up for display.</p> <p>The Expo does not address what the panel requested. The Expo doesn't meet this initiative/Priority on it's own – as HRCC's own engagement report states "</p> <p>Engagement feedback whilst useful is not representative of the broader demographics of our community, or reflect the 50% of our population that are equal to or younger than the median age of 41."</p> <p>The Horsham Rural City Council Talks Expo 2022 is Council's major community engagement relating to the annual review of the Council Plan (and integrated Health and Wellbeing Plan), Annual Action Plan and Budget, providing a transparent mechanism for our community to receive information on current Council projects and priorities, and to provide genuine input into Council's planning cycle for 2023/2024.</p> <p>YET HRCC further states "This Engagement Report will be used to inform Councillors about "what the community have told us is" at a Councillor workshop in September 2023," so that would mean it would be input into the 24-25 cycle. And it should definitely be in the 23/24 cycle.</p>	<p>Committees in place and operational</p> <p>Community members have no idea who is on the committees or who to contact from the Community if they have something they wish to raise with that committee. Nor how often they meet, if at all.</p> <p>It should be OPEN and TRANSPARENT in line with HRCC values.</p> <p>Measure for achieving 1.1 should be a community measure.</p> <p>the Major community engagement will represent the average median age if you have engaged effectively</p>	Governance	31 Jul 2022	✓		

	<p>1.1.2 Review and update the HRCC Advocacy Priorities resource document</p> <p>How did HRCC Communicate and engage effectively with our community to understand their needs for this document?</p>	<p>Updated HRCC Advocacy Priorities Resource and Report</p> <p>How does this document measure that you communicated and engaged effectively?</p>	<p>Community Relations & Advocacy</p>	<p>Annually</p>	<p>✓</p>		
<p>1.2 Support and empower localised community groups in their goals and plans</p>	<p>1.2.1 Increased reach and diversity of allocation of Annual Community Grants program</p> <p>It is well past time when HRCC became proactive about events and provided the appropriate financial support for localized community groups. There should be Event grants separate to Community grants, and they should criteria should be developed based on if a FREE to attend, community event which is inclusive to all, or an event like WMFD which has entry fees and site fees etc and should be able to run as an entity on their own.</p> <p>1.2.? Develop separate Annual Community Events Grants Program for 2024/2025, but seriously consider special grants for key community events to be held in 2023/2024 to ensure they continue.</p> <p>to calculate the value required, perhaps HRCC could look at the dollars used for the following – whilst remembering that Council covers the insurance :</p> <ul style="list-style-type: none"> - Australia Day - Christmas Friday night entertainment/extravaganza <p>Then compare how you expect an event like Kannamaroo to run for a weekend with \$6000 (which included insurance costs and venue hire)</p> <ul style="list-style-type: none"> - How other Councils assist with insurance of community events now no Section 86 Committees 	<p>Report to Council/ Community on % increase of new successful applications</p> <p>Measure – survival and growth of existing events – and new events being put forward by passionate community volunteers.</p> <p>(side comment – times up on bringing change to this – look at the events that have not recommenced since covid and the number of volunteers who have walked away.)</p>	<p>Community Relations & Advocacy</p>	<p>31 May Annually</p>	<p>✓</p>		
	<p>1.2.2 Provide support and educate community groups on grant applications to external funding bodies</p> <p>The grant guy presentation was excellent, and grant finder site great information – but this doesn't help volunteers who have never been involved in this type application and are not sure how to include/estimate and find words as described at the presentation. Also the presentation would need to be available ongoing – as volunteers on committees change continually –</p> <p>1.2.? Provide ongoing support to educate community groups (note this could be the recording of this year's presentation being available online for future groups to attend or revisit and for those who were not able to attend)</p>	<p>Report to Council on applications and assistance provided</p> <p>As groups contact HRCC inquiring about venues for events or ideas (I am aware that some are told – that will never work!!! – but this is another issue entirely which I would be prepared to discuss further)</p>	<p>Community Relations & Advocacy</p>	<p>31 May Annually</p>			
	<p>1.2.3 Support Wesley Committee to make the HRCC to urgently progress Wesley Performing Arts Centre operational, (subject to funding). Delete the subject to funding - get serious about this – The community survey that was done in recent years identified the community wanted Wesley Open – Only today there is a tender advertised re feasibility study for 43 Firebrace St Council property re spending \$1m to refurbish - We keep hearing about livability and listening to the community – you waste money on surveys and reports then ignore the results.</p>	<p>Venue is operational</p>	<p>Performance & Events</p>	<p>30 Jun 2023 Operational by 31st Dec 2024</p>			
	<p>1.2.4 Increase activation and promotion of outdoor venues</p> <p>What is the action HRCC are taking to increase the activation = the separate Annual Community Events Grants Program suggested above –</p> <p>1.2.? Implement a temporary grant opportunity for 2023/2024 to assist with activation events for outdoor venues, in preparation for the implementation</p>	<p>Report to EMT on usage of indoor and outdoor venues</p> <p>this is not a measure to increase activation – it only states what is occurring – at this time this would be a very small report I believe. This should also be reported to Council and the Community</p>	<p>Performance & Events</p>	<p>30 Jun 2023</p>	<p>✓</p>		

1.3 Enhance the inclusivity, accessibility and safety of our places and spaces ♥	of an Annual program in 2024/2025						
	1.3.1 Report on implementation of all actions identified in the 2019-2022 Community Inclusion Plan This should have been completed PRIOR to doing the new plan. Actions NOT implemented should have been the first on the new draft plan together with an explanation of why not completed	Annual progress report to Council	Community Services & Safety	31 Jan Annually			
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan It's time to STOP wasting money on 4 year plans that seem to achieve very little – Inclusion should have a 10 year plan and use the money spent on doing plans to actually ACTION items in the plan	New Community Inclusion Plan adopted by Council Plans don't enhance Inclusivity, accessibility and safety Implementation of actions does	Community Services & Safety	31 Dec 2022			
	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) WAY OVERDUE – and sadly with all the subdivisions being approved this will have a long term effect on our liveability in the future. There will be no space for open space now the road and footpath areas needed for a more active community and good traffic flow. The fact that this has had no action when it was due by 31.07.22 is a disgrace and very sad reflection on the leadership at HRCC	Policy adopted by Council Measure - Policy activated and subdivisions with appropriate spaces being allocated	Strategic Planning & Heritage	31 Jul 2022 OVERDUE AND URGENT			
	1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme Really – HOW MANY CONSECUTIVE BUDGETS AND PLANS WILL THIS BE INCLUDED IN WITHOUT ANY ACTION. GIVEN the time it takes to amend the planning scheme this is even more disgraceful based on the contributions that will not have been captured with all this development. This was also a clear recommendation from the Recreation and Open Space	Policy adopted by Council MEASURE Policy adopted and being applied to subdivisions	Strategic Planning & Heritage	30 Jun 2023 Achieving this timeline would show how serious HRCC are re the future of our Health and wellbeing of the Community			

5. INVEST AND PLAN FOR OUR FUTURE



Item	Priority
5.1 Develop clear and defensible planning decisions to ensure developers create the environment that both Council and the community want	High
5.1.1 Implement changes to open space contributions into the planning scheme in line with the draft Open Space Contribution Policy.	High
5.1.2 Develop Open Space Developer Contributions in HRCC to 2-10% to elevate the city as a leader in Victoria.	High
5.2 Improve open space governance and long-term planning	
5.2.1 Establish and implement a Capital Investment Plan for open space that spans at least 10 years.	High
5.2.2 Develop procedures regarding management of activities on the river.	Medium
5.2.3 Ensure good management, maintenance practices and sufficient resources are provided to ensure the quality and sustainability of open space and associated assets.	High





1.3.? All the above "High Priority" recommendations in the Open Space Strategy 2019 need to be included in this action plan urgently ACTION items.




All need to have completion of 31.12.23 or 30.06.24 and should be budgeted accordingly. Otherwise we have wasted money on this Strategy. Already the statistics are changing for this plan – Horsham North is having continually subdivisions approved with no infrastructure planned and this area was already

Also stated in the Strategy

Open Space Contributions

Open space contributions through the subdivision of land for the creation of new lots, is crucial to health and wellbeing of the community as it provides open space for new residents and the growing population of Horsham. There are a wide range of mechanisms

	<p>available to councils and the lack of a clear and consistent model for calculating an appropriate contributions rate, a range of rates are applied through Clause 52.01 across Victoria.</p>						
	<p>1.3.5 Develop the Horsham North Local Area Plan</p> <p>Another disgrace that clearly rests on CEO shoulders. It seems that everytime residents become loud about the disgusting lack of development in Horsham North, HRCC develop yet another plan.</p> <p>Now you are approving even more subdivisions without appropriate infrasture and open space provisions, nor improvement to</p>	<p>Plan adopted by Council</p>	<p>Strategic Planning & Heritage</p>	<p>31 Dec 2022</p>			
	<p>1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass.</p>	<p>Progress report on implementation plan</p>	<p>Executive</p>	<p>31 Dec Annually</p>			
	<p>1.3.7 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure.</p>	<p>CCTV MOU, policy and procedure all updated</p>	<p>Community Safety</p>	<p>31 Dec 2022</p>			
<p>1.4 Develop a principles based and community need driven planning approach for our infrastructure</p>	<p>1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair This should be internally happening anyway and removed from the plan.</p> <p>Item 1.4.1 is doing nothing about developing a “community needs driven planning approach” to infrastructure. The only way to do that is to implement recommendations from the Social Infrastructure Plan 2020 and having an ongoing update process through the “annual major community engagement”</p>	<p>Recreation Facilities Maintenance and Use Policies and Procedures adopted by Council</p>	<p>Recreation & Open Space</p>	<p>30 Jun 2023</p>			
	<p>Believe the Action in this section should be:</p> <p>1.4 is EXTREMELY important for our ongoing development as a regional city and our ongoing liveability. Hard to understand how 1.4 is not being tied into the recommendations for priorities from other completed plans and strategies in particular the Social Infrastructure Plan 2020, which had an excellent mix of respondents by age and gender.</p> <p>1.4.? Implement priority for “community need driven planning “ approach for infrastructure based on “community importance of facility types” as identified in the Social Infrastructure Plan 2020.</p> <p><u>Importance of facility types:</u></p> <p>Respondents were asked to rate the importance of facility types from “not at all important” to “extremely important”. Of the 23 facility types considered, 98 respondents rated public toilets as either very important or extremely important (92.5 per cent), making them the most important facility type overall. Public toilets were followed by three types of sport and recreation facilities, being</p>						






<p>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</p>	<p>recreation spaces (87.7 per cent), sports grounds and courts (86.8 per cent) and aquatic centres (84.0 per cent) in terms of their level of importance. The next highest rated facilities in terms of their level of importance were residential aged care and respite facilities (82.7 per cent), maternal and child health services (77.4 per cent), child care and kindergarten (75.7 per cent), playgrounds (75.5 per cent) and cinemas (73.8 per cent).</p>						
	<p>1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement</p>	<p>Partnership agreement developed and adopted by Council</p>	<p>Executive</p>	<p>30 Jun 2023</p>			
	<p>1.5.2 Deliver on the Horsham Silo project with Barengi Gadjin Land Council to promote, celebrate & share first nations stories of significance</p>	<p>Silo art complete</p>	<p>Arts Culture & Recreation</p>	<p>30 Sep 2022</p>			
	<p>1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage</p>	<p>Report presented to Council</p>	<p>Strategic Planning & Heritage</p>	<p>30 June 2023</p>			





	<p>early. What has happened to all the planned culturally significant stories etc planned along the River for Stage 1? How did the metal tree sculpture come within this scope ?</p>	Cultural Heritage Overlay completed		31 Dec 2024			
	<p>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 Why does this need to take so long to achieve</p>	Process established to record and utilise suitable names	Executive	30 Jun 2025			
<p>1.6 Promote and support the municipality's key tourism, events and local and cultural offerings ♥</p>	<p>1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products Definitely needed based on feedback – including appropriate parking</p>	<p>Visitation and product sales reported monthly to Council this measure does not assess 1.6.1. there needs to be feedback gathered from local accommodation providers as stated by those visiting – maybe a survey left with local accommodation providers would gain a better insight</p>	Horsham Town Hall - Marketing & Customer Service	30 Jun 2023			
	<p>1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue How many years is it going to take to do what should have been done before visitors services were moved. What damage is this delay doing to how long visitors stay or visit?</p>	Visitation reported monthly to Council	Horsham Town Hall - Marketing & Customer Service	31 Dec 2022			
	<p>1.6.3 Encourage, promote and celebrate events enriching cultural diversity Just words – what are you doing to encourage and promote these events, and assist other events to include cultural diversity</p>	<p>Report on the number of cultural events at Horsham Town Hall Reporting on how many is not doing anything to encourage or promote</p>	Horsham Town Hall - Marketing & Customer Service	Annually	✓		
	<p>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</p>	Horsham Planning Scheme amended	Strategic Planning & Heritage	31 Dec 2023			
	<p>1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens Surely conservation management is an ongoing part of HRCC operations this day and age and does not need us to pay a consultant to develop a plan Do not believe it should not even need to be mentioned here</p>	Horsham Botanical Gardens Conservation Management Plan is endorsed by Council	Strategic Planning & Heritage	31 Dec 2024	✗		
	<p>1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme. Hopefully this will be done strategically can carefully with full discussion and engagement PRIOR to finalizing because the CBD particularly is about survival of businesses and expect that to continue given the economy so how will it look if we have 2 or 3 completed then none for years. If there are no businesses there are not likely to be any people. A key point that seems to be forgotten.</p>	Heritage Controls complete and incorporated into HRCC Planning Scheme	Strategic Planning & Heritage	30 Jun 2023			
<p>1.7 Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco and gambling related harm ♥</p>	<p>1.7.1 Lead and Partner on public initiatives to improve awareness and knowledge of family violence How are we doing this – appears to be just words we need to see the initiatives listed as actions – what are they please?</p>	Report on initiatives in Annual Report	Community Services & Safety	30 Sep 2022			
<p>1.8 Support the communication process to increase knowledge of local health and community services available to the public ♥</p>	<p>1.8.1 Implementation and training on use of the newly developed accessible documents guide This should happen automatically internally and not be on this plan</p>	Training is provided and guidelines embedded within Council	Community Services & Safety	30 Jun 2023	✓		

	<p>1.8. please see Town Hall "Community info Expo" suggestion at 2.5. Believe it is a perfect fit for this priority and initiative and would be extremely well received if promoted appropriately and fully.</p> <p>Probus Clubs and others may participate in planning too and could incorporate some parts of the "Managing the Twilight Years" expo coming up in May.</p>						

♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

Theme 2 – Liveability: HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds (** Health and Wellbeing Priorities and Initiatives)						Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025	
2.1 Promote opportunities for life long social interactions and enjoyment ♥	2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group whats the difference between the Age friendly communities reference group and the older persons group – do we even have 2 groups and if so should we only have “Age friendly” to be fully inclusive?	Activities reported on in the Annual Report	Community Services & Safety	30 Jun Annually				
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers , International Women’s Day & Seniors week many volunteers appear to be overlooked for volunteers day – eg service clubs and sporting clubs, events and many others who continually support our community, and who we couldn’t do without. What about an early evening event with finger food and a guest speaker so that volunteers who work can also attend and everyone who puts in so much would start to feel valued. Or do a picnic or BBQ at the river front on a Sunday afternoon with a speaker on the value of volunteering to the community and the personal value too – and we might get some more volunteers. Perhaps Councillors and council staff could cook for volunteers and reverse roles? WE are getting very short of volunteers and our community cannot survive without volunteers – we need to do better in this space	Events reported in the Quarterly Report	Executive	30 Jun Annually				
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 this should happen automatically due to required standards so should not be and action on the plan	Universal Access Guidelines adopted by Council	Community Services & Safety	30 Jun 2023				
	2.2.2 Partner with the WRLC to promote the library and related events through Council’s public notice page this should happen automatically for the library and all other events in our municipality so should not be a specific action on the plan	Report to Council via the Quarterly Report (LGPRF)	Community Relations & Advocacy	Quarterly				
2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience ♥	<p>We continue to see millions spent under the heading “City to River”, but this is not in line with the Social Infrastructure Plan 2020 identified needs</p> <ul style="list-style-type: none"> » For playgrounds, renewal across the supply is a priority, in addition to needs for a regional play space in the municipality and an increase in play space provision in Horsham South. » Existing recreation spaces require improvement across the supply, as well as a need for additional recreation spaces where lower provision rates or poor distribution is evident. An important opportunity exists to pursue planned recreation spaces in order to improve the urban framework. 	<p>Stage 1 Actions finalized And Publicised to community</p>	Infrastructure	<p>31 Dec 2022</p> <p>30.06.23</p>				

	<p>2.3.1 Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project - including detailed design drawings</p> <p>2.3. ? Finalise the budget and spend of the project in a report to Council</p> <p>2.3.? Pathway under the bridge not completed with chains and posts as per the south side</p> <p>2.3.? Path from soundshell to the toilets along the fence of the mini railway – not completed and was obvious an issue witnessed at the Fishing comp with patrons from the Soundshell needing to mix with traffic to walk to the toilets.</p> <p>2.3.? Implement all HIGH priority recommendations of the Open Space Strategy 2019 and ensure future planning for medium and low priorities</p>						
	<p>2.3.2 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2</p> <p>Not sure what “work with community” means in Council language but it certainly hasn’t matched community expectations</p> <p>What has happened does not fit with the priority/initiative, the angst in the community over this project and the money being allocated to is creating angst – not wellbeing. Now rumour has it that staff have decided there will not be tiered banks to cater for spectators being able to watch their sport. If this is true there are definitely questions to be answered.</p>	<p>Concept plan endorsed by Council. Works underway.</p> <p>The problems always seem to arise with what changes are made internally AFTER the concept plan is endorsed by Council - with no consultation with Council or the community.</p>	Recreation & Open Space	31 Dec 2022	 <p>Date and progress symbol don't make sense with the action is to “work with community”</p>		
	<p>2.4.1 Seek funding opportunities through sport and recreation grants</p>	Monthly Finance Report - Grants	Recreation & Open Space	Annually			
2.4 Encourage participation, diversity and growth in sports, events, arts and culture	<p>2.4.2 Produce, publish & promote an annual program of HTH performances</p> <p>Has been happening for last few years and continuing so why is it still on the action plan –</p>	Report to Council on participation at HTH Events	Performance & Events	Quarterly	✓		
	<p>2.4.3 Produce, publish & promote an annual program of visual art</p> <p>Has been happening for last few years and continuing so why is it still on the action plan –</p>	Report to Council on participation at HTH events	Visual Arts	Quarterly	✓		
	<p>2.4.??? Produce, publish and promote an annual program of events and share with all registered event holders to assist with programming of future or new events - Note publishing of events is too close to events – to draw visitors and allow people to plan locally – they need to be much further out – at least 3 months</p>	There needs to be a major discussion with event organisers as a group on this as soon as possible.					
	<p>2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion</p>	Report to Council on Public art outcomes	Visual Arts	Quarterly	✓		
	<p>2.4.??? Produce, publish and promote an annual program of sporting main events, tournaments, championships and key events like Hornets local matches etc and also links to local sporting associations season draws -</p>						
	<p>2.4.5 Build on the quality of the Gallery's Visual Art Collection</p>	Annual Report on the Art Gallery acquisitions	Visual Arts	Annually			
<p>2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms</p> <p>taking too long– so many in the community need hydrotherapy for health and wellbeing particularly elderly, injured and disabled. Some who are disabled can only use the pool for function therapy and that’s the only movement they</p>	Progress report to Council. & Community	Recreation & Open Space	30 Jun 2025 Too long				





	have.						
	2.4.? ensure the Aquatic Centre ALWAYS has at least one of the waterproof wheelchairs available for use – recently had a person unable to have any function therapy for 7 weeks due to both needing repair – suggest that they be kept in a room and asked for so that not used inappropriately by those not needing them and causing damage						
	2.4.7 Oversee Contract management of the Horsham aquatic services Why is this an Action on here when it is a part of Council normal operations	Monthly contract review report to EMT	Recreation & Open Space	Monthly Why does symbol only show partially completed if done monthly			
	2.4.? Install a rail to assist with entering the warm pool as those requiring wheel chairs or aids to enter the water can reportedly only access the cooler pool, which is not the better option for some. Also many recovering from replacements would be safer if something to hold to enter the water on the warmer pool.						
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 We are desperate for facilities and there are many women not able to work due to this – once again suggest a longer term plan and focus on urgent facilities.	Updated Municipal Early Years Plan adopted by Council	Youth & Early Years	31 Dec 2023			
	2.5.2 Finalise the Dudley Cornell Reserve Master Plan	Master Plan adopted by Council	Recreation & Open Space	30 Jun 2023			
	2.5.? Council support and promote annual Town Hall “Community Info Expo” for facilities, activities, programs etc available for community – like the one for the elderly last year = which was excellent – but not promoted until too late – But this time make it an “all ages and abilities” expo – to include activities (sporting, arts, relaxation, health , cultural and other services etc) This is desperately needed for social connection and health and wellbeing as there are many lonely people of all ages feeling lost and not knowing where to start. Believe it needs to be held on a Sunday though to allow more to attend.						
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 WOW – I cannot believe that someone believes we are doing this monthly – we are certainly not achieving it Just because it is on a report doesn’t mean we have it right – I believe we need definite actions	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
	2.6.2 Become RV friendly to capture the 30% of RV’s which statistics show never stay in caravan parks, and the 30% that do a mix. Utilise the showgrounds to achieve this with requirements – only self contained vehicles with max of 5 night stay. This will greatly benefit our local economy as everyone likes to camp with nature along rivers and waterways – statistics prove it.			31.12.2023			

	2.6.3 complete a report on the actual number of sites available for RV's, caravan and camping at our 2 caravan parks, as both have expanded on site cabin accommodation.			30.06.23			
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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 Commercial will only become interested when they see consistent activity because without activity there is no income or return on investment. Suggest support more events and activities to develop the following and create habit first	Investment, Attraction & Growth monthly report	Business Development & Tourism	Oct Annually			
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 Define support – need real actions – not sure how reporting is even occurring on this	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly			
2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members	2.9.1 In partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	Quarterly Report	Community Relations & Advocacy	Quarterly			
	All advocating NO ACTION No proof of any advocating with nothing happens Community not even fully aware of what's available Community need a report of what establishment or growth is actually happening 2.9.? Community need a central list of what health services and facilities are available here – can this be put on Councils website with links to the health services websites						
	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	Community Services & Safety	Quarterly			
2.10 Plan for sustainable and affordable housing needs of our community	2.10.1 Implement the Horsham Planning Scheme in accordance with future housing developments and monitor land supply and demand	Investment, Attraction & Growth monthly report	Statutory Planning & Building Services	Monthly			
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	31 Dec 2024			
	2.10.3 Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	Strategic Planning & Heritage	31 Dec 2023			
	2.10 Review and Implement appropriate overlays in the Horsham Planning Scheme in line with the Municipal Strategy. (to note A recent planning permit approved by Council does not appear to be in line with the Municipal Strategy)						
	2.10.? Prepare and implement the Horsham North Plan – taking into consideration overall infrastructure and key links to connect with all services and other locations as per the Open Space Strategy and Urban Transport Plan.						
	2.10.?? Review Horsham Planning Scheme to develop an overall strategic plan to ensure infrastructure and open space development is planned in accordance with proposed future housing development						

Theme 3 – Sustainability: HRCC will actively lead in sustainable growth and development of the community and the economy					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥	3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	30 Jun 2024	✗		
	3.1.2 Implement the recommendations from the Wartook Valley Strategy	Progress report to Council	Strategic Planning & Heritage	30 Jun Annually	✗		
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan	Progress report to Council	Business Development & Tourism	30 Jun 2024			
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.1 Work with listen to local business owners and leaders throughout the municipality to develop business confidence and growth Do not believe “work with” is the action required because we are continually told about all the contact with businesses in reports yet can find very few who ever have a conversation with Council. Suggest a quarterly meeting where businesses are invite to meet with Council in a workshop format with a summary of “what we heard” to be circulated for feedback. Based on a recent experience = not all verbal feedback is captured – a matter of concern when the reason businesses gave their time was to be heard. The response after inquiring why some feedback wasn’t captured was decidedly non-caring, with no offer to rectify. This destroys confidence in Council.	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly	✓		
	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 Jun Annually			
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity Like what – Community need to understand what and what and Council need to find out from community what is lacking to understand their needs	A yearly submission to the Regional Connectivity program	Business Development & Tourism	30 Nov Annually	✗		
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 Jun 2025			
	3.4.2 Work with local business to activate the Horsham town centre (CAD) Define Work with? Council’s current planned actions do not support 3.4 – instead of supporting recovery they are planning more interruption that the data and experience elsewhere shows will impact with more interruption both short term and long term.	Investment, Attraction & Growth monthly Report This is not a measure for the 3.4 priority/initiative – A survey of businesses quarterly would be a better assessment	Business Development & Tourism	Monthly			
3.5 Advocate for mining in our region to meet world's best practice	3.5.1 Submission to the Environmental Effects Statement for the Avonbank mining project to ensure that the license reflects world best practise. Does HRCC have the appropriate expertise to ensure the license reflects world’s best practice? Particularly given the previous experience in our Municipality which has not been resolved?	Submission lodged by due date	Statutory Planning & Building Services	TBA			
3.6 Support our community and region in adapting to reduce	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	Progress report to EMT	Waste & Sustainability	31 Mar Annually			
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	Progress report to Council	Waste & Sustainability	31 Mar Annually			
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet, with a investigatory and cautionary approach.	Plan adopted by EMT	Fleet	31 Dec 2022			

emissions, build resilience to climate change and respond to environmental challenges	Need to inquire re servicing and ongoing cost before adopting a carte blanche approach. Also distances needing to travel in the proposed vehicle and assistance for breakdowns due to towing and other limitations.						
	3.6.4 Implement the actions from the electric vehicle transition plan	Progress report to EMT , Council and community	Fleet	31 Dec Annually			
	3.6.5 Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials	Progress report to Council on the implementation plan	Waste & Sustainability	31 Mar Annually			
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	Report to Council	Infrastructure	30 Jun Annually			

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	Seek funds	Recreation & Open Space	30 Jun 2023			
		Monthly Finance Report - Grants		Monthly			
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	Analysis of data to maximise utilisation of spaces	Recreation & Open Space	30 Jun 2023			
	3.8.? Ensure that all Clubs and groups are treated in the same manner with regards to running or using a Council owned facility, and ensure that Events being conducted for the community can access the facility with no payment. Eg why is the Angling Club able to charge community organisations, who are ,conducting community events, to use a Council owned facility. Same rules need to apply across the Municipality.						


♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

DRAFT

Theme 4 – Accessibility: HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and Spaces (** Health and Wellbeing Priorities and Initiatives)					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
4.1 Ensure a safe and connected transport network including active transport	4.1.01 Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan and changing community needs. (eg if there is a new health facility, or a new subdivision – the links may need to be upgraded)	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 Jun Annually			
	4.1.02 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	Progress report to Council Progress that is open and honest – to community - overdue	Assets	31 Dec 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) Needs to be new measure if the Vic Govt is discontinuing this survey.	Assets	TBA			
	4.1.??? implement questions on annual survey, timed with the annual planning expo, in line with questions previously included on the Community Satisfaction Survey.			2023 Expo			
	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	Accident statistics	Assets	30 Jun Annually			
	4.1.? Approach Vicroads for safer crossing for pedestrians at the Western Hwy/Baillie St and Western Hwy/Wawunna Rd intersections. There are many near misses of pedestrians by turning traffic. Perhaps the installation of flashing “give way to pedestrians” lights would be a solution.						
	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 I think this might be meant to be in 4.1.04	Assets	Quarterly Report			
	4.1.? In line with the key footpath linkages per the Urban Transport Plan, Investigate implantation of 24 hours safe crossings for pedestrians, gophers and cyclists to cross Western Highway in front of previous Horsham College site, Natimuk Road West of Bennett Road, Baillie St West between tennis courts and May Park, and Blue Ribbon Road between HUB and Wavell St. There are school crossings near some of these locations but residents need all day safe crossing in these areas to link with key services and the CBD			June 2024			
	4.1.? Publish list of HRCC Asset Register on website	Available on website		June 2023			
	4.1.06 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	Report to Council & Community on efficiencies achieved. (where can community find this report for Sept 2022 please)	Assets	30 Sep Annually			
4.1.07 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades & publish on website to inform community members	Assets	30 Jun 2023				
4.1.08 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham in conjunction with community	Plan developed and adopted by Council	Recreation & Open Space	30 Sep 2022				
	Progress Report to Council		30 Jun Annually				

	4.1.09 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	Plan developed and adopted by Council is this available on the website please> Progress Report to Council	Operations	30 Sep 2022			
				30 Jun Annually			
	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 Jun 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. Why is this stating community buildings when the priority is to ensure connections to key places and services? Suggest needs to be in 4.3 Also the findings and recommendations from the Social infrastructure plan need to be included in the needs assessment and engagement with the community to identify those who do not have a space but haven't approached Council – some utilize service clubs clubrooms regularly.	Plan adopted by EMT why only adopted by EMT – believe this needs community input and definitely to go to Council	Community Services & Safety	30 Jun 2023			
	4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge Remove from plan as funding has already occurred.	Hamilton Street Pedestrian Bridge project is complete	Engineering Design	30 Jun 2023			
	4.1.? In line with the key footpath linkages per the Urban Transport Plan, Investigate implantation of 24 hours safe crossings for pedestrians, gophers and cyclists to cross Western Highway in front of previous Horsham College site, Natimuk Road West of Bennett Road, Baillie St West between tennis courts and May Park, and Blue Ribbon Road between HUB and Wavell St. There are school crossings near some of these locations but residents need all day safe crossing in these areas to link with key services and the CBD						
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	Progress report to Council	Recreation & Open Space	31 Dec Annually			
	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework Please publish the Master Plan for Dec 2022 Note from Social Infrastructure Plan/Framework - believe this needs to be urgently investigated. The delivery of two general community hubs may be an efficient and effective way of delivering the required social infrastructure facilities and can be partially funded by sale of surplus facilities serving the same catchments.	One Plan per year developed and adopted by EMT So EMT decide what we need for our liveability? Shouldn't this be adopted by Council and published for the Community.	Recreation & Open Space	31 Dec Annually			
	4.3.3 Develop prioritised projects in conjunction with community and sporting groups from outcomes from the Regional Multi Sport Facility Feasibility study, Open Space policy and Social Infrastructure Framework	Progress report to Council, and community	Recreation & Open Space	30 Jun 2023			
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan taking note of the importance and comments in the Social Infrastructure Plan. Public toilets were rated as important or extremely important by (92.5 per cent) of respondents to the Social Infrastructure Plan, making them the most important facility type overall. It also states the following in the plan	Progress report to EMT – and Council and Community	Infrastructure	30 Jun Annually Highest rating and continually nothing happening. But note the tender advertised this week			

	<p>“Although a smaller proportion of public toilets had poor condition ratings and public toilets were newer on average, still around 10 facilities (of the 24 total) had a relatively poor overall condition rating and 10 facilities were more than 50 years old.”</p> <p>And this doesn’t take into consideration the total lack of public toilets in Horsham South, nor the insufficient number in Horsham North.</p>						
	<p>4.3.5 Develop a detailed outdoor Play Space Plan Why do we need an outdoor play space plan – we need to put the money into the Open spaces we have and bring them up to standard</p> <p><small>3.4 Develop play spaces across the municipality which address gaps in provision and amenity</small> <small>3.4.1 Identify gaps in provision and develop new play spaces to provide a variety of experiences for targeted age groups in conjunction with a landscape architect. High</small></p> <p>Save the consultant fee and spend the money on actually fixing some of them</p> <p>4.3.? Engage community to obtain an indication of types of play equipment which would fill needs at various parks. We see play equipment that was used continually being replace with something no-one goes near. Eg Sunnyside – years ago a swing that was constantly used was replace with a climbing wall that we never see anyone on, and the spinning ball was accessed by children and their parents of all ages and has been replaced with something that kids can’t even climb onto and maneuver it – its too high for most of the ages that utilize Sunnyside park regularly. They don’t have to be fancy, but play equipment needs to be accessible. Talk to the community, work with the community.</p> <p>4.3.? Implement delegated community committees, like Latrobe, for various parks so we can do the work while being allocated funds to work with and raise more if needed. Most of our playgrounds with exception of Botanical Gardens, May Park, Weir Park are very poor, yet Council continues to only allocate \$30,000 per year in the budget. Note the Open Space Strategy 2019 = play space assessment on Page 71 for priority.</p>	<p>Plan adopted by EMT</p>	<p>Recreation & Open Space</p>	<p>30 Jun 2023</p>			



4.4 Support lifelong learning opportunities for all people	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	Deliver both a men's and women's program	Youth & Early Years	30 Jun 2022	✓		
	4.4.2 Deliver the Schools Education Program at the Horsham Town Hall.	Report to Council	Visual Arts	30 Jun Annually			

♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

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Theme 5 – Leadership: HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability					Year Action Finalised		
Priorities & Initiatives	Action	Measure	Team	Due By	2022-2023	2023-2024	2024-2025
5.1 Build trust through meaningful community engagement and transparent decision making	5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities voices in our decision making and inform the community how their input affected the decision as per the engagement policy	Quarterly Engagement Report to Council	Community Relations & Advocacy	Quarterly			
	5.1.2 Budget developed and adopted in line with statutory obligations this doesn't achieve the priority/initiative and is certainly not done with meaningful comm eng and transp decision making.	Annual Budget adopted by Council	General Accounting	30 Jun Annually			
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	Horsham Town Hall Community Feedback Forum held annually	Horsham Town Hall - Marketing & Customer Service	Yearly			
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex Plan When will we see this? The community have no idea, nor do Councillors based on my experience – Staff put it together and bring to briefing for input for 5 mins – this is NOT transparent for the community nor the Councillors	Procedure developed and Asset Plan reviewed annually	Assets	31 Mar Annually			
	5.1.5 Investigate and Implement a Project Management Software System Please explain to the community how this will make a difference because my experience is that data input creates the outcome. So if staff control the input then they are still controlling the outcome	System fully implemented	Infrastructure	30 Jun 2023	RCCC		
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, while considering the time of year for community including holiday periods, and if face to face included, that it allows for workers to be involved and not only on one night in case they have other commitments	List of planned community engagements accessible on Council's website	Community Relations & Advocacy	Quarterly	✗		
	5.2.2 Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	Project Management Framework reviewed and adopted by EMT Council Due to the importance in rebuilding community trust	Infrastructure	30 Jun Annually			
	5.2.3 Manage performance and finances in line with income and regulation	Monthly Finance & Performance Report	General Accounting	Monthly	✓		
		Quarterly report to the Audit and Risk Committee		Quarterly	✓		
5.2.4 Promote grant funding options, resources and information available to community groups	E-newsletter distributed to community & recreational groups	Recreation & Open Space	Quarterly				
5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services	5.3.1 Develop Organisational non-financial reporting measures	Organisational performance measures reported in the Quarterly Performance Report	Governance	Quarterly	✓		
	5.3.2 Phone system upgrade including improved staff access and customer chat options	New phone system in place and additional features functional	Information Technology	30 Jun 2023			
	5.3.3 Be responsive to all asset related service requests, queries and complaints.	Monthly customer request report to EMT if measures are working, why are some service requests being submitted repeatedly with no results.	Strategic Asset Management	Monthly			
	5.3.4 Prepare detailed plans for the relocation of the Council Depot	Plans adopted by EMT and presented to Council	Engineering Design	30 Jun 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 Jun 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 Believe this needs to be reviewed to include the current status of workforce before planned changes to ensure that items included in the Action Plan and the Budget can actually be achieved. Current status is normally included in a workforce plan. Believe this is extremely important as lack of staff is a high risk given the high turnover of staff, and not completing planned work.	Progress Report to Council	Human Resources	Quarterly			
	5.4.3 Negotiate a new HRCC Enterprise Agreement #10	HRCC Enterprise Agreement #10 endorsed by Fair Work Commission	Human Resources	30 Jun 2023			
	5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	All risk registers current and being regularly reviewed.	Human Resources	31 Dec 2022			
	5.4.5 Implement actions from all internal audits	Quarterly Report to the Audit & Risk Committee	Human Resources	Quarterly			
	5.4.? I believe the ONLY way to achieve 5.4 is to Fix the workplace culture – focus on no bullying						
	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 Jun 2024			

	5.4.7 Implement new Child Safe Standards	Standards and processes are in place that comply with the legislation	Human Resources	31 Dec 2022			
	5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture	Actions completed Cannot understand how actions, whatever they were, to fix culture, could be completed appropriately in a few months. If they were, why are so many still leaving. Culture is a long term fix and requires a lot of work to turn around	Human Resources	31 Dec 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 Dec 2022	RCCC		
	5.5.03 Investigate and implement options for a customer request system	Software is fully implemented and staff training completed	Customer Service	31 Dec 2022	RCCC		
	5.5.04 Investigate and implement a new electronic document management system	Software is fully implemented and staff training completed	Governance	31 Dec 2024	RCCC		
	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 Jun 2024			
	5.5.06 Implement recommendations from the Operations Efficiency Project This was an extremely expensive Project – has Council seen the report – if not why not.	Progress Report to EMT – given the cost of the project to ratepayers and the estimated savings by doing the project, I believe this report needs to be presented to Council.	Operations	Quarterly			
	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 Jun 2023			
	5.5.08 Investigate an automated weighbridge operation at the Dooen Landfill	Report to EMT	Operations	31 Dec 2022			
	5.5.09 Installation of an External Weather Proof Digital Promotions Sign in Wilson Street	Sign installed and operational	Horsham Town Hall - Marketing & Customer Service	30 Jun 2024			
	5.5.10 Upgrade & update Visit Horsham Website	Website is live	Horsham Town Hall - Marketing & Customer Service	31 Dec 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 Jun 2023			
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes	5.6.1 Review and update Emergency Management Plans and Processes	Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available	Wimmera Emergency Management	30 Jun 2023			
	5.6.2 Inform and educate the Community on emergency preparedness	Information available and disseminated via multiple channels and events	Wimmera Emergency Management	30 Jun 2023			

♥ Health Wellbeing Plan Priorities & Initiatives

In progress
 Completed
 Not delivered



GOVERNANCE RULES

MAY 2023

(ADOPTED BY COUNCIL: ** MAY 2023)

GOVERNANCE RULES

Introduction

1. Nature of Rules

These are the Governance Rules of Horsham Rural City Council, made in accordance with section 60 of the *Local Government Act 2020*.

2. Date of Commencement

These Governance Rules commence on ** May 2023.

3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

attend, attending and *in attendance* include attend, attending or in attendance by electronic means. *Chief Executive Officer* includes an Acting Chief Executive Officer.

Community Asset Committee means a Community Asset Committee established under section 65 of the Act.

Council means Horsham Rural City Council.

Council meeting has the same meaning as in the Act.

Delegated Committee means a Delegated Committee established under section 63 of the Act.

Mayor means the Mayor of Council.

these Rules means these Governance Rules

written includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and writing has a corresponding meaning.

Chapter 1 – Governance Framework

1. Context

These Rules should be read in the context of and in conjunction with:

- (a) the overarching governance principles specified in section 9(2) of the *Act*; and
- (b) the following documents adopted or approved by *Council*:
 - (i) Council Plan; and
 - (ii) Councillor Code of Conduct.

2. Decision Making

- (a) In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:
 - (i) fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
 - (ii) on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
 - (i) before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
 - (ii) if a report to be considered at a *Council meeting* concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
 - (iii) if a report to be considered at a *Delegated Committee* meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
 - (iv) if a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.



Chapter 2 – Meeting Procedure for Council Meetings

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Part A – Introduction

1. Title

This Chapter will be known as the "Meeting Procedure Chapter".

2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 provide for the election of the Mayor and any Deputy Mayor;
- 2.2 provide for the appointment of any Acting Mayor; and
- 2.3 provide for the procedures governing the conduct of *Council meetings*.

3. Definitions and Notes

3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*Chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*; and

"*written*" includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and *writing* has a corresponding meaning.

3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

Part B – Election of Mayor, Deputy Mayor and Chairs of Delegated Committees

Introduction: This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

4. Election of the *Mayor*

The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act*.

5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands or such other visual or audible means as the *Chief Executive Officer* determines.

6. Determining the election of the *Mayor*

6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.

6.2 Any nominations for the office of *Mayor* must be:

6.2.1 in writing and in a form prescribed by the *Chief Executive Officer*; and

6.2.2 seconded by another Councillor.

6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:

6.3.1 if there is only one nomination, the candidate nominated must be declared to be duly elected;

6.3.2 if there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;

6.3.3 in the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;

6.3.4 in the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;

6.3.5 if one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;

6.3.6 in the event of two or more candidates having an equality of votes and one of them having to be declared:

(a) a defeated candidate; and

(b) duly elected

the declaration will be determined by lot.



- 6.3.7 if a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:
- (a) each candidate will draw one lot;
 - (b) the order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
 - (c) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the pieces of paper, and the Councillor who draws the paper with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

7. Election of Deputy Mayor and Chairs of Delegated Committees

Any election for:

- 7.1 any office of Deputy Mayor; or
- 7.2 Chair of a *Delegated Committee*

will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

- 7.3 *Chief Executive Officer* is a reference to the *Mayor*; and
- 7.4 *Mayor* is a reference to the Deputy Mayor or the Chair of the *Delegated Committee* (as the case may be).

8. Appointment of Acting Mayor

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

- 8.1 resolving that a specified Councillor be so appointed; or
- 8.2 following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter, at its discretion.

9. Ceremonial Mayoral Speeches

- 9.1 Upon being elected, the *Mayor* and outgoing *Mayor* may make a ceremonial speech.
- 9.2 The purpose of the ceremonial Mayoral speeches is to highlight priorities for the year ahead and the previous year.

Part C – Meetings Procedure

Introduction: This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

Division 1 – Notices of Meetings and Delivery of Agendas

10. Dates and Times of Meetings Fixed by *Council*

Subject to Rule 12, *Council* must from time to time fix the date, time and place of all *Council meetings*.

11. *Council* May Alter Meeting Dates

Council may change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

12. Meetings Not Fixed by *Council* (Unscheduled or Special Meetings)

- 12.1 The *Mayor* or at least 3 Councillors may by a *written* notice call a *Council meeting*.
- 12.2 The notice must specify the date and time of the *Council meeting* and the business to be transacted.
- 12.3 The *Chief Executive Officer* must convene the *Council meeting* as specified in the notice.
- 12.4 Unless all Councillors are in attendance and unanimously agree to deal with any other matter, only the business specified in the *written* notice can be transacted at the *Council meeting*.

13. Notice Of Meeting

- 13.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 96 hours before the meeting.
- 13.2 Notwithstanding sub-Rule 13.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of their absence.
- 13.3 That the agenda be made available to members of the public by 5pm 4 days prior to the meeting via the website.
- 13.4 Reasonable notice of each *Council meeting* must be provided to the public. *Council* may do this:
 - 13.4.1 for *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and
 - 13.4.2 for any meeting by giving notice on its website and:
 - (a) in each of its Customer Service Centres; and/or
 - (b) in at least one newspaper generally circulating in the *municipal district*.

Division 2 – Quorums

14. Inability To Obtain A Quorum

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 14.1 the meeting will be deemed to have lapsed;
- 14.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 14.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.

15. Inability To Maintain A Quorum

- 15.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 14 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 15.2 Sub-Rule 15.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered.

16. Adjourned Meetings

- 16.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 16.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 16.3 If it is impracticable for the notice given under sub-Rule 16.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

17. Time limits for Meetings

- 17.1 A *Council meeting* must not continue after 9:30pm unless a majority of Councillors who are in attendance vote in favour of it continuing.
- 17.2 A meeting cannot be continued for more than 30 minutes (or a further 30 minutes, if a majority of Councillors has already voted to continue it for 30 minutes).
- 17.3 In the absence of such continuance, the meeting must stand adjourned to a time, date and place announced by the *Chair* immediately prior to the meeting standing adjourned. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

18. Cancellation or Postponement of a Meeting

- 18.1 The *Chief Executive Officer* following consultation with the *Mayor* if possible may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.
- 18.2 The *Chief Executive Officer* must present to the immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 18.1.

Division 3 – Business of Meetings

19. Agenda and the Order Of Business

The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

20. Change To Order Of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered with the consent of *Council*.

21. Urgent Business

If the *agenda* for an *Council meeting* makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 21.1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 21.2 cannot safely or conveniently be deferred until the next *Council meeting*.

22. Councillor Reports and Acknowledgements

22.1 Councillors will have up to 3 minutes each to provide their verbal / written reports and acknowledgements at any meeting fixed under Division 1.

22.2 Standing Orders need not be suspended during Councillor Reports and Acknowledgements.

Division 4 – Motions and Debate

23. Councillors May Propose *Notices Of Motion*

Councillors may ensure that an issue is listed on an *agenda* by lodging a *Notice of Motion*.

24. Notice Of Motion

- 24.1 A *notice of motion* must be in *writing* signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* at least 24 hours before the Agenda is finalised and distributed to allow sufficient time for the Chief Executive Officer to include the *notice of motion* in agenda papers for a *Council meeting*.
- 24.2 The *Chief Executive Officer* following consultation with the Mayor if possible may reject any *notice of motion* which:
 - 24.2.1 is vague or unclear in intention
 - 24.2.2 it is beyond *Council's* power to pass; or
 - 24.2.3 if passed would result in *Council* otherwise acting invalidly

but must:

 - 24.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and
 - 24.2.5 notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.



- 24.3 The full text of any *notice of motion* accepted by the *Chief Executive Officer* must be included in the *agenda*.
- 24.4 The *Chief Executive Officer* must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 24.5 Except by leave of *Council*, each *notice of motion* before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 24.6 If a Councillor who has given a *notice of motion* is absent from the meeting or fails to move the motion when called upon by the *Chair*, any other Councillor may move the motion.
- 24.7 If a *notice of motion* is not moved at the *Council meeting* at which it is listed, it lapses.
- 24.8 Unless the Council resolves to relist at a future meeting a Notice of Motion which has been lost or not moved, a similar motion must not be put before the Council for at least three (3) months from the date it was lost.

25. Chair's Duty

Any motion which is determined by the *Chair* to be:

- 25.1 defamatory;
- 25.2 objectionable in language or nature;
- 25.3 vague or unclear in intention;
- 25.4 outside the powers of *Council*; or
- 25.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,

must not be accepted by the *Chair*.

26. Introducing a Report

- 26.1 Before a *written* report is considered by *Council* and any motion moved in relation to such report, a member of Council staff may introduce the report by indicating in not more than 2 minutes:
- 26.1.1 its background; or
- 26.1.2 the reasons for any recommendation which appears.
- 26.2 Unless *Council* resolves otherwise, a member of Council staff need not read any written report to *Council* in full.

27. Introducing A Motion or an Amendment

The procedure for moving any motion or amendment is:

- 27.1 the mover must state the motion without speaking to it;
- 27.2 the motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 27.3 if a motion or an amendment is moved and seconded the *Chair* must ask:



"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"

- 27.4 if no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 27.5 if a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 27.6 after the mover has addressed the meeting, the seconder may address the meeting or reserve their right to address the meeting later in the debate;
- 27.7 after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting at that point,) the *Chair* must invite debate by calling on any Councillor who wishes to speak against ~~to~~ the motion and then any other Councillor for or against the motion in turn; -and
- 27.8 if, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

28. Right Of Reply

- 28.1 The mover of a motion, including an amendment, has a right of reply to matters raised during debate.
- 28.2 After the right of reply has been taken but subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion, the motion must immediately be put to the vote without any further discussion or debate.

29. Moving An Amendment

- 29.1 Subject to sub-Rule 29.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 29.2 A motion to confirm a previous resolution of *Council* cannot be amended.
- 29.3 An amendment must not be directly opposite to the motion.

30. Who May Propose An Amendment

- 30.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 30.2 Any one Councillor cannot move more than two amendments in succession.

31. How Many Amendments May Be Proposed

- 31.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 31.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

32. An Amendment Once Carried

- 32.1 If the amendment is carried, the motion as amended then becomes the motion before the meeting, and the amended motion must then be put.
- 32.2 The mover of the original motion retains the right of reply to that motion.



33. Foreshadowing Motions

- 33.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of their intention to move a motion at a later stage in the meeting dealing with the same subject matter, but this does not extend any special right to the foreshadowed motion.
- 33.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- 33.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.
- 33.4 The *Chair* is not obliged to accept foreshadowed motions.

34. Withdrawal Of Motions

- 34.1 Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.
- 34.2 If the majority of Councillors objects to the withdrawal of the motion, it may not be withdrawn.

35. Separation Of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

36. Chair May Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

37. Priority of address

After a motion is seconded and the mover has addressed the meeting, the seconder may address the meeting or reserve their address until later in the debate. The Chairperson may then call upon any Councillor who wishes to speak against the motion, then any other Councillors for and against the motion then debate in turn.

Except for the purposes of proposing an amendment or for the purposes of raising a point of order no Councillor may speak more than once on any motion.

In the case of competition for the right of speak, the *Chair* must decide the order in which the Councillors concerned will be heard.

38. Chair Entitled to Speak For or Against a Motion

The *Chair* is entitled to speak for or against a motion, but must vacate the Chair if they wish to move or second any motion. Before vacating the Chair the *Chair* must call on the Deputy Mayor to assume the Chair or if there is no Deputy Mayor (or if the Deputy Mayor is absent) must facilitate the election of a temporary *Chair*.

39. Motions In Writing

- 39.1 The *Chair* may require that a complex or detailed motion be in writing.
- 39.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.



40. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read the motion or amendment to the meeting before the vote is taken.

41. Debate Must Be Relevant To The Motion

- 41.1 Debate must always be relevant to the motion before the Chair, and, if not, the *Chair* must request the speaker to confine debate to the motion.
- 41.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to be seated and not speak further in respect of the motion then before the Chair.
- 41.3 A speaker to whom a direction has been given under sub-Rule 41.2 must comply with that direction.

42. Speaking Times

A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*:

- 42.1 the mover of a motion or an amendment which has been opposed: 5 minutes;
- 42.2 any other Councillor: 3 minutes; and
- 42.3 the mover of a motion exercising a right of reply: 2 minutes.

43. Addressing the Meeting

If the *Chair* so determines:

- 43.1 any person addressing the *Chair* must refer to the *Chair* as:
 - 43.1.1 Madam Mayor; or
 - 43.1.2 Mr Mayor; or
 - 43.1.3 Madam Chair; or
 - 43.1.4 Mr Chair
 as the case may be;
- 43.2 all Councillors, other than the *Mayor*, must be addressed as
Cr(name).
- 43.3 all members of Council staff, must be addressed as Mr or Ms
(name) as appropriate or by their official title.

44. Right to Ask Questions

- 44.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.
- 44.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

Division 5 – Procedural Motions

45. Procedural Motions

- 45.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.
- 45.2 Procedural motions require a seconder.
- 45.3 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:

PROCEDURAL MOTIONS TABLE

Procedural Motion	Form	Mover & Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and any amendment postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; or (c) When the motion would have the effect of causing <i>Council</i> to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising their right to ask any question concerning or arising out of the motion	Debate continues unaffected	No

Division 6 – Rescission Motions

46. Notice of Rescission

- 46.1 A Councillor may propose a *notice of rescission* provided:
- 46.1.1 it has been signed and dated by at least three Councillors;
 - 46.1.2 the resolution proposed to be rescinded has not been acted on; and
 - 46.1.3 the *notice of rescission* is delivered to the *Chief Executive Officer* within 24 hours of the resolution having been made setting out -
 - (a) the resolution to be rescinded; and
 - (b) the meeting and date when the resolution was carried.

It should be remembered that a notice of rescission is a form of notice of motion.

Accordingly, all provisions in this Chapter regulating notices of motion equally apply to notices of rescission.

- 46.2 A resolution will be deemed to have been acted on if:
- 46.2.1 its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or
 - 46.2.2 a statutory process has been commenced
- so as to vest enforceable rights in or obligations on *Council* or any other person.
- 46.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:
- 46.3.1 has not been acted on; and
 - 46.3.2 is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule 46.1.3,
- unless deferring implementation of the resolution would have the effect of depriving the resolution of efficacy.

By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard).

In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.

Sub-Rule 46.3 would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.

47. If Lost

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

48. If Not Moved

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

49. May Be Moved By Any Councillor

A motion for rescission listed on an *agenda* may be moved by any Councillor in attendance but may not be amended.

50. When Not Required

50.1 Unless sub-Rule 50.2 applies, a motion for rescission is not required where *Council* wishes to change policy.

50.2 The following standards apply if *Council* wishes to change policy:

50.2.1 if the policy has been in force in its original or amended form for less than 12 months, a *notice of rescission* must be presented to *Council*; and

50.2.2 any intention to change a *Council* policy, which may result in a significant impact on any person, should be communicated to those affected and this may include publication and consultation, either formally or informally.

Division 7 – Points of Order

51. Chair To Decide

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which they consider applicable to the point raised without entering into any discussion or comment.

52. Chair May Adjourn To Consider

52.1 The *Chair* may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

52.2 All other questions before the meeting are suspended until the point of order is decided.

53. Dissent From Chair's Ruling

53.1 A Councillor may move that the meeting disagree with the *Chair's* ruling on a point of order, by moving:

"That the *Chair's* ruling [setting out that ruling or part of that ruling] be dissented from".

- 53.2 When a motion in accordance with this Rule is moved and seconded, the *Chair* must leave the Chair and the Deputy Mayor (or, if there is no Deputy Mayor or the Deputy Mayor is not in attendance, temporary *Chair* elected by the meeting) must take their place.
- 53.3 The *Chair*, having left the Chair is entitled to participate in the debate and vote on the dissent motion.
- 53.4 The Deputy Mayor or temporary *Chair* must invite the mover to state the reasons for their dissent and the *Chair* may then reply.
- 53.5 The Deputy Mayor or temporary *Chair* must put the motion in the following form:
"That the *Chair's* ruling be dissented from."
- 53.6 If the vote is in the negative, the *Chair* resumes the Chair and the meeting proceeds.
- 53.7 If the vote is in the affirmative, the *Chair* must then resume the Chair, reverse or vary (as the case may be) their previous ruling and proceed.
- 53.8 The defeat of the *Chair's* ruling is in no way a motion of censure or non- confidence in the *Chair*, and should not be so regarded by the meeting.

54. Procedure For Point Of Order

A Councillor raising a point of order must:

- 54.1 state the point of order; and
- 54.2 state any section, Rule, paragraph or provision relevant to the point of order before resuming their seat.

55. Valid Points Of Order

A point of order may be raised in relation to:

- 55.1 a motion, which, under Rule 25, or a question which, under Rule 56, should not be accepted by the *Chair*;
- 55.2 a question of procedure; or
- 55.3 any act of disorder.

Rising to express a difference of opinion or to contradict a speaker is not a point of order.

Division 8 – Public Question Time

56. Question Time

- 56.1 There must be a public question time at every *Council meeting* fixed under Rule 10 to enable members of the public to submit questions to *Council*.
- 56.2 Sub-Rule 56.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.

- 56.3 Public question time will not exceed 15 minutes in duration, however the Council may determine an extension of a further 15 minutes.
- 56.4 Questions submitted to *Council* must be:
- 56.4.1 in *writing*, state the name and address of the person submitting the question and generally be in a form approved or permitted by *Council*; and
- 56.4.2 placed in the receptacle designated for the purpose at the place of the meeting or be lodged electronically at the advertised email address prior to 9am on the day of the Council meeting, prior to 5pm on the day of the Council meeting, or be lodged electronically at the prescribed email address prior to 5pm on the Friday prior to the day of the Council meeting.
- 56.5 No person may submit more than two questions at any one meeting.
- 56.6 If a person has submitted two questions to a meeting, the second question:
- 56.6.1 may, at the discretion of the *Chair*, be deferred until all other persons who have asked a question have had their questions asked and answered; or
- 56.6.2 may not be asked if the time allotted for public question time has expired.
- 56.7 The *Chair* or a member of Council staff nominated by the *Chair* may read to those in attendance at the meeting a question which has been submitted in accordance with this Rule.
- ~~56.8 Notwithstanding sub-Rule 54.6, the *Chair* may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.~~
- 56.8 A question may be disallowed by the *Chair* if the *Chair* determines that it:
- 56.8.1 relates to a matter outside the duties, functions and powers of *Council*;
- 56.8.2 is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- 56.8.3 deals with a subject matter already answered;
- 56.8.4 is aimed at embarrassing a Councillor or a member of Council staff;
- 56.8.5 relates to personnel matters;
- 56.8.6 relates to the personal hardship of any resident or ratepayer;
- 56.8.7 relates to industrial matters;
- 56.8.8 relates to contractual matters;
- 56.8.9 relates to proposed developments;
- 56.8.10 relates to an item on the agenda;
- 56.8.11 relates to legal advice;
- 56.8.12 relates to matters affecting the security of *Council* property; or
- 56.8.13 relates to any other matter which *Council* considers would prejudice *Council* or any person.

- 56.8.14 A submitter to a question that has been disallowed will be notified in writing the reason/s for not allowing the question.
- 56.8.15 Any question which has been disallowed by the *Chair* must be made available to any other Councillor upon request.
- 56.8.16 All questions and answers must be as brief as possible, and no discussion may be allowed other than by *Councillors* for the purposes of clarification.
- 56.8.17 Like questions may be grouped together and a single answer provided.
- 56.8.18 The *Chair* may nominate a Councillor or the *Chief Executive Officer* to respond to a question.
- 56.8.19 A Councillor or the *Chief Executive Officer* may require a question to be put on notice. If a question is put on notice, a *written* copy of the answer will be sent to the person who asked the question.
- 56.8.20 A Councillor or the *Chief Executive Officer* may advise *Council* that it is their opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or *Chief Executive Officer* (as the case may be) must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

Division 9 – Petitions and Joint Letters

57. Petitions and Joint Letters

- 57.1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next fixed *Council meeting* after that at which it has been presented.
- 57.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint themselves with the contents of that petition or joint letter, and to ascertain that it does not contain language which is disrespectful towards *Council*.
- 57.3 Every Councillor presenting a petition or joint letter to *Council* must:
- 57.3.1 write or otherwise record their name at the beginning of the petition or joint letter; and
- 57.3.2 confine themselves to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.
- 57.4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), contain the request of the petitioners or signatories and be signed by at least 12 people.
- 57.5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 57.6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.

- 57.7 Every page of a hard copy petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 57.8 Electronic or online petitions, joint letters, memorials or like applications must contain the name, address and email address of each petitioner or signatory, which details will, for the purposes of this Rule 57, qualify as the signature of such petitioner or signatory.
- 57.9 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

Division 10 – Voting

58. How Motion Determined

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting.

59. Silence

Subject to Rule 62, voting must take place in silence.

60. Recount

The *Chair* may direct that a vote be recounted to satisfy themselves of the result.

61. Casting Vote

In the event of a tied vote, the *Chair* must exercise a casting vote.

61.1 The *Chair* may adjourn a meeting to consider how their casting vote will be cast.

62. How Votes Are Cast

Voting on any matter is by show of hands or such other visible or audible means as the *Chair* determines.

63. Procedure For A Division

63.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.

63.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.

63.3 When a division is called for, the *Chair* must:

63.3.1 first ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of their hands or otherwise signify their support in a manner recognised by the *Chair*. The *Chair* must then state, and the *Chief Executive Officer* or any authorised officer must record, the names of those Councillors voting in the affirmative; and

63.3.2 then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in the negative must raise one of his or her hands. The *Chair* must then

state, and the *Chief Executive Officer* or any *authorised officer* must record, the names of those Councillors voting in the negative.

64. No Discussion Once Declared

Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

- 64.1 a Councillor requesting, before the next item of business is considered, that their opposition to a resolution be recorded in the minutes, ~~or a register maintained for that purpose~~; or
- 64.2 foreshadowing a *notice of rescission* where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

For example, Rule 64 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.

Equally, Rule 64 would permit discussion about a matter which would otherwise be left in limbo because a notice of rescission had been successful. For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded.

Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-Rule 64.2, to discussion about a positive motion were a resolution has just been rescinded.

Division 11 – Minutes

65. Confirmation of Minutes

- 65.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
- 65.1.1 a copy of the minutes must be delivered to each Councillor no later than 96 hours before the meeting;
- 65.1.2 if no Councillor indicates opposition, the minutes must be declared to be confirmed;
- 65.1.3 if a Councillor indicates opposition to the minutes:
- (a) they must specify the item(s) to which they object;
 - (b) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
 - (c) the Councillor objecting must move accordingly without speaking to the motion;
 - (d) the motion must be seconded;
 - (e) the *Chair* must ask:
"Is the motion opposed?"



- (f) if no Councillor indicates opposition, then the *Chair* must declare the motion carried without discussion and then ask the second of the questions described in sub-Rule 65.1.3(k);
- (g) if a Councillor indicates opposition, then the *Chair* must call on the mover to address the meeting;
- (h) after the mover has addressed the meeting, the seconder may address the meeting;
- (i) after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting), the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;
- (j) if, after the mover has addressed the meeting, the *Chair* invites debate and no Councillor speaks to the motion, the *Chair* must put the motion; and
- (k) the *Chair* must, after all objections have been dealt with, ultimately ask:

"The question is that the minutes be confirmed" or

"The question is that the minutes, as amended, be confirmed",

and then must put the question to the vote accordingly;

- 65.1.4 a resolution of *Council* must confirm the minutes and the minutes must, if practicable, be signed by the *Chair* of the meeting at which they have been confirmed;
- 65.1.5 the minutes must be entered in the *minute book* and each item in the *minute book* must be entered consecutively; and
- 65.1.6 unless otherwise resolved or required by law, minutes of a *Delegated Committee* requiring confirmation by *Council* must not be available to the public until confirmed by *Council*.

66. No Debate on Confirmation Of Minutes

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

67. Deferral Of Confirmation Of Minutes

Council may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

68. Form and Availability of Minutes

68.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:

- 68.1.1 the date, place, time and nature of the meeting;



- 68.1.2 the names of the Councillors in attendance and the names of any Councillors who apologised in advance for their non-attendance;
 - 68.1.3 the names of the members of Council staff in attendance;
 - 68.1.4 any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
 - 68.1.5 arrivals and departures (including temporary departures) of Councillors during the course of the meeting;
 - 68.1.6 each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);
 - 68.1.7 the vote cast by each Councillor upon a division and any abstention from voting;
 - 68.1.8 the vote cast by any Councillor who has requested that their vote be recorded in the minutes;
 - 68.1.9 questions upon notice;
 - 68.1.10 the failure of a quorum;
 - 68.1.11 any adjournment of the meeting and the reasons for that adjournment; and
 - 68.1.12 the time at which standing orders were suspended and resumed.
- 68.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
- 68.2.1 published on *Council's* website; and
 - 68.2.2 available for inspection at *Council's* office during normal business hours.
- 68.3 Nothing in sub-Rule 68.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

Division 12 – Behaviour

69. Public Addressing The Meeting

- 69.1 Members of the public do not have a right to address *Council* and may only do so with the consent of the *Chair* or by prior arrangement.
- 69.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 69.3 A member of the public in attendance at a *Council meeting* must not disrupt the meeting.

70. Chair May Remove

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 69.2.

It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens the Chair's authority in chairing the meeting.

71. Chair may adjourn disorderly meeting

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, the *Chair* may adjourn the meeting to a later time on the same day or to some later day as they think proper. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

72. Removal from Chamber

The *Chair*, or *Council* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 73.

Division 13 – Additional Duties of Chair

73. The Chair's Duties And Discretions

In addition to the duties and discretions provided in this Chapter, the *Chair*:

73.1 must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and

73.2 must call to order any person who is disruptive or unruly during any meeting.

Division 14 – Suspension of Standing Orders

74. Suspension of Standing Orders

74.1 To expedite the business of a meeting, *Council* may suspend standing orders.

The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedure.

Its purpose is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.

74.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:

"That standing order be suspended to enable discussion on....."

74.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.

74.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:

"That standing orders be resumed."

Division 15 – Physical and Remote Attendance

75. Mode of Attendance

- 75.1 Each notice of meeting must indicate whether the relevant *Council meeting* is to be conducted:
- 75.1.1 wholly in person;
 - 75.1.2 wholly by electronic means; or
 - 75.1.3 partially in person and partially by electronic means.
- 75.2 The indication in the notice of meeting must be consistent with any Resolution of *Council* that has expressed a preference for, or otherwise specified, when *Council meetings* are to be conducted:
- 75.2.1 wholly in person;
 - 75.2.2 wholly by electronic means; or
 - 75.2.3 partially in person and partially by electronic means.
- 75.3 If a *Council meeting* is to be conducted wholly in person a Councillor may nonetheless request to attend by electronic means.
- 75.4 Any request made under sub-Rule 75.3 must:
- 75.4.1 be in writing;
 - 75.4.2 be given to the *Chief Executive Officer* preferably no later than 24 hours prior to the commencement of the relevant *Council meeting*; and
- 75.5 specify the reasons why the Councillor is unable or does not wish to attend the *Council meeting* in person. The *Chief Executive Officer* must ensure that any request received in accordance with sub-Rule 75.4 and any other request received from a Councillor to attend by electronic means is made known at the commencement of the relevant *Council meeting*.
- 75.6 *Council* may approve and must not unreasonably refuse any request.
- 75.7 A Councillor who is *attending* a *Council meeting* by electronic means is responsible for ensuring that they are able to access such equipment and are in such an environment that facilitates participation in the *Council meeting*.
- 75.8 Without detracting from anything said in sub-Rule 75.7 a Councillor who is *attending* a meeting by electronic means must be able to:
- 75.8.1 hear the proceedings;
 - 75.8.2 see all Councillors and members of Council staff who are also *attending* the *Council meeting*, at least while a Councillor or member of Council staff is speaking;
 - 75.8.3 be seen by all Councillors, members of Council staff and members of the public who are physically present at the *Council meeting*; and
 - 75.8.4 be heard when they speak.



75.9 If the conditions of sub-Rule 75.8 cannot be met by one or more Councillors *attending a Council meeting*, whether because of technical difficulties or otherwise:

75.9.1 the *Council meeting* will nonetheless proceed as long as a quorum is present; and

75.9.2 the relevant Councillor (or Councillors) will be treated as being absent from the *Council meeting* or that part of the *Council meeting*

unless the *Council meeting* has been adjourned in accordance with *these Rules*.

75.10 Nothing in this Rule 75 prevents a Councillor from joining (or re-joining) a *Council meeting* at the time that they achieve compliance with sub-Rule 75.9 even if the *Council meeting* has already commenced or has continued in their absence

76. Meetings Conducted Remotely

If a Council meeting is conducted:

wholly or partially by electronic means, the *Chair* may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

Division 16 – Miscellaneous

77. Criticism of members of Council staff

77.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising them or any member of Council staff.

77.2 A statement under sub-Rule 77.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed their seat.

78. Procedure not provided in this Chapter

In all cases not specifically provided for by this Chapter, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to *Council proceedings*).

Chapter 3 – Meeting Procedure for Delegated Committees

1. Meeting Procedure Generally

If *Council* establishes a *Delegated Committee*:

- 1.1 all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
- 1.2 any reference in Chapter 2 to:
 - 1.2.1 a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;
 - 1.2.2 a Councillor is to be read as a reference to a member of the *Delegated Committee*; and
 - 1.2.3 the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

2. Meeting Procedure Can Be Varied

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

- 2.1 *Council* may; or
- 2.2 the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.



Chapter 4 – Meeting Procedure for Community Asset Committees

1. Introduction

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

2. Meeting Procedure

Unless anything in the Instrument of Delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

Chapter 5 – Disclosure of Conflicts of Interest

1. Definition

In this Chapter:

- 1.1 “meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the *Act*, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a ‘Councillor Briefing’ or by some other name); and
- 1.2 a member of a *Delegated Committee* includes a Councillor.

2. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which they:

- 2.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Council meeting* immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 2.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
- 2.2.1 advising of the conflict of interest;
- 2.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
- 2.2.3 detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:
- (a) name of the other person;
- (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- (c) nature of that other person’s interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

3. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which they:

- 3.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Delegated Committee* meeting immediately before the matter is considered; and indicating whether it is a general conflict of interest or a material conflict of interest; or

- 3.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:
- 3.2.1 advising of the conflict of interest;
 - 3.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
 - 3.2.3 detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:
 - (a) name of the other person;
 - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
 - 3.2.4 nature of that other person's interest in the matter,
- and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

4. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which they:

- 4.1 are in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Community Asset Committee* meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 4.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:
 - 4.2.1 advising of the conflict of interest;
 - 4.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
 - 4.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:
 - (a) name of the other person;
 - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
 - 4.2.4 nature of that other person's interest in the matter,



and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

5. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting conducted under the auspices of *Council* at which they are in attendance must:

- 5.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest;
- 5.2 absent themselves from any discussion of the matter; and
- 5.3 as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those in attendance at the meeting.

6. Disclosure by Members of Council Staff Preparing Reports for Meetings

- 6.1 A member of Council staff who, in their capacity as a member of Council staff, has a conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a Report for the consideration of a:
 - 6.1.1 *Council meeting*;
 - 6.1.2 *Delegated Committee meeting*;
 - 6.1.3 *Community Asset Committee meeting*

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.

- 6.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 6.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.
- 6.3 If the member of Council staff referred to in sub-Rule 6.1 is the *Chief Executive Officer*:
 - 6.3.1 the written notice referred to in sub-Rule 6.1 must be given to the *Mayor*; and
 - 6.3.2 the obligation imposed by sub-Rule 6.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

7. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

- 7.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the



Chief Executive Officer explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.

- 7.2 If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

8. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function

- 8.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest..

- 8.2 If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

9. Retention of Written Notices

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.



Chapter 6 – Miscellaneous

1. Informal Meetings of Councillors

If there is a meeting of Councillors that:

- 1.1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 1.2 is attended by at least one member of Council staff; and
- 1.3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) tabled at the next convenient *Council meeting*; and
- (b) recorded in the minutes of that *Council meeting*.

2. Confidential Information

- 2.1 If the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, they may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- 2.2 Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.
- 2.3 Nothing in sub-Rule 2.2 will, without more, mean that information designated by the *Chief Executive Officer* under sub-Rule 2.1 satisfies the definition of “confidential information” contained in section 3(1) of the *Act*.

Chapter 7 – Election Period Policy

COUNCIL ELECTION PERIOD POLICY 2020

1. PURPOSE

This policy provides a framework for the conduct of Council business during the 2020 general election period. It establishes a series of caretaker practices, which aim to ensure that prohibited decisions and actions of the current Council are not made, and ensure the use of Council resources and information throughout the election period is in accordance with the caretaker provisions of the *Local Government Act 2020*. This policy is designed to prevent the Council from making prohibited decisions or using resources inappropriately during the election period before the general election.

2. INTRODUCTION

Victorian Councils are required to observe special “caretaker arrangements” during a general election period. Caretaker arrangements aim to avoid the use of public resources in a way that may unduly affect the election result and minimise decisions that may unduly limit the decision-making ability of the incoming council. Section 69 of the *Local Government Act 2020* requires that Council prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election and any by-election.

3. SCOPE

This policy applies to individual Councillors, the Council as a Body Corporate, Delegated Committees of the Council, the Chief Executive Officer, Executive Managers, all Council staff and any person acting on behalf of the organisation under a delegation.

4. PRINCIPLES

Councillors and staff are committed to the lawful, transparent, fair and un-biased conduct of Council elections and will ensure that the terms, conditions and arrangements provided for under this policy will be adhered to. In addition, the reporting requirements contained in the Council’s Public Interest Disclosure Guidelines and the Management of the Public Interest Disclosures Procedure will be followed where disclosures of improper or corrupt conduct or detrimental action by Councillors or employees, in regard to election-related matters, are made.

4.1 Prohibited Decisions

4.1.1 Council is prohibited from making any Council decision:

- (a) during the election period for a general election that:
 - (i) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
 - (ii) commits the Council to expenditure exceeding one per cent (1%) this amounts refers to \$266,850 (for purchase of goods or services) or \$200,000 (for carrying out of works). of the Council’s income from general rates, municipal charges and service rates and charges in the preceding financial year; or
 - (iii) the Council considers could be reasonably deferred until the next Council is in place; or
 - (iv) the Council considers should not be made during an election period; or

(b) during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

- 4.1.2 For the purposes of clause 4.1.1 of this policy, **Council decision** means the following:
- (a) a resolution made at a Council meeting;
 - (b) a resolution made at a meeting of a delegated committee; or
 - (c) the exercise of a power or the performance of a duty or function of Council by a member of Council staff (which includes the Chief Executive Officer) or a Community Asset Committee under delegation.

4.2 Council Publications and Communications

Section 304 of the *Local Government Act 2020* prohibits Council from printing, publishing and distributing material that is electoral matter during an election period. Electoral matter is broadly defined to be matter which is intended or likely to affect voting in an election. This limitation does not apply to electoral material that is only about the election process.

There is a requirement that the Chief Executive Officer is familiar with the requirements of the *Local Government Act 2020*, and any other requirements, with respect to the printing, publishing and/or distribution of electoral publications.

The Chief Executive Officer will review and approve all publications throughout the election period prior to publication, to ensure that they comply with the requirements of Section 304. This includes Council newsletters, handbills, pamphlets, advertisements and notices, media releases, brochures, leaflets and mail-outs (whether electronic or otherwise). This also applies to publication of material on Council's website and the social media.

In accordance with the intent of the *Local Government Act 2020*:

- the Chief Executive Officer must not intentionally or recklessly approve an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process
- the Chief Executive Officer must not delegate the power to approve any advertisement, handbill, pamphlet or notice under this section to a member of Council staff
- a Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

The requirements, above, do not apply to the publication of any document published before the commencement of the election period and to publication of any document required to be published in accordance with, or under, any Act or regulation.

Official media statements will only be made by the Chief Executive Officer during the election period, including radio and television interviews.

In as much as it is possible throughout the election period, Council publicity and communications will be restricted to promoting normal Council activities and services and informing residents about the election process.

4.3 Council and Delegated Committee meetings

The Chief Executive Officer will ensure that arrangements are in place so that papers prepared for council or delegated committee meetings during the election period do not include any agenda matter that could potentially influence voters' intentions at the forthcoming election or could encourage councillor candidates to use the matter as part of their campaign platform.

During the election period, Councillors will refrain from moving motions on or raise matters at a meeting that could potentially influence voting at the election. Council will not consider decisions relating to the following matters during the election period:

- allocation of community grants or other direct funding to community organisations
- major planning scheme amendments
- changes to strategic objectives and strategies in the council plan.

4.4 Use of Public Resources

Public resources must not be used in any way that may influence the way people vote in the general election or give Councillors any inappropriate real or perceived electoral advantage. The following guidelines during the election period will apply:

- Council resources, including offices, support staff, hospitality, equipment, email, mobile phones and stationery will be used exclusively for normal Council business and will not be used in connection with election campaigning.
- Any resource provided to a Councillor which has an expressly permitted private-use component (e.g. the mayoral vehicle) may still be used for private purposes, but nothing in connection with election campaigning.
- Reimbursement of out-of-pocket expenses for sitting Councillors during the election period will only apply to costs that have been incurred in the performance of normal Council duties and not for expenses that could be perceived as supporting, or being connected with, a candidate's election campaign.
- The council logo, letterhead or other Horsham Rural City Council branding will not be used for, or linked in any way to, a candidate's election campaign.
- Council officers will not be asked to undertake any tasks connected with a candidate's election campaign.
- Any requests for provision of information or advice held by Council, made by a sitting Councillor or candidate, should be directed to the Chief Executive Officer or appropriate senior management member. There shall be complete transparency in the provision of all information and advice and any information or advice provided to a sitting Councillor or candidate as part of the conduct of the Council election will be provided equally to all candidates and made available in an accessible format if requested.

Councillors will continue to automatically access council-held documents during the election period, but only as is necessary for them to perform their current role and functions.

4.5 Public Consultation, Council Events and other activities

Consultation forms an integral part of policy development and operations; however, consultation undertaken close to a general election may become an election issue in itself and influence voting. Issues raised through the consultation and decisions that follow may also unreasonably bind the incoming council.

Events

The scheduling of council events in the lead-up to elections also frequently raises concerns over their potential use by sitting councillors for electioneering purposes. Events and functions can take many forms including conferences, workshops, forums, launches/openings, promotional activities, and social occasions (such as dinners, receptions and balls).

Any public consultation or scheduling of council events during the election period will be reviewed by the Chief Executive Officer who may determine that an individual activity or event is:

- not permitted to proceed; or
- is permitted to proceed but subject to any restrictions which the Chief Executive Officer may impose.

Consultation

If the Chief Executive Officer determines that consultation must be undertaken or an event held during this time, the Chief Executive Officer (on behalf of the Council) must justify to the community the special circumstances making it necessary and how risks over influencing the election will be mitigated or prevented.

Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period but only after the Chief Executive Officer determines whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent for the Chief Executive Officer to delay the consultation until after the election period.

Councillor attendance at events and functions

Councillors can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of their Council duties.

If a Councillor is asked to give a speech at an event or function during an election period then they should take particular care to only use or provide information that would generally be the nature of a speech to the relevant audience.

Council staff activities during an election period

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it relates to the election process and is authorised by the Chief Executive Officer.

This includes making Council resources available to Councillors for campaign purposes. Council staff must not assist any Councillor with their election campaign at any time, including outside working hours. Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

4.6 Record keeping

The Chief Executive Officer shall keep a documented record of all:

- documentation reviewed
- documentation approved
- media or other statements released
- information or advice provided on request to a sitting Councillor or candidate
- information relating to events and consultation permitted to proceed, under this policy during the election period.

5. COMMUNICATION

Individual Councillors, Reception (Civic Centre and Natimuk), Website, Intranet

6. RESPONSIBILITY

Policy Owner: Director Corporate Services

7. DEFINITIONS

Definition	Meaning
Council as a Body Corporate	Refers to decisions and actions arising from a meeting of the Horsham Rural City Council.
Delegation	Principally a formal document issued by the Council or the Chief Executive Officer which empowers another officer or officers to undertake an action, duty or responsibility, but an individual may have authority arising from an informal or implied direction or instruction (delegation) from a body or senior person.
Election period (also known as Caretaker Period)	Is defined in the <i>Local Government Act 2020</i> to be the period from the last day of nominations until the election day (a 32 day period). In conjunction with Section 44(1) of the Interpretation of Legislation Act 1984, the first day of the period for the 2020 general election will therefore be Tuesday, 22nd September 2020.
Prohibited Decision or Prohibited Action	A decision or action whenever made by the current Council that binds the incoming Council and limits its freedom of action.

8. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 2020	Internet
Public Interest Disclosures Guidelines	HRCC Intranet
Management of Public Interest Disclosures Procedure	HRCC Intranet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 February 2016	Council	Replaces Council Election Caretaker Arrangements Policy 2019	1 October 2019
02	28 October 2019	Council	Review	1 October 2023
03	21 September 2020	Council	Review in line with <i>Local Government Act 2020</i>	1 October 2023

Governance Rules - Revisions 2023

Table of Amendments

No	Section	Section Description	Proposed Amendment	Page	Comment
1.	Introduction (Chapter 1, Governance Framework)	Definitions	New definition of ‘ <i>written</i> ’ for Chapter 1 (Governance Framework)	i.	Repeats the definition already used in Chapter 2 (Meeting Procedure). Refer to sub-Rule 3.1.
2.	Division 3 – Business of Meetings (Chapter 2, Meeting Procedure)	Councillor Reports and Acknowledgements	New Sub-Rule 22.1 <i>“Councillors will have up to 3 minutes each to provide their verbal / written reports and acknowledgements at any meeting fixed under Division 1.”</i>	6	Both insertions clarify and reflect current best practice approach for meeting conduct efficiency.
3.	Division 3 – Business of Meetings	Councillor Reports and Acknowledgements	New Sub-Rule 22.2 <i>“Standing Orders need not be suspended during Councillor Reports and Acknowledgements.”</i>	6	
4.	Division 4 – Motions and Debate	Introducing a Motion or an Amendment	Amended Sub-Rule 27.6 Insert <i>“or reserve their right to address the meeting later in the debate”</i> in relation to a seconder.	8	Clarifies current best practice approach regarding Councillors’ rights of address.
5.	Division 4 – Motions and Debate	Introducing a Motion or an Amendment	Amended Sub-Rule 27.7 Insert <i>“at that point”</i> regarding the point at which the Chair invites debate. Insert <i>“against”</i> and remove <i>“to”</i> , clarifying which side of the debate is invited first (after mover and seconder addresses). Insert <i>“and then any other Councillor for or against the motion in turn.”</i>	8	<i>“At that point”</i> is inserted for consistency with Rule 27.6 (see above). Other insertions reflect and clarify current best practice approach for efficient meeting conduct and facilitation of robust debate.
6.	Division 4 – Motions and Debate	Priority of Address	New Rule 38 <i>“The Chair is entitled to speak for or against a motion, but must vacate the Chair if they wish to move or second any motion. Before vacating the Chair, the Chair must call on the Deputy Mayor to assume the Chair or if there is no Deputy Mayor (or if the Deputy Mayor is absent) must facilitate the election of a temporary Chair.”</i>	9	Clarifies current best practice approach.

No	Section	Section Description	Proposed Amendment	Page	Comment
7.	Division 7 – Points of Order	Dissent From Chair’s Ruling	New sub-Rule 53.3 <i>The Chair, having left the Chair is entitled to participate in the debate and vote on the dissent motion.</i>	15	Clarifies and reflects current practice at Council Meetings
8.	Division 8 – Public Question Time	Question Time	Amended sub-Rule 56.4.2 'Public Question Time' Insert “ <i>or be lodged electronically at the advertised email address prior to 9am on the day of the Council meeting.</i> ” Along with deletion of a later part of this clause, this change makes deadline for public question the same, whether lodged in hard copy or electronically.	16	Reflects best practice for efficiency of process and clarity for community.
9.	Division 8 – Public Question Time	Question Time	Delete sub-Rule 56.8 <i>“Notwithstanding sub-Rule 54.6, the Chair may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.”</i>	16	Not in practice. Refer to sub-Rule 56.7 in relation to reading of questions.
10.	Division 8 – Public Question Time	Question Time	New sub-Rule 56.8.10. Insert “ <i>relates to an item on the agenda</i> ” as a ground for disallowing a public question.	16	Clarifies best practice approach to reflect principles of administrative law (procedural fairness).
11.	Division 10 - Voting	No Discussion Once Declared	Amended sub-Rule 64.1 Delete “ <i>or a register maintained for that purpose</i> ” as it is inapplicable. No such register is maintained at Council. Opposition to a resolution is recorded in the minutes if requested under sub-Rule 64.1.	19	Not applicable. Clarifies best practice approach regarding the sufficiency of noting opposition in the minutes.

COMMUNITY GRANTS AND DONATIONS 2023/2024

	DONATIONS	GRANTS
SPORT AND RECREATION 2023/2024		
Central Park Tennis Club		2,318
Horsham Calisthenics College		1,600
Horsham City Rowing Club Inc		2,500
Horsham Colts Cricket Club		754
Horsham Flying Club		5,000
Horsham Saints Cricket Club		995
Horsham Squash Club		700
Horsham Yacht Club Inc.		3,000
Kanagulk Memorial Reserve Inc		3,477
Laharum Football Netball club		4,000
Natimuk and District Field and Game		3,000
Natimuk Bowling Club		6,485
Natimuk Climbing Club Incorporated		3,000
Natimuk Cricket Club		3,000
Natimuk Golf Club		3,500
Noradjuha Recreation Reserve Committee		1,190
Noradjuha-Quantong FNC		2,500
Pimpinio Sports and Community Centre		8,767
Sunnyside Horsham Sporting Club Inc		1,600
Taylors Lake Football Netball Club		5,000
Wimmera Equestrian Club		5,000
Specific Donation - Horsham Basketball Stadium (Lease)	15500	
Community maintained Recreation Reserve maintenance allocation		
Brimpaen	560	
Clear Lake	560	
Coughlin Park (HRCC allocation of outdoor staff resources)	13,200	
Dock Lake	6,600	
Dooen Recreation Reserve	560	
Kalkee	6,600	
Laharum	13,200	
Natimuk Showgrounds	13,200	
Noradjuha	3,280	
Pimpinio	6,600	
Quantong	13,200	
Riverside (Equestrian Outdoor Surface)	560	
Toolondo	560	
Wonwondah	560	
TOTAL - SPORT AND RECREATION	94740	67386
HALLS 2023/2024		
Dadswells Bridge Hall		3000
Natimuk & District Soldiers Memorial Hall		4000
Wonwondah Hall Volunteer Group		2,500
Insurance Levy for Public Halls	19,500	
Insurance Levy for other community facilities	13,000	
TOTAL - HALLS	32500	9500

COMMUNITY GRANTS AND DONATIONS 2023/2024

KINDERGARTENS 2023/2024

Green Park Kindergarten		4,915
Natimuk Road Horsham Kindergarten Incorporated		4,705
Maintenance donations (\$930) for Council's 5 Kindergartens	4,650	

TOTAL - KINDERGARTENS

4650	9620
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GENERAL WELFARE AND COMMUNITY SERVICES 2023/2024

Christian Emergency Food Centre	5,346	
Horsham College Chaplaincy Committee	6,107	
Horsham Tidy Towns	6,000	
Wimmera River Improvement Committee	8,937	
Wimmera River Improvement Committee	2,624	

TOTAL - WELFARE AND COMMUNITY SERVICES

29,014	0
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ORGANISATIONS 2023/2024

2nd Horsham Scout Group		399
Arapiles Community Theatre (ACT Natimuk)		4,500
Arapilies Historical Society		5,000
Centre for Participation L2P Program		4620
City of Horsham Lions Club Inc.		4,000
Gariwerd Artists		850
Horsham Arts Council		5,000
Horsham Combined Probus Club		1,000
Horsham Historical Society Inc.		3,952
Horsham Neighbourhood House Inc		1591
Horsham People for Animal Welfare and Support (PAWS)		5000
Horsham Rockets		999
Horsham Rural City Band		1,700
Learn and Play (Haven Playgroup)		1,000
North West Grampians Lions Club		2,000
Oasis Wimmera		4600
Old Skool Hotrod and Custom Club Inc.		3500
Salvation Army (The Patch Community Garden)		6,000
U3A Horsham and District Inc		3,000
Wimmera Mobility Group		500
Wimmera Southern Mallee Local Learning and Employment Network Inc		4,500
Dadswells Bridge Newsletter	290	
Federation University Horsham Campus Nursing Award	300	
Holy Trinity Lutheran College Senior Achievement Award	200	
Horsham City Pipe Band	1,860	
Horsham College - Alternate Pathways Achievement Award	200	
Horsham College Senior Achievement Award	200	
Horsham Rural City Brass Band	1,860	
Longerenong Citizenship Award	300	
Natimuk & Dist Progress Assoc Inc	1,860	
Natimuk Brass Band	1,860	
North West Grampians Newsletter	1,860	

COMMUNITY GRANTS AND DONATIONS 2023/2024

St Brigid's College Senior Achievement Award	200	
Wimmera Assoc for Genealogy	350	
Wonwondah North Hall Newsletter	290	
Charitable Organisations - refund of rates	8,280	
General Contingency/Community funding application support		12,924
TOTAL - ORGANISATIONS	19,910	76,635
EVENTS 2023/2024		
Art is festival Inc		7500
Blue Ribbon Foundation Horsham Branch		2,700
Horsham & District Orchid Society		1,300
Horsham Agricultural Society Inc		1,700
Horsham Badminton Association		960
Horsham Carols by Candlelight	4,254	
Horsham Fishing Competition Inc		4,000
Horsham Rockers Inc.		2,500
Kannamaroo Festival		5,000
Laharum Hall		2000
Mother's Day Classic - Horsham Committee		1,000
Natimuk Agricultural and Pastoral Society		1,700
Natimuk Farmers Market Plus		800
Operation 19:14		4,000
Rotary Club of Horsham East		8,000
Sailors Home Hall		700
Wimmera Music Eisteddfod		4,000
Wimmera Pride Project Incorporated		3,000
Wimmera Rockers Danceworld Inc.		2,200
Youth grants program		10,000
TOTAL - EVENTS	4254	63060
GRAND TOTALS	185068	226,201

HRCC COMMUNITY GRANTS 2023/2024 – CONFLICT OF INTEREST DECLARATIONS**CONFLICT OF INTEREST DECLARATIONS FOR COMMUNITY GRANT ASSESSMENT TEAM – 28/3/2023**

Team Member	Conflict of Interest Declared
Luke Mitton	NIL
Carolynne Hamdorf	Natimuk Memorial Hall LLEN Arapiles Community Theatre
Diana Blake	NIL
Mandi Stewart	NIL
Karen Maybery	Old School Hot Rods
Fiona Gorman	NIL
Susan Surridge (non-voting)	NIL

CONFLICT OF INTEREST DECLARATIONS FOR EMT – 11/4/2023

EMT Member	Conflict of Interest Declared
Sunil Bhalla	NIL
Kim Hargreaves	NIL
John Martin	Centre for Participation
Kevin O'Brien	NIL

CONFLICT OF INTEREST DECLARATIONS FOR COUNCILLORS – 17/4/2023

Councillor	Conflict of Interest Declared
Robyn Gulline (Mayor)	NIL
Bob Redden	U3A Horsham East Rotary
David Bowe	NIL
Penny Flynn	NIL
Claudia Haenel	NIL
Les Power	Blue Ribbon Foundation – Committee Member Horsham Rockers – unsure if paid up member
Ian Ross	NIL



2023 Community Development Grants Program – APPLICATION

APPLICATIONS CLOSE – 1 March 2023

Horsham Rural City Council advises all applicants to:

- Read the Grant Guidelines before you complete this Application Form.
- **Ensure that your application is lodged on-line by 5.00pm on the closing date (late applications will not be accepted).** Paper based applications can be lodged at Horsham Rural City Council Offices or by e-mail to council@hrcc.vic.gov.au
- Use the Check List on this Application Form to ensure all required documentation is provided.
- If you have any questions regarding the application form or if you would like to receive this form in an accessible format such as large print, please contact the Community Grants Team on 53829777

1. APPLICANT DETAILS

Name of the Club/Group/Organisation undertaking the project:	
Postal address of the organisation undertaking the project:	
Contact person for the Club/Group/Organisation: Business hours phone number E-mail Address	
Name of the auspice*Not-for Profit Community Organisation managing the project (if applicable): <i>*Required if your organisation is not incorporated and your application is for >\$1000</i>	
Postal address of the auspice organisation managing the project (if applicable):	
Australian Business Number (ABN) of the applicant organisation (or auspice if applicable): If you do not have an ABN - You need to complete a 'Statement by Supplier' form and submit it with your application. Form available from the ATO http://www.ato.gov.au/ . <i>Note: Failure to provide either an ABN or statement by supplier will result in Council being obliged to withhold 46.5% of any grant allocation.</i>	Statement by supplier attached to application: Yes <input type="checkbox"/> No <input type="checkbox"/>
Please identify your GST Tax status:	Registered for GST <input type="checkbox"/> Not Registered for GST <input type="checkbox"/>

2. PROJECT DETAILS

Title of the project/event/activity:	
Which of the following key funding priorities does your project support (select all that apply):	
<input type="checkbox"/> Values and respects the culture of First Nations peoples <input type="checkbox"/> Improves First Nations peoples health and wellbeing <input type="checkbox"/> Provision of accessible, inclusive, safe and welcoming spaces <input type="checkbox"/> Supports tourism and events <input type="checkbox"/> Addresses family violence, alcohol and other drugs, tobacco and gambling harm <input type="checkbox"/> Supports gender equity <input type="checkbox"/> Improves mental health and social connection <input type="checkbox"/> Encourages participation and diversity in sports, events, arts and culture <input type="checkbox"/> Supports child and youth initiatives <input type="checkbox"/> Supports social inclusion and positive ageing for older people <input type="checkbox"/> Encourages innovation and new technologies in our community <input type="checkbox"/> Supports adaptation to reduced emissions and climate change <input type="checkbox"/> Supports protection and conservation of our natural environment <input type="checkbox"/> Other (Please list)	
Does your project specifically support diversity and inclusion?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, Tell us how your project specifically supports diversity and inclusion?	
Location of the Project/Event/Activity:	
Does your project involve building or external works on Crown Land?	
<input type="checkbox"/> Yes, you must attach land owner consent to your application <input type="checkbox"/> No	
Estimated Commencement date: <i>(must be after 1 July, 2023)</i>	
Estimated Completion date: <i>(must be before 30 June, 2024)</i>	

Estimated number of people benefiting from the project:	
Estimated age groups involved in the project:	
Please provide a brief description of your proposed project/event/activity:	
Why do you want to do this project?	
What will this project achieve?	

3. PROJECT FUNDING

What is the Grant amount requested from Council? <i>Must equal (A) total</i>	\$
What are you going to spend the Council Grant amount on? <i>List all expenditure items. Quotations must be provided for each expenditure item greater than \$1,000</i>	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
Total Council Grant expenditure (A)	\$
What cash is your organisation contributing to the project? <i>Must equal (B) total</i>	\$
What are you going to spend your organisation cash contribution on? <i>List all expenditure items</i>	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
Total Organisation expenditure (B)	\$
What in-kind support is your organisation contributing to the project? <i>i.e. voluntary labour (@\$25 per hour), donated materials (at retail value) Must equal (c) total.</i>	
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
Total value of In-kind support (C)	\$
TOTAL PROJECT VALUE (A) + (B) + (C)	\$

The amount requested in this application may be reduced. Should the grant amount be reduced, please indicate the minimum amount of grant that would allow the project or part of the project to proceed.

\$.....

4. IF GROUP CASH CONTRIBUTION IS >\$5,000, PLEASE ATTACHED COPY OF LATEST AUDITED FINANCIAL STATEMENTS

5. AUTHORISATION/FUNDING AGREEMENT

I affirm, on behalf of (*insert name of your organisation*) that:

- I have read the guidelines;
- the project is based in the Horsham municipality;
- all details supplied in this application and attachments are true and correct to the best of my knowledge;
- the application form has been submitted with the authorisation of the applicant organisation and any auspice organisation (if required)
- the application is endorsed by all other user groups of the facility or groups that will directly benefit from the project; and
- necessary taxation document and quotations have been provided.

If this application is successful, our group agrees to submit a *Community Grant Project Completion Report*.

Payment of grant will be deposited into the following Bank Account:

BSB No: _____ Account No: _____

Name of Bank Account: _____

Signature: _____ Write Name: _____

CHAIRPERSON/PRESIDENT

Date: _____

IMPORTANT: CHECKLIST FOR APPLICANTS

Please ensure that the following details are included in your application. [Your application may be deemed ineligible without the key details listed below.](#)

- **Is your project/event/activity based in the Horsham municipality?**
- **Have you discussed your application with all key stakeholders?**
- **Have you provided all contact details?**
- **Have you completed all sections of the Project application?**
- **Have you attached quote/s for each expenditure item > \$1,000?**
- **Have you attached a copy of your latest annual financial report (if needed)?**
- **Have you signed the Authorisation/Funding Agreement?**
- **Have you provided all the necessary taxation documentation eg ABN, statement by supplier (if needed)?**
- **Have you obtained planning or building permits required for your project? (please attach)**
- **Have you attached land owner consent (if needed)**
- **For Email Applications only: Have you attached relevant attachments to the email**

(End of Application)



Community Development Grants Program 2023/24

FUNDING GUIDELINES



Building our community

Horsham Rural City Council (HRCC) Community Development Grants Program helps not-for-profit groups in the municipality to improve facilities and work together for more engaged and healthy communities.

Funding guidelines

GENERAL INFORMATION

The HRCC Community Development Grants Program allocates funding to local not-for-profit organisations and groups every year.

The maximum allocation per organisation is \$10,000 although the majority of successful applications range between \$500 and \$5,000.

Projects which have a cash and/or inkind contribution by the applicant organisation are encouraged.

Grant funding is for the 2023-2024 financial year.

Applications close on 1 March 2023 for projects that are to commence after 1 July 2023 and be completed by 30 June 2024.

For more information, please contact Council's Community Grants Team on 5382 9777 or visit hrcc.vic.gov.au

GRANT PRIORITIES

The Community Development Grants Program aligns with key priorities of the current Council Plan, Youth Strategy, Community Inclusion Plan, Innovate Reconciliation Action Plan and Age Friendly Communities Implementation Plan.

Community groups must identify which priorities are relevant to their proposed project in the grant application form (more than one priority area might apply).

For further detail about these priorities, refer to the following Council webpages:

[HRCC Council Plan](#)

[Community Inclusion Plan](#)

[Innovate Reconciliation Action Plan](#)

[Youth Strategy](#)

[Age Friendly Communities Implementation Plan](#)

Handy tip:
identify as many
grant priorities as
possible in your
application



KEY FUNDING PRIORITIES

Successful applications should support one or more of the following key funding priorities:

- Values and respects the culture of our First Nations peoples
- Improves First Nations health and wellbeing
- Provision of accessible, inclusive, safe and welcoming spaces
- Supports tourism and events
- Addresses family violence, alcohol and other drugs, tobacco and gambling harm
- Supports gender equality
- Improves mental health and social connection
- Encourages participation and diversity in sports, events, arts and culture
- Child and youth initiatives
- Supports social inclusion and positive ageing for older people
- Encourages innovation and new technologies in our community
- Supports adaptation to climate change and reduce emissions
- Supports protection and conservation of our natural environment
- Other (provide details)

Handy tip:
if you are
asking for a single
expenditure item
over \$1,000, make
sure to get a quote

Handy tip:
have a chat to
the community
grants team before
submitting your
application



Details of the program

WHO CAN APPLY?

The following criteria need to be met to be eligible for a community development grant:

- ✓ Be a not-for-profit group
- ✓ The project has the endorsement of the applicant organisation and all other user groups
- ✓ Be incorporated or have an auspicing body if the application is for a grant of >\$1000
- ✓ Include direct benefits to residents of HRCC
- ✓ Be a group based within HRCC with the project being delivered within the municipality

ALL APPLICATIONS SHOULD INCLUDE:

- Details of what the grant funds will be spent on (Question 3)
- An indication of other funds that will be put towards the project (Question 3)
- An estimate of volunteer in-kind support for the project (Question 3) (use a rate of \$25 per hour to work out this budget figure)
- A quote for all goods and services over \$1,000
- A copy of the organisation's most recent audited financial statements where the application shows a cash contribution from the organisation of >\$5,000
- Endorsement of all groups who will use or benefit from the project, including any auspice group
- Projects that involve building or external works on Crown Land must include a letter of approval from the Crown Land Manager and DEWLP.

WHO CANNOT APPLY?

- ✗ You are an individual or seeking funding for the operation of a commercial business
- ✗ Funds are required for organisational operating costs, e.g. wages and utilities
- ✗ You are a group who has not expended or reported back on a grant allocation from a previous financial year
- ✗ You have already commenced and spent money on the project. Projects are to commence after 1 July 2023 and be completed by 30 June 2024
- ✗ Projects that require ongoing funding from Council
- ✗ Your application is received after the closing date
- ✗ Your project is the responsibility of other sector/s of government
- ✗ Your project is seeking funding for religious assets
- ✗ Projects that are a clear duplication of an existing service

OTHER KEY ISSUES

- All planning, building permits and any other authorisations including public liability insurance remain the responsibility of the applicant organisation and must be received by the relevant authorities prior to starting the project
- An offer of a grant by Council does not mean any ongoing funding commitment or obligation by Council
- HRCC assistance should be acknowledged on any promotional material or media coverage relating to the project
- Council may only allocate part funding for the project
- Crown Land approval must be obtained for relevant projects

**Handy tip:
make sure
you check if you
need Crown Land
Manager and
DEWLP approval**



ASSESSMENT CRITERIA

Applications will be assessed by Council using the following criteria:

- The level of contribution to the project by the applicant
- The extent of previous assistance provided by Council
- How well the project supports Council's priorities
- Value for money – considering membership and number of users to benefit from the project
- How well the project specifically supports diversity and inclusion

**Handy tip:
try to include a
cash and/or in-kind
contribution to your
project**

NOTIFICATION OF OUTCOME

Applicants will be notified of the outcome of their application in May 2023.

PAYMENT OF GRANT FUNDING

In general grants will be paid in October of each year, but the payment date may be varied in justifiable circumstances, upon written request to Council.

Payment of grants will be made upon receipt of invoices or evidence of project payments by the organisation. These invoices and payments must coincide with the grant period from **1 July 2023 to 30 June 2024**.

REPORTING BACK

Successful applicants are required to complete a Community Grants Project Report upon completion of the project. The Project Report can be completed on line at <https://www.hrcc.vic.gov.au/communitygrants>

Submitting an Application

The application form can be completed online at:
<https://www.hrcc.vic.gov.au/communitygrants>
(preferred method)

A paper or WORD copy of the application form can be obtained:

- by email council@hrcc.vic.gov.au
- at Council Reception
- by calling the Community Grants Team on 5382 9777

Paper copies should be scanned and:

- emailed to council@hrcc.vic.gov.au
- or posted to
**Community Development Grants Program Horsham
Rural City Council, PO Box 511, Horsham, 3402**
- or hand delivered to the Civic Centre (marked
Community Development Grants Program)

WANT TO KNOW MORE?

For more information, please contact the Community Grants Team on 5382 9777

Report to Council Briefing of Horsham Rural City Council's Audit and Risk Committee (ARC) for presentation to Council – April 2023

Background

Section 53(1) of the *Local Government Act 2020* (the Act) states that “a Council must establish an Audit and Risk Committee (ARC)”. Section 54(1) of the Act states “a Council must prepare and approve an Audit and Risk Committee Charter.” A Charter has been developed in response to the Act requirements and outlines the roles and responsibilities. An annual work plan is developed to ensure these responsibilities are met throughout the year.

Section 54(5) of the *Local Government Act 2020* (the Act) requires Council's Audit and Risk Committee to:

“Prepare a Biannual Audit and Risk Report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations”. Council's Audit and Risk Committee was established pre December 2004, and was reviewed on 24 August 2020 when Council resolved to adopt the Audit and Risk Committee Charter 2020 in accordance with the Act

This report covers the Audit and Risk committee meetings held in 21 September 2022 and 14 December 2022 and meets the Committee's requirements under the Act to report to Council twice each year.

MEMBERSHIP

The Audit and Risk Committee comprises two appointed Councillors (one of whom is the Mayor) and three independent members with technical expertise and industry experience.

Members over the previous six months were:

- Richard Trigg –Chair/ Independent member
- Vito Giudice – Independent member (retired December 2022)
- Mark Knights – Independent member
- Cr Robyn Gulline – Councillor representative/Mayor
- Cr Penny Flynn - Councillor representative

Ex-Officio Members:

- Horsham Rural City Council: CEO - Sunil Bhalla; Director Corporate Services - Graeme Harrison then Kim Hargreaves from October 2022; Finance Manager- Heather Proctor and Coordinator Governance - Diana McDonald
- Internal Auditor – RSD Audit
- External Auditor - Victorian Auditor General's agent Crowe Australasia

ATTENDANCE REPORT TABLE

Two meetings were held between 1st July 2022 and 31st December 2022 with member attendance as follows:

Name	21 September 2022 Meeting		14 December 2022 Meeting	
	In Attendance	Online / In Person	In Attendance	Online / In Person
Richard Trigg (Chair)	Yes	In person	Yes	In person
Vito Giudice	Yes	Online – Via Teams	No	N/A
Mark Knights	Yes	In person	Yes	In person
Cr Robyn Gulline	Yes	In person	Yes	In person
Cr Penny Flynn	Yes	In person	Yes	In person

KEY ACTIVITIES FOR THE REPORTING PERIOD

The Annual Work Plan controls a timely completion of all tasks required under legislation and good governance. Below are a few of the highlights: –

ACTION	SEPTEMBER	DECEMBER	COMPLETED
1.1 Review the significant accounting and reporting issues	✓		Y completed
1.2 Review and recommend adoption of the Annual Financial and Performance Statements to Council	✓		Y completed
2.2 Ensure key policies, procedures, systems and controls are reviewed regularly	✓		Y completed
5.7 Review on an annual basis the performance of the Internal Auditor		✓	Y completed
5.8 Provide an opportunity for the audit and risk committee to meet with internal audit function		✓	Y completed
6.5 Provide an opportunity for the audit and risk committee to meet with external auditor without management	✓		Y completed
6.6 Review on an annual basis the performance of the External Auditor		✓	Y completed
7.1 Obtain regular updates on compliance matters		✓	Y completed
7.4 Obtain reports on any breaches of compliance	✓	✓	Y completed
7.5 Be informed on how management monitors the effectiveness of its compliance and ethics program	✓	✓	Y completed
9.3 Review and discuss any reports concerning evidence of material violation of breaches of fiduciary duty	✓		Y completed
11.5 Review Annual Work Program Annually	✓		N - Held over to June 2023
9.2 Periodically compare actual outcomes, achievement of milestones and other KPI's as compared with the Council Plan, Annual Report and Budget – Strategic indicators for monitoring the achievement of the strategic objective		✓	Y completed

ITEMS OF KEY INTEREST**INTERNAL AUDIT**

- Service & Business Planning – Final Report (21 September 2022)
- Emergency Management – Draft Project Scope (14 December 2022)

EXTERNAL AUDIT

- Draft Annual Financial Accounts (21 September 2022)
- Draft Annual Performance Statement (21 September 2022)
- Final Management Letter and Closing Report (14 December 2022)

COMPLIANCE

- Compliance Policy (21 September 2022)

FINANCIAL REPORTING

- CEO Expenses Report (21 September 2022)
- Finance and Performance Report ending 31 Aug 2022 (21 September 2022)
- Finance and Performance Report ending 30 Nov 2022 (14 December 2022)

GOVERNANCE

- Audit and Risk Committee Charter Biennial Review (21 September 2022)
- Annual Work Program Completion of Actions and Report (14 December 2022)

RISK MANAGEMENT, FRAUD MANAGEMENT & OTHER

- Councillors & Officers Liability Insurance – Policy Wording (21 September 2022)
- Business Continuity Plan Testing (14 December 2022)

POLICIES REPORTING

- Nine policies and procedures adopted or reviewed, including Policy Framework Policy, Policy Development, Implementation, Review & Approval Procedure and Child Safety & Wellbeing Policy (21 September 2022)
- Eight policies and procedures adopted or reviewed including CEO Employment and Remuneration Policy, Financial Delegations Policy and Council Resolutions Policy (14 December 2022)

CEO BRIEFING

- New Councillor elected via a VEC countback, Cr Bob Redden (21 September 2022)
- Recent Flood Events (14 December 2022)
- Confirmed there we no current or emerging items concerning fraud, high risk or corruption,

MINUTES OF THE AUDIT AND RISK COMMITTEE

In accordance with Section 54(6) of the *Local Government Act 2020* the Chief Executive Officer must ensure the preparation and maintenance of agendas, minutes and reports of the Audit and Risk Committee. The Chief Executive Officer must also table reports and annual assessments of the Audit and Risk Committee at Council meetings when required and when requested by the Chairperson of the Audit and Risk Committee. Accordingly, all minutes of the Audit and Risk Committee are presented to the next available Council meeting.

CONCLUSION

This report provides the fifth biannual update on the activities and recommendations from Council's Audit and Risk Committee for the six-month period from 1 July 2022 to 31 December 2022 in accordance with the requirements of Section 54(5) of the Act. It is the view of the Audit and Risk Committee that it has discharged its responsibilities under the Audit and Risk Committee Charter, with the exemption of the rescheduled Review of the Annual Work Program.

The Committee will continue to review Council's governance, accountability, risk and internal controls to reduce the risk to the organisation and recommend improvements where identified.

This report has been reviewed and approved by all members of the Committee.

Richard Trigg FCPA
Chair
Horsham Rural City Council Audit and Risk Committee

Spendmapp Monthly Report

Local Government Area: Horsham Rural City Council

Spendmapp cleans and analyses bank transaction data by time, geography, Expenditure Category and Type allowing continuous monitoring and analysis of local economic activity.

For the month of February 2023:

- Resident Local Spend was \$22.0M. This is a 6.4% increase from the same time last year.
- Visitor Local Spend was \$10.7M. This is a 7.43% increase from the same time last year.
- Total Local Spend was \$32.6M. This is a 6.73% increase from the same time last year.
- Resident Escape Spend was \$9.1M. This is a 11.5% increase from the same time last year.
- Resident Online Spend was \$11.4M. This is a 8.59% increase from the same time last year.

The 11.5 % increase in Resident Escape Spend means local goods and service providers are losing market share to non-local businesses.

Expenditure by Expenditure Type

These expenditure charts show the long-term pattern of expenditure activity by Expenditure Type across the Horsham Rural City Council LGA. Typically, we see spending spikes at Easter and Christmas; dips in the post-Christmas period; and a steady climb through winter.

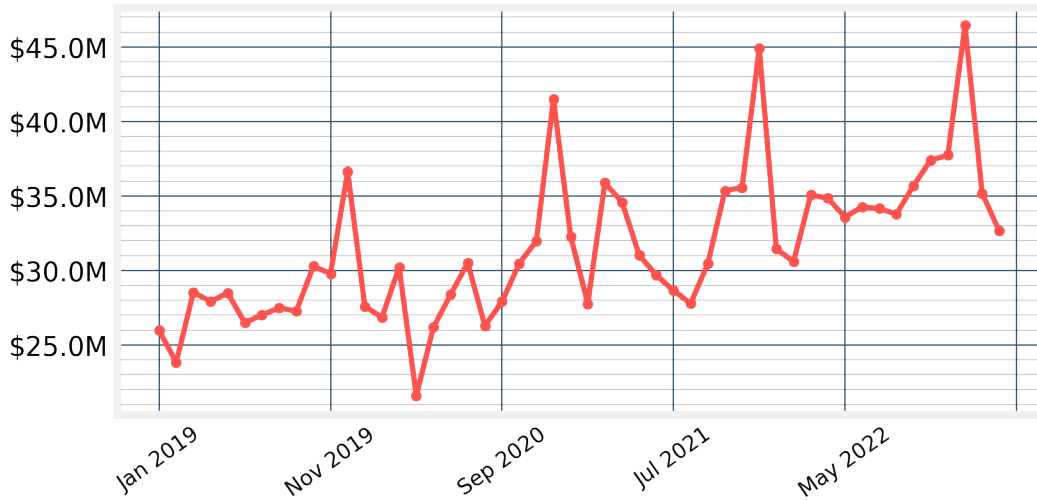
By way of a benchmark, the mean ratio of Resident Online Spend to all resident spending is 0.22. That is, for every dollar spent by resident cardholders anywhere, 22c goes online. Another 34c is in Escape Expenditure and the rest is spent locally.

Over the last few years across most of Australia, total expenditure has been relatively flat, even in fast growing municipalities. The exception to this has often been in Resident Online Spend, which continues to grow relative to Total Local Spend.



Total Local Spend

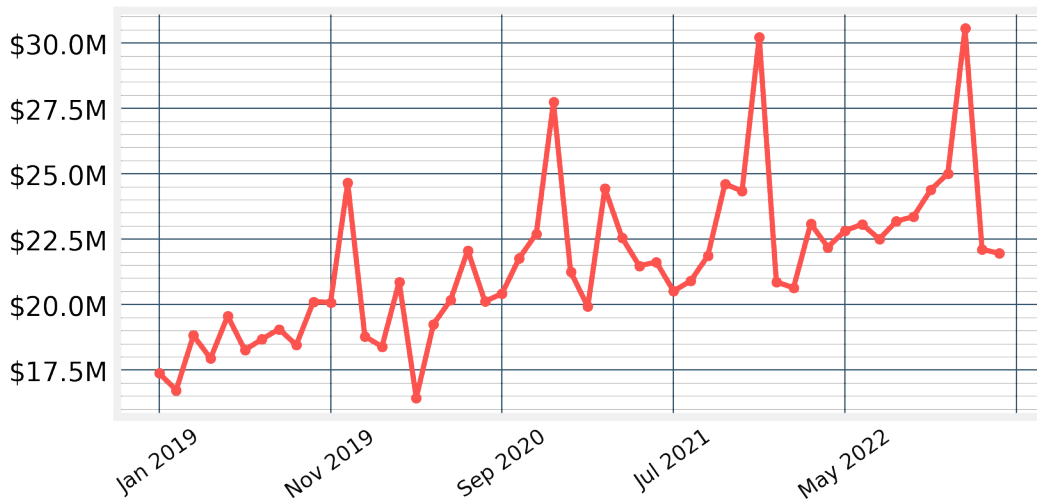
The total amount spent with merchants within the Horsham Rural City Council LGA.



Over the last 50 months, the spending trend (as shown by the trendline in the Spendmapp app) for Total Local Spend has been upwards.

Resident Local Spend

The amount spent by residents and local businesses with merchants inside the Horsham Rural City Council LGA.

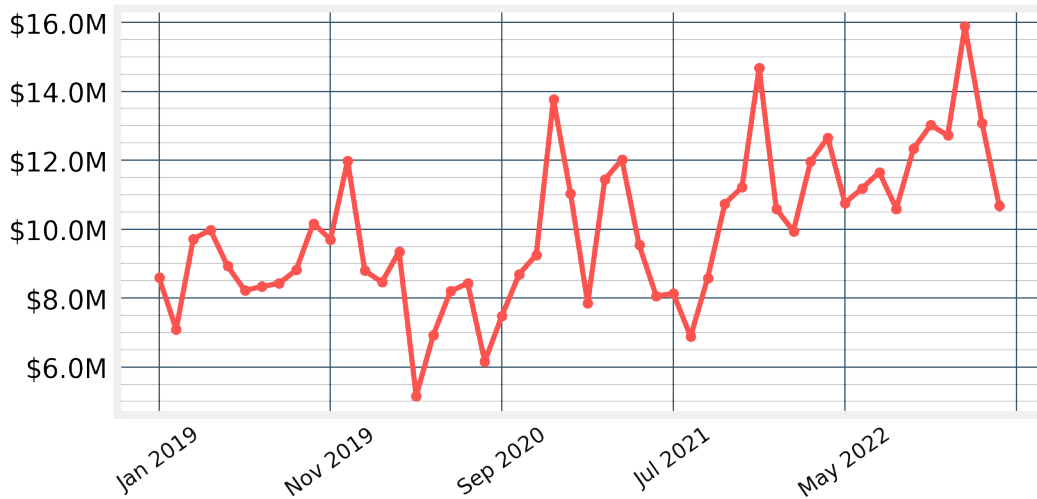


Over the last 50 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.



Visitor Local Spend

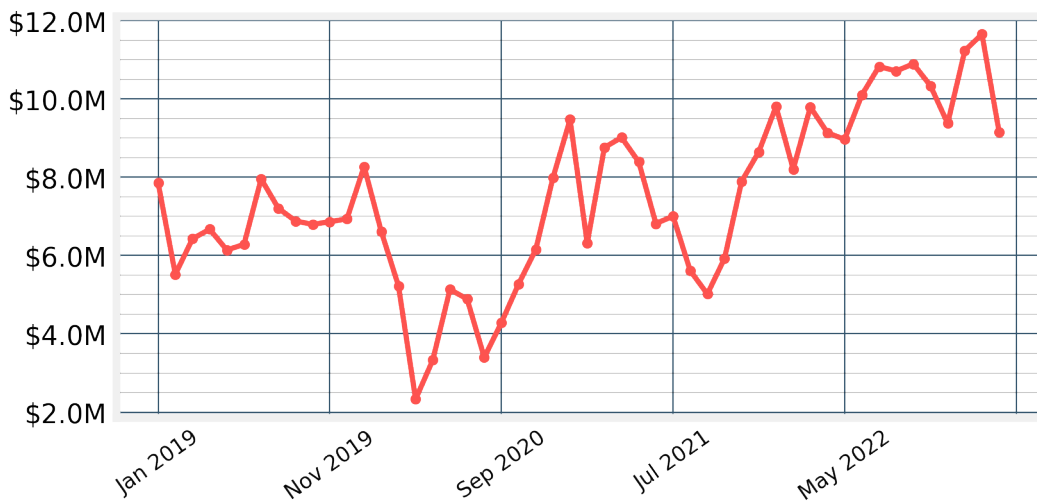
The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 50 months, the spending trend (as shown by the trendline in the Spendmapp app) for Visitor Local Spend has been upwards.

Resident Escape Spend

The amount spent by residents and local businesses outside the Horsham Rural City Council LGA.

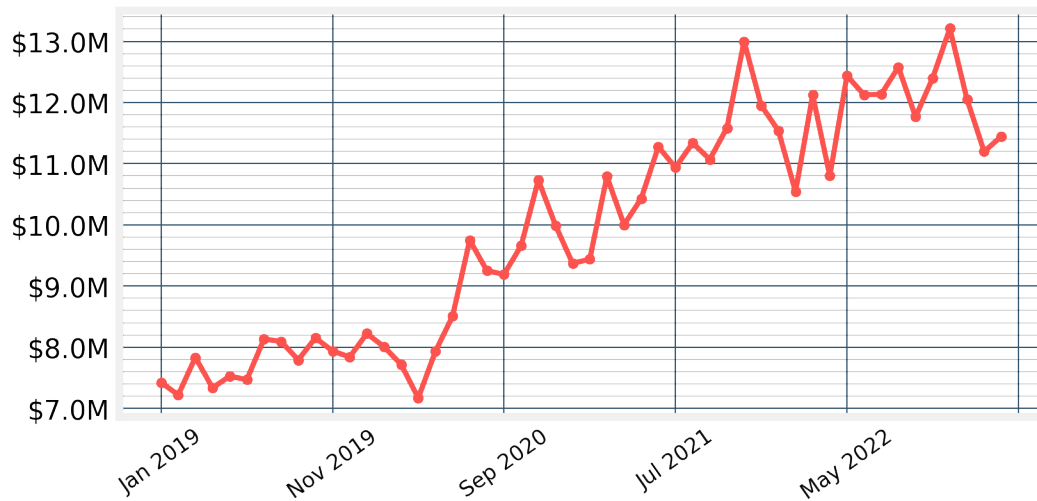


Over the last 50 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Escape Spend has been upwards.



Resident Online Spend

The amount spent by Horsham Rural City Council LGA residents and local businesses with online merchants.



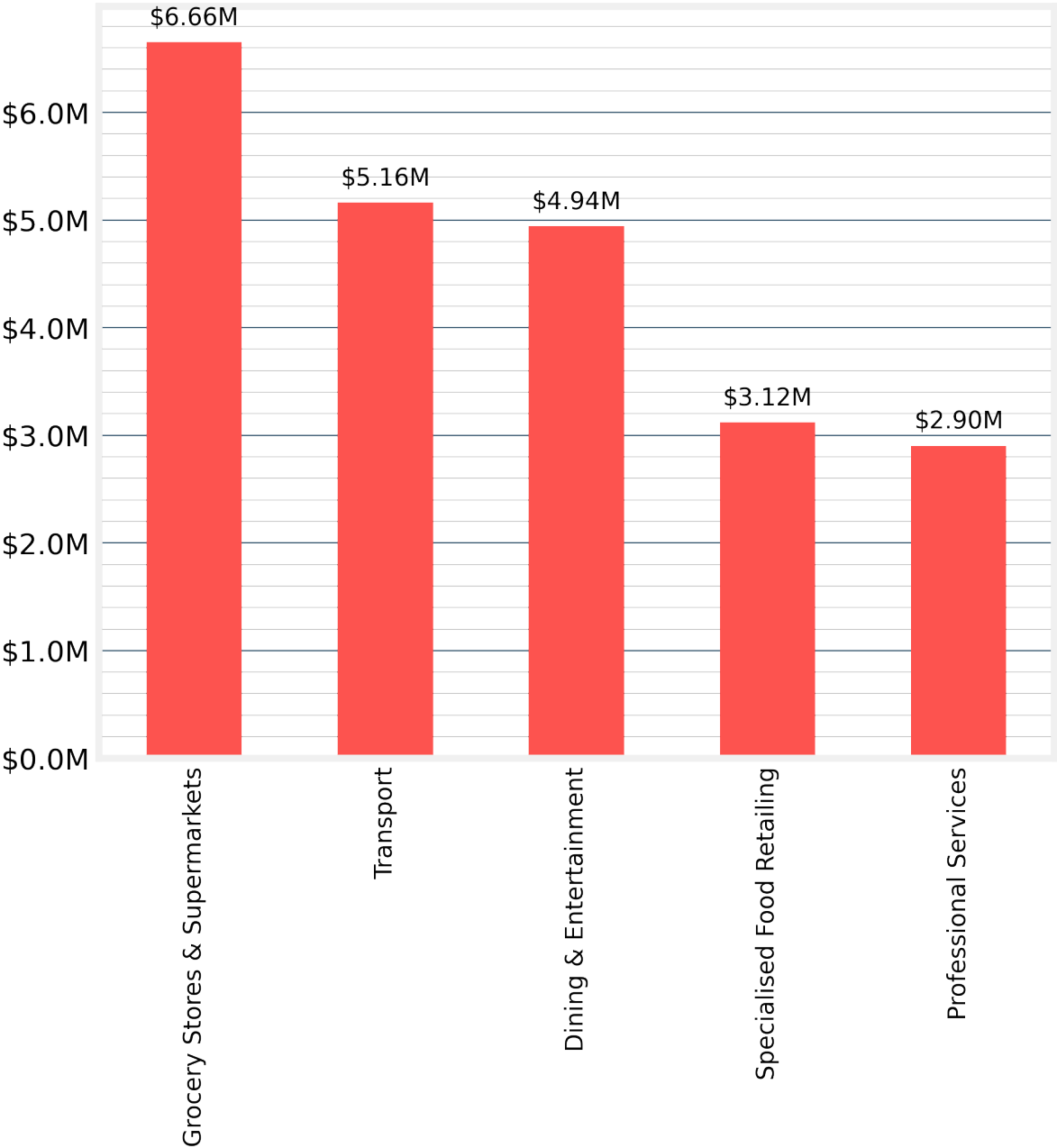
Over the last 50 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.



Expenditure by Expenditure Category

The Top 5 Spending Categories for February 2023

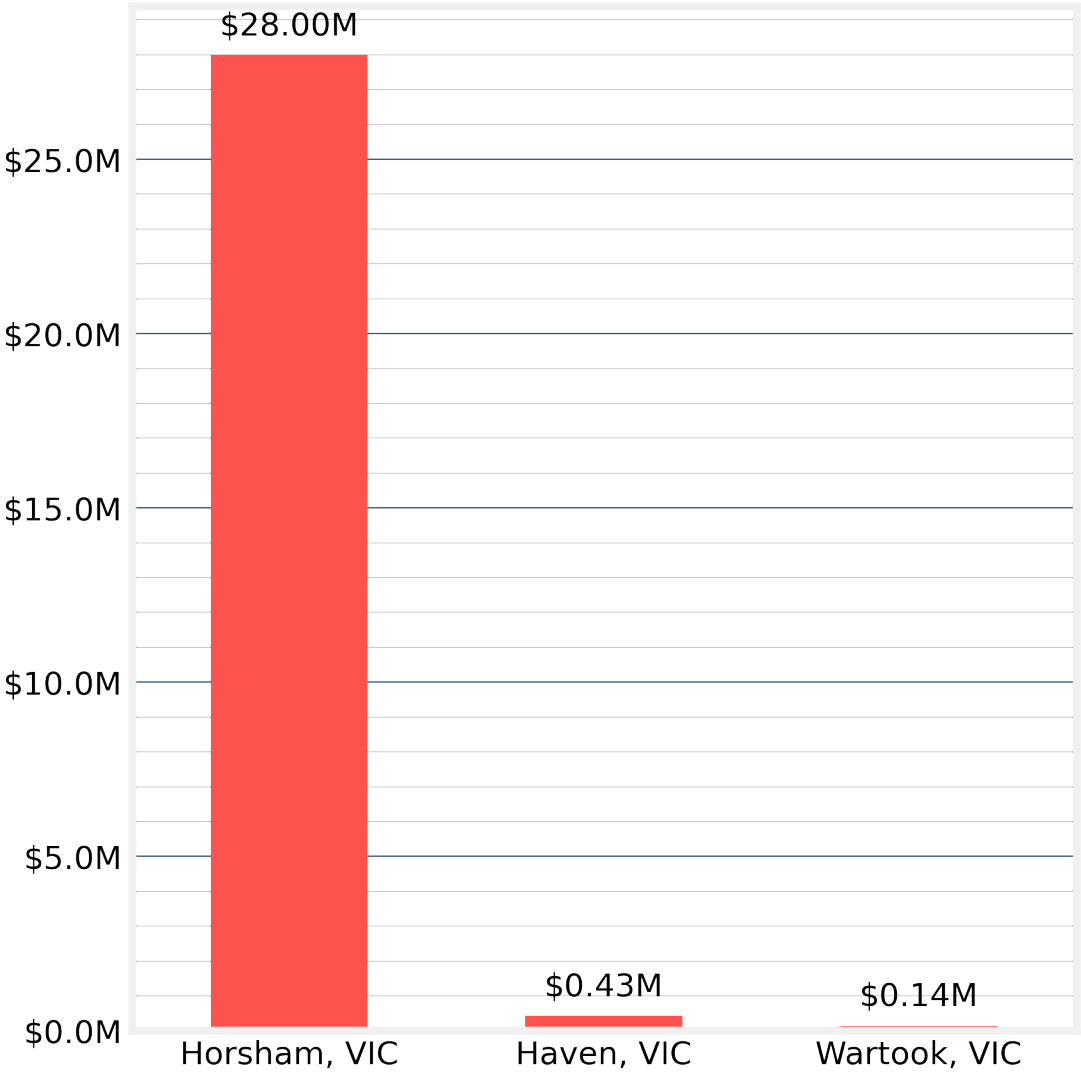
Total Local Spend split by the top 5 Expenditure Categories.



Spend by Origin and Destination

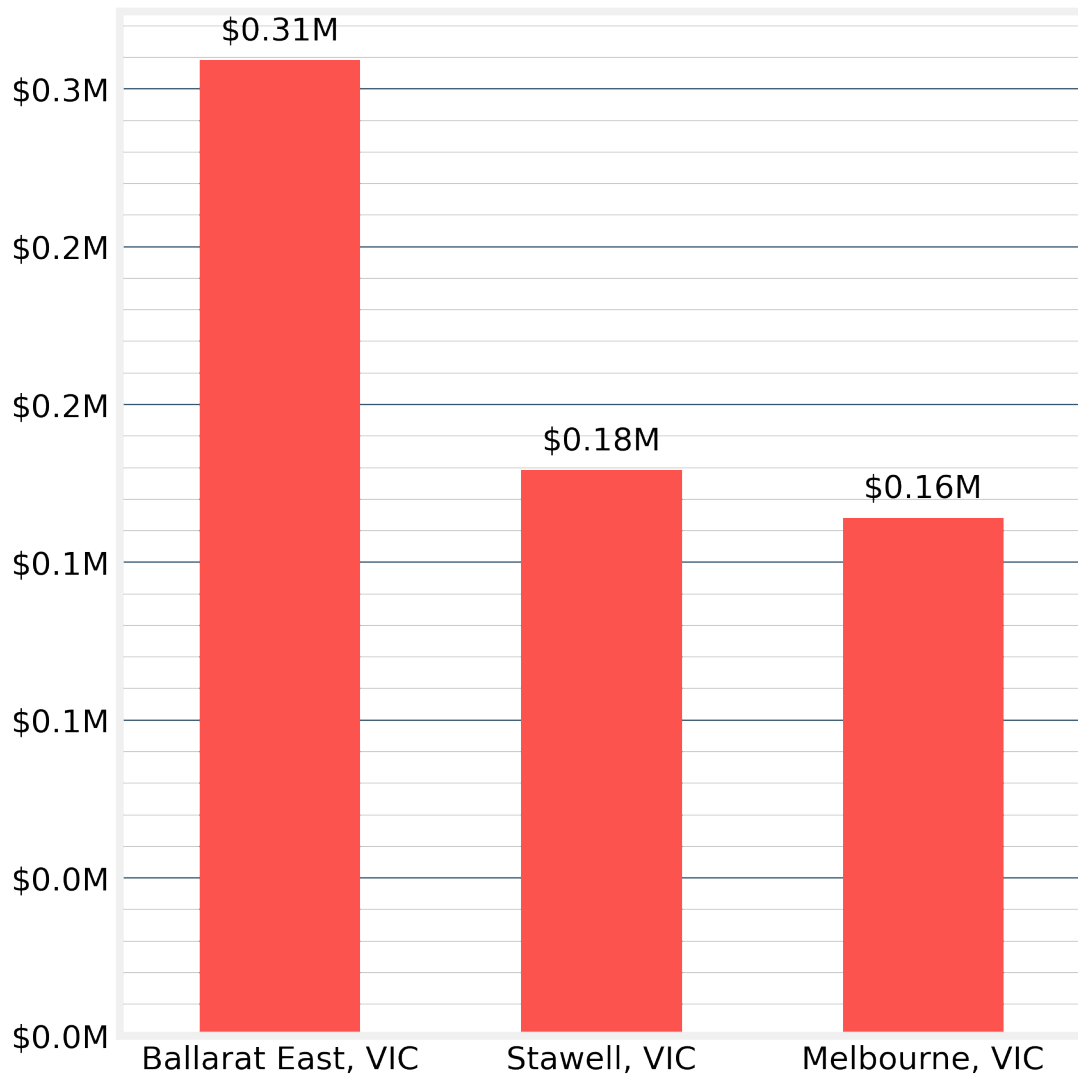
The Top 3 Suburbs by Total Local Spend for February 2023

Total Local Spend by Suburbs of destination (i.e. where the spending occurs)



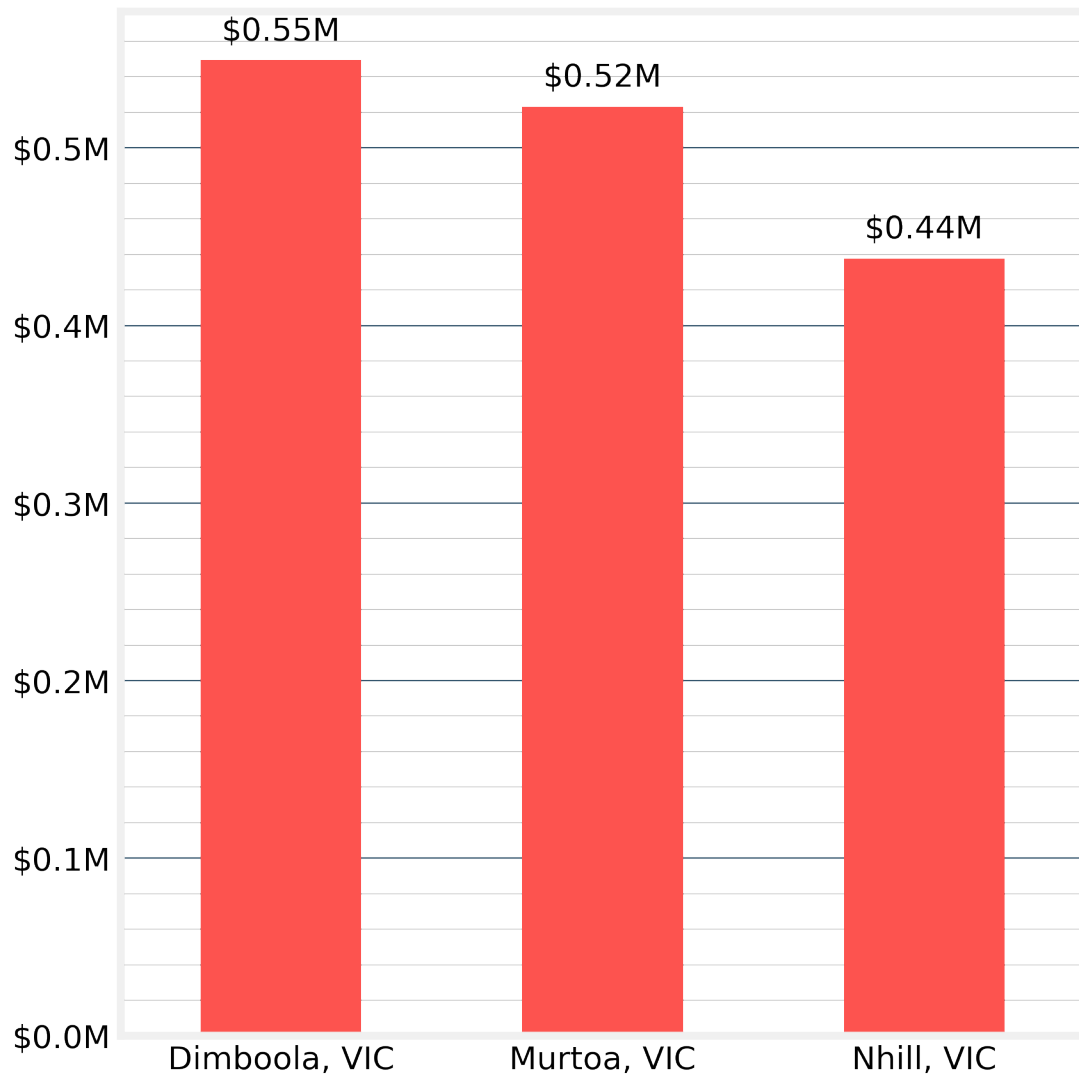
The Top 3 Suburbs by Resident Escape Spend for February 2023

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).



The Top 3 Suburbs by Visitor Local Spend for February 2023

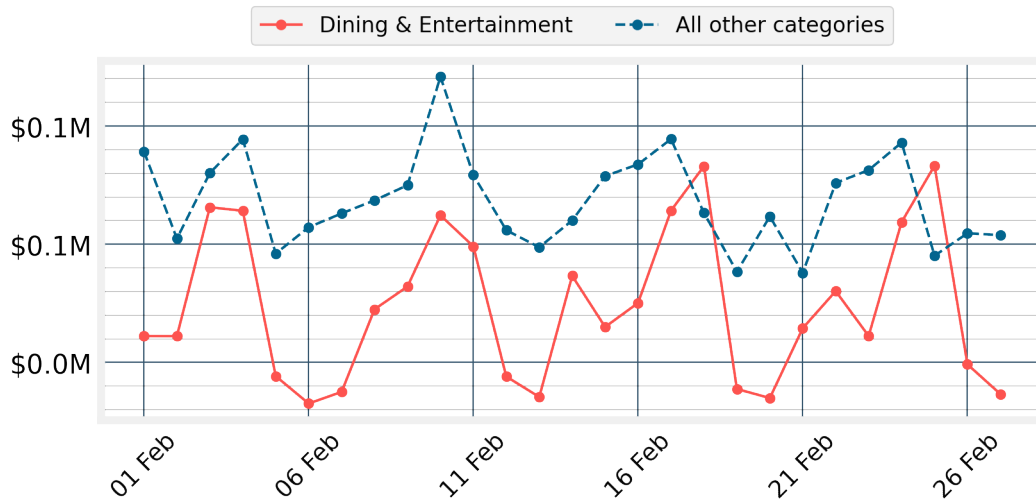
Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).



Night Time Economy

Night Time Economy for February 2023

The biggest spending night of the month of February 2023 was Friday 10 February with Total Local Spend of \$0.3M. This was made up of \$0.1M in Dining and Entertainment spending and \$0.2M spending in all other categories.



Disclaimer

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MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 3 APRIL 2023 AT 5.00PM

TO ATTEND: Cr Robyn Gulline, Mayor; Cr C Haenel, Cr D Bowe, Cr I Ross, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

ATTENDED: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr I Ross, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure, Connor Curtis, Anthony Campbell, Luke Mitton & Frank Plozza (Item 3.1 only), Michelle Rethus & Carolynne Hamdorf (Item 4.1 only), Mandy Kirsopp (Item 4.2 only), Fiona Gormann (item 4.3 only)

APOLOGIES: Cr B Redden, Cr C Haenel

1. WELCOME AND INTRODUCTION

The Mayor welcomed everyone to the meeting.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. PRESENTATIONS

3.1 Operations Improvement Project **Field Force 4** 5:00pm – 5:30pm

Attending: Connor Curtis & Anthony Campbell from Field Force 4 (*virtual attendance*)

Luke Mitton & Frank Plozza (*both in person*)

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Horsham Town Hall Café Report (Kevin) **Appendix 4.2** 5:30pm – 5:50pm

Attending: Michelle Rethus & Carolynne Hamdorf (*both in person*)

4.2 Skate Park Precinct Plan (Kevin) **Appendix 4.1** 5:50pm – 6:10pm

Attending: Mandy Kirsopp

4.3 Investment Attraction & Growth Report (Kevin) **Appendix 4.3** 6:10pm – 6:30pm

Attending: Fiona Gormann (*in person*)

4.4 Electronic Signature Procedure (Kim) **Appendix 4.4** 6:30pm – 6:45pm

4.5 Road Cost Review (John) **Appendix 4.5** 6:45pm – 7:00pm

5. VERBAL REPORTS

5.1 Silo Art Project (Kevin) 7:00pm – 7:15pm

6. GENERAL DISCUSSION (Sunil Bhalla)

7. CLOSE

The meeting closed at 7:45pm

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON TUESDAY 11 APRIL 2023 AT 5.00PM

TO ATTEND: Cr Robyn Gulline, Mayor; Cr C Haenel, Cr D Bowe, Cr I Ross, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

ATTENDED: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure, Richard Trigg (Item 3.1 only), Daniel Rees (Item 4.1 only), Fiona Gormann (item 5.1 only)

APOLOGIES: Cr B Redden, Cr I Ross

1. WELCOME AND INTRODUCTION

The Mayor welcomed everyone to the meeting.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. VERBAL REPORTS

3.1 Audit & Risk Committee Biannual Report (Kim) **Appendix 3.1** **5:00pm - 5:30pm**
Attending: Richard Trigg (attending virtually)

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Disability Access and Inclusion Plan (Kevin) **Appendix 4.1** **5:30pm - 6:00pm**
Attending: Daniel Rees

4.2 Independent Committee Member- Audit and Risk Committee (Kim) **6:00pm - 6:20pm**
(CONFIDENTIAL) Appendix 4.2

4.3 Governance Rules Review (Kim) **Appendix 4.3** **6:20pm - 6:40pm**

4.4 Request inclusion on Council's Street Name List – Haven Park Drive (Kim) **6:40pm - 6:50pm**
Appendix 4.4

5. REPORTS FOR INFORMATION ONLY

5.1 VCAT /Planning/Building Update (Kevin) **Appendix 5.1** **6:50pm - 6:55pm**
Attending: Fiona Gormann

6. GENERAL DISCUSSION (Sunil Bhalla)

- CAD Reference Group Meeting
- Golf Course Motel redevelopment
- Mill Street Property

7. CLOSE

The meeting closed at 6:35pm



MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 17 APRIL 2023 AT 5.00PM

TO ATTEND: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power
 Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves,
 Director Corporate Services; Kevin O'Brien, Director Communities and Place;
 John Martin, Director Infrastructure, Simon Rennie (Interim Finance Manager)

ATTENDED: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power
 Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves,
 Director Corporate Services; Kevin O'Brien, Director Communities and Place;
 John Martin, Director Infrastructure, Simon Rennie (Interim Finance Manager)

APOLOGIES: Nil

Dinner will be provided at the conclusion of the meeting.

1. WELCOME AND INTRODUCTION

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Cr Les Power & Cr Bob Redden declared a conflict of interest at Item 4.2 Community Grants.

3. PRESENTATIONS

3.1 Valuations (Kim) **5.00pm – 6.00pm**
Attending: Ben Sawyer- Valuer (*in person*)

3.2 Overview of Proposed 2023-24 Budget (Kim) **6.00pm – 6.45pm**
Attending: Zac Gorman and Simon Rennie (*both in person*)

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Fees & Charges (Kim) **Appendix 4.1** **6.45pm – 7.15pm**
Attending: Zac Gorman and Simon Rennie (*both in person*)

4.2 Community Grants (Kim) **Appendix 4.2** **7.15pm – 7.35pm**

4.3 Annual Action Plan- Community Feedback (Kim) **Appendix 4.3** **7.35pm – 7.55pm**

5. GENERAL DISCUSSION (Sunil Bhalla)

- Land Purchase

6. CLOSE

The meeting closed at 8:25pm

Minutes

**Horsham Regional Livestock Exchange Board of Management Meeting
Held on Thursday, 16 March 2023 at 5.00pm
At the Canteen, HRLE**

1. Welcome

Present:

David Grimble (Chair)

Paul Christopher

Cr Ian Ross

Tim Martin

Ray Zippel

Kevin Pymer

John Martin

Mat McDonald (5:20)

Apologies

Richard Bansemer

Brittany Price

Luke Mitton

Motion: That the apologies be accepted. Moved: Tim Martin/Ray Zippel. Seconded.

2. Disclosure of Conflicts of Interest

Nil

3. Minutes of previous meeting – 21 December 2022

Motion: That the minutes of the meeting of 21 December 2022 be accepted as a true and correct record of that meeting. Moved Ray Zippel/Kevin Pymer carried

4. Business arising from previous minutes

4.1 Burnt Creek developments – planned works

- Planning to progress with some lots
- Some sales proceeding, awaiting titles

4.2 Review of numbers related to trends at other saleyards (General business)

4.3 Investigate potential for solar panels (TBD)

4.4 Discussion about sheep from interstate which may be in poor condition. Also noted that SA is considered implementing RFID tags.

5. Correspondence

5.1 Reply from Stuart McLean

5.2 Red meat ambassador – Paul Christopher

5.3 Snowy Monaro EOI

Noted

6. Reports

6.1 Chair's Report

- Numbers remain a challenge.

- Need further consideration of how HRLE will be able to service its loan. Referred to general business. Suggested that the Committee request to present to Council.
- 6.2 Infrastructure Director Report**
- Revenue is well down, this is a significant factor in the overall budget for HRLE
 - Key issue will be ongoing cost recovery
 - See discussion in general business
- 6.3 Operations of Exchange – Paul Christopher**
- Numbers continue to be low, this is a pattern at other yards as well. Still related to Covid.
 - Nutrien has put its agency on hold, and will continue to pay their subs for now. They will put up some stock on occasions, potentially off-weeks from Warracknabeal sales.
 - Still using harvested water. This is saving about \$10,000 or so from water bill, but is often not available.
 - Daryl and Liz have been working on summer weeds, Bathurst burr and bindii, which have not been prolific.
 - Not as many stock in holding yards – 100s rather than 1000s. Still useful income though.
 - Paul had some leave and visited Sale saleyards, also lower numbers there.
 - ALSA meeting in Corowa later in March. Corowa is now roofed which was fully grant funded.
- 6.4 Horsham Stock Agents Association – Mat McDonald**
- All other saleyards are also battling, including Bendigo, though Ballarat may have taken some of these numbers. Perhaps not just Covid, but that Covid opened people’s awareness to other options for sales.
 - Quality has been variable. Good quality stock are selling well, but generally that has been down in many areas
 - Discussion about Nutrien:
 - Is there something our Board could do to assist?
 - Suggested that we write a letter to high level management in Nutrien highlighting the benefits of our facility.
- 6.5 VFF Representative – Kevin Pymer**
- Lamb percentages seem low. Scanning results are showing moderate percentages of dry ewes, probably due to the poor spring conditions.
 - Prices are also down a bit at the moment.
- 6.6 Transport – Vacant**
- 6.7 DJPR – Brittany Price – provided a written report**
- Scanning - the 98% scanning rate has been consistently met at HRLE which is great.
 - Brittany has been working with Paul on updating the Livestock Standstill Plan and have recently completed a site survey of the HRLE.
 - Agriculture Victoria has recently released the following eLearns:
 - Livestock Standstill for Foot and Mouth Disease
 - Foot and mouth Disease Awareness
 - Lumpy Skin Disease Awareness

- These eLearns are free and can be found by clicking [here](#).
- If anyone has any questions or would like any information from Ag VIC following tonight's meeting, please contact Brittany

6.8 Throughput – attached to these minutes

Motion: That the reports be received. Moved Mat McDonald / Kevin Pymer. Carried.

7. General Business

7.1 Fees 2023-24

- JM advised that the proposed fees in 2023-24 are close to CPI increase. \$1.08 from \$1.04 for sheep.

7.2 Budget/Resourcing

- We may need to review resourcing for the site to manage the budget.
- A key goal is more stock through the facility.

7.3 Opportunity to improve sales – for discussion

- Warracknabeal \$0.80, Horsham sales are often higher due to larger sheep
- JM shared graphs of throughput at different yards to help understand what is happening across the industry.
- Comment that if agents want a facility kept to a high standard it needs to be supported
- Discussion about cycles in pricing. Periods where direct sales are better, then it changes to saleyards giving better returns.
- Marketing / promotions. Can we do more? Re-invigorate the work Robyn started on a strategic approach.
- Related issue. It has been hard to get shearers which may be a disincentive to keep running sheep.

Motion: That the Board advise Council that it supports the proposed yard fees for 2023-24, i.e. \$1.08. Moved. Ray Zippel / Kevin Pymer. Carried.

7.4 EPA inspection

- Had an inspection on 21 February 2023. Will need to have a hardstand under the accumulated organic waste, which could potentially be in the thousands of tonnes. We also have the option of a manure spreader.

7.5 Burnt Creek Precinct development

- JM to provide latest plans at next meeting

7.6 Membership

- Discussed re Richard Bansemer as a potential replacement for Livestock Industry.
- Next meeting to include election of office bearers.

8. Next Meeting

Thursday, 18 May 2023

9. Meeting Close

David Grimble

Chair

Horsham Regional Livestock Exchange Board