



Horsham Rural City
Council urban rural balance

HORSHAM RURAL CITY
COUNCIL
DRAFT BUDGET

2018 – 2019



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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014. While we have made every effort to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

Mayor's Introduction

I am pleased to release the proposed 2018-19 Horsham Rural City Council budget to the community for comment and public submissions.

This proposed budget has been written in the context of the Draft 2018-2022 Council Plan, which is also currently out for public submissions. The Council Plan outlines our key strategic objectives and directions, as we work to build a better municipality by delivering improved services, facilities and opportunities for the community under the five goals of:

1. Community and Cultural Development
2. Sustaining the Economy
3. Asset Management
4. Governance and Business Excellence
5. Natural and Built Environments

This document details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our city's physical infrastructure, buildings and operational assets, as well as funding proposals for a range of operating initiatives.

As Councillors, it is our job to listen to the community and understand your priorities. This year, Council will again be undertaking a range of activities to engage with the community to help further inform the proposed budget.

This budget proposes a rate increase of 2.25%, which is in-line with the Fair Go Rates System rate cap announced by the Minister for Local Government in December 2017. Horsham Rural City Council successfully applied to the Essential Services Commission for a 1% increase above the rate cap in 2016-17 to allow for renewal of our ageing infrastructure, as we have done now since 2008-09. In 2017-18, we funded a further 1% infrastructure levy contribution from within the rate cap and have made provision for this again for 2018-19. This has been achieved whilst still maintaining the standard of delivery on all of our extensive services, and commencing the full year's operations of the new Kalkee Road Community and Children's Hub. This has been possible by continuing to maintain tight budgetary control, achieving some innovative efficiencies and utilising rates growth funds from new development within the community during 2017-18.

The garbage charge has risen by an additional \$33 for residential garbage collection service due to some significant cost increases in the cost to council for recycling services. Council is working to provide a tip voucher to affected ratepayers to partially help compensate for this increased cost.

In this proposed budget, \$15.05 million has been allocated towards capital works expenditure - \$8.32 million is for renewal works, \$1.89 million for asset upgrades and \$4.83 million for new assets. New assets include: \$2.49 million for core infrastructure assets for the further development of the Wimmera Intermodal Freight Terminal, \$0.98 million for new plant and equipment, \$0.34 million for footpaths and cycle-ways and \$0.77 million for buildings.

A significant renewal project is the \$1.32 million refurbishment of the outdoor pool with new pipework, gutters and wet-deck concourse. Council's infrastructure renewal fund will be increased again by a further 1% of the rate revenue, or \$0.23 million, to take it to \$2.40 million. Of this, \$1.84 million will be spent on Council's roads. Overall, Council is spending an extra \$0.40 million on roads from general revenues (11.7% increase from last year – which is well above the 2.25% rate cap). Total spending on roads, however, has decreased by \$0.46 million due to Federal funding for the Roads to Recovery program returning to normal level following a \$1.11 million increase in 2017-18.

This year the Appendix D has been added to this report to provide more detailed information on many of the significant capital works being proposed by council.

The proposed budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible.

Cr Pam Clarke
Mayor

Executive summary

Council has prepared a Budget for the 2018-19 financial year that sees rate increases remain within the state government imposed rate cap of 2.25%, maintains service delivery, continues with operational initiatives to become more efficient and effective in the way services are delivered, whilst still investing in new and renewal of ageing infrastructure.

The State Government introduced the “Fair Go Rates System” in 2016-17 that places a cap on rates for all 79 Councils across the state. The cap has been set by the Minister at a maximum increase of 2.5% for 2016-17, 2.0% for 2017-18 and now 2.25% for 2018-19. Councils are able to apply to the Essential Services Commission for a rate cap variation. Council applied for a 1% variation in 2016-17 but has not elected to do so in 2017-18 or 2018-19, yet has continued to increase its infrastructure renewal commitments and continue service delivery through its existing rate capped budget.

Council has a range of both internal and external cost pressures to contend with and still recognises the need to play an important role as the regional city for the western area of the state, with the provision of quality services to more than just our own residents.

Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council. Council has continued to deliver a budget that is balanced on a cash basis.

1. Key things we are funding:

This year’s operations include \$3.16 million in grants and expenditure to fund the Grampians Peak Trail. This is a project being supported by Council, for which we will receive a federal grant, however, this will be passed on in full to Parks Victoria who have full responsibility for this project.

In terms of ongoing operations and service delivery, Council has not made any cuts to service levels within the community and in fact has continued to fund \$0.49 million of new initiatives to drive further efficiencies and improve our effectiveness. Council has also brought on-line the operations of the new Kalkee Road Community and Children’s Hub.

Council has also increased funding from general revenue for capital works by 4.3% from \$5.477m to \$5.714m, nearly double the 2.25% rate cap. Overall spending on infrastructure (roads, bridges, footpaths, cycle-ways and drainage) has increased by 9% with roads specifically increased by 11.7%.

a) Operational initiatives:

The following are some highlights in operational initiatives by each group, a full list is provided in Appendix A:

Community Services

- Community Facilities and Halls Pricing Policy Impacts - \$30k
It is proposed to introduce a new approach to the charges and pricing of community facilities and this may lead to the need to make some funding adjustments to some community groups. This fund will allow for that transitional change to occur.
- Early Years Plan Review - \$15k
Current plan is out of date with current practises and needs to reflect the new Children’s Hub operations.
- Horsham North Urban Design Framework (UDF) Initiatives - \$15k
Short term actions re the Horsham North UDF, including infrastructure and community engagement.
- Social Infrastructure Framework - \$60k
Effectively and efficiently plan for the physical, community and human services infrastructure across the municipality.

Corporate Services

- Civica Version 7 Upgrade - \$30k
Civica is council's main corporate management information system handling our finances and rates systems. A significant upgrade to the software has been released and it is necessary for this upgrade to be implemented if we wish to take full advantage of new features and functionality.
- Grant Applications Project Estimates - \$20k
In the past when grant applications have been made we have obtained quotes for works which then leads to expectations from those providing the quote that they may be contracted the work. By providing this fund we can pay contractors for these initial estimates thereby making them more accurate and not creating expectations.
- IT / Records Trainee - \$35k
We have had a trainee in the Records Unit for the last 12 months and this has been funded through the aboriginal reconciliation initiative. Providing a trainee is invaluable for our community and provides added resource to council. This trainee would be across both records management and basic IT.

Planning and Economic Services

- Certificate 4 Statutory Compliance Training and Backfill - \$40k (\$24k general revenue)
Formal training for 4 staff in the Community Safety Unit re statutory compliance
- Locking Systems Council Buildings 2017-18, 2018-19 - \$15k
Convert more buildings across to council's common locking systems
- Sports Marketing Event Attraction Costs Additional Funding - \$15k
Support for the 2018 PGA Pro-Am Western open golf tournament

Technical Services

- CBD Shop Front Enhancement and Shade Incentive - \$53k (\$0 from general revenue)
Funding for businesses to improve shop front appearances and verandahs in the CBD – funded entirely from Firebrace street properties reserve.
- CBD Revitalisation - \$1,360k (\$0 from general revenue)
Significant project that involves both capital and operational expenditure, funded from a mix of grants and the CBD reserve. Initiative component includes project management, operational costs and relocation of powerlines underground. Capital component will include footpaths west of Roberts, Pynsent and McLachlan Streets plus laneway activation and an additional public amenities building.
- Dial Before You Dig Response Software Licence - \$20k
Hosted software to provide a faster response times and a more efficient process to provide clear plans for contractors
- Apex Island Park Reserve Precinct Planning - \$20k
Develop an overall master plan for the Apex Island river front area.
- E-Waste Management - \$50k (\$0 from general revenue)
Will fund the investigation of alternative arrangements for e-waste following the cessation of e-waste recycling. Funded from the waste reserve.
- Road Clearances Tree Clearing/Pruning - \$90k
Increased allocation to improve accessibility of large farm equipment movements of rural roads.
- Sport and Recreation Strategy Review - \$40k
Updating of the 2013-18 Strategy to reflect the changing face of sports and recreation and its impact on Health and Wellbeing within the municipality.
- Sustainability Strategy Review - \$40k
Update the 2010 Strategy that reflects current understanding, actions and priorities.

b) Capital Works:

The capital works program for the 2018-19 year is expected to be \$15.05 million. There will also be carried forward works uncompleted from 2017-18 but as yet these are not finalised or factored in to the budget, this will be done soon after 30 June. The 2018-19 works are funded from, \$3.48 million external grants, \$0.05 million from general contributions and donations, with the balance of \$11.52

million from Council cash (\$5.71 million from operations, \$0.21 million from asset sales and \$5.58 million from reserves). There are no borrowings planned for this year.

Renewal works total \$8.33 million or 55% of the overall program (last year was 46%), \$2.40 million of this is from the tagged rate rises since 2008-09. New works total \$4.83 million or 32% and upgrade works \$1.89 million or 13%. Infrastructure makes up the largest segment of works \$11.56 million or 77%.

The capital expenditure program has been set and prioritised based on Council's Capital Evaluation Model, consideration of priorities from Councillors and Management plus issues of available grant funding, completion of design works and general readiness to proceed. More detail on this year's program is provided in Section 4.5 with a full list in Section 4.5.2.

This year again Council has included its draft capital works program on the Community Map on council's website.

Some highlights of the program are as follows with more detail provided in Appendix D:

Council Plan Goal 1 – Community and Cultural Development

- \$0.07 million (Renewal works) - Horsham Town Hall - Hall Selective Restumping Infra Gap (plus possible grant funding)

Council Plan Goal 2 – Sustaining the Economy and Environment

- \$2.49 million (New works) Industrial Estates - Wimmera Intermodal Freight Terminal core infrastructure, including roads, drainage & power/water supply (Grant Dependent)

Council Plan Goal 3 – Asset Management

- \$1.32 million (Renewal works) Aquatic Centre - Outdoor Pool Refurbishment - Pipework, Gutter, Wet-deck Concourse
- \$0.56 million (Renewal works) Footpath renewal works - Pynsent/Roberts Ave/Wilson Stage 2 Paving (Grant Dependent)
- \$0.16 million (New works) Footpaths - Wimmera River Detailed design of a new Pedestrian Footbridge - Hamilton Street
- \$1.46 million (Renewal and upgrade works) Urban Road Reconstruction including final seals, road drainage and kerb & channel works.
- \$1.90 million (Renewal and upgrade works) Rural Road Reconstruction including final seals.
- \$1.36 million (Renewal) Road rehabilitation works
- \$0.30 million (Renewal works) Road Drainage - Urban, Darlot St Drain
- \$0.20 million (New works) Aerodrome Stormwater Detention and Retention System
- \$0.18 million (New works) New Public Conveniences Hamilton St
- \$0.10 million (Upgrade works) Horsham - Operations Management, Depot Relocation Design & Estimates
- \$0.10 million (New works) Sports and Recreation, Wimmera Indoor Sports Stadium
- \$1.71 million for plant and equipment replacements

Council Plan Goal 4 – Governance and Business Excellence

- \$0.40 million (Renewal, New & Upgrade works) Civic Centre Reception Alterations to main customer service entrance
- \$0.10 million (New works) - CBD Revitalisation Grant CBD extension to Public Wi-Fi
- \$0.08 million (New works) Council chamber amplification and sound system, including video conferencing and hearing loop.

Council Plan Goal 5 – Natural and Built Environments

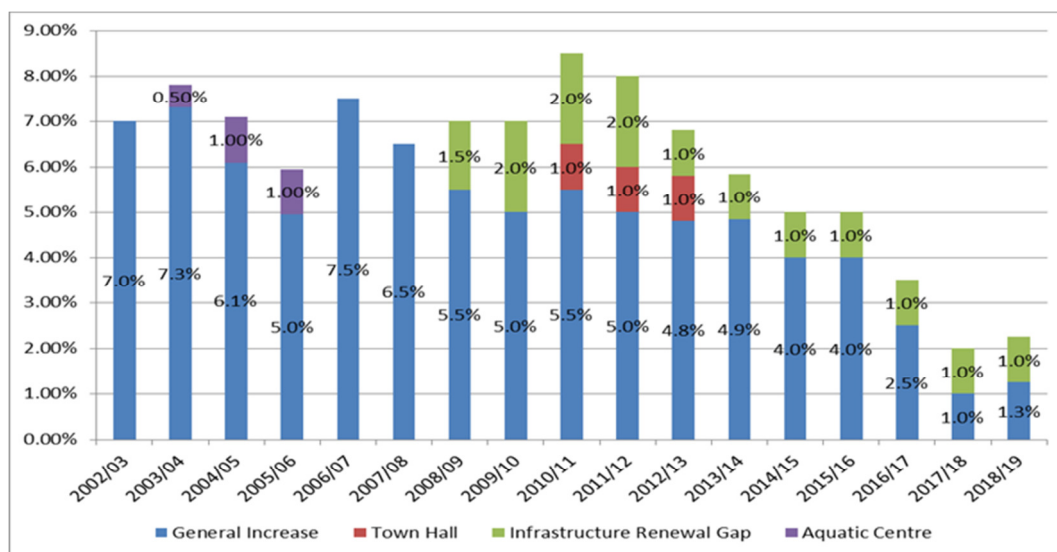
- \$1.00 million (Renewal & Upgrade works) Waste Transfer Station Improvements - Kenny Road Transfer station upgrade of facility (Grant Dependent)
- \$0.20 million (New works) Sustainability Projects such as, double glazing, solar panels and other energy efficiency projects across council facilities

2. Summary of Budget on a Cash Basis

| | 2017-18 Original Budget | Draft 2018-19 Budget | \$ Change from Prior Year Budget | % Change from Prior Year Budget |
|---|-------------------------------|-------------------------|--|------------------------------------|
| General Revenue Sources: | | | | |
| Rates | -22,579,760 | -23,364,919 | -785,159 | 3.48% |
| Rates - Supplementary | -140,000 | -150,000 | -10,000 | 7.14% |
| Grants Commission - Federal Recurrent | -5,804,717 | -6,061,060 | -256,343 | 4.42% |
| Interest Earned | -530,000 | -564,500 | -34,500 | 6.51% |
| Miscellaneous | -130,605 | -61,791 | 68,814 | -52.69% |
| Total General Source Income | -29,185,082 | -30,202,270 | -1,017,188 | 3.49% |
| Service Delivery: | | | | |
| Income: | | | | |
| All Sources and Programs | -13,764,385 | -14,218,999 | -454,614 | 3.30% |
| Expenditure: | | | | |
| Total Salaries | 16,819,271 | 17,579,129 | 759,858 | 4.52% |
| Total Non-Salaries | 17,249,393 | 17,174,373 | -75,020 | -0.43% |
| Financing Costs | 1,185,650 | 1,252,986 | 67,336 | 5.68% |
| Total Service Delivery & Finance Costs | 21,489,929 | 21,787,489 | 297,560 | 1.38% |
| Initiatives and Capital: | | | | |
| Initiatives | 466,700 | 499,347 | 32,647 | 7.00% |
| Transfers to/(From) Reserves for Capex | -423,762 | -203,608 | 220,154 | |
| Infrastructure Gap Reserve | 2,174,000 | 2,404,000 | 230,000 | 10.58% |
| Capital Funding from General Revenue | 5,477,584 | 5,714,600 | 237,016 | 4.33% |
| Total Initiatives & Capital | 7,694,522 | 8,414,339 | 719,817 | 9.35% |
| Total Funded from General Revenue | 29,184,451 | 30,201,828 | 1,017,377 | |
| Deficit / (Surplus) | (631) | (442) | 189 | |

Council has again delivered a budget that is balanced on a cash basis in line with its objectives in the Strategic Resource Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works. The % increase in rates shows as 3.48% as it is a comparison with last year's original budget as opposed to the forecast figures for 2017-18 which takes in to account actual rates from growth during 2017-18. See Section 4.1.1 (I) that reconciles these figures.

3. The Rate Rise



Council's general rate increases, since 2008-09, have ranged from 4.0% to 5.5% with additional tagged rate increases for infrastructure renewal between 1.0% and 2.0%. For three years a 1.0% rate rise was also included for the new infrastructure project of the Horsham Town Hall and Performing Arts Centre.

2018-19 sees the general increase reduce from 1% to only 1.25% with the 1.0% Infrastructure Renewal component included within the overall 2.25% rate cap as set by the Minister.

Council has continued to see minor growth in its rate base with new supplementary rates estimated to raise \$0.22 million in the 2017-18 year. This is estimated at \$0.15 million for 2018-19. This rate growth in most years, helps contribute to the delivery of services for a growing population at approximately 0.6% per annum and helps with servicing new public open spaces arising from new sub-divisions. In 2018-19 this growth income has been utilised, in part, to balance the budget and allow Council to fund the 1% infrastructure renewal reserve and yet still deliver on the same quantity, standard and level of service.

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments. (www.abs.gov.au)

4. Garbage Charges

Garbage costs will increase by around \$33 per service for residential services which is an increase of 9.44% for 240 litre bin services and 14.5% increase for 120 litre bin services. Approximately \$30 of this increase is due to changes in the recycling service where the industry charges for recycling product have increased due to changes in China's policy around contaminants in recycling product.

This is impacting on these services for all councils across the nation and relevant authorities are working together to look for alternative solutions for recycled product and to contain these costs further into the future.

Rural services that do not receive a recycling service are not impacted and their charges have increased by approximately 1.4%.

5. Valuations

Valuations will be as per the General Revaluation dated 1 January 2018, and new values are based on the independent assessment of the Valuer General and their agent. A summary of shifts across categories are as follows:

| Category | Valuation Change Increase / (Decrease) | Rating Change Increase / (Decrease) |
|------------------------|--|---|
| Residential | 4% | -0.6% |
| Farms | 17% | 11.8% |
| Commercial | 12% | 6.8% |
| Industrial | 7% | 2.3% |
| Culture & Recreational | -1% | -6.6% |
| Overall Average | 9% | 3.5% |

The general shift in value gives an indication of relative movements between sectors and includes the value of new developments in that sector. The final impact for individuals will depend upon their own property's movement in value relative to all other properties in the municipality. Other factors that will affect an individual rate payers % change is the impact of the Fire Services Levy which is set by the State and is not subject to the rate cap and the user charge for waste which is increasing on average by 9% for residential properties which is significantly more than the rate cap due to the increasing costs of recycling services. Refer Section 4.1.1 for further Rates and Charges details.

6. Key Statistics

- Total Revenue: \$52.5 million (2017-18 = \$52.4 million)
- Rates & Charges % of total Revenue: 50.8% (2017-18 = 48.8%)
- Total Expenditure: \$51.0 million (2017-18 = \$48.1 million)
- Salary Costs % of total excluding depreciation: 44.8% (2017-18 = 47.2%)
- Surplus/(Deficit)for the year: or (Accounting Result) \$1.47 million surplus (2017-18 = \$4.36 million surplus) *(Refer Income Statement in Section 3)*
- Underlying operating result: \$2.09 million deficit (2017-18 = \$1.70 million deficit) *(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)*
- Net Increase/(Decrease)in Cash: or Cash Result \$2.64 million decrease (2017-18 = \$0.76 million increase) *(Refer Statement of Cash Flows in Section 3)*
- Total Capital Works Program (Excl carry forwards) \$15.05 million (2017-18 = \$18.28 million)
 - \$5.71 million from Council operations (Funded from rates and other general revenue) – and increase of 4.3% well above the rate cap.
 - \$0.00 million from borrowings
 - \$0.21 million from asset sales
 - \$3.48 million from external grants
 - \$5.59 million from cash reserves
 - \$0.05 million from contributions
- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$468 million (2017-18 = \$458 million)
- Staff Numbers
 - Full-time Equivalents: 202 FTE (2017-18 = 196 FTE)
 - Total Staff Numbers: 254 (2017-18 = 248)

7. Key Budget Influences

External Influences

The following external influences have been taken in to consideration in the preparation of the 2018-19 Budget as they are likely to impact significantly on the services delivered by council:

- Rate capping: 2018-19 was the third year of Rate Capping within the Victorian Local Government Sector. The actual rate cap for 2018-19 was 2.25%.
- Operating costs: Local Government Cost Index typically increases by approximately 1% more than CPI. This is because the CPI is based on a weighted basket of household goods and services which are quite different from those of local governments. Consumer Price Index (CPI) for the 12 months to 30 June 2017 was 2.2% and is expected to remain at this low level.
- Wage movement: Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to May 2017 was 2.1%.
- Grants Commission: In 2014-15 the Federal Government ceased indexation of the Grants Commission funds thereby locking in a reduction in real terms. The freeze on indexation has applied for the years from 2014-15 to 2016-17. The cumulative impact over the 3 years was close to \$1.0m with an ongoing impact in the order of \$0.45m. Indexation resumed in 2017-18 and is anticipated that for 2018-19 increases will be minimal due to current low CPI forecasts.
- Statutory Superannuation: contributions are now locked in at 9.5% until 2021-22.
- Defined Benefits Superannuation: Council contributed \$2.9m from reserves in 2012-13 towards the defined benefits superannuation shortfall, and has been putting aside \$100k per annum for potential further contributions. This has continued for the 2018-19 budget. The Vested Benefits Index for the fund was 103.1% of value as at the 30 June 2017. Should the value fall to 97% then Councils will be asked to make a further contribution.
- Utility costs: Electricity costs are expected to rise significantly as a new power agreement is under negotiation. Exact increase is as yet unknown but has been factored in at 17.25%. Generally speaking, power and gas costs have continued to rise, but at the same time council has been installing solar panels which will help to reduce ongoing costs of electricity. Savings from ongoing operations will be taken to the sustainability reserve in order to help fund additional projects in to the future. Water costs are estimated to rise at around 2% in line with Grampians Wimmera Mallee Water cost rises.
- Fuel: Council operates a significant number of vehicles and plant. Fuel costs have remained relatively stable in recent years but pricing movements are very difficult to predict and hence have been factored in at CPI only.
- Insurance costs: At this stage it is not clear what will happen with insurance premiums. However the expectation is that they should not rise by more than CPI. Workcover insurance premiums are anticipated to fall as Council has commenced under the MAV self-insurance scheme.
- Interest rates on investments: Interest rates have been slowly falling over the last 12 months from 1.9% down to 1.67% (for 28 day term deposits). This downward trend ceased in Sept 16 with longer term rates now around 2.2%.
- EPA levies: Expected to rise higher than CPI at 2.3%.
- Increases in the costs of waste recycling services due to China's new policy regarding the level of contaminants in exported recyclable materials.

Internal Influences impacting on the Council Budget:

- Horsham Town Hall: operational costs for the town hall and potential revenues are now well understood and resourcing was reviewed during 2016-17.
- Kalkee Road Community and Children's Hub: construction was completed in January 2018, and additional operational costs have been included in the budget.

- Wage movement: The council's EBA runs until 30 June 19 and the annual wage increase has been fixed at 2.1% or \$26 for each of the 3 years. On top of the EBA 2.1% there is a further 0.4% factored in for end of band payments and for staff movements within band.
- Rating Strategy: The council's rating strategy was last extensively reviewed in 2013-14 and no major changes have been proposed in 2018-19.
- Revaluation: 2018 is a revaluation year. There has been significant increases in value well above general CPI levels with overall values increasing by 9.13% and farm values on average increasing by 17.21%. This difference between the farm sector increases and all other sector increases has been a consistent trend over the past decade or more. The State Government has announced that from 1 July 2018 valuations will be undertaken on an annual basis rather than every 2 years. Exact impact of this change is not yet fully understood.
- Asset renewal Funds: Council is responsible for a range of ageing infrastructure. There is however a shortfall between the required spend to maintain all assets to an appropriate standard and the available funds. This is known as the asset or infrastructure renewal gap and is currently approximately \$4m per annum.

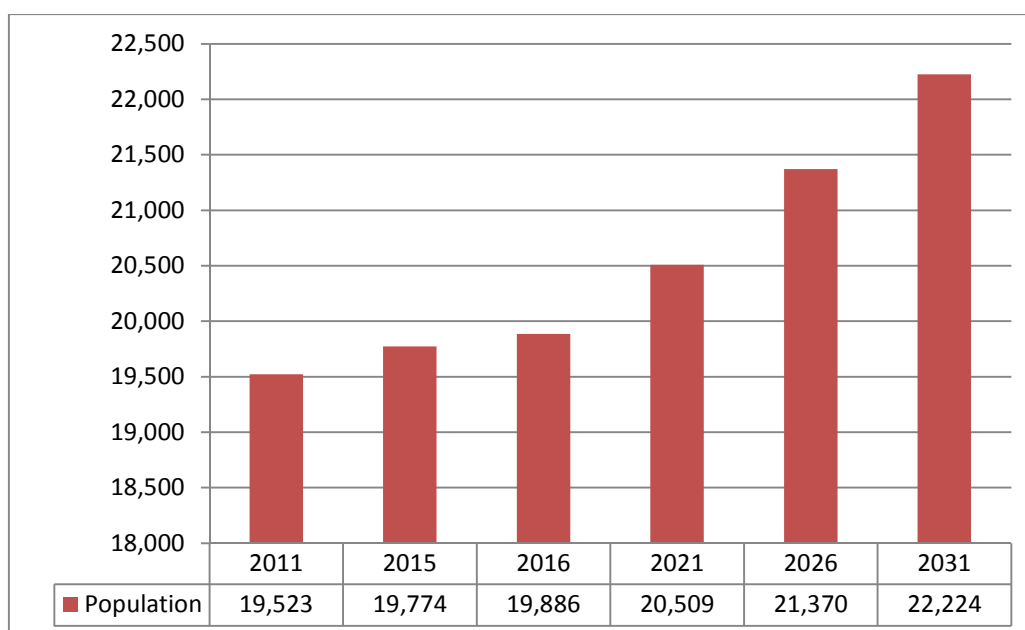
Our current Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years from 2008-09 to 2011-12. For the years from 2012-13 to 2015-16 only a 1% rate increase was tagged to contribute to the renewal gap. In 2016-17 council successfully applied to the Essential Services Commission for a specific 1% rate increase above the Rate Cap to continue with this initiative. In 2017-18 and again in 2018-19 an additional 1% was added even though Council did not increase its rates by more than the state government rate cap.

8. Budget wish list

Each year Council prepares its budget with the inclusion of grants from both the Federal and State Governments where it believes there is a reasonable opportunity of success. The following table details the projects that are dependent upon successfully obtaining grants for them to proceed and the status of the relevant grant funding as at April 2018:

| Project Description | Total Project Cost | Grant Certain | Grant not yet Obtained |
|--|--------------------|---------------------|------------------------|
| Pynsent/Roberts Ave/Wilson Stage 2 Paving, Footpath | \$560,000 | | -\$280,000 |
| WIFT Precinct Industrial Estate Development of core Infrastructure | \$2,495,208 | -\$1,250,000 | |
| Transfer station improvements upgrade of facility | \$1,000,000 | | -\$500,000 |
| Jubilee Hall Kitchenette | \$99,000 | | -\$66,000 |
| Sustainability Projects | \$200,000 | | -\$100,000 |
| Outdoor Pool Pipework, Gutter, Wetdeck Concourse | \$1,316,160 | -\$200,000 | |
| CBD Revitalisation - New Public Conveniences Hamilton St | \$180,000 | | -\$90,000 |
| CBD Revitalisation relocate powerlines underground (Not Capital) | \$800,000 | | -\$400,000 |
| CBD Revitalisation Operational Items (Not Capital) | \$520,000 | | -\$260,000 |
| CBD Revitalisation Grant Laneway Activation | \$120,000 | | -\$60,000 |
| CBD Revitalisation Grant CBD Public Wi-Fi Implementation | \$100,000 | | -\$50,000 |
| Total | \$7,390,368 | -\$1,450,000 | -\$1,806,000 |

9. Population Growth



How are we travelling against population projections?

Horsham's role as a regional City for the Wimmera continues to provide opportunities for growth in population numbers and expansion of the rate base, however, as some of this growth is from those retiring from surrounding farm areas it brings with it the need to maintain our levels of service and in some cases grow services to meet the increasing demands.

Horsham is a service centre for the surrounding agricultural region and is the centre for grains research within the state which has seen continued growth in agriculture research and development investment in the municipality.

The need to provide an appealing and vibrant centre to attract professionals to live and stay is an important consideration for Council when planning services. The Estimated Resident Population (ERP) data for Horsham Rural City Council was released in June 2016. The new figure for Horsham's ERP is 19,817 which is a net increase of 363 people since June 2011 or an increase of 0.4% per annum for the period.

In the next 5 years (to 2021) Horsham is predicted to have increased in population by a further 614 residents or 0.6% per annum. By 2031 this is set to increase at a similar rate of 0.6% per annum or 1,300 residents to a population of 22,224 by 2031.

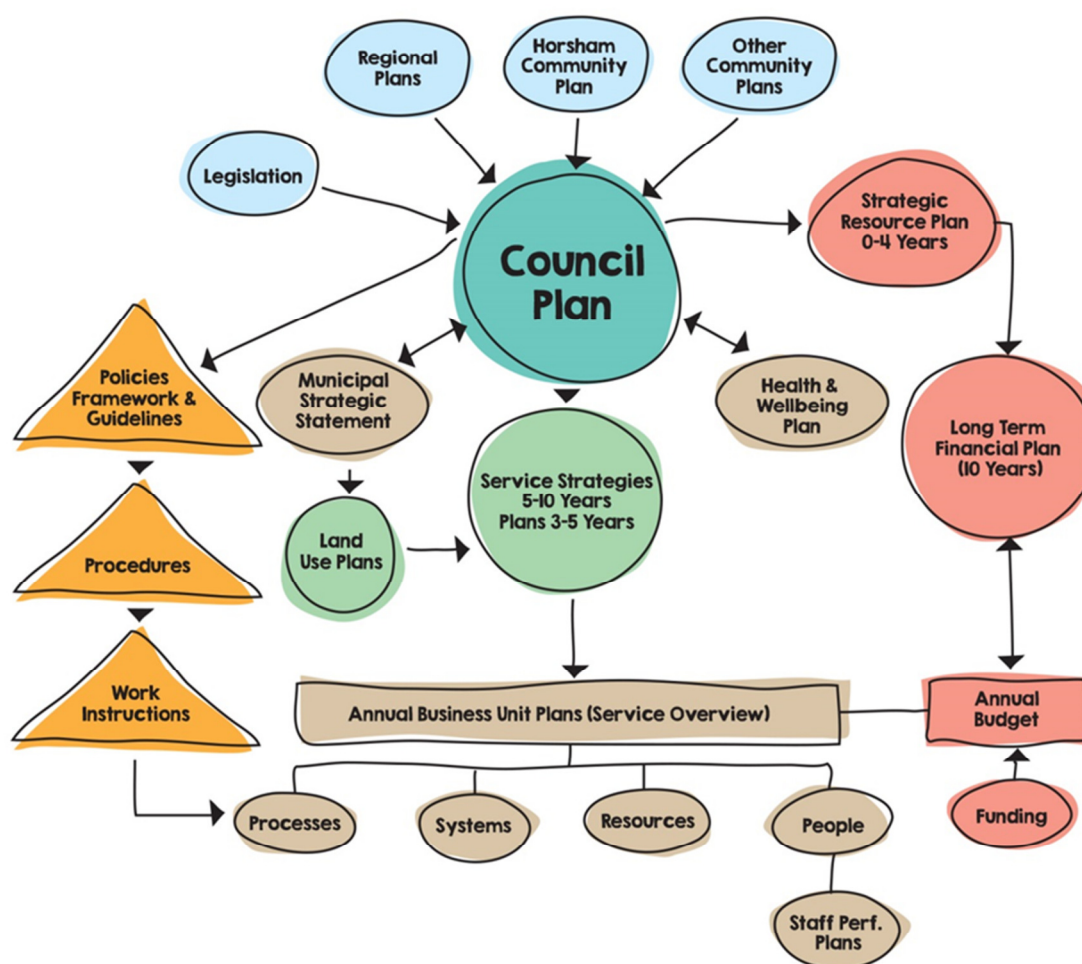
In all there is a predicted population change for Horsham Rural City of 2,701 residents over the 20 year period of 2011-2031 or an average annual of 0.6% per annum.

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within councils overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and how the timing of the planning & budgeting cycle during the year.

1.1 Planning and accountability framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the Goals (Strategic Objectives) described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework for Council.



The Council Plan is prepared with reference to Council's Planning & Budgeting Framework which was adopted by Council in 2017. An important component of the planning framework is the timing of activities which are critical to the successful achievement of the planned outcomes. Council's planning cycle is broadly depicted in the following diagram, but will vary each year particularly with respect to the timing of community plans and the impacts of Council elections:



1.2 Our purpose

Our vision

A vibrant, inclusive community to live, work, play & invest

Our mission

Horsham Rural City Council, working with the community, will develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our economy, our liveability, and our natural environment

Our values

We will be



1.3 Goals (Strategic objectives)

Council delivers services and initiatives for 87 separate services, which are in turn grouped into 35 separate service categories. Each contributes to the achievement of one of the five Goals as set out in the Council Plan for the years 2018-22. The following table lists the five Goals as described in the Council Plan.

| Goals | Description |
|---------------------------------------|--|
| 1. Community and Cultural Development | Develop Horsham and the municipality as a diverse, inclusive and vibrant community. We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live. |
| 2. Sustaining the Economy | Lead in sustainable growth and economic development. As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large whilst advocating for the community to shop locally. We continue to promote and develop sustainable projects. |
| 3. Asset Management | Meet community and service needs through provision and maintenance of infrastructure. We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to our municipality. |
| 4. Governance and Business Excellence | Excel in communication, consultation, governance, leadership and responsible use of resources. Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is key to learning and high performance. |
| 5. Natural and Built Environments | Lead in environmental best practise, create a municipality for the future, and plan for the impacts of climate. Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practises that minimise our environmental footprint and contribute to a sustainable future. |

2. Services and initiatives and service performance outcome indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2018/19 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

2.1 Goal 1 - Community and Cultural Development

Develop Horsham and the municipality as a diverse, inclusive and vibrant community.

We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live.

Services

| Service area | Description of service areas | | 2017/18 | 2018/19 |
|--|---|------------|--------------|--------------|
| | | | Budget | Budget |
| | | | \$'000 | \$'000 |
| Aged and Disability | This service provides care to frail aged and disabled persons with home care, personal care, respite care along with property maintenance services and disabled parking permits. | <i>Exp</i> | 2,114 | 2,042 |
| | | <i>Rev</i> | 1,945 | 1,883 |
| | | <i>NET</i> | 169 | 159 |
| Animal Management | This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program. | <i>Exp</i> | 307 | 399 |
| | | <i>Rev</i> | 346 | 408 |
| | | <i>NET</i> | (39) | (9) |
| Community Development | This service provides maintenance, insurance and other ongoing costs for the municipality's recreation groups and clubs including community halls, the Cenotaph and War Memorials, Brass and Pipe Bands and Sawyer Park Soundshell. | <i>Exp</i> | 908 | 915 |
| | | <i>Rev</i> | 241 | 274 |
| | | <i>NET</i> | 667 | 641 |
| Community Safety | This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement. | <i>Exp</i> | 126 | 128 |
| | | <i>Rev</i> | 28 | 39 |
| | | <i>NET</i> | 98 | 89 |
| Early Years | This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities. | <i>Exp</i> | 682 | 860 |
| | | <i>Rev</i> | 340 | 536 |
| | | <i>NET</i> | 342 | 324 |
| Emergency Support | This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events. | <i>Exp</i> | 278 | 271 |
| | | <i>Rev</i> | 240 | 240 |
| | | <i>NET</i> | 38 | 31 |
| Health and Wellbeing | This service provides health administration, immunisation, health vending machines and other preventative measures under the health plan including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided. | <i>Exp</i> | 347 | 358 |
| | | <i>Rev</i> | 137 | 149 |
| | | <i>NET</i> | 210 | 209 |
| Library | This service provides community development and education to enhance the capacity and strength of communities in the municipality by developing community plans that build on strengths and assets and acting as a resource to communities. | <i>Exp</i> | 741 | 749 |
| | | <i>Rev</i> | 183 | 186 |
| | | <i>NET</i> | 558 | 563 |
| Management and Administration | This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community. | <i>Exp</i> | 405 | 435 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 405 | 435 |
| Performing Arts | This service surrounds the running of the Horsham Town Hall and Horsham Performing Arts Centre operations. | <i>Exp</i> | 1,549 | 1,724 |
| | | <i>Rev</i> | 1,065 | 1,234 |
| | | <i>NET</i> | 484 | 490 |
| Visual Arts | This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery. | <i>Exp</i> | 558 | 570 |
| | | <i>Rev</i> | 151 | 130 |
| | | <i>NET</i> | 407 | 440 |
| Net Cost to Council for Goal 1 - Community and Cultural Development | | | 3,339 | 3,372 |

Service area breakout

This section provides further information about each service area by breaking down the 2018/19 budget into the individual services provided.

| 2018/19 Service by service area | Exp \$'000 | Rev \$'000 | NET \$'000 |
|---------------------------------------|---------------|----------------|---------------|
| Aged and Disability | | | |
| Home and Community Care Services | 1,783 | (1,676) | 106 |
| Meals on Wheels | 260 | (207) | 53 |
| Aged and Disability Total | 2,042 | (1,883) | 159 |
| Animal Management | | | |
| Animal Control | 399 | (408) | (9) |
| Animal Management Total | 399 | (408) | (9) |
| Community Development | | | |
| Community Arts | 157 | - | 157 |
| Community Engagement | 231 | (87) | 144 |
| Community Facilities | 177 | (25) | 152 |
| Disability Awareness and Capacity | 153 | (129) | 24 |
| Youth Services | 197 | (33) | 164 |
| Community Development Total | 915 | (274) | 641 |
| Community Safety | | | |
| Community Safety Management and Admin | 98 | (39) | 58 |
| Fire Hazard Enforcement | 30 | | 30 |
| Community Safety Total | 128 | (39) | 89 |
| Early Years | | | |
| Education | 368 | (245) | 123 |
| Maternal and Child Health | 492 | (291) | 200 |
| Early Years Total | 860 | (536) | 324 |
| Emergency Support | | | |
| Emergency Management Recovery | 255 | (240) | 15 |
| SES Support | 16 | - | 16 |
| Emergency Support Total | 271 | (240) | 31 |
| Health and Wellbeing | | | |
| Environmental Health Regulation | 251 | (104) | 147 |
| Health Promotion and Planning | 66 | (6) | 60 |
| Immunisation | 42 | (39) | 3 |
| Health and Wellbeing Total | 358 | (149) | 209 |
| Library | | | |
| Library | 749 | (186) | 563 |
| Library Total | 749 | (186) | 563 |
| Management and Admin | | | |
| Community Services Management | 435 | | 435 |
| Management and Admin Total | 435 | | 435 |
| Performing Arts | | | |
| Horsham Town Hall Operations | 1,641 | (1,163) | 478 |
| Wesley Operations | 83 | (71) | 13 |
| Performing Arts Total | 1,724 | (1,234) | 491 |
| Visual Arts | | | |
| Art Gallery | 570 | (130) | 441 |
| Visual Arts Total | 570 | (130) | 441 |
| Grand Total | 8,452 | (5,079) | 3,373 |

Major Initiatives and Capital Works

| 2018/19 Budgeted Initiatives and Capital Works | | Exp \$ | Rev \$ | NET \$ |
|--|-------------|----------------|-----------------|----------------|
| Community Development | | | | |
| Horsham North Urban Design Framework Initiatives | Initiatives | 15,000 | | 15,000 |
| Mech. Institute Geneology External Roof Infra Gap | Capital | 15,000 | | 15,000 |
| Prevention of Violence Against Women Initiatives | Initiatives | 5,000 | | 5,000 |
| Public Art 18/19 Budget | Capital | 25,000 | | 25,000 |
| Senior Citizens Building Kitchen Cabinetry And Rep Infra Gap | Capital | 12,000 | | 12,000 |
| Social Infrastructure Framework | Initiatives | 60,000 | | 60,000 |
| Community Facilities and Halls Pricing Policy Impacts | Initiatives | 30,000 | | 30,000 |
| Community Safety | | | | |
| Certif 4 Statutory Compliance Training and Backfill | Initiatives | 40,347 | (16,000) | 24,347 |
| Early Years | | | | |
| Early Years Plan Review | Initiatives | 15,000 | | 15,000 |
| Nati Rd Kinder Repair Paving And Relevel Building Infra Gap | Capital | 15,000 | | 15,000 |
| Performing Arts | | | | |
| Town Hall - Hall Selective Restumping Infra Gap | Capital | 69,700 | | 69,700 |
| Town Hall Addit External Security Cameras | Capital | 12,000 | | 12,000 |
| Town Hall Permanent Foyer Lighting | Capital | 20,000 | | 20,000 |
| Visual Arts | | | | |
| Art Gallery Indoor CCTV Blindspot Project | Capital | 18,000 | | 18,000 |
| Art Gallery Purchased Artworks | Capital | 25,000 | | 25,000 |
| Grand Total | | 377,047 | (16,000) | 361,047 |

Service Performance Outcome Indicators *

| Service | Indicator | Actual 2014/15 | Actual 2015/16 | Actual 2016/17 | Forecast 2017/18 | Forecast 2018/19 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Libraries | Participation | 16.00% | 12.85% | 12.38% | 10.00% | 15.00% |
| Aquatic Facilities | Utilisation | 9.17 | 6.7 | 6.39 | 8.5 | 8.5 |
| Animal Management | Health and safety | 0 | 2 | 1 | 1 | 2 |
| Food safety | Health and safety | 100.00% | 100.00% | 0.00% | 100.00% | 100.00% |
| Maternal and Child Health | Participation | 81.43% | 72.82% | 83.67% | 85.00% | 90.00% |
| | | 79.46% | 55.17% | 75.00% | 85.00% | 90.00% |

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.2 Goal 2 - Sustaining the Economy

Lead in sustainable growth and economic development.

As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large whilst advocating for the community to shop locally.

We continue to promote and develop sustainable projects.

Services

| Service area | Description of service areas | | 2017/18 | 2018/19 |
|--|---|------------|------------------|------------------|
| | | | Budget \$'000 | Budget \$'000 |
| Economic Development | This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service. | <i>Exp</i> | 599 | 522 |
| | | <i>Rev</i> | 277 | 281 |
| | | <i>NET</i> | 322 | 241 |
| Management and Administration | This service provides general administration for all areas of planning, building, tourism and economic services areas. | <i>Exp</i> | 557 | 554 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 557 | 554 |
| Parking and Traffic Management | This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs. | <i>Exp</i> | 376 | 352 |
| | | <i>Rev</i> | 713 | 634 |
| | | <i>NET</i> | (337) | (282) |
| Promotions and Tourism | This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals. | <i>Exp</i> | 637 | 640 |
| | | <i>Rev</i> | 95 | 97 |
| | | <i>NET</i> | 542 | 543 |
| Net Cost to Council for Goal 2 - Sustaining the Economy | | | 1,084 | 1,056 |

Service area breakout

This section provides further information about each service area by breaking down the 2018/19 budget into the individual services provided.

| 2018/19 Service by service area | Exp \$'000 | Rev \$'000 | NET \$'000 |
|---|---------------|----------------|---------------|
| Economic Development | | | |
| Business Development | 54 | - | 54 |
| Industrial Estates | 29 | (28) | 1 |
| Wimmera Business Centre | 152 | (147) | 5 |
| Wimmera Development Association | 204 | | 204 |
| Wimmera Intermodal Freight Terminal | 84 | (106) | (22) |
| Economic Development Total | 522 | (281) | 241 |
| Management and Admin | | | |
| Planning and Economic Development Services | 228 | | 228 |
| Planning and Economic Mgt and Admin | 326 | | 326 |
| Management and Admin Total | 554 | | 554 |
| Parking and Traffic Management | | | |
| Parking Control | 214 | (596) | (382) |
| School Crossing Supervision | 138 | (38) | 100 |
| Parking and Traffic Management Total | 352 | (634) | (282) |
| Promotions and Tourism | | | |
| Caravan Park | 5 | (62) | (57) |
| Promotions of Festivals and Events | 350 | (1) | 349 |
| Tourism Promotion | 11 | - | 11 |
| Visitor Info Centre | 274 | (33) | 241 |
| Promotions and Tourism Total | 640 | (97) | 544 |
| Grand Total | 2,068 | (1,011) | 1,057 |

Major Initiatives and Capital Works

| 2018/19 Budgeted Initiatives and Capital Works | | Exp \$ | Rev \$ | NET \$ |
|---|-------------|------------------|--------------------|------------------|
| Economic Development | | | | |
| WIFT Precinct Industrial Estate Development Land Purchase (Grant) | Capital | 1,814,688 | (1,250,000) | 564,688 |
| WIFT Precinct Industrial Estate Power/Water Supply | Capital | 450,000 | | 450,000 |
| WIFT Precinct Industrial Estate Retardation Basin | Capital | 230,520 | | 230,520 |
| Wimmera Business Skirting Boards, Architraves Infa Gap | Capital | 25,000 | | 25,000 |
| Parking and Traffic Management | | | | |
| Parking Mobile IT Devices | Capital | 10,000 | | 10,000 |
| Promotions and Tourism | | | | |
| Sports Marketing Event Attraction Costs Additional Funding | Initiatives | 15,000 | | 15,000 |
| Grand Total | | 2,545,208 | (1,250,000) | 1,295,208 |

2.3 Goal 3 – Asset Management

Meet community and service needs through provision and maintenance of infrastructure.

We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to our municipality.

Services

| Service area | Description of service areas | | 2017/18 Budget \$'000 | 2018/19 Budget \$'000 |
|--|--|------------|-----------------------------|-----------------------------|
| Business Activities | This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales and fortnightly cattle sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft. | <i>Exp</i> | 760 | 772 |
| | | <i>Rev</i> | 710 | 729 |
| | | <i>NET</i> | 50 | 43 |
| Building and Asset Management | Building Asset Management oversees the facilities management and maintenance of Council's buildings, including compliance and safety services (such as asbestos management and essential safety measures management). | <i>Exp</i> | 417 | 434 |
| | | <i>Rev</i> | 184 | 190 |
| | | <i>NET</i> | 233 | 244 |
| Infrastructure - Rural | This service is responsible for maintaining and constructing roads, streets, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the VicRoads maintenance contract (which excludes major highways) and quarry operations. | <i>Exp</i> | 2,480 | 2,492 |
| | | <i>Rev</i> | 646 | 646 |
| | | <i>NET</i> | 1,834 | 1,846 |
| Infrastructure - Urban | This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham & Natimuk. Maintenance for bicycle tracks, drainage, footpaths and of street car parks. | <i>Exp</i> | 1,487 | 1,510 |
| | | <i>Rev</i> | 33 | 33 |
| | | <i>NET</i> | 1,454 | 1,477 |
| Management and Administration | This service provides administration and support services for the Technical Services department. | <i>Exp</i> | 2,096 | 2,212 |
| | | <i>Rev</i> | 73 | 73 |
| | | <i>NET</i> | 2,023 | 2,139 |
| Operations Management | This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs. | <i>Exp</i> | 108 | 111 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 108 | 111 |
| Parks and Gardens | Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, Botanic gardens and playgrounds throughout the municipality. | <i>Exp</i> | 2,421 | 2,456 |
| | | <i>Rev</i> | 14 | 14 |
| | | <i>NET</i> | 2,407 | 2,442 |
| Sports and Recreation | Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and usage groups to increase participation. | <i>Exp</i> | 1,260 | 1,466 |
| | | <i>Rev</i> | 68 | 106 |
| | | <i>NET</i> | 1,192 | 1,360 |
| Streetscape and Public Conveniences | This service provides street tree maintenance, tree planning and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the six public conveniences in Horsham, one in Natimuk and several rural facilities. | <i>Exp</i> | 1,139 | 1,220 |
| | | <i>Rev</i> | 3 | 3 |
| | | <i>NET</i> | 1,136 | 1,217 |
| Net Cost to Council for Goal 3 - Asset Management | | | 10,437 | 10,879 |

Service area breakout

This section provides further information about each service area by breaking down the 2018/19 budget into the individual services provided.

| 2018/19 Service by service area | Exp \$'000 | Rev \$'000 | NET \$'000 |
|--|---------------|----------------|---------------|
| Building Asset Management | | | |
| Building Asset Management | 434 | (190) | 244 |
| Building Asset Management Total | 434 | (190) | 244 |
| Business Activities | | | |
| Aerodrome Operations | 102 | (39) | 64 |
| Livestock Exchange Operations | 471 | (486) | (14) |
| Private Works Recharged | 198 | (205) | (7) |
| Business Activities Total | 772 | (729) | 43 |
| Infrastructure - Rural | | | |
| Quarry Management | 49 | (55) | (6) |
| Road Maintenance Rural | 2,443 | (591) | 1,851 |
| Infrastructure - Rural Total | 2,492 | (646) | 1,846 |
| Infrastructure - Urban | | | |
| Footpaths, Walking Trails/Paths | 376 | - | 376 |
| Off Street Car Parks | 22 | | 22 |
| Road Maintenance Urban | 1,044 | (3) | 1,041 |
| Stormwater Drainage | 68 | (30) | 38 |
| Infrastructure - Urban Total | 1,510 | (33) | 1,477 |
| Management and Admin | | | |
| Asset Management | 162 | | 162 |
| Design and Engineering | 742 | (35) | 708 |
| Technical Services Management and Admin | 1,308 | (38) | 1,270 |
| Management and Admin Total | 2,212 | (73) | 2,140 |
| Operations Management | | | |
| Operations Management Depot | 111 | - | 111 |
| Operations Management Total | 111 | - | 111 |
| Parks and Gardens | | | |
| Community Housing | 60 | | 60 |
| Open Spaces | 1,352 | (9) | 1,343 |
| Street Trees and City Centre | 880 | (4) | 876 |
| Waterways, Foreshores and Wetlands | 164 | (2) | 162 |
| Parks and Gardens Total | 2,456 | (14) | 2,441 |
| Sports and Recreation | | | |
| Aquatic Centre | 773 | - | 773 |
| Passive Recreation | 97 | (5) | 92 |
| Sports Complexes Indoor | 35 | (13) | 22 |
| Sports Complexes Outdoor-Ovals, Turf and Grass | 562 | (88) | 473 |
| Sports and Recreation Total | 1,466 | (106) | 1,361 |
| Streetscape and Public Conveniences | | | |
| Other Street Ops | 93 | | 93 |
| Public Conveniences | 267 | (3) | 265 |
| Street Cleaning | 214 | | 214 |
| Street Lighting | 229 | - | 229 |
| Street Signage | 417 | | 417 |
| Streetscape and Public Conveniences Total | 1,220 | (3) | 1,218 |
| Grand Total | 12,672 | (1,793) | 10,880 |

Major Initiatives and Capital Works

| 2018/19 Budgeted Initiatives and Capital Works | | Exp | Rev | NET |
|---|-------------|-------------------|--------------------|------------------|
| | | \$ | \$ | \$ |
| Building Asset Management | | | | |
| Asbestos Labelling | Initiatives | 10,000 | | 10,000 |
| Building Assets Inspections 17/18, 18/19 | Initiatives | 10,000 | | 10,000 |
| Commercial Properties box gutter / verandah lining | Capital | 50,000 | | 50,000 |
| Jubilee Hall Kitchenette | Capital | 99,000 | (66,000) | 33,000 |
| Locking Systems Council Buildings 17/18, 18/19 | Initiatives | 15,000 | | 15,000 |
| Business Activities | | | | |
| Aerodrome Stormwater Detention and Retention System | Capital | 200,000 | | 200,000 |
| Infrastructure - Rural * | | 3,290,000 | | 3,290,000 |
| Infrastructure - Urban * | | 2,972,359 | (300,000) | 2,672,359 |
| Management and Admin | | | | |
| Aerial Imagery Drone | Capital | 5,000 | | 5,000 |
| Dial Before You Dig Response Software Licence | Initiatives | 20,000 | | 20,000 |
| Level 2 Bridge Inspection Surveys | Initiatives | 85,000 | | 85,000 |
| Operations Management | | | | |
| Depot Relocation Design & Estimates | Capital | 100,000 | | 100,000 |
| Parks and Gardens | | | | |
| All Playgrounds Capital Equipment Replacement OHS Upgrade | Capital | 31,000 | | 31,000 |
| Botanic Gardens Sprinkler Renewal Infra Gap | Capital | 20,000 | | 20,000 |
| Road Clearances Tree Clearing/Pruning | Initiatives | 90,000 | | 90,000 |
| Sports and Recreation | | | | |
| Angling Clubroom/Soundshell Fascias, Paint Infra Gap | Capital | 28,000 | | 28,000 |
| Aquatic Centre Fascias And Paint Eaves Infra Gap | Capital | 14,500 | | 14,500 |
| Aquatic Centre Miscellaneous Provision | Capital | 10,000 | | 10,000 |
| Basketball Building External Door Replacement Infra Gap | Capital | 4,500 | | 4,500 |
| City Oval Clubrooms Downstairs Changerooms Infra Gap | Capital | 24,000 | | 24,000 |
| Dudley Cornell Park Reserve Precinct Planning | Initiatives | 25,000 | | 25,000 |
| Indoor Community Centre/Sports Stadium | Capital | 100,000 | | 100,000 |
| Outdoor Pool Pipework, Gutter, Wetdeck Concourse | Capital | 1,316,160 | (200,000) | 1,116,160 |
| Sport and Recreation Strategy Review | Initiatives | 40,000 | | 40,000 |
| Sunnyside Masterplan Capital Works | Capital | 30,000 | (10,000) | 20,000 |
| Streetscape and Public Conveniences | | | | |
| CBD Revitalisation Grant Laneway Activation | Capital | 120,000 | (60,000) | 60,000 |
| CBD Revitalisation Operational Items | Initiatives | 520,000 | (260,000) | 260,000 |
| CBD Revitalisation Project Officer | Initiatives | 40,000 | | 40,000 |
| CBD Revitalisation relocate powerlines underground | Initiatives | 800,000 | (400,000) | 400,000 |
| CBD Shop Front Enhancement and Shade Incentive | Initiatives | 53,000 | | 53,000 |
| New Public Conveniences Hamilton St | Capital | 180,000 | (90,000) | 90,000 |
| Grand Total | | 10,302,519 | (1,386,000) | 8,916,519 |

*refer to section 4.5 'Detailed list of Capital Works'

Service Performance Outcome Indicators

| Service | Indicator | Actual 2014/15 | Actual 2015/16 | Actual 2016/17 | Forecast 2017/18 | Forecast 2018/19 |
|---------|--------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Roads | Satisfaction | 48 | 45 | 44 | 48 | 48 |

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.4 Goal 4 – Governance and Business Excellence

Excel in communication, consultation, governance, leadership and responsible use of resources.

Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is key to learning and high performance.

Services

| Service area | Description of service areas | | 2017/18 | 2018/19 |
|--|--|------------|--------------|--------------|
| | | | Budget | Budget |
| | | | \$'000 | \$'000 |
| Financial Services | Provides financial services internally to all staff, department managers, project leaders, Council, etc., plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board. | <i>Exp</i> | 920 | 950 |
| | | <i>Rev</i> | 56 | 56 |
| | | <i>NET</i> | 864 | 894 |
| General Revenue | Provides treasury management including additional borrowings and interest repayments | <i>Exp</i> | 750 | 832 |
| | | <i>Rev</i> | 10 | - |
| | | <i>NET</i> | 740 | 832 |
| Governance and Leadership | This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This service also includes the office of the Mayor and Councillors, the Chief Executive and media. | <i>Exp</i> | 1,049 | 1,066 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 1,049 | 1,066 |
| Information and Technology | Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction. | <i>Exp</i> | 1,183 | 1,356 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 1,183 | 1,356 |
| Management & Administration | This service provides management across the areas of finance, IT, rates and organisation development | <i>Exp</i> | 1,325 | 1,303 |
| | | <i>Rev</i> | 15 | 15 |
| | | <i>NET</i> | 1,310 | 1,288 |
| Organisational Development | This service is responsible for human resources, payroll, OHS, risk management and organisational performance functions. The Payroll Co-ordinator is also responsible for processing the payroll for three separate Council related entities, including the Wimmera Regional Library Corporation, Horsham Public Cemetery and Wimmera Development Association. | <i>Exp</i> | 727 | 847 |
| | | <i>Rev</i> | - | 70 |
| | | <i>NET</i> | 727 | 777 |
| Rates and Property Services | Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system and management of Council leases and licences. | <i>Exp</i> | 452 | 440 |
| | | <i>Rev</i> | 60 | 82 |
| | | <i>NET</i> | 392 | 358 |
| Net Cost to Council for Goal 4 - Governance and Business Excellence | | | 6,265 | 6,571 |

Service area breakout

This section provides further information about each service area by breaking down the 2018/19 budget into the individual services provided.

| 2018/19 Service by service area | Exp \$'000 | Rev \$'000 | NET \$'000 |
|--|---------------|---------------|---------------|
| Financial Services | | | |
| General Financial Services | 889 | (56) | 832 |
| Stores Operation | 61 | | 61 |
| Unclassified | - | - | - |
| Financial Services Total | 950 | (56) | 893 |
| General Revenue | | | |
| Treasury Management | 832 | | 832 |
| General Revenue Total | 832 | | 832 |
| Governance and Leadership | | | |
| CEO Operations | 441 | - | 441 |
| Council, Mayor and Councillors | 414 | - | 414 |
| Media and Communications | 210 | - | 210 |
| Governance and Leadership Total | 1,066 | - | 1,066 |
| Information and Technology | | | |
| Customer Services | 305 | | 305 |
| IT Support/Software and Hardware | 884 | - | 884 |
| Records Management | 167 | | 167 |
| Information and Technology Total | 1,356 | - | 1,356 |
| Management & Admin | | | |
| Civic Centre Office Operations | 197 | | 197 |
| Corp Services Management | 294 | (1) | 294 |
| Council Wide Operations | 789 | (7) | 782 |
| Natimuk Office Operations | 22 | (7) | 15 |
| Management & Admin Total | 1,303 | (15) | 1,288 |
| Organisational Development | | | |
| Human Resources, Payroll | 663 | (70) | 593 |
| Occupational Health and Safety | 106 | - | 106 |
| Organisational Development | 78 | | 78 |
| Organisational Development Total | 847 | (70) | 777 |
| Rates and Property Services | | | |
| Valuation and Property | 440 | (82) | 358 |
| Rates and Property Services Total | 440 | (82) | 358 |
| Grand Total | 6,793 | (223) | 6,570 |

Major Initiatives and capital Works

| 2018/19 Budgeted Initiatives and Capital Works | | Exp | Rev | NET |
|--|-------------|----------------|-----------------|----------------|
| | | \$ | \$ | \$ |
| Financial Services | | | | |
| Grant Applications Project Estimates | Initiatives | 20,000 | | 20,000 |
| Information and Technology | | | | |
| Civica Version 7 Upgrade | Initiatives | 30,000 | | 30,000 |
| IT / Records Trainee | Initiatives | 35,000 | | 35,000 |
| IT Capital Replacement IT Dept | Capital | 24,000 | | 24,000 |
| IT Hardware Upgrades IT Dept | Capital | 7,800 | | 7,800 |
| IT Software Licences/Upgrades IT Dept | Capital | 6,000 | | 6,000 |
| Management & Admin | | | | |
| Backup Storage Expansion | Capital | 10,000 | | 10,000 |
| CBD Revitalisation Grant CBD Public Wi-Fi Implementation | Capital | 100,000 | (50,000) | 50,000 |
| Civic Centre Air Conditioner Compressor Infra Gap | Capital | 14,000 | | 14,000 |
| Civic Centre Reception Alterations/Entrance | Capital | 400,000 | | 400,000 |
| Expansion Wireless Infrastructure To Depot | Capital | 3,000 | | 3,000 |
| Local Area Network Switches Incs Office Modification | Capital | 20,000 | | 20,000 |
| Mobile Device Management | Capital | 8,000 | | 8,000 |
| Natimuk Office Fascias And Paint Windows Infra Gap | Capital | 16,500 | | 16,500 |
| Security Audit Action Items | Capital | 10,000 | | 10,000 |
| Upgrades BIS Server from 2003 To 2016 | Capital | 5,000 | | 5,000 |
| Audio, Hearing Loop, Video Conferencing for Civic Centre meeting rooms / Council chamber | Capital | 80,000 | | 80,000 |
| Wireless Links Or VPN To Vic, Wbc | Capital | 5,000 | | 5,000 |
| Grand Total | | 794,300 | (50,000) | 744,300 |

Service Performance Outcome Indicators

| Service | Indicator | Actual 2014/15 | Actual 2015/16 | Actual 2016/17 | Forecast 2017/18 | Forecast 2018/19 |
|------------|--------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Governance | Satisfaction | 58 | 60 | 58 | 60 | 62 |

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.5 Goal 5 – Natural and Built Environments

Lead in environmental best practise, create a municipality for the future, and plan for the impacts of climate.

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practises that minimise our environmental footprint and contribute to a sustainable future.

Services

| Service area | Description of service areas | | 2017/18 | 2018/19 |
|--|---|------------|------------------|------------------|
| | | | Budget \$'000 | Budget \$'000 |
| Building Services Regulatory | This service provides matters relating to the administration of building control including building approval, inspection fees, easement approval and State Government levies. | <i>Exp</i> | 551 | 511 |
| | | <i>Rev</i> | 179 | 179 |
| | | <i>NET</i> | 372 | 332 |
| Natural Resource Management | This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations. | <i>Exp</i> | 165 | 168 |
| | | <i>Rev</i> | 65 | 68 |
| | | <i>NET</i> | 100 | 100 |
| Planning Services | This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals and subdivision costs. The function of strategic planning, which aims to strategically plan the municipality's needs is also included. | <i>Exp</i> | 420 | 421 |
| | | <i>Rev</i> | 150 | 150 |
| | | <i>NET</i> | 270 | 271 |
| Sustainability | This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water deficiency projects. | <i>Exp</i> | 15 | 15 |
| | | <i>Rev</i> | - | - |
| | | <i>NET</i> | 15 | 15 |
| Waste Management Services | This service manages the Doon Landfill sites, Kenny Road Transfer Station and rural transfer stations along with waste collection and recyclables collection across both the urban and rural areas of the municipality. | <i>Exp</i> | 4,839 | 4,415 |
| | | <i>Rev</i> | 5,207 | 5,573 |
| | | <i>NET</i> | (368) | (1,158) |
| Net Cost to Council for Goal 5 - Natural and Built Environments | | | 389 | (440) |

Service area breakout

This section provides further information about each service area by breaking down the 2018/19 budget into the individual services provided.

| 2018/19 Service by service area | Exp \$'000 | Rev \$'000 | NET \$'000 |
|---|---------------|----------------|----------------|
| Building Services Regulatory | | | |
| Building Approvals | 511 | (179) | 332 |
| Building Services Regulatory Total | 511 | (179) | 332 |
| Natural Resource Management | | | |
| Fire Protection Works | 51 | (4) | 47 |
| Roadside Vegetation | 117 | (64) | 53 |
| Natural Resource Management Total | 168 | (68) | 100 |
| Planning Services | | | |
| Statutory Planning | 421 | (150) | 271 |
| Planning Services Total | 421 | (150) | 271 |
| Sustainability | | | |
| Sustainability Planning and Projects | 15 | - | 15 |
| Sustainability Total | 15 | - | 15 |
| Waste Management Services | | | |
| Garbage Services | 1,449 | (3,193) | (1,745) |
| Recycling | 544 | | 544 |
| Transfer Stations and Landfills | 2,422 | (2,379) | 43 |
| Waste Management Services Total | 4,415 | (5,573) | (1,158) |
| Grand Total | 5,530 | (5,970) | (439) |

Major Initiatives

| 2018/19 Budgeted Initiatives and Capital Works | | Exp \$ | Rev \$ | NET \$ |
|---|-------------|------------------|------------------|------------------|
| Sustainability | | | | |
| Sustainability Projects | Capital | 200,000 | (100,000) | 100,000 |
| Sustainability Strategy Review | Initiatives | 40,000 | | 40,000 |
| Waste Management Services | | | | |
| Dooen Landfill Litter Fencing | Capital | 10,000 | | 10,000 |
| E-Waste Management | Initiatives | 50,000 | | 50,000 |
| Johns Cell 3 Putrescible Construction | Capital | 45,000 | | 45,000 |
| Ladlows Stage2B Cell 2 Phase 1 Construction Hardwaste | Capital | 45,000 | | 45,000 |
| Rehabilitate Dooen Landfill Ladlows Hardwaste 2B West cover | Initiatives | 440,000 | | 440,000 |
| Transfer station improvements upgrade of facility (Grant Dependent) | Capital | 1,000,000 | (500,000) | 500,000 |
| Grand Total | | 1,830,000 | (600,000) | 1,230,000 |

Service Performance Outcome Indicators

| Service | Indicator | Actual 2014/15 | Actual 2015/16 | Actual 2016/17 | Forecast 2017/18 | Forecast 2018/19 |
|--------------------|-----------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| Statutory planning | Decision making | 100.00% | 100.00% | 0.00% | 0.00% | 75.00% |
| Waste collection | Waste diversion | 20.66% | 24.32% | 24.16% | 24.00% | 25.00% |

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.6 Service Performance Outcome Indicators

| Service | Indicator | Performance Measure | Computation |
|---------------------------|-------------------|---|--|
| Governance | Satisfaction | Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community |
| Statutory planning | Decision making | Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside) | [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 |
| Roads | Satisfaction | Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. |
| Libraries | Participation | Active library members (Percentage of the municipal population that are active library members) | [Number of active library members / municipal population] x100 |
| Waste collection | Waste diversion | Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 |
| Aquatic Facilities | Utilisation | Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population) | Number of visits to aquatic facilities / Municipal population |
| Animal Management | Health and safety | Animal management prosecutions (Number of successful animal management prosecutions) | Number of successful animal management prosecutions |
| Food safety | Health and safety | Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council) | [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100 |
| Maternal and Child Health | Participation | Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 |
| | | Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service) | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 |

2.7 Reconciliation with budgeted operating result

| | Net Cost (Revenue) \$'000 | Exp \$'000 | Rev \$'000 |
|--|---------------------------------|---------------|-----------------|
| Goal 1 Community and Cultural Development | 3,373 | 8,452 | (5,079) |
| Goal 2 Sustaining the Economy | 1,057 | 2,068 | (1,011) |
| Goal 3 Asset Management | 10,879 | 12,672 | (1,793) |
| Goal 4 Governance and Business Excellence | 6,570 | 6,793 | (223) |
| Goal 5 Natural and Built Environments | (440) | 5,530 | (5,970) |
| Total | 21,439 | 35,515 | (14,076) |
| Expenses added in: | | | |
| Depreciation | 10,900 | | |
| Finance costs | 295 | | |
| Other written down value of assets disposed | 1,255 | | |
| Other non-attributable | (800) | | |
| Deficit before funding sources | 33,089 | | |
| Funding sources added in: | | | |
| Rates revenue | 23,515 | | |
| Grants commission grant | 6,061 | | |
| Capital grants | 3,484 | | |
| Contributions and other | 940 | | |
| Interest | 564 | | |
| Total funding sources | 34,564 | | |
| Operating (surplus)/deficit for the year | (1,475) | | |
| Less | | | |
| Capital grants exc R2R recurrent funding | (2,596) | | |
| Capital contributions | (970) | | |
| Underlying (surplus)/deficit for the year | 2,091 | | |

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018/19 has been supplemented with projections to 2021/22 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2022

| | | Forecast Actual | Budget | Strategic Resource Plan Projections | | |
|--|-------|--------------------|-------------------|--|-------------------|-------------------|
| | NOTES | 2017/18 \$'000 | 2018/19 \$'000 | 2019/20 \$'000 | 2020/21 \$'000 | 2021/22 \$'000 |
| Income | | | | | | |
| Rates and garbage charge | 4.1.1 | 25,610 | 26,702 | 27,443 | 28,200 | 28,994 |
| Statutory fees and fines | 4.1.2 | 482 | 484 | 504 | 524 | 544 |
| User fees | 4.1.3 | 5,865 | 6,162 | 6,285 | 6,411 | 6,539 |
| Grants - Operating | 4.1.4 | 12,394 | 12,328 | 11,578 | 8,681 | 8,850 |
| Grants - Capital | 4.1.4 | 4,190 | 3,484 | 1,446 | 11,125 | 11,369 |
| Contributions - monetary | | 542 | 70 | 204 | 200 | 540 |
| Contributions - non-monetary | | 800 | 900 | 900 | 900 | 900 |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment | | 149 | (42) | 558 | (525) | 258 |
| Fair value adjustments for investment property | | 24 | 10 | 25 | 25 | 25 |
| Share of net profits/(losses) of associates and joint ventures | | 30 | 30 | 30 | 30 | 30 |
| Other income | 4.1.5 | 2,112 | 2,361 | 2,411 | 2,476 | 2,541 |
| Total income | | 52,198 | 52,489 | 51,384 | 58,047 | 60,590 |
| Expenses | | | | | | |
| Employee costs | 4.1.6 | 17,191 | 17,970 | 18,366 | 18,770 | 19,183 |
| Materials and services | 4.1.7 | 18,496 | 20,500 | 20,268 | 17,978 | 18,026 |
| Depreciation and amortisation | 4.1.8 | 10,800 | 10,900 | 11,060 | 11,220 | 11,380 |
| Bad and doubtful debts | | 68 | 72 | 76 | 80 | 84 |
| Borrowing costs | | 299 | 295 | 260 | 365 | 510 |
| Other expenses | 4.1.9 | 326 | 277 | 283 | 331 | 338 |
| Written down value of assets disposed | | 900 | 1,000 | 900 | 900 | 900 |
| Total expenses | | 48,080 | 51,014 | 51,213 | 49,644 | 50,421 |
| Surplus/(deficit) for the year | | 4,118 | 1,475 | 171 | 8,403 | 10,169 |
| Other comprehensive income | | | | | | |
| Net asset revaluation increment /(decrement) | | 5,000 | 5,000 | 5,000 | - | 10,000 |
| Total comprehensive result | | 9,118 | 6,475 | 5,171 | 8,403 | 20,169 |

Balance Sheet

For the four years ending 30 June 2022

| | NOTES | Forecast | Budget | Strategic Resource Plan | | |
|---|-------|----------------|----------------|-------------------------|----------------|----------------|
| | | Actual | | Projections | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Assets | | | | | | |
| Current assets | | | | | | |
| Cash and cash equivalents | | 13,594 | 10,956 | 10,255 | 9,531 | 9,890 |
| Trade and other receivables | | 1,689 | 1,615 | 2,000 | 2,410 | 2,582 |
| Other financial assets | | 17,800 | 17,800 | 17,800 | 17,800 | 17,800 |
| Inventories | | 624 | 700 | 714 | 728 | 736 |
| Non-current assets classified as held for sale | | 350 | 350 | 350 | 350 | 350 |
| Other assets | | 936 | 955 | 974 | 993 | 1,000 |
| Total current assets | 4.2.1 | <u>34,993</u> | <u>32,376</u> | <u>32,093</u> | <u>31,812</u> | <u>32,358</u> |
| Non-current assets | | | | | | |
| Trade and other receivables | | 136 | 200 | 178 | 156 | 134 |
| Investments in associates, joint arrangement and subsidiaries | | 1,311 | 1,308 | 1,338 | 1,368 | 1,398 |
| Property, infrastructure, plant & equipment | | 459,419 | 468,282 | 478,074 | 490,973 | 511,982 |
| Investment property | | 2,444 | 2,500 | 2,525 | 2,550 | 2,575 |
| Total non-current assets | 4.2.1 | <u>463,310</u> | <u>472,290</u> | <u>482,115</u> | <u>495,047</u> | <u>516,089</u> |
| Total assets | | <u>498,303</u> | <u>504,666</u> | <u>514,208</u> | <u>526,859</u> | <u>548,447</u> |
| Liabilities | | | | | | |
| Current liabilities | | | | | | |
| Trade and other payables | | 5,120 | 6,550 | 6,772 | 6,850 | 7,051 |
| Provisions | | 5,461 | 4,901 | 4,921 | 4,803 | 5,048 |
| Interest-bearing liabilities | 4.2.3 | 542 | 546 | 806 | 809 | 851 |
| Total current liabilities | 4.2.2 | <u>11,123</u> | <u>11,997</u> | <u>12,499</u> | <u>12,462</u> | <u>12,950</u> |
| Non-current liabilities | | | | | | |
| Provisions | | 2,938 | 2,499 | 3,118 | 2,975 | 2,607 |
| Interest-bearing liabilities | 4.2.3 | 6,285 | 5,738 | 8,988 | 13,416 | 14,715 |
| Total non-current liabilities | 4.2.2 | <u>9,223</u> | <u>8,237</u> | <u>12,106</u> | <u>16,391</u> | <u>17,322</u> |
| Total liabilities | | <u>20,346</u> | <u>20,234</u> | <u>24,605</u> | <u>28,853</u> | <u>30,272</u> |
| Net assets | | <u>477,957</u> | <u>484,432</u> | <u>489,603</u> | <u>498,006</u> | <u>518,175</u> |
| Equity | | | | | | |
| Accumulated surplus | | 233,166 | 237,543 | 238,711 | 247,643 | 257,260 |
| Reserves - asset replacement | | 21,235 | 18,333 | 17,336 | 16,807 | 17,359 |
| Reserves - asset revaluation | | 223,556 | 228,556 | 233,556 | 233,556 | 243,556 |
| Total equity | | <u>477,957</u> | <u>484,432</u> | <u>489,603</u> | <u>498,006</u> | <u>518,175</u> |

Statement of Changes in Equity

For the four years ending 30 June 2022

| | NOTES | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|-------|-----------------|----------------------------------|----------------------------------|-----------------------------|
| 2018 Forecast Actual | | | | | |
| Balance at beginning of the financial year | | 468,839 | 231,845 | 218,556 | 18,438 |
| Surplus/(deficit) for the year | | 4,118 | 4,118 | - | - |
| Net asset revaluation increment/(decrement) | | 5,000 | - | 5,000 | - |
| Transfers to other reserves | | - | (4,849) | - | 4,849 |
| Transfers from other reserves | | - | 2,052 | - | (2,052) |
| Balance at end of the financial year | | 477,957 | 233,166 | 223,556 | 21,235 |
| 2019 Budget | | | | | |
| Balance at beginning of the financial year | | 477,957 | 233,166 | 223,556 | 21,235 |
| Surplus/(deficit) for the year | | 1,475 | 1,475 | - | - |
| Net asset revaluation increment/(decrement) | | 5,000 | - | 5,000 | - |
| Transfers to other reserves | 4.3.1 | - | (4,132) | - | 4,132 |
| Transfers from other reserves | 4.3.1 | - | 7,034 | - | (7,034) |
| Balance at end of the financial year | 4.3.2 | 484,432 | 237,543 | 228,556 | 18,333 |
| 2020 | | | | | |
| Balance at beginning of the financial year | | 484,432 | 237,543 | 228,556 | 18,333 |
| Surplus/(deficit) for the year | | 171 | 171 | - | - |
| Net asset revaluation increment/(decrement) | | 5,000 | - | 5,000 | - |
| Transfers to other reserves | | - | (4,332) | - | 4,332 |
| Transfers from other reserves | | - | 5,329 | - | (5,329) |
| Balance at end of the financial year | | 489,603 | 238,711 | 233,556 | 17,336 |
| 2021 | | | | | |
| Balance at beginning of the financial year | | 489,603 | 238,711 | 233,556 | 17,336 |
| Surplus/(deficit) for the year | | 8,403 | 8,403 | - | - |
| Net asset revaluation increment/(decrement) | | - | - | - | - |
| Transfers to other reserves | | - | (4,132) | - | 4,132 |
| Transfers from other reserves | | - | 4,661 | - | (4,661) |
| Balance at end of the financial year | | 498,006 | 247,643 | 233,556 | 16,807 |
| 2022 | | | | | |
| Balance at beginning of the financial year | | 498,006 | 247,643 | 233,556 | 16,807 |
| Surplus/(deficit) for the year | | 10,169 | 10,169 | - | - |
| Net asset revaluation increment/(decrement) | | 10,000 | - | 10,000 | - |
| Transfers to other reserves | | - | (4,132) | - | 4,132 |
| Transfers from other reserves | | - | 3,580 | - | (3,580) |
| Balance at end of the financial year | | 518,175 | 257,260 | 243,556 | 17,359 |

Statement of Cash Flow

For the four years ending 30 June 2022

| | Notes | Forecast | Budget | Strategic Resource Plan | | |
|---|-------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| | | Actual | | Projections | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| | | Inflows (Outflows) | Inflows (Outflows) | Inflows (Outflows) | Inflows (Outflows) | Inflows (Outflows) |
| Cash flows from operating activities | | | | | | |
| Rates and charges | | 25,535 | 26,627 | 27,368 | 28,110 | 28,894 |
| Statutory fees and fines | | 462 | 464 | 484 | 504 | 514 |
| User fees | | 5,765 | 5,862 | 6,085 | 6,211 | 6,339 |
| Grants - operating | | 11,995 | 11,641 | 11,178 | 8,281 | 8,450 |
| Grants - capital | | 4,360 | 3,284 | 1,246 | 10,925 | 11,169 |
| Contributions - monetary | | 502 | 30 | 164 | 160 | 500 |
| Interest received | | 415 | 445 | 485 | 525 | 531 |
| Other receipts | | 3,170 | 3,734 | 4,080 | 4,123 | 4,202 |
| Employee costs | | (16,491) | (17,270) | (18,066) | (18,470) | (18,883) |
| Materials and services | | (17,068) | (19,800) | (19,568) | (17,778) | (17,826) |
| Other payments | | (2,056) | (1,977) | (2,283) | (2,331) | (2,338) |
| Net cash provided by/(used in) operating activities | 4.4.1 | 16,589 | 13,040 | 11,173 | 20,260 | 21,552 |
| Cash flows from investing activities | | | | | | |
| Payments for property, infrastructure, plant and equipment | | (13,142) | (15,055) | (16,737) | (27,583) | (22,939) |
| Proceeds from sale of property, infrastructure, plant and equipment | | 929 | 214 | 1,614 | 2,531 | 914 |
| Payments for investments | | (4,000) | - | - | - | - |
| Net cash provided by/ (used in) investing activities | 4.4.2 | (16,213) | (14,841) | (15,123) | (25,052) | (22,025) |
| Cash flows from financing activities | | | | | | |
| Finance costs | | (299) | (295) | (260) | (365) | (510) |
| Proceeds from borrowings | | 955 | - | 4,055 | 5,237 | 2,150 |
| Repayment of borrowings | | (451) | (542) | (546) | (806) | (809) |
| Net cash provided by/(used in) financing activities | 4.4.3 | 205 | (837) | 3,249 | 4,066 | 831 |
| Net increase/(decrease) in cash & cash equivalents | | 581 | (2,638) | (701) | (726) | 358 |
| Cash and cash equivalents at the beginning of the financial year | | 13,013 | 13,594 | 10,956 | 10,257 | 9,532 |
| Cash and cash equivalents at the end of the financial year | | 13,594 | 10,956 | 10,255 | 9,531 | 9,890 |

Statement of Capital Works

For the four years ending 30 June 2022

| | NOTES | Forecast | Budget | Strategic Resource Plan | | |
|--|-------|----------|---------|-------------------------|---------|---------|
| | | Actual | | Projections | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Property | | | | | | |
| Land | | - | - | - | 1,000 | - |
| Total land | | - | - | - | 1,000 | - |
| Buildings | | 3,374 | 1,437 | 4,955 | 14,355 | 11,438 |
| Total buildings | | 3,374 | 1,437 | 4,955 | 14,355 | 11,438 |
| Total property | | 3,374 | 1,437 | 4,955 | 15,355 | 11,438 |
| Plant and equipment | | | | | | |
| Plant, machinery and equipment | | 1,684 | 1,759 | 1,759 | 1,759 | 1,759 |
| Fixtures, fittings and furniture | | 240 | 294 | 100 | 100 | 100 |
| Total plant and equipment | | 1,924 | 2,053 | 1,859 | 1,859 | 1,859 |
| Infrastructure | | | | | | |
| Roads | | 5,174 | 6,940 | 5,608 | 5,704 | 7,262 |
| Bridges | | 226 | 210 | 220 | 130 | 130 |
| Footpaths and cycleways | | 342 | 1,007 | 600 | 500 | 410 |
| Drainage | | 25 | - | 100 | - | - |
| Recreational, leisure and community facilities | | 362 | 1,346 | 200 | 50 | 450 |
| Waste management | | 815 | 1,090 | 2,145 | - | 405 |
| Parks, open space and streetscapes | | 133 | 51 | 150 | 3,470 | 70 |
| Aerodromes | | - | 200 | - | - | - |
| Off street car parks | | 235 | 40 | 15 | 15 | 15 |
| Other infrastructure | | 931 | 681 | 885 | 500 | 900 |
| Total infrastructure | | 8,243 | 11,565 | 9,923 | 10,369 | 9,642 |
| Total capital works expenditure | 4.5.1 | 13,541 | 15,055 | 16,737 | 27,583 | 22,939 |
| Represented by: | | | | | | |
| New asset expenditure | | 3,239 | 4,830 | 2,765 | 9,394 | 7,491 |
| Asset renewal expenditure | | 7,768 | 8,330 | 12,030 | 12,880 | 10,371 |
| Asset upgrade expenditure | | 2,534 | 1,895 | 1,942 | 5,309 | 5,077 |
| Total capital works expenditure | 4.5.1 | 13,541 | 15,055 | 16,737 | 27,583 | 22,939 |
| Funding sources represented by: | | | | | | |
| Grants | | 4,190 | 3,484 | 1,446 | 11,125 | 11,369 |
| Contributions | | 202 | 55 | 204 | 200 | 540 |
| Council cash | | 8,390 | 11,516 | 11,032 | 11,021 | 8,880 |
| Borrowings | | 759 | - | 4,055 | 5,237 | 2,150 |
| Total capital works expenditure | 4.5.1 | 13,541 | 15,055 | 16,737 | 27,583 | 22,939 |

Statement of Human Resources

For the four years ending 30 June 2022

| | Forecast | Budget | Strategic Resource Plan Projections | | |
|--------------------------------|---------------|---------------|-------------------------------------|---------------|---------------|
| | Actual | | | | |
| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Staff expenditure | | | | | |
| Employee costs - operating | 17,191 | 17,970 | 18,366 | 18,770 | 19,183 |
| Employee costs - capital | 977 | 898 | 916 | 935 | 953 |
| Total staff expenditure | 18,168 | 18,868 | 19,282 | 19,705 | 20,136 |
| | FTE | FTE | FTE | FTE | FTE |
| Staff numbers | | | | | |
| Employees | 196 | 202 | 202 | 202 | 202 |
| Total staff numbers | 196 | 202 | 202 | 202 | 202 |

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

| | Budget | Permanent | |
|-----------------------------------|---------------|-----------|-----------|
| | 2018/19 | Full Time | Part time |
| | \$'000 | \$'000 | \$'000 |
| Community and enterprise services | 4,400 | 2,294 | 2,106 |
| Corporate services | 3,649 | 3,051 | 598 |
| Planning and economic services | 2,141 | 1,915 | 226 |
| Technical services | 7,780 | 8,488 | 190 |
| Total permanent staff expenditure | 17,970 | 15,748 | 3,120 |
| Capitalised labour costs | 898 | | |
| Total expenditure | 18,868 | | |

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

| | Budget | Permanent | |
|-----------------------------------|------------|-----------|-----------|
| | 2018/19 | Full Time | Part time |
| | | | |
| Community and enterprise services | 45 | 20 | 25 |
| Corporate services | 35 | 28 | 7 |
| Planning and economic services | 22 | 18 | 4 |
| Technical services | 100 | 98 | 2 |
| Total permanent staff expenditure | 202 | 164 | 38 |
| Capitalised labour costs | - | | |
| Total staff | 202 | | |

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25% in line with the rate cap. This will raise total rates and charges for 2018/19 to \$26,685,776.

4.1.1(a) Reconciliation of Rates

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

| | Forecast Actual | Budget 2018/19 | Change | % |
|--|--------------------|-------------------|------------------|--------------|
| | \$ | \$ | \$ | |
| General rates* | 19,478,513 | 20,177,762 | 699,249 | 3.59% |
| Municipal charge* | 3,100,224 | 3,185,700 | 85,476 | 2.76% |
| Waste management charge | 2,891,472 | 3,172,314 | 280,842 | 9.71% |
| Waste charges on supplementaries | | 16,224 | 16,224 | n/a |
| Supplementary rates and rate adjustments | 140,000 | 150,000 | 10,000 | 7.14% |
| Total rates and charges | 25,610,209 | 26,702,000 | 1,091,791 | 4.26% |

*These items are subject to the rate cap established under the FGRS.

4.1.1(b) Rate in the dollar

The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

| Type or class of land | 2017/18 cents/\$CIV | 2018/19 cents/\$CIV | Change |
|--|------------------------|------------------------|--------|
| General rate for rateable residential properties | 0.5146 | 0.4908 | -4.62% |
| General rate for rateable commercial properties | 0.5146 | 0.4908 | -4.62% |
| General rate for rateable industrial properties | 0.5146 | 0.4908 | -4.62% |
| General rate for rateable Culture & Rec. Land | 0.2573 | 0.2454 | -4.62% |
| General rate for rateable farm properties | 0.4117 | 0.3926 | -4.64% |

4.1.1(c) Total Rate Revenue from General Rates

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

| Type or class of land | 2017/18 | 2018/19 | Change | |
|---|-------------------|-------------------|----------------|--------------|
| | \$ | \$ | \$ | % |
| Residential | 11,659,066 | 11,591,393 | - 67,673 | -0.58% |
| Commercial | 1,511,097 | 1,614,484 | 103,387 | 6.84% |
| Industrial | 803,810 | 822,583 | 18,773 | 2.34% |
| Culture & Rec. Land (50% rate) | 16,439 | 15,362 | - 1,077 | -6.55% |
| Farm rate | 5,488,101 | 6,133,939 | 645,838 | 11.77% |
| Total amount to be raised by general rates | 19,478,514 | 20,177,762 | 699,248 | 3.59% |

4.1.1(d) Assessment numbers

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

| Type or class of land | 2017/18 | 2018/19 | Change | |
|------------------------------------|---------------|---------------|------------|--------------|
| | Number | Number | Number | % |
| Residential | 9,093 | 9,186 | 93 | 1.02% |
| Commercial | 521 | 524 | 3 | 0.58% |
| Industrial | 417 | 418 | 1 | 0.24% |
| Culture & Rec. Land (0% rate) | 63 | 63 | - | 0.00% |
| Culture & Rec. Land (50% rate) | 3 | 3 | - | 0.00% |
| Farm rate | 2,147 | 2,159 | 12 | 0.56% |
| Total number of assessments | 12,244 | 12,353 | 109 | 0.89% |

4.1.1(e) Basis of valuation

The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) Valuation by Type

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

| Type or class of land | 2017/18 | 2018/19 | Change | |
|--------------------------------|----------------------|----------------------|--------------------|--------------|
| | \$ | \$ | \$ | % |
| Residential | 2,265,659,000 | 2,361,734,500 | 96,075,500 | 4.24% |
| Commercial | 293,645,000 | 328,949,500 | 35,304,500 | 12.02% |
| Industrial | 156,201,000 | 167,600,500 | 11,399,500 | 7.30% |
| Culture & Rec. Land (0% rate) | 19,139,000 | 19,048,000 | - 91,000 | -0.48% |
| Culture & Rec. Land (50% rate) | 6,389,000 | 6,260,000 | - 129,000 | -2.02% |
| Farm rate | 1,333,034,000 | 1,562,389,000 | 229,355,000 | 17.21% |
| Total value of land | 4,074,067,000 | 4,445,981,500 | 371,914,500 | 9.13% |

4.1.1(g) Municipal Charge per assessment

The municipal charge under Section 159 of the Act compared with the previous financial year

| Type of Charge | Per Rateable Property | Per Rateable Property | Change | |
|----------------|-----------------------|-----------------------|--------|-------|
| | 2017/18 | 2018/19 | \$ | % |
| Municipal | 281 | 287 | 6 | 2.14% |

4.1.1(h) Total revenue from municipal charge

The estimated total amount to be raised by municipal charges compared with the previous financial year

| Type of Charge | 2017/18 | 2018/19 | Change | |
|----------------|-----------|-----------|--------|-------|
| | \$ | \$ | \$ | % |
| Municipal | 3,100,224 | 3,185,700 | 85,476 | 2.76% |

4.1.1(i) Garbage Charges

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

| Type of Charge | Per Rateable Property | Per Rateable Property | Change | |
|-----------------------|-----------------------|-----------------------|--------|--------|
| | 2017/18 | 2018/19 | \$ | % |
| GAR1 240L RESID URBAN | 360 | 394 | 34 | 9.44% |
| GAR2 240L RESID RURAL | 360 | 365 | 5 | 1.39% |
| GAR5 240L COMMERCIAL | 377 | 382 | 5 | 1.33% |
| GAR6 120L RESID URBAN | 221 | 253 | 32 | 14.48% |
| GAR7 120L RESID RURAL | 221 | 224 | 3 | 1.36% |
| GAR8 120L COMMERCIAL | 360 | 365 | 5 | 1.39% |
| GAR9 240L COMM RECYC | 106 | 136 | 30 | 28.30% |

4.1.1(j) Total revenue from garbage charges

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

| Type of Charge | 2017/18 | 2018/19 | 2017/18 | 2018/19 | Change | |
|-----------------------|---------|---------|-----------|-----------|---------|--------|
| | Number | Number | \$ | \$ | \$ | % |
| GAR1 240L RESID URBAN | 4,580 | 4,605 | 1,660,814 | 1,814,370 | 153,556 | 9.25% |
| GAR2 240L RESID RURAL | 1,146 | 1,169 | 412,560 | 426,685 | 14,125 | 3.42% |
| GAR5 240L COMMERCIAL | 307 | 336 | 115,739 | 128,352 | 12,613 | 10.90% |
| GAR6 120L RESID URBAN | 2,675 | 2,709 | 591,175 | 685,377 | 94,202 | 15.93% |
| GAR7 120L RESID RURAL | 344 | 351 | 76,024 | 78,624 | 2,600 | 3.42% |
| GAR8 120L COMMERCIAL | 80 | 82 | 28,800 | 29,930 | 1,130 | 3.92% |
| GAR9 240L COMM RECYC | 60 | 66 | 6,360 | 8,976 | 2,616 | 41.13% |
| Total | 9,192 | 9,318 | 2,891,472 | 3,172,314 | 280,842 | 9.71% |

4.1.1(k) Rates & Charges - Summary

The estimated total amount to be raised by all rates and charges compared with the previous financial year

| | 2017/18 | 2018/19 | Change | |
|-------------------------------------|-------------------|-------------------|------------------|--------------|
| | \$ | \$ | \$ | % |
| General Rates | 19,478,513 | 20,177,762 | 699,249 | 3.59% |
| Municipal Charge | 3,100,224 | 3,185,700 | 85,476 | 2.76% |
| Garbage Charges | 2,891,472 | 3,172,314 | 280,842 | 9.71% |
| Waste charges on supplementaries | | 16,224 | 16,224 | n/a |
| Rates from Supplementary Valuations | 140,000 | 150,000 | 10,000 | 7.14% |
| Total Rates and charges | 25,610,209 | 26,702,000 | 1,091,791 | 4.26% |

4.1.1(l) Fair Go Rates System Compliance

Horsham Rural City Council is fully compliant with the State Government's Fair Go Rates System.

| | 2017/18 | 2018/19 |
|---|--------------|--------------|
| Budgeted General Rates and Municipal Chrg (Excl Cult & Rec) | \$22,562,299 | \$23,348,100 |
| Number of rateable properties | 13,116 | 12,287 |
| Base Average Rates | \$1,817.98 | \$1,862.74 |
| Maximum Rate Increase (set by the State Government) | 2.00% | 2.25% |
| Capped Average Rate | \$1,720.21 | \$1,900.23 |
| Maximum allowed capped average rate | \$1,854.34 | \$1,904.65 |

Council's reconciliation to the rate cap increase:

| | Calculation of Rate Income | Notes | 2017-18 Budget | Rates for Cap Calc | 2018-19 Draft Budget | % Cap | Change from 17-18 Budget | |
|---------------|---|-------|--------------------|--------------------|----------------------|--------------|--------------------------|--------------|
| | | | | | | | \$ | % |
| | Notes ----> | | {1} | {2} A | | | | |
| | General Rates | | -22,579,760 | -22,579,760 | | | | |
| | Actual Supplementary Rates | {2} B | | -206,474 | | | | |
| | Additional Supps est Dec - June | {2} C | | -9,000 | | | | |
| | Annualise Supp Rates | {2} D | | -55,543 | | | | |
| | Total Rates Incl Supps | | -22,579,760 | -22,850,777 | -23,364,919 | 2.25% | -785,159 | 3.48% |
| | Rates - Supplementary during year | {3} | -140,000 | | -150,000 | | | |
| | Total Rates Incl Supps | | -22,719,760 | | -23,514,919 | | -795,159 | 3.50% |
| NOTES: | | | | | | | | |
| {1} | Column represents the published rates budget as per the 2017-18 budget documentation | | | | | | | |
| {2} | A. The rates cap is based on 2.25% increase on the annualised forecast rates position and not simply the budget. This is to ensure that rate growth is not recognised when calculating the cap. | | | | | | | |
| | B. The actual supplementary rates to Mar 18 are \$206,474 which is significantly more than the full year budget position. | | | | | | | |
| | C. An estimate of the rate supps must then be made for the remainder of the year which is estimated to be a further \$9k of rates for the remainder of this financial year. | | | | | | | |
| | D. Because the Supps occur during the year and apply for only a portion of the year the full yearly effect of these rates needs to be calculated in order to determine the base from which to apply the 2.25% cap. | | | | | | | |
| {3} | The level of Supps in 18-19 is estimated conservatively at \$150k. This is a very difficult figure to estimate as is dependent upon overall economic growth and new buildings constructed or land sub-divisions undertaken. | | | | | | | |

4.1.1(m) Significant changes

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2018/19: estimated \$150,000 and 2017/18 forecast/actual: \$215,474. Full year equivalent for 2017/18 would be \$271,017)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.3926% (0.3926 cents in the dollar of CIV) for all rateable farm properties.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Farm land

Farm land is any land which, under the Valuation of Land Act 1960 is:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis and is either making a profit or has reasonable prospect of making a profit from its activities

Council during 2015/16 undertook a review of its data associated with the classification of land as farm land, in order to ensure that all properties below the 60 hectare minimum lot size within the farm zone meet the above definition.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land. The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2017/18 financial year.

Other Concessional Rates - Culture and Recreational Land

Culture and Recreational land is any outdoor land, which under the provisions of the Cultural and Recreational Lands Act 1963 is:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose
- The lands must be owned by the body, by the Crown or by Council to be eligible
- Agricultural showgrounds are specifically included

Council has reviewed its policy in relation to concessions for Cultural and Recreational Organisations and has established two concessions, a 50% concession for those organisations that have significant revenue raising capacity and a 100% concession for those with limited revenue raising capacity.

The objective of this concessional rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

4.1.2 Statutory fees and fines

| | Forecast | Budget | Change | |
|---------------------------------------|------------|------------|----------|--------------|
| | Actual | 2018/19 | \$'000 | % |
| | 2017/18 | 2018/19 | | |
| | \$'000 | \$'000 | \$'000 | % |
| Infringements and costs | 155 | 144 | (11) | -7.10% |
| Court recoveries | 54 | 53 | (1) | -1.85% |
| Issue of certificates | 15 | 15 | - | 0.00% |
| Local laws - permits & licences | 17 | 23 | 6 | 35.29% |
| Town planning fees | 145 | 145 | - | 0.00% |
| Health registrations | 96 | 104 | 8 | 8.33% |
| Total statutory fees and fines | 482 | 484 | 2 | 0.41% |

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

A detailed listing of statutory fees is included in Appendix C.

4.1.3 User fees

| | Forecast | Budget | Change | |
|---------------------------------------|--------------|--------------|------------|--------------|
| | Actual | 2018/19 | \$'000 | % |
| | 2017/18 | 2018/19 | | |
| | \$'000 | \$'000 | \$'000 | % |
| Animal control | 335 | 393 | 58 | 17.31% |
| Building approvals | 179 | 179 | - | 0.00% |
| Community services | 12 | 12 | - | 0.00% |
| Administration charges | 133 | 145 | 12 | 9.02% |
| Home and community care services | 891 | 867 | (24) | -2.69% |
| Performing arts charges | 961 | 1,124 | 163 | 16.96% |
| Immunisations | 6 | 6 | - | 0.00% |
| Livestock operations | 470 | 486 | 16 | 3.40% |
| Parking meter fees | 462 | 430 | (32) | -6.93% |
| Passive recreation | 5 | 5 | - | 0.00% |
| Roadside revegetation | 10 | 10 | - | 0.00% |
| Sports complexes | 55 | 93 | 38 | 69.09% |
| Transfer station and landfill charges | 2,313 | 2,379 | 66 | 2.85% |
| Visitor information centre income | 33 | 33 | - | 0.00% |
| Total user fees | 5,865 | 6,162 | 297 | 5.06% |

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. User charges are projected to increase by 5% or \$0.297 million over 2017/18. The Horsham Town Hall has continued to have excellent attendances with forecasts of future shows adding \$163k to this area.

Transfer station and landfill charges are projected to increase by \$66k to cover increasing costs, including EPA levy, and operating costs at Horsham Transfer Station and Dooen landfill.

A detailed listing of fees and charges is included in Appendix C.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

| | Forecast Actual 2017/18 \$'000 | Budget 2018/19 \$'000 | Change | |
|--|---|-----------------------------|----------------|----------------|
| | | | \$'000 | % |
| Grants were received in respect of the following: | | | | |
| Summary of grants | | | | |
| Commonwealth funded grants | 11,775 | 10,991 | - 784 | -7% |
| State funded grants | 4,809 | 4,822 | 13 | 0% |
| Total grants received | 16,584 | 15,813 | (771) | -4.65% |
| (a) Operating Grants | | | | |
| Recurrent - Commonwealth Government | | | | |
| Grants Commission - General allocation | 3,798 | 3,920 | 122 | 3% |
| Grants Commission - Road Const. & Maint. | 2,051 | 2,141 | 90 | 4% |
| General home care | 837 | 850 | 13 | 2% |
| Environmental Health | 30 | 33 | 3 | 10% |
| Recurrent - State Government | | | | |
| Community Facilities | 16 | 16 | - | 0% |
| Disability Awareness & Capacity | 129 | 129 | - | 0% |
| Home & Community Care Services | 217 | 166 | (51) | -24% |
| Libraries | 170 | 173 | 3 | 2% |
| Maternal and child health | 336 | 401 | 65 | 19% |
| Performing Arts | 80 | 80 | - | 0% |
| Roadside Vegetation Management | 51 | 54 | 3 | 6% |
| School Crossing Supervision | 64 | 38 | (26) | -41% |
| Visual Arts | 145 | 123 | (22) | -15% |
| Total recurrent grants | 7,924 | 8,124 | 200 | 2.52% |
| Non-recurrent - Commonwealth Government | | | | |
| Grampians Peak Trail | 3,068 | 3,159 | 91 | 3% |
| Non-recurrent - State Government | | | | |
| Community Engagement | 76 | 109 | 33 | 43% |
| Environmental Health | 5 | 6 | 1 | 20% |
| Other non-recurrent grants | - | 6 | 6 | |
| Road Maintenance | 25 | 25 | - | 0% |
| Street Lighting | 1,056 | 660 | (396) | -38% |
| Wimmera Emergency Mgt Resource Sharing | 240 | 240 | - | 0% |
| Total non-recurrent grants | 4,470 | 4,205 | (265) | -5.93% |
| Total operating grants | 12,394 | 12,329 | (65) | -0.52% |
| (b) Capital Grants | | | | |
| Recurrent - Commonwealth Government | | | | |
| Roads to recovery | 1,991 | 888 | (1,103) | -55% |
| Total recurrent grants | 1,991 | 888 | (1,103) | -55.40% |
| Non-recurrent - State Government | | | | |
| Buildings | 1,750 | 256 | (1,494) | -85% |
| Footpaths and cycleways | - | 340 | 340 | |
| Office furniture and equipment | - | 50 | 50 | |
| Other infrastructure | 400 | - | (400) | -100% |
| Parks, open space and streetscapes | 33 | - | (33) | -100% |
| Recreation, leisure and community facilities | 16 | 200 | 184 | 1150% |
| Roads | - | 1,250 | 1,250 | |
| Waste management | - | 500 | 500 | |
| Total non-recurrent grants | 2,199 | 2,596 | 397 | 18.05% |
| Total capital grants | 4,190 | 3,484 | (706) | -16.85% |
| Total Grants | 16,584 | 15,813 | (771) | -4.65% |

Grants - operating (\$0.043 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has decreased by .35% or \$.265 million compared to 2017/18, due to the expected decrease in Home and community services grants and known reduction in school crossing supervision grant.

Grants Commission funding has been budgeted in 2018/19 at a 3% increase which incorporates the actual increase received for 17/18 funding, plus a 1% expected increase for the 18/19 allocation.

The Grampians Peak Trail grant will increase by \$0.091 million. This project is auspiced by Council but is not a Council asset and all works are being carried out through Parks Victoria, hence the revenue is not a capital receipt.

The large reduction of \$.0396 million for street lighting relates to a more accurate assessment of CBD revitalisation grant which is made up of several components.

Grants - capital (\$0.706 million increase)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 16.85% or \$0.706 million compared to 2017/18.

Additional funding was received for Roads to Recovery grant in 17/18, whereas the budget in 18/19 reflects the standard yearly allocations, resulting in a \$1.103million decrease. Significant one-off funding was received in 17/18 Horsham North Children's Hub (\$1.65m), and livestock exchange RFID \$.040m.

New grant funding for 18/19 includes development at Wimmera freight terminal \$1.25m and potential grant at Horsham Transfer Station for facility improvements of \$.5m.

4.1.5 Other income

| | Forecast Actual 2017/18 \$'000 | Budget 2018/19 \$'000 | Change | |
|-------------------------------------|---|-----------------------------|------------|---------------|
| | | | \$'000 | % |
| Interest | 490 | 524 | 34 | 6.94% |
| Interest on rates | 40 | 40 | - | 0.00% |
| Aerodrome | 35 | 38 | 3 | 8.57% |
| Art gallery | 31 | 32 | 1 | 3.23% |
| Caravan park | 60 | 62 | 2 | 3.33% |
| Childrens hub | - | 131 | 131 | |
| Commercial property rent | 184 | 190 | 6 | 3.26% |
| External works | 205 | 205 | - | 0.00% |
| Human resource services | - | 70 | 70 | |
| Lease/rental income | 76 | 87 | 11 | 14.47% |
| Vicroads main roads maintenance | 566 | 566 | - | 0.00% |
| Wimmera business centre | 151 | 147 | (4) | -2.65% |
| Wimmera intermodal freight terminal | 104 | 105 | 1 | 0.96% |
| Other | 170 | 164 | (6) | -3.53% |
| Total other income | 2,112 | 2,361 | 249 | 11.79% |

Other income (\$0.25 million increase)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to increase by 11.79% or \$0.25 million compared to 2017/18. Significant items in this area include rental income at the children's hub and recoup of HR services and advertising costs from a neighbouring Council.

4.1.6 Employee costs

| | Forecast | Budget | Change | |
|---|---------------|---------------|------------|--------------|
| | Actual | | | |
| | 2017/18 | 2018/19 | \$'000 | % |
| | \$'000 | \$'000 | \$'000 | % |
| Wages and salaries | 16,543 | 17,038 | 495 | 2.99% |
| WorkCover | 238 | 260 | 22 | 9.24% |
| Superannuation | 1,387 | 1,570 | 183 | 13.19% |
| Less amounts capitalised in non-current assets constructed by Council | (977) | (898) | 79 | -8.09% |
| Total employee costs | 17,191 | 17,970 | 779 | 4.53% |

Employee costs (\$0.78 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover, rostered days off, etc.

Employee costs are forecast to increase by 4.53% or \$0.78 million compared to 2017/18. EFT has grown this year due to additional staffing for children's hub (0.7 FTE), 1.1 FTE at Horsham Town Hall, 0.9 FTE in the business improvement area, organisation development (1 FTE, partly recouped from shared service arrangement), and road construction staff 1 FTE.

4.1.7 Materials and services

| | Forecast | Budget | Change | |
|--|---------------|---------------|--------------|---------------|
| | Actual | | | |
| | 2017/18 | 2018/19 | \$'000 | % |
| | \$'000 | \$'000 | \$'000 | % |
| Advertising | 186 | 210 | 24 | 12.90% |
| Building service contractors | 324 | 333 | 9 | 2.78% |
| Contract cleaning | 327 | 381 | 54 | 16.51% |
| Donations | 368 | 349 | (19) | -5.16% |
| External plant hire | 261 | 259 | (2) | -0.77% |
| External salaries | 291 | 311 | 20 | 6.87% |
| Fringe benefit tax | 120 | 134 | 14 | 11.67% |
| General materials | 865 | 869 | 4 | 0.46% |
| Grampians Peak Trail | 3,068 | 3,160 | 92 | 3.00% |
| Initiative projects | 2,194 | 2,503 | 309 | 14.08% |
| Insurances | 416 | 450 | 34 | 8.17% |
| IT expenditure | 459 | 489 | 30 | 6.54% |
| Library membership | 492 | 495 | 3 | 0.61% |
| Management aquatic centre | 110 | 259 | 149 | 135.45% |
| Management youth centre | 144 | 144 | - | 0.00% |
| Performing events expenses | 752 | 831 | 79 | 10.51% |
| Plant operating costs | 1,367 | 1,555 | 188 | 13.75% |
| Power, light & heating | 719 | 843 | 124 | 17.25% |
| Provision of meals on wheels | 168 | 162 | (6) | -3.57% |
| Sustainability projects | 55 | 200 | 145 | 263.64% |
| Telephone | 170 | 192 | 22 | 12.94% |
| Waste management expenses | 3,591 | 3,512 | (79) | -2.20% |
| Water rates | 250 | 275 | 25 | 10.00% |
| Wimmera Development Association membership | 203 | 204 | 1 | 0.49% |
| Contracts less than \$100,000 | 1,470 | 1,930 | 460 | 31.29% |
| Materials and services less than \$100,000 | 126 | 450 | 324 | 257.14% |
| Total materials and services | 18,496 | 20,500 | 2,004 | 10.83% |

Materials and services (\$1.79 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 10.83% or \$2 million compared to 2017/18. This area also includes expenditure on initiatives (increased by \$.3 million) see appendix A for detailed listing. Increased plant operating costs \$.19m and increased utilities costs \$.12 million. There has been a slight decrease in waste management expense of \$.79 million as funds were expended on one off rehabilitation costs in 17/18.

4.1.8 Depreciation and amortisation

| | Forecast | Budget | Change | |
|--|---------------|---------------|------------|--------------|
| | Actual | 2018/19 | \$'000 | % |
| | 2017/18 | 2018/19 | | |
| | \$'000 | \$'000 | \$'000 | % |
| Property | 1,283 | 1,518 | 235 | 18.32% |
| Plant & equipment | 992 | 985 | (7) | -0.71% |
| Infrastructure | 8,525 | 8,397 | (128) | -1.50% |
| Total depreciation and amortisation | 10,800 | 10,900 | 100 | 0.93% |

Depreciation and amortisation (\$0.10 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

Minimal change is expected in this area with increases due to the construction of the new children's hub and revaluation of council's buildings taking effect from 1st July 2018.

4.1.9 Other expenses

| | Forecast | Budget | Change | |
|--|------------|------------|-------------|----------------|
| | Actual | 2018/19 | \$'000 | % |
| | 2017/18 | 2018/19 | | |
| | \$'000 | \$'000 | \$'000 | % |
| Auditors' remuneration - VAGO - audit of financial statements, performance statements and grant acquittals | 45 | 49 | 4 | 8.89% |
| Fees for other services provided by auditors | 25 | 25 | - | 0.00% |
| Councillors' allowance | 203 | 203 | - | 0.00% |
| Operating lease rentals | 53 | - | (53) | -100.00% |
| Total other expenses | 326 | 277 | (49) | -15.03% |

Other expenses (\$0.05 million decrease)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Council's operating leases were finalised in 17/18 without any new leases being entered into.

4.2 Balance Sheet

4.2.1 Assets

Current Assets (\$2.62 million decrease) and Non-Current Assets (\$8.98 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. Financial assets are term deposits with a maturity term of greater than 3 months. These balances are projected to decrease by \$2.62 million during the year mainly to fund the capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to remain at similar levels to 17/18. Other assets include items such as inventories or stocks held for sale or consumption in Council's services, prepayments and accrued income.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$15.06 million of new, upgraded and renewed assets), depreciation of assets (\$10.9 million), the sale of property, plant and equipment (\$0.25 million) and an increase associated with the revaluation of land and buildings at the end of 2017/18.

Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted balance sheet statement shows at 30 June 2019 Council will have cash and investments of \$29.6 million. Council has always taken a strong stance to maintain cash backed reserves with the exception of the Industrial Estates Reserve. The analysis of the unrestricted cash position is depicted in the following table:

| | Forecast Actual 2017/18 \$'000 | Budget 2018/19 \$'000 | Variance \$ |
|---|---|-----------------------------|----------------|
| Total cash and cash equivalents | 13,594 | 10,956 | (2,638) |
| Other financial assets | 17,800 | 17,800 | - |
| Restricted cash and investments | 0 | 0 | - |
| - Statutory reserves | 290 | 295 | 5 |
| - Cash held to fund carry forward capital works | 0 | 0 | - |
| - Trust funds and deposits | 750 | 550 | (200) |
| Unrestricted cash and investments | 32,434 | 29,601 | -2,833 |
| - Discretionary cash reserves | (16) | (13) | 2,901 |
| - Staff provisions | (5) | (5) | (300) |
| - Landfill and quarry provisions | (3) | (3) | 600 |
| Unrestricted cash adjusted for discretionary reserves and provisions | 8,145 | 8,513 | 368 |

Explanation of items in above table:

Statutory reserves (\$0.3 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. The balance within these funds is not expected to change substantially.

Cash held to fund carry forward capital works (\$0.00 million)

Carried forward works have not been included in the budget at this point in time due to their uncertain nature and amount. It is anticipated there could be between \$3 - \$5m of uncompleted projects at 30th June 2019. These projects will be identified early in the new financial year.

Unrestricted cash and investments (\$29.6 million)

The amount shown here is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations. These funds are free of statutory obligations and the cash is available to meet Council's cash commitments including capital works expenditure from the previous financial year.

Discretionary cash reserves (\$13.09 million)

These funds are shown as discretionary cash backed reserves, as they are not restricted by a statutory purpose. Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2018/19 year \$4.13 million is budgeted to be transferred to and \$7.03 million from Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. (Section 4.3.1 below describes the purpose and balance of each reserve in detail).

Staff provisions (\$5.4 million)

Council is required to recognise annual leave, long service leave and sick leave gratuity amounts owing to staff, and whilst the provision is not required to be cash backed under regulations, cash funds are available for payout of any of the above items.

Landfill and quarry provisions (\$2.6 million)

Council is obligated to restore the Dooen landfill and other quarry sites to a suitable standard at the end of the assets life. The provisions are calculated on the value of expected cost of works to be undertaken. Again these provisions are not required to be cash backed under regulations, cash funds are available for reinstatement of these items.

Balance available for unrestricted cash adjusted after discretionary reserves and provisions (\$8.5 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, trade payables estimated at \$6m at 30th June 2019, unexpected short term needs, future loan principal repayments (total loans outstanding end 18/19 \$4.7m) and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

4.2.2 Liabilities

Current Liabilities (\$0.87 million increase) and Non-Current Liabilities (\$.986 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$1.43 million.

Provisions include accrued long service leave, annual leave, sick leave gratuity, quarry and landfill restorations. Employee entitlements are budgeted to increase by \$0.34 million.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

| | 2017/18 | 2018/19 |
|---|-----------|-----------|
| | \$ | \$ |
| Amount borrowed as at 30 June of the prior year | 6,322,422 | 6,826,422 |
| Amount proposed to be borrowed | 955,000 | - |
| Amount projected to be redeemed | (451,000) | (542,182) |
| Amount of borrowings as at 30 June | 6,826,422 | 6,284,240 |

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal of \$0.54 million over the year. No new borrowings have been included in the 18/19 budget.

4.3 Statement of changes in Equity

4.3.1 Reserves

Although not restricted by statutory purpose, Council has made decisions regarding the future use of Reserve funds as described below. Unless there is a Council resolution these funds should be used for these earmarked purposes:

CBD and Car Park Development Reserve (30 Jun 19 Balance \$1.30 million)

This reserve is funded mostly by the annual transfer of the profit in the operation of Council's parking meters. Contributions from developers in lieu of car parking spaces are also transferred to this reserve. Parking meters fines generally cover the cost of employing parking officers. The account is maintained to develop car parking in the CBD; to purchase new and replacement meters; and has been to generally develop the CBD area with major road-works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham. Council has limited expenditure from this reserve since 2012 to provide for any investment that may be required as a consequence on the new Performing Arts Centre's impact on parking. Council has applied for a CBD revitalisation grant which if received will require a matching contribution from Council. This reserve will contribute \$1.14m during 18/19 towards this project including undergrounding of power lines, footpaths and drainage improvements, lighting, public wi-fi, watering points, laneway activation, landscaping and furniture, signage and services and public amenities.

Wimmera Business Centre Reserve (30 Jun 19 Balance \$0.13 million)

This reserve was established in 2011 to hold any annual operating surpluses generated by the Wimmera Business Centre. These can be utilised to offset any future deficits or applied to works that benefit the Centre's operations as approved by their Committee of Management.

Information Technology Reserve (30 Jun 19 Balance \$0.51 million)

The Information Technology reserve is held to allow purchasing of computer related hardware items and related software and IT Initiatives. Any under expenditure in the computer area annually is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year. \$.017m will be drawn from this reserve in 18/19 to fund capital works.

Plant Replacement Reserve (30 Jun 19 Balance \$4.39 million)

This reserve is maintained in conjunction with the plant operating account to fund Council's purchases of replacement plant and equipment. Plant and equipment are charged out on an hourly rate to Council operations and the income from this activity is transferred to the plant operating account. General maintenance and operating expenditure on plant is debited to that account and the net profit or surplus on an annual basis is transferred to this reserve for expenditure on purchases of plant and equipment.

The rationale for this account is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, it allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure has no effect on the annual budget. This account is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing five-year plant program is prepared in Council's Fleet Management Program which clearly shows that this reserve account does not fall in value in the long term. The net value of plant purchases funded from this reserve in 18/19 budget is \$1.495m.

Waste Management Reserve (30 Jun 19 Balance \$1.96 million)

The waste management reserve is created to provide a sum of money to rehabilitate landfills at the end of their useful life and to provide funds for other major capital expenditure in the waste management area. The account is mainly utilised for the continued expansion and compliance of the regional landfill at Dooen. Given the limited funds available and the increasing costs of waste management, this account from time to time is utilised to fund other waste management capital works. It is important in the long term, not to overdraw this account to the detriment of the establishment or expansion of the landfill and that processes are put in place to ensure that there is sufficient monies in the waste management reserve to meet the obligations at that time. During 18/19 financial year, \$1.13m will be drawn from this reserve. Major items funded include \$.5m will match grant funding for facilities at transfer station and \$.44m used for rehabilitation at Dooen landfill.

Contingency Reserve (30 Jun 19 Balance \$0.10 million)

With the introduction of Council elections every four years and their significant cost, Council allocates an annual sum into this reserve to spread this cost. Also included are the costs for Road & Bridge asset surveys required under the Road Management Act.

Wimmera Regional Library Corporation Asset Replacement Reserve (30 Jun 19 Balance \$0.04 million)

The Wimmera Regional Library Corporation has moved responsibility for asset replacement requirements to each member Council to provide funds at the point which assets need to be replaced. Council budgets for the replacement of these assets using the reserve system.

Major Capital Projects Reserve (30 Jun 19 Balance \$0.04 million)

This reserve is to provide for future asset replacements for major strategic projects. Preliminary works on three major projects are being funded from this area in 18/19 financial year. \$.10m for detailed design and specifications for both Wimmera Sports Stadium and Depot Relocation and \$.16m scoping for Hamilton Street Pedestrian Bridge.

Infrastructure Gap Reserve (30 Jun 19 Balance \$0.15 million)

Council's Asset Management Plan, through the MAV's STEP program has identified a significant infrastructure renewal funding gap. One of the strategies to address this gap has been to levy an additional percentage rate rise in its budget which is then specifically targeted to fund asset renewal on identified priority Council assets. This process began in 2007/2008 when a 0.5% rate rise was set. A further 1.5% was set the following year and then an additional 2% annual rate rise to 2011/2012, 1% in 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18 and 2018/19. These funds are placed in this reserve and the total funds raised are to be expended within the financial year on asset renewal to improve the overall condition of Council's asset stocks.

Open Spaces Contribution Reserve Account (30 Jun 19 Balance \$0.29 million)

The recreation contribution reserve is comprised mainly of developer contributions in lieu of land, when subdividing residential areas. There is a statutory requirement that any developers contributions to this fund be spent on capital works in relation to purchase of recreation land or development of recreation land.

Road Construction Reserve (30 Jun 19 Balance \$0.03 million)

This reserve is maintained with contributions from developers of rural residential subdivisions. The intention of the reserve is that monies contributed by developers will be expended on roads adjoining the rural residential subdivision.

Sustainability Reserve (30 Jun 19 Balance \$0.13 million)

This reserve was established in 2017-18 and was created to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs. 18/19 financial year will

see \$30k of savings fed back into this reserve with an additional funding allocation of \$113k as well. \$100k will be utilised in 18/19 to match a sustainability grant which becomes available in July 2018.

Commercial Properties (Firebrace Street) Reserve (30 Jun 19 Balance \$0.56 million)

Council owns commercial properties in Firebrace Street which were the former Shire of Wimmera Offices. In association with our appointed real estate agent, the Council regularly reviews the rental income and has determined that any increase rental income that resulted should be placed in a reserve. The long term intention of this reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street. During 18/19 \$100k will be used to fund business shop front enhancement and shade incentives for shop owners, and to undertake verandah repairs on our Firebrace St property.

Aquatic Centre Reserve (30 Jun 19 Balance \$0.20 million)

This reserve has been established to set aside funds to meet future asset renewal requirements at the Centre in accord with its Business Plan. Council has received a grant to refurbish the outdoor pool and wet deck, \$335k will be used to match the grant funding in 18/19.

Industrial Estate Reserve (30 Jun 19 Balance \$4.83 million)

The industrial estate reserve comprises cash, debtors and the value of both undeveloped and developed land. All costs in relation to purchase of undeveloped land and the development of land into industrial lots are paid from this reserve and the proceeds of the sale or lease of this land to developers is returned to the reserve, together with any government grants which may be attracted for development of industrial estates. Council has received \$1.25m grant funding to develop WIFT Precinct, council will match that funding from this reserve during the year.

Loan Fund Reserves (30 Jun 19 Balance \$1.60 million)

Funds of \$162,162 held in this reserve are to assist offset of repayments for projected borrowings for major projects in the next 1-2 years.. Other balances to this reserve are sinking fund instalments for the interest only loans now been sourced through the MAV Funding Vehicle. This reserve balance will increase until 25/26, in that year Council will repay the \$4.3m loan.

Aerodrome Reserve (30 Jun 19 Balance \$0.39million)

This reserve was created to provide for the large resealing program at the aerodrome. The reserve is also used to accumulate any landing fees and property lease fees and the funds in the reserve are used for development works at the aerodrome.

Regional Livestock Exchange Reserve (30 Jun 19 Balance \$0.13 million)

The regional livestock exchange reserve was created by the former City of Horsham to accumulate funds towards the redevelopment of the saleyards. This reserve has been used in the construction of the new livestock exchange at Burnt Creek and the clean-up of the old City Gardens site. The sums accumulated in the reserve are now retained to provide for capital developments which may occur at the livestock exchange and also to commence a replacement and refurbishment fund to be accumulated over future years.

Drainage Head-works Reserve (30 Jun 19 Balance \$0.16 million)

This reserve is funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, and are a contribution to the existing and future stormwater drainage head-works of the municipality. The funds of this reserve are expended on major drainage head-works. During 18/19 \$.3m will be used to renew drainage from Roberts Avenue to Hamilton Street.

Wimmera Intermodal Freight Terminal (WIFT) (30 Jun 19 Balance \$0.53 million)

This new reserve has been established to meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT.

Unfunded Superannuation Reserve (30 Jun 19 Balance \$0.70 million)

This reserve has been created to hold funds for possible future contributions towards Councils unfunded superannuation liabilities.

4.3.2 Equity

Equity (\$6.47 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/(used in) operating activities

Operating activities (\$3.55 million decrease)

The decrease in cash inflows from operating activities of \$3.5 million results from decreases in receipts of \$1.43 million in grants and \$3.28 million increase in payments.

4.4.2 Net cash flows provided by/(used in) investing activities

Investing activities (\$1.37 million decrease)

There is a decrease in payments for investing activities for 2018/19 of \$1.37 million which reflects the decrease in the capital works program for 2018/19 as compared to the 2017/18 forecast. Carry-forward works are not included in these numbers.

4.4.3 Net cash flows provided by/(used in) financing activities

Financing activities (\$1.04 million increase)

For 2018/19 the total of principal repayments is \$0.54 million and finance charges is \$0.30 million without any additional borrowings. Council is in its third year of borrowings from the MAV Funding Vehicle in which Council receives an interest only loan under the conditions of that arrangement. There is an approx. 0.5% to 1.0% savings in financing costs under this arrangement, and Council will transfer appropriate cash to a capital reserve to meet the loan redemption at the finalisation of the term. For 2018-19 the amount transferred to reserve is \$0.42 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary by Class of asset

| | Forecast Actual 2017/18 \$'000 | Budget 2018/19 \$'000 | Change \$'000 | % |
|---------------------|---|-----------------------------|------------------|----------------|
| Property | 3,734 | 1,437 | - 2,297 | -61.52% |
| Plant and equipment | 1,924 | 2,053 | 129 | 6.70% |
| Infrastructure | 12,622 | 11,565 | - 1,057 | -8.37% |
| Total | 18,280 | 15,055 | - 3,225 | -17.64% |

Property: The 18/19 budget reflects a large decrease of \$1.93m in buildings being carried out. The 17/18 budget included \$2.15m, being the second year of funding for the Horsham North Children's Hub.

Infrastructure: WIFT industrial precinct project of \$2.5m is included, as well as increased footpath works, pedestrian bridge and revitalisation footpath works add \$.70m in 18/19. Also major works on the Outdoor pool and wetdeck area of \$1.3m are also included in the 18/19 budget.

| | Project Cost \$'000 | Asset expenditure types | | | Summary of Funding Sources | | | |
|---------------------|------------------------|-------------------------|--------------|--------------|----------------------------|-----------|---------------|------------|
| | | New | Renewal | Upgrade | Grants | Contrib. | Council cash | Borrowings |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Property | 1,437 | 770 | 368 | 299 | 256 | - | 1,181 | - |
| Plant and equipment | 2,053 | 985 | 1,036 | 32 | 50 | 25 | 1,978 | - |
| Infrastructure | 11,565 | 3,075 | 6,926 | 1,564 | 3,178 | 30 | 8,356 | - |
| Total | 15,055 | 4,830 | 8,330 | 1,895 | 3,484 | 55 | 11,515 | - |

Property

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

The most significant projects include \$0.4m on the Civic Centre new foyer, \$0.2m for sustainability works on buildings, \$0.18m for CBD revitalisation public amenities, and \$0.1m for each of the following: Wimmera Sports Stadium and Depot relocation, each receiving design and detailed costings.

Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.7 million), \$0.1m for CBD revitalisation CBD Public Wi-Fi and \$0.19m for computers and telecommunications equipment.

Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

Road reconstruction is the most significant at \$6.64 million (including \$1.81m on roadworks at WIFT), with other expenditure as follows: Waste \$1.09 million, Bridges \$0.21 million and footpath and cycleways \$1.0 million. (Full details see 4.5.2 below).

Asset renewal (\$8.33 million), new assets (\$4.83 million) and upgrade (\$1.89 million)

A distinction is made between expenditure on new assets, asset renewal and upgrade. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal. (Full details see 4.5.2 below).

Carried forward works

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays, timing of expected grant receipts and extended consultation. Because there is great uncertainty in determining carry-forward before the financial year end has occurred the decision has been made not to include any estimates carry-forward items for the initial budget. Once projects are finalised at year end carry-forward amounts will be loaded in to the budget.

4.5.2 Capital Works – 2018-19

| ASSET DESCRIPTION | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | | |
|--|---|----------------|----------------|----------------|----------------|-------------------|-----------------------------|----------|-------------|----------------|-----------------|--|-------------------|-----------------------------|----------|-------------|---------------|----------------------------------|-----------------|
| | TOTAL COST | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| PROPERTY | | | | | | | | | | | | | | | | | | | |
| Buildings | | | | | | | | | | | | | | | | | | | |
| CIVIC CENTRE AIR CONDITIONER COMPRESSOR | 14,000 | 14,000 | | | | | | | | | 14,000 | | | | | | | 14,000 | |
| CIVIC CENTRE NEW ENTRY FOYER inc SECURITY SYSTEM | 400,000 | 80,000 | 160,000 | 160,000 | | | | | | | 400,000 | | | | | | | | 80,000 |
| NATIMUK OFFICE FASCIAS AND PAINT WINDOWS | 16,500 | 16,500 | | | | | | | | | 16,500 | | | | | | | 16,500 | |
| NATI RD KINDER REPAIR PAVING AND RELEVEL BUILDING | 15,000 | 15,000 | | | | | | | | | 15,000 | | | | | | | 15,000 | |
| SENIOR CITIZENS BUILDING KITCHEN CABINETRY AND REPLASTERING | 12,000 | 12,000 | | | | | | | | | 12,000 | | | | | | | 12,000 | |
| TOWN HALL, HALL SELECTIVE RESTUMPING | 69,700 | 69,700 | | | | | | | | | 69,700 | | | | | | | 69,700 | |
| TOWN HALL ADDIT EXTERNAL SECURITY CAMERAS X 4 | 12,000 | | | 12,000 | | | | | | | 12,000 | | | | | | | | |
| TOWN HALL PERMANENT FOYER LIGHTING | 20,000 | | | 20,000 | | | | | | | 20,000 | | | | | | | | |
| AQUATIC CENTRE MISC PROVISION | 10,000 | | | 10,000 | | | | | | | 10,000 | | | | | | | | |
| AQUATIC CENTRE FASCIAS AND PAINT EAVES | 14,500 | 14,500 | | | | | | | | | 14,500 | | | | | | | 14,500 | |
| CITY OVAL CLUBROOMS DOWNSTAIRS CHANGEROOMS CARPET | 24,000 | 24,000 | | | | | | | | | 24,000 | | | | | | | 24,000 | |
| ANGLING CLUBROOMS/SOUNDSHELL FACIAS, PAINT | 28,000 | 28,000 | | | | | | | | | 28,000 | | | | | | | 28,000 | |
| WIMMERA SPORTS STADIUM | 100,000 | | | 100,000 | | | | | | 100,000 | | | | | | | | | |
| BASKETBALL STADIUM EXTERNAL DOOR REPLACEMENT | 4,500 | 4,500 | | | | | | | | | 4,500 | | | | | | | 4,500 | |
| ART GALLERY INDOOR CCTV BLINDSPOT PROJECT | 18,000 | | | 18,000 | | | | | | | 18,000 | | | | | | | | |
| MECHANICS INSTITUTE - GENEOLGY EXTERNAL ROOF | 15,000 | 15,000 | | | | | | | | | 15,000 | | | | | | | 15,000 | |
| WIM BUSINESS CENTRE SKIRTING BOARDS, ARHITRAVES, INTERNAL PA | 25,000 | 25,000 | | | | | | | | | 25,000 | | | | | | | 25,000 | |
| JUBILEE HALL KITCHENETTE | 99,000 | | 79,200 | 19,800 | 66,000 | | | | | | 33,000 | | | | | | | | |
| COM PROPERTIES BUX GUTTER/VERANDAH LINING FOR MACCHIAS TO SPECSAVERS | 50,000 | 50,000 | | | | | | | | 50,000 | | | | | | 50,000 | | | |
| GENERAL DISABILITY ACCESS PROVISION | 10,000 | | 10,000 | | | | | | | | 10,000 | | | | | | | | |
| DEPOT RELOCATION STAGE 1 DESIGN & DETAILED ESTIMATES | 100,000 | | 50,000 | 50,000 | | | | | | 100,000 | | | | | | | | | |
| SUSTAINABILITY PROJECTS | 200,000 | | | 200,000 | 100,000 | | | | | 100,000 | | | | | | | | | |
| CBD REVITALISATION CBD PUBLIC AMENITIES | 180,000 | | | 180,000 | 90,000 | | | | | 90,000 | | | | | | | | | |
| Sub-Total - Buildings | 1,437,200 | 368,200 | 299,200 | 769,800 | 256,000 | 0 | 0 | 0 | 0 | 440,000 | 741,200 | 0 | 0 | 0 | 0 | 0 | 50,000 | 238,200 | 80,000 |
| TOTAL PROPERTY | 1,437,200 | 368,200 | 299,200 | 769,800 | 256,000 | 0 | 0 | 0 | 0 | 440,000 | 741,200 | 0 | 0 | 0 | 0 | 0 | 50,000 | 238,200 | 80,000 |

| ASSET DESCRIPTION | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | | | |
|--|---|------------------|---------------|----------------|---------------|-------------------|-----------------------------|----------|----------------|------------------|-----------------|--|-------------------|-----------------------------|----------|----------------|----------------|----------------------------------|-----------------|----------|
| | TOTAL COST | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE | |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | |
| PLANT AND EQUIPMENT | | | | | | | | | | | | | | | | | | | | |
| Plant and Machinery | | | | | | | | | | | | | | | | | | | | |
| PLANT | 1,709,000 | 1,007,000 | | 702,000 | | | | | 213,500 | 1,495,500 | | | | | | 213,500 | 793,500 | | | |
| PUBLIC ART PROJECTS | 25,000 | | | 25,000 | | | | | | | 25,000 | | | | | | | | | |
| ART GALLERY ART COLLECTIONS | 25,000 | | | 25,000 | | | 25,000 | | | | | | | | | | | | | |
| Sub-Total - Plant & Machinery | 1,759,000 | 1,007,000 | 0 | 752,000 | 0 | 0 | 25,000 | 0 | 213,500 | 1,495,500 | 25,000 | 0 | 0 | 0 | 0 | 213,500 | 793,500 | 0 | 0 | 0 |
| Furniture, Computers and Telecommunications | | | | | | | | | | | | | | | | | | | | |
| LASER PRINTER REPLACEMENT | 4,000 | 4,000 | | | | | | | | 4,000 | | | | | | | 4,000 | | | |
| REPLACEMENT PC SYSTEMS | 20,000 | 20,000 | | | | | | | | 20,000 | | | | | | | 20,000 | | | |
| LOCAL AREA NETWORK SWITCHES INCS. OFFICE MODIFICATIONS | 20,000 | | | 20,000 | | | | | | 20,000 | | | | | | | | | | |
| AUDIO VISUAL FOR MEETING ROOMS | 80,000 | | | 80,000 | | | | | | 80,000 | | | | | | | | | | |
| WIRELESS LINKS OR VPN TO VIC. WBC | 5,000 | | 5,000 | | | | | | | 5,000 | | | | | | | | | | |
| SECURITY AUDIT ACTION ITEMS | 10,000 | | | 10,000 | | | | | | 10,000 | | | | | | | | | | |
| UPGRADE BIS SERVER FROM 2003 TO 2016 | 5,000 | | 5,000 | | | | | | | 5,000 | | | | | | | | | | |
| EXPANSION WIRELESS INFRASTRUCTURE TO DEPOT | 3,000 | | 3,000 | | | | | | | 3,000 | | | | | | | | | | |
| MOBILE DEVICE MANAGEMENT | 8,000 | | | 8,000 | | | | | | 8,000 | | | | | | | | | | |
| BACKUP STORAGE EXPANSION | 10,000 | 5,000 | 5,000 | | | | | | | 10,000 | | | | | | | 5,000 | | | |
| IT HARDWARE UPGRADES | 7,800 | | 7,800 | | | | | | | | 7,800 | | | | | | | | | |
| IT SOFTWARE UPGRADES | 6,000 | | 6,000 | | | | | | | | 6,000 | | | | | | | | | |
| CBD REVITALISATION CBD WI-FI | 100,000 | | | 100,000 | 50,000 | | | | | 50,000 | | | | | | | | | | |
| PARKING MOBILE IT DEVICES X6 UPGRADE INCS BELT PRINTERS X2 | 10,000 | | | 10,000 | | | | | | 10,000 | | | | | | | | | | |
| AERIAL IMAGERY DRONE | 5,000 | | | 5,000 | | | | | | | 5,000 | | | | | | | | | |
| Sub-Total - Furn & Equip | 293,800 | 29,000 | 31,800 | 233,000 | 50,000 | 0 | 0 | 0 | 0 | 225,000 | 18,800 | 0 | 0 | 0 | 0 | 0 | 29,000 | 0 | 0 | 0 |
| TOTAL PLANT AND EQUIPMENT | 2,052,800 | 1,036,000 | 31,800 | 985,000 | 50,000 | 0 | 25,000 | 0 | 213,500 | 1,720,500 | 43,800 | 0 | 0 | 0 | 0 | 213,500 | 822,500 | 0 | 0 | 0 |

| ASSET DESCRIPTION | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | | | |
|---|---|---------|---------|-----------|-------------|-------------------|-----------------------------|-------|-------------|---------------|-----------------|--|-------------------|-----------------------------|-------|-------------|---------------|----------------------------------|-----------------|---------|
| | TOTAL COST | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE | |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | |
| INFRASTRUCTURE | | | | | | | | | | | | | | | | | | | | |
| Roads | | | | | | | | | | | | | | | | | | | | |
| URBAN ROAD CONSTRUCTION 2018/19 ROAD COMPONENT | | | | | | | | | | | | | | | | | | | | |
| MINOR SEAL EXTENSIONS | 10,000 | | | 10,000 | | | | | | | 10,000 | | | | | | | | | |
| CONSULTANCY/DESIGN | 20,000 | | | 20,000 | | | | | | | 20,000 | | | | | | | | | |
| DERIMAL ST, BANOOL ST TO END | 33,000 | 33,000 | | | | | | | | | 33,000 | | | | | | | | | 33,000 |
| FEDERATION AVE, KALIMNA TO DRUMMOND | 387,000 | 387,000 | | | | | | | | | 387,000 | | | | | | | 387,000 | | |
| FEDERATION KALIMNA TO DRUMMOND | 62,359 | 62,359 | | | | 62,359 | | | | | | | 62,359 | | | | | | | |
| FECHLER AVE, VALENTINE TO KALIMNA | 272,000 | 272,000 | | | | | | | | | 272,000 | | | | | | | 272,000 | | |
| FREDERICK ST, WAVELL ST TO SEAL CHANGE | 170,000 | 170,000 | | | | | | | | | 170,000 | | | | | | | 170,000 | | |
| WAVELL ST, KALKEE RD TO QUEEN | 104,000 | 104,000 | | | | | | | | | 104,000 | | | | | | | 104,000 | | |
| GARDENIA ST, WODONGA DVE TO LAUREL ST | 103,000 | 103,000 | | | | | | | | | 103,000 | | | | | | | 103,000 | | |
| DERIMAL BANOOL TO END | 65,000 | 65,000 | | | | | | | | | 65,000 | | | | | | | 65,000 | | |
| LAUREL ST, OLYMPIC TO JACKSON ST | 81,000 | 81,000 | | | | | | | | | 81,000 | | | | | | | 81,000 | | |
| KERB & CHANNEL - LAUREL ST, OLYMPIC TO JACKSON ST | 25,000 | 25,000 | | | | | | | | | 25,000 | | | | | | | | | 25,000 |
| URBAN LOCAL RDS FINAL SEALS | 110,000 | 110,000 | | | | | | | | | 110,000 | | | | | | | | | 110,000 |
| INTERSECTION TREATMENTS URBAN | 20,000 | | 20,000 | | | | | | | | 20,000 | | | | | | | | | |
| ROAD DRAINAGE | | | | | | | | | | | | | | | | | | | | |
| FECHLER AVE, VALENTINE TO KALIMNA | 33,000 | 33,000 | | | | | | | | | 33,000 | | | | | | | | | 33,000 |
| FEDERATION AVE, KALIMNA TO DRUMMOND | 70,000 | 70,000 | | | | | | | | | 70,000 | | | | | | | | | 70,000 |
| OTHER DRAINAGE PIPES: | | | | | | | | | | | | | | | | | | | | |
| BAILLIE ST/BENNETT RD INTERSECTION | 20,000 | 20,000 | | | | | | | | | 20,000 | | | | | | | | | 20,000 |
| EDWARD ST | 10,000 | 10,000 | | | | | | | | | 10,000 | | | | | | | | | 10,000 |
| SMITH ST | 5,000 | 5,000 | | | | | | | | | 5,000 | | | | | | | | | 5,000 |
| PALK ST | 5,000 | 5,000 | | | | | | | | | 5,000 | | | | | | | | | 5,000 |
| ROBERTS AVE | 40,000 | 40,000 | | | | | | | | | 40,000 | | | | | | | | | 40,000 |
| OTHER | | | | | | | | | | | | | | | | | | | | |
| WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS | 1,814,688 | | | 1,814,688 | 1,250,000 | | | | | | 564,688 | | | | | | | | | |

| ASSET DESCRIPTION | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | | | |
|--|---|------------------|----------------|------------------|------------------|-------------------|-----------------------------|----------|-------------|----------------|------------------|--|-------------------|-----------------------------|----------|-------------|---------------|----------------------------------|------------------|---------|
| | TOTAL COST | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE | |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | |
| Roads - continued | | | | | | | | | | | | | | | | | | | | |
| RURAL CONSTRUCTION 2018/19 | | | | | | | | | | | | | | | | | | | | |
| INTERSECTION/TRAFFIC IMPROVEMENT CONSULTANTS | 15,000 | | 15,000 | | | | | | | | 15,000 | | | | | | | | | |
| MINOR SEAL EXTENSIONS | 5,000 | | | 5,000 | | | | | | | 5,000 | | | | | | | | | |
| VEGETATION CLEARANCE RD RECONSTRUCTION | 10,000 | | | 10,000 | | | | | | | 10,000 | | | | | | | | | |
| GRAHAMS BRIDGE RD OSBORNE TO HOLES | 32,500 | 32,500 | | | | | | | | | 32,500 | | | | | | | | | 32,500 |
| PLUSH HANNANS SMITH RESERVE RD TO LOWER NORTON NURRABIEL | 230,000 | 230,000 | | | | | | | | | 230,000 | | | | | | | | | 230,000 |
| OBREES RD REMALW STATION RD TO WEST | 139,000 | | 139,000 | | | | | | | | 139,000 | | | | | | | | | |
| NORADJUHA TOOEN EAST RD, NAT HAM TO NORAD SILO | 120,000 | 120,000 | | | | | | | | | 120,000 | | | | | | | 120,000 | | |
| RURAL LOCAL RDS FINAL SEALS | 215,000 | 215,000 | | | | | | | | | 215,000 | | | | | | | 215,000 | | |
| R2R RURAL ROADS RESHEETING | 312,500 | 312,500 | | | | | | | | | 312,500 | | | | | | | | | 312,500 |
| WONWONDAH DAD BRIDGE 2KM - 2.96KM RECONST & WIDEN | 140,000 | 140,000 | | | | | 140,000 | | | | | | 140,000 | | | | | | | |
| ASPLINS RD WIM HWY TO JOHNS AVE 0 - .98 | 230,000 | 82,000 | 148,000 | | | | 230,000 | | | | | | 82,000 | | | | | | | |
| PLUSH HANNANS SMITH RESERVE RD TO LOWER NORTON NURRABIEL | 233,000 | 233,000 | | | | | 233,000 | | | | | | 233,000 | | | | | | | |
| REHABILITATION WORKS | 143,000 | 143,000 | | | | | 143,000 | | | | | | 143,000 | | | | | | | |
| URBAN RESEALS | | | | | | | | | | | 100,000 | | | | | | | | | 100,000 |
| RURAL RESEALS | 100,000 | 100,000 | | | | | | | | | 100,000 | | | | | | | | | |
| RURAL RD SHOULDER RESHEETING/RECONSTRUCTION | 370,000 | 370,000 | | | | | | | | | 370,000 | | | | | | | | | 370,000 |
| RURAL RESHEETING | 133,000 | 133,000 | | | | | | | | | 133,000 | | | | | | | | | 133,000 |
| RURAL RDS SHOULDER RESHEETING INFRA GAP | 430,000 | 430,000 | | | | | | | | | 430,000 | | | | | | | | | 430,000 |
| Sub-Total - Roads | 6,640,047 | 4,458,359 | 322,000 | 1,859,688 | 1,250,000 | 808,359 | 0 | 0 | 0 | 564,688 | 4,017,000 | 0 | 660,359 | 0 | 0 | 0 | 0 | 1,839,000 | 1,959,000 | |

| ASSET DESCRIPTION | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | | |
|---|---|------------------|----------------|----------------|----------------|-------------------|-----------------------------|----------|-------------|----------------|-----------------|--|-------------------|-----------------------------|----------|-------------|----------------|----------------------------------|-----------------|
| | TOTAL COST | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Bridges & Major Culverts | | | | | | | | | | | | | | | | | | | |
| LAHARUM RD 13.95 GUARDRAIL | 50,000 | 50,000 | | | | | | | | | 50,000 | 0 | | | | | | 50,000 | |
| LAHARUM RD 14.57 GUARDRAIL | 40,000 | 40,000 | | | | | | | | | 40,000 | 0 | | | | | | 40,000 | |
| LAHARUM RD 17.78 GUARDRAIL | 40,000 | 40,000 | | | | | | | | | 40,000 | 0 | | | | | | 40,000 | |
| BRIDGE STAPLEDONS RD 3.98KM WEST HWY GUARDRAIL | 80,000 | 80,000 | | | | 80,000 | | | | | | | 80,000 | | | | | | |
| Sub-Total - Bridges | 210,000 | 210,000 | 0 | 0 | 0 | 80,000 | 0 | 0 | 0 | 0 | 130,000 | 0 | 80,000 | 0 | 0 | 0 | 0 | 130,000 | 0 |
| Footpaths and Cycleways | | | | | | | | | | | | | | | | | | | |
| BIKEPATHS FINAL SEALS | 50,000 | | 50,000 | | | | | | | | 50,000 | | | | | | | | 0 |
| WIM RIVER PEDESTRIAN BRIDGE EXTENSION OF HAMILTON ST | 160,000 | | | 160,000 | | | | | | 160,000 | | | | | | | | | |
| FOOTPATH WAVELL ST FRASER DR TO UBERGANG CRT (NORTH SIDE) | 55,000 | | | 55,000 | | | | | | | 55,000 | | | | | | | | |
| FOOTPATH CATHCART ST, JOHNSON TO SUNNYSIDE AVE | 12,000 | 12,000 | | | | | | | | | 12,000 | | | | | | | | 12,000 |
| FOOTPATH REHABIL - DISABILITY STRATEGY UPGRADE PROJECTS | 50,000 | | 50,000 | | | | | | | | 50,000 | | | | | | | | |
| CBD REVITALISATION PYNSENT/ROBERTS AVE/MCLACHLAN | 560,000 | 336,000 | 224,000 | | 280,000 | | | | | 280,000 | | 280,000 | | | | | 56,000 | | |
| CBD REVITALISATION LANEWAY ACTIVATION | 120,000 | | | 120,000 | 60,000 | | | | | 60,000 | | | | | | | | | |
| Sub-Total - Footpaths and Cycleways | 1,007,000 | 348,000 | 324,000 | 335,000 | 340,000 | 0 | 0 | 0 | 0 | 500,000 | 167,000 | 280,000 | 0 | 0 | 0 | 0 | 56,000 | 0 | 12,000 |
| Drainage | | | | | | | | | | | | | | | | | | | |
| DARLOT ST DRAIN RENEW FUNDED HEADWORKS RESERVE | 300,000 | 300,000 | | | | | | | | 300,000 | | | | | | | 300,000 | | |
| Sub-Total - Drainage | 300,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 |
| Off Street Car Parks | | | | | | | | | | | | | | | | | | | |
| ROBERTS AVE CARPARK DRAINAGE LINES | 40,000 | | 40,000 | | | | 20,000 | | | | 20,000 | | | | | | | | |
| Sub-Total - Off Street Car Parks | 40,000 | 0 | 40,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recreational, leisure and community facilities | | | | | | | | | | | | | | | | | | | |
| OUTDOOR POOL AND WETDECK INC: | 1,316,160 | 1,168,360 | 147,800 | | 200,000 | | | | | 791,560 | 324,600 | 200,000 | | | | | 791,560 | 176,800 | |
| SUNNYSIDE MASTER PLAN CAPITAL WORKS | 30,000 | | 30,000 | | | | 10,000 | | | | 20,000 | | | | | | | | |
| Sub-Total - Rec, leisure and community facilities | 1,346,160 | 1,168,360 | 177,800 | 0 | 200,000 | 0 | 10,000 | 0 | 0 | 791,560 | 344,600 | 200,000 | 0 | 0 | 0 | 0 | 791,560 | 176,800 | 0 |

| ASSET DESCRIPTION | TOTAL COST | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | |
|---|-------------------|---|------------------|------------------|------------------|-------------------|-----------------------------|----------|----------------|------------------|------------------|----------------|--|-----------------------------|----------|----------------|------------------|----------------------------------|------------------|
| | | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Parks, open space and streetscapes | | | | | | | | | | | | | | | | | | | |
| SPRINKLER RENEWAL | 20,000 | 20,000 | | | | | | | | | 20,000 | | | | | | | 20,000 | |
| PLAYGROUND EQUIPMENT REPLACEMENT HSM & NATIMUK | 31,000 | 31,000 | | | | | | | | | 31,000 | | | | | | | | 31,000 |
| Sub-Total - Parks, open space and streetscapes | 51,000 | 51,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 51,000 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 31,000 |
| Waste Management | | | | | | | | | | | | | | | | | | | |
| TRANSFER STATION IMPROVEMENTS - UPGRADE OF FACILITY | 1,000,000 | 300,000 | 700,000 | | 500,000 | | | | | | 500,000 | | | | | | | | |
| LADLWS STAGE2B CELL 2 PHASE 1 CONSTRUCTION | 45,000 | 45,000 | | | | | | | | | 45,000 | | | | | | | | 45,000 |
| CELL 3 PUTRESCIBLE CONSTRUCTION JOHNS | 45,000 | 45,000 | | | | | | | | | 45,000 | | | | | | | | 45,000 |
| Sub-Total - Waste Management | 1,090,000 | 390,000 | 700,000 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 590,000 | 0 | 0 | 0 | 0 | 0 | 0 | 390,000 | 0 |
| Aerodromes | | | | | | | | | | | | | | | | | | | |
| STORMWATER DETENTION AND RETENTION SYSTEM | 200,000 | | | 200,000 | | | | | | | 200,000 | | | | | | | | |
| Sub-Total - Aerodrome | 200,000 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Infrastructure | | | | | | | | | | | | | | | | | | | |
| WIFT PRECINCT ESTABLISHMENT RETARD BASIN | 230,520 | | | 230,520 | | | | | | | 230,520 | | | | | | | | |
| WIFT PRECINCT ESTABLISHMENT POWER/WATER SUPPLY | 450,000 | | | 450,000 | | | | | | | 450,000 | | | | | | | | |
| Sub-Total - Other Infrastructure | 680,520 | 0 | 0 | 680,520 | 0 | 0 | 0 | 0 | 0 | 0 | 680,520 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL INFRASTRUCTURE | 11,564,727 | 6,925,719 | 1,563,800 | 3,075,208 | 2,290,000 | 888,359 | 30,000 | 0 | 0 | 3,426,768 | 4,929,600 | 480,000 | 740,359 | 0 | 0 | 0 | 1,537,560 | 2,165,800 | 2,002,000 |
| TOTAL NEW CAPITAL WORKS 2018/19 | 15,054,727 | 8,329,919 | 1,894,800 | 4,830,008 | 2,596,000 | 888,359 | 55,000 | 0 | 213,500 | 5,587,268 | 5,714,600 | 480,000 | 740,359 | 0 | 0 | 213,500 | 2,410,060 | 2,404,000 | 2,082,000 |

| ASSET DESCRIPTION | TOTAL COST | FUNDING SOURCE FOR ALL CAPITAL PROJECTS | | | | | | | | | | | FUNDING SOURCE FOR RENEWAL ASSETS ONLY | | | | | | |
|--|-------------------|---|------------------|------------------|------------------|-------------------|-----------------------------|----------|----------------|------------------|------------------|----------------|--|-----------------------------|----------------|----------------|------------------|----------------------------------|------------------|
| | | RENEWAL | UPGRADE | NEW | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | GENERAL REVENUE | TIED GRANTS | R2R + R2R Special | SPECIAL RATE/ CHRG/ CONTRIB | LOANS | ASSET SALES | CASH RESERVES | INFRA-STRUCTURE RENEWAL RESERVES | GENERAL REVENUE |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| PROPERTY | 1,437,200 | 368,200 | 299,200 | 769,800 | 256,000 | 0 | 0 | 0 | 0 | 440,000 | 741,200 | 0 | 0 | 0 | 0 | 0 | 50,000 | 238,200 | 80,000 |
| PLANT AND EQUIPMENT | 2,052,800 | 1,036,000 | 31,800 | 985,000 | 50,000 | 0 | 25,000 | 0 | 213,500 | 1,720,500 | 43,800 | 0 | 0 | 0 | 213,500 | 822,500 | 0 | 0 | 0 |
| INFRASTRUCTURE | 11,564,727 | 6,925,719 | 1,563,800 | 3,075,208 | 2,290,000 | 888,359 | 30,000 | 0 | 0 | 3,426,768 | 4,929,600 | 480,000 | 740,359 | 0 | 0 | 0 | 1,537,560 | 2,165,800 | 2,002,000 |
| TOTAL CAPITAL WORKS | 15,054,727 | 8,329,919 | 1,894,800 | 4,830,008 | 2,596,000 | 888,359 | 55,000 | 0 | 213,500 | 5,587,268 | 5,714,600 | 480,000 | 740,359 | 0 | 0 | 213,500 | 2,410,060 | 2,404,000 | 2,082,000 |
| Percentage Spend against each type of works | | 55% | 13% | 32% | | | | | | | | | | | | | | | |

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

| Indicator | Measure | Notes | Actual | Forecast | Budget | Strategic Resource Plan Projections | | | Trend |
|----------------------------|--|-------|---------|----------|---------|-------------------------------------|---------|---------|-------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | +o/- |
| Operating position | | | | | | | | | |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue | 1 | 6.00% | 1.19% | -4.27% | -2.78% | -6.04% | -3.37% | - |
| Liquidity | | | | | | | | | |
| Working Capital | Current assets / current liabilities | 2 | 298% | 315% | 270% | 257% | 255% | 250% | - |
| Unrestricted cash | Unrestricted cash / current liabilities | 3 | 36% | 17% | 16% | 12% | 14% | 16% | o |
| Obligations | | | | | | | | | |
| Loans and borrowings | Interest bearing loans and borrowings / rate revenue | 4 | 25% | 27% | 24% | 36% | 50% | 54% | - |
| Loans and borrowings | Interest and principal repayments on interest bearing loans and borrowings / rate revenue | | 3.0% | 2.9% | 3.1% | 2.9% | 4.2% | 4.5% | - |
| Indebtedness | Non-current liabilities / own source revenue | | 28% | 27% | 23% | 33% | 44% | 45% | - |
| Asset renewal | Asset renewal expenses / Asset depreciation | 5 | 78% | 72% | 76% | 109% | 115% | 91% | o |
| Stability | | | | | | | | | |
| Rates concentration | Rate revenue / adjusted underlying revenue | 6 | 51% | 53% | 55% | 55% | 60% | 59% | - |
| Rates effort | Rate revenue / CIV of rateable properties in the municipality | | 60% | 62% | 64% | 65% | 65% | 66% | - |
| Efficiency | | | | | | | | | |
| Expenditure level | Total expenses/ no. of property assessments | | \$3,813 | \$4,007 | \$4,251 | \$4,268 | \$3,819 | \$3,879 | o |
| Revenue level | Residential rate revenue / no. of residential property assessments | | \$1,787 | \$1,840 | \$1,692 | \$1,730 | \$1,768 | \$1,806 | o |
| Workforce turnover | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year | | 10.76 | 9.51% | 9.45% | 9.45% | 9.45% | 9.45% | o |

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance should be expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services. This indicator shows a fluctuating trend over the 4 year SRP, in part influenced by the introduction of rate capping and the restrictions this places on Council to be able to raise revenue to meet both service delivery needs and asset renewal.

2. Working Capital

The proportion of current liabilities represented by current assets. Working Capital is slightly in decline due to less unrestricted cash being held over the years and increasing current liabilities in the form of payables, loan repayments and provisions.

3. Unrestricted Cash

Unrestricted cash ratio is slightly decreasing over the period of the SRP, as unrestricted held is decreasing whilst current liabilities is increasing.

4. Debt compared to rates

Following a sharp increase from 2014/15 the trend is that debt levels will continue to rise as a result of Council's reliance on debt to fund some of its new capital works program. This will increase our

indebtedness ratio to 54% in 21/22 (25% in 16/17) which is still below the upper limit recommended by the Auditor General of 60%. This measure and the indebtedness ratio will be over-stated due to the new MAV Funding Vehicle arrangements that will see Council's borrowings being taken out on an interest only basis with principal repayments being provided for internally by way of a reserve account. This reserve account will not directly be offset against the loan liability.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

Appendices

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in sections 1 to 5 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that while the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

| Appendix | Nature of information | Page |
|----------|-----------------------------------|------|
| A | Non-capital Initiatives | 65 |
| B | Community Grants | 66 |
| C | Fees and Charges | 68 |
| D | Significant Capital Works Details | 86 |

Appendix A Non-capital Initiatives

| | Expenditure | Specific Income or Reserves | Funded from General Revenue |
|--|------------------|-----------------------------|-----------------------------|
| Goal 1 Community and Cultural Development | 3,324,821 | 3,175,474 | 149,347 |
| Community Development | | | |
| Grampians Peak Trail - Parks Victoria | 3,159,474 | 3,159,474 | |
| Community Facilities and Halls Pricing Policy Impacts | 30,000 | | 30,000 |
| Horsham North Urban Design Framework Initiatives | 15,000 | | 15,000 |
| Prevention of Violence Against Women Initiatives | 5,000 | | 5,000 |
| Social Infrastructure Framework | 60,000 | | 60,000 |
| Community Safety | | | |
| Certificate 4 Statutory Compliance Training and Backfill | 40,347 | 16,000 | 24,347 |
| Early Years | | | |
| Early Years Plan Review | 15,000 | | 15,000 |
| Goal 2 Sustaining the Economy | 15,000 | | 15,000 |
| Promotions and Tourism | | | |
| Sports Marketing Event Attraction Costs | 15,000 | | 15,000 |
| Goal 3 Asset Management | 1,708,000 | 1,498,000 | 210,000 |
| Building Asset Mgt | | | |
| Asbestos Labelling | 10,000 | | 10,000 |
| Building Assets Inspections | 10,000 | | 10,000 |
| Upgrade Locking Systems on Council Buildings | 15,000 | | 15,000 |
| Mgt and Admin | | | |
| Dial Before You Dig Response Software Licence | 20,000 | | 20,000 |
| Level 2 Bridge Inspection Surveys | 85,000 | 85,000 | |
| Parks and Gardens | | | |
| Road Clearances Tree Clearing/Pruning | 90,000 | | 90,000 |
| Sports and Recreation | | | |
| Apex Island Precinct Planning | 25,000 | | 25,000 |
| Sport and Recreation Strategy Review | 40,000 | | 40,000 |
| Streetscape and Public Conveniences | | | |
| CBD Revitalisation Operational Items | 520,000 | 520,000 | |
| CBD Revitalisation Project Officer | 40,000 | 40,000 | |
| CBD Revitalisation Relocate Power Lines Underground | 800,000 | 800,000 | |
| CBD Shop Front Enhancement and Shade Incentive | 53,000 | 53,000 | |
| Goal 4 Governance and Business Excellence | 85,000 | | 85,000 |
| Financial Services | | | |
| Grant Applications Project Estimates | 20,000 | | 20,000 |
| Information and Technology | | | |
| Civica Version 7 Upgrade | 30,000 | | 30,000 |
| IT / Records Trainee | 35,000 | | 35,000 |
| Goal 5 Natural and Built Environments | 530,000 | 490,000 | 40,000 |
| Sustainability | | | |
| Sustainability Strategy Review | 40,000 | | 40,000 |
| Waste Management Services | | | |
| E-Waste Management | 50,000 | 50,000 | |
| Rehabilitate Doon Landfill Ladlows Hardwaste 2B West cover | 440,000 | 440,000 | |
| Grand Total | 5,662,821 | 5,163,474 | 499,347 |

Appendix B

| COMMUNITY GRANTS AND DONATIONS 2018/2019 | | COUNCIL DONATIONS \$ | COUNCIL GRANTS \$ |
|---|-------------------------------------|-----------------------------|--------------------------|
| SPORT AND RECREATION | | | |
| AFL Wimmera Mallee | Training Equipment for Umpires | | 500 |
| Horsham Croquet Club | Replace Kitchen cupboards | | 7,700 |
| Horsham Football Netball Club | Replace all flooring | | 8,000 |
| Horsham Lawn Tennis Club | Tilt Trailer for equipment transfer | | 1,600 |
| Horsham Sharks Swimming Club | 2 new shade structures | | 10,000 |
| Kalimna Park Croquet club | Mouse proof storage cupboard | | 450 |
| Laharum Sports Inc. | Commercial dishwasher | | 6,000 |
| Natimuk Golf Club | Upgrade 5 tees with instant turf | | 2,000 |
| Noradjuha Quantong Football Netball Club | Fridge for healthy food options | | 684 |
| Parkrun | ParkRun program in Horsham | | 5,000 |
| Taylors Lake Football Netball Club | Upgrade of switchboard | | 10,000 |
| Annual Allocation to assist funding applications | | 20,000 | |
| Sport & Recreation Advisory Committee Contingency | | 5,000 | |
| Specific Donation - Horsham Basketball Stadium (Lea | | 15,500 | |
| Community maintained Recreation Reserve maintenance allocation | | | |
| Dock Lake | | 11,800 | |
| Laharum | | 11,800 | |
| Kalkee | | 5,900 | |
| Pimpinio | | 5,900 | |
| Quantong | | 11,800 | |
| Riverside (Equestrian Outdoor Surface) | | 500 | |
| Noradjuha | | 500 | |
| Natimuk Showgrounds | | 5,900 | |
| Toolondo | | 500 | |
| Coughlin Park (HRCC allocation of outdoor staff resources) | | 11,800 | |
| TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION | | 106,900 | 51,934 |
| HALLS INFRASTRUCTURE | | | |
| CWA Hall Committee of Management | Defibrillator | | 1,400 |
| Dooen Public Hall | Roof Insulation | | 4,744 |
| Hamilton Lamb Hall | Paving of nature strip | | 4,000 |
| Laharum Hall Committee | Lining of skillion roof | | 2,500 |
| Taylors Lake Hall | Split system Air-conditioner | | 5,000 |
| Insurance levy for Public Halls (Brimpaen, Dadswells Bridge, Dooen, Haven, Jung, Kanagulk, Laharum, Mitre Natimuk, Noradjuha, Riverside, Sailors Home Hall, Taylors Lake, Telangatuk Toolondo, Wonwondah, Clear Lake School, Hamilton Lamb Hall) | | 15,000 | |
| TOTAL COMMUNITY GRANTS FOR HALLS | | 15,000 | 17,644 |
| KINDERGARTENS | | | |
| Green Park Casuarina Kindergarten | Blinds for Acacia verandah area | | 3,875 |
| Natimuk Road Kindergarten | Replacement of rubber soft fall | | 10,000 |
| Maintenance Grants of \$830 for Council's 6 Kindergartens | | 4,980 | |
| TOTAL COMMUNITY GRANTS FOR KINDERGARTENS | | 4,980 | 13,875 |
| GENERAL WELFARE AND COMMUNITY SERVICES | | | |
| Christian Emergency Food Centre Inc | Food Hampers | 2,230 | |
| Horsham College Chaplaincy Committee | | 5,460 | |
| Wimmera River Imp Committee | | 8,000 | |
| Wimmera River Imp Committee-Police paddock | | 2,350 | |
| Wimmera Toy Library | Replacement Toys | 1,000 | |
| Wimmera Toy Library | Storage Bays for new HUB | | 3,500 |
| TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES | | 19,040 | 3,500 |

COMMUNITY GRANTS AND DONATIONS 2018/2019

| | COUNCIL DONATIONS \$ | COUNCIL GRANTS \$ |
|---|-------------------------|----------------------|
| ORGANISATIONS | | |
| 3rd Horsham Brownie Guides | | 1,548 |
| Arapiles Community Theatre | | 1,000 |
| Horsham 2nd Scouts | | 2,500 |
| Horsham Historical Society | | 2,550 |
| Horsham Urban Landcare Group | | 2,000 |
| North West Grampians Lions Branch | | 1,000 |
| Oasis Wimmera | | 3,000 |
| U3A Horsham & District Inc. | | 600 |
| Wimmera Association for Genealogy | 310 | |
| Wimmera Live Steam & Model Engineering Society | | 5,000 |
| Wimmera Filipino-Australian Club Inc | | 1,000 |
| Wimmera Mobility Group | | 600 |
| Wimmera Pride Project | | 4,000 |
| Horsham City Pipe Band | 1,670 | |
| Horsham Rural City Brass Band | 1,670 | |
| Natimuk Brass Band | 1,670 | |
| Dadswells Bridge Hall - newsletter | 250 | |
| Natimuk & District Progress Association | 1,500 | |
| North West Grampians Newsletter | 1,500 | |
| Wonwondah North Hall - Newsletter | 250 | |
| Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well) | 10,400 | |
| Federation University Horsham Campus - Nursing award | 300 | |
| Longerenong Citizenship Prize | 300 | |
| Horsham Secondary College Senior Achievement Award | 200 | |
| Horsham College - Alternate Pathways Achievement Award | 200 | |
| St Brigid's College Senior Achievement Award | 200 | |
| Holy Trinity Lutheran College Senior Achievement Award | 200 | |
| Rural Toilet allocation (includes Clear Lake Recreation Reserve \$515) | 2,500 | |
| General Contingency | | 17,000 |
| TOTAL COMMUNITY GRANTS TO ORGANISATIONS | 23,120 | 41,798 |
| EVENTS | | |
| Arapiles Cycling Event Committee | | 450 |
| Art Is Festival | | 6,800 |
| Business Horsham | | 3,500 |
| Horsham & District Orchid Society | | 840 |
| Horsham Calisthenics College | | 1,100 |
| Horsham Christian Ministers Association | 3,500 | |
| Horsham Fishing Competition Inc. | | 5,000 |
| Horsham Flying Club | | 5,000 |
| Horsham Mother's Day Classic | | 1,000 |
| Horsham Motorcycle Club | | 6,000 |
| Horsham Patchwork Quilters Inc. | | 3,608 |
| Kannamaroo Committee of Management | | 5,000 |
| Natimuk Agricultural & Pastoral Society | | 4,000 |
| Natimuk Farmers Market Plus | | 900 |
| Operation 19:14 Action Team | | 3,630 |
| Rotary Club of Horsham East | | 7,820 |
| Wimmera & Southern Mallee Careers Expo | | 4,000 |
| Wimmera Growers of Australian Plants Inc | | 3,400 |
| Wimmera Rockers Danceworld | | 2,200 |
| TOAL COMMUNITY GRANTS FOR EVENTS | 3,500 | 64,248 |
| SUB - TOTALS | 172,540 | 192,999 |
| GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2018/2019 | | 365,539 |

Appendix C Fees and Charges Schedules

This appendix presents the fees and charges of a statutory and non-statutory nature that are charged in respect to various goods and services provided during the 2018/19 year.

| Service Description | <i>charges listed <u>do not</u> include GST unless otherwise stated</i> | | | |
|--|---|----------------|------------------|-----------------------|
| | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
| REGIONAL LIVESTOCK EXCHANGE | | | | |
| Associated agents general fee | Annual | 60,700.00 | 62,500.00 | 2017/18 |
| Truck wash- Purchase Avdata Key | | 40.00 | 40.00 | 2010/11 |
| Occasional users - tray trucks/trailers | per 3 mins | 7.20 | 7.40 | 2016/17 |
| Coin in the slot | min charge 3 mins 2 minutes | 2.00 | 2.00 | 2002/03 |
| Occasional users - semi-trailers | | 20.00 | 20.00 | 2010/11 |
| General Sale Dues as Follows :- | | | | |
| Cattle (not bulls) | Per Head/Day | 12.00 | 12.30 | 2017/18 |
| Bulls | Per Head/Day | 12.00 | 12.30 | 2017/18 |
| Calves | Per Head/Day | 4.50 | 4.60 | 2017/18 |
| Sheep | Per Head/Day | 0.78 | 0.83 | 2017/18 |
| Goats | Per Head/Day | 0.78 | 0.83 | 2017/18 |
| Note: For Private Sales, General Sales Dues apply. | | | | |
| Note: Additional Fee for Mob Selling pending if applicable. | | | | |
| Holding Fees | | | | |
| Every person who rents or uses pens or other accommodation for cattle for any purpose other than the sale of cattle at any market provided by the Council, for any of the following :- | | | | |
| Sheep | Per Head/Day | 0.29 | 0.30 | 2017/18 |
| Goats | Per Head/Day | 0.29 | 0.30 | 2017/18 |
| Cattle | Per Head/Day | 3.40 | 3.50 | 2017/18 |
| Weighing Fee | | | | |
| Cattle (Other than for sale) | Per Head | 5.60 | 5.80 | 2017/18 |
| Holding Paddock Fee | | | | |
| sheep and lambs | Per Head/Day | 0.29 | 0.30 | 2017/18 |
| there is no charge on stock held in yards on the first night | | | | |
| All stock is to be removed from selling yards by the lunchtime Friday | | | | |
| after a sale or stock will be placed on agistment where a fee is applicable | | | | |
| Disposal Fee | | | | |
| | Per Head | 31.00 | 32.00 | 2017/18 |
| Ear tagging - Cattle | | | | |
| | Per Head | 31.00 | 32.00 | 2017/18 |
| Ear tagging - Sheep/Goats | | | | |
| | Per Head | | 2.00 | New |
| Initial sheep/goat tagging fee relating to the introduction of electronic ear tagging. | | | | |
| This fee to be reviewed in January 2019. | | | | |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|--|----------------------------|----------------------|----------------------|-----------------------|
| CITY OVAL | | | | |
| Ground Rentals | | | | |
| Horsham Cricket Association (For cricket season) | Annual | 5,250.00 | 5,400.00 | 2017/18 |
| Horsham Football Club | Annual | 10,300.00 | 10,600.00 | 2017/18 |
| Horsham District Football League Wimmera Football League | Ord Final Ord Final | | | |
| Charge now levied by Recreation Reserve Committee of Management if League provides clean-up 15% of gate applies if League does not provide clean-up | | | | |
| Horsham District Football League Wimmera Football League | Grand Final Grand Final | 3,000.00 3,000.00 | 3,100.00 3,100.00 | 2016/17 2016/17 |
| ** \$1000 charge applies if League does not provide clean-up | | | | |
| 33% of finals gate commission paid to Committee of Management | | | | |
| Clubroom Cleaning Charges | | | | |
| Horsham Football Club (cleaning new showers & toilet facilities - bond \$250) | | | | |
| Football Season | F/night | 185.00 | 190.00 | 2017/18 |
| Cricket Season | F/night | 82.50 | 85.00 | 2017/18 |
| Other bodies using facilities by arrangement | Each time | 185.00 | 190.00 | 2017/18 |
| Advertising on Ground Fence | | | | |
| RESIDENCES | | | | |
| Botanic Gardens (rental set at market value) | Weekly | 230.00 | 235.00 | 2017/18 |
| AERODROME | | | | |
| Hangar Site Rental - Non Commercial (as per current lease 3.0% increase) | Annual | 811.73 | 836.08 | 2017/18 |
| Hangar Site Rental - Commercial (as per current lease 3.0% increase) | Annual | 1,352.87 | 1,393.46 | 2017/18 |
| Refuelling rights (Air BP) - as per current lease 3.0% increase BP lease expires at 30/6/2018 | Annual | 1,998.54 | 2,058.50 | 2017/18 |
| Council is required to give notice of rental increase no later than seven days prior to the commencement of each rental period that increase is to apply to. | | | | |
| User Charges | | | | |
| Western Ag Supplies (formally Western Aerial Pty Ltd) | Annual | 450.00 | 465.00 | 2017/18 |
| Air Ambulance Victoria | Annual | 1,800.00 | 1,860.00 | 2017/18 |
| Horsham Flying Club | Annual | 900.00 | 930.00 | 2017/18 |
| Horsham Aviation Services | Annual | 1,414.20 | 1,461.25 | 2017/18 |
| Stewart Aviation | Annual | 4,500.00 | 4,650.00 | 2017/18 |
| Horsham Aero Club | Annual | 900.00 | 930.00 | 2017/18 |
| Regular non-hangar site user fee | Annual | 200.00 | 210.00 | 2017/18 |
| Occasional Landing Fee | Intermittent | 15.00 | 15.00 | 2010/11 |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|--|------------------|----------------|----------------|-----------------------|
| COMMERCIAL PROPERTIES | | | | |
| Main Street Shops - total rental revenue (managed by Horsham Real Estate) | | 170,579.52 | 170,579.52 | |
| 73 Pynsent Street - Town Hall Café | Annual | 26,400.00 | VACANT | new 17/18 |
| 1/22 Urquhart Street - VACANT | Annual | | VACANT | 2010/11 |
| 2/22 Urquhart Street - VACANT | Annual | | VACANT | 2010/11 |
| 3/22 Urquhart Street - VACANT | Annual | | VACANT | 2010/11 |
| * Properties managed by Horsham Real Estate. Commercial properties shown as GST inclusive. | | | | |
| 45 Firebrace Street - Horsham PAWS | Monthly | 830.00 | 860.00 | 2017/18 |
| Notice Board - Horsham & District Funerals | Annual | 70.00 | 75.00 | 2017/18 |
| Notice Board- Wimmera Funerals | Annual | 70.00 | 75.00 | 2017/18 |
| OTHER PROPERTIES | | | | |
| NC2 Multipurpose Room rental | | | | |
| Group A | Daily | 165.00 | 170.00 | 2017/18 |
| - Businesses, government agencies and other users | Half Day | 90.00 | 95.00 | 2017/18 |
| | Nightly | 60.00 | 65.00 | 2017/18 |
| Group B | Daily | 60.00 | 65.00 | 2017/18 |
| - Not-for-profit community groups and Natimuk businesses | Half Day | 30.00 | 32.50 | 2017/18 |
| | Nightly | 12.00 | 13.00 | 2017/18 |
| BUILDING AND ASSET MANAGEMENT | | | | |
| Council System Key - Key issue | Each | 40.00 | 42.50 | 2017/18 |
| Council Lock System – Change of Locks. Plus 20% Administration Fee. | Each | At cost | At cost | 2016/17 |
| Building and Asset Management Administration Fee. Plus costs. | Each | 70.00 | 75.00 | 2017/18 |
| Contractor Induction (Single Department) | Each | 37.50 | 40.00 | 2017/18 |
| Contractor Induction (Multiple Departments) | Each | 65.00 | 70.00 | 2017/18 |
| Replacement Induction Card | Each | 22.00 | 24.00 | 2017/18 |
| Security Alarm Response (False Alarm / Accidental Activation) | Each | 75.00 | 80.00 | 2017/18 |
| Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% administration fee. | Each | At cost | At cost | 2016/17 |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|---|------------------|----------------|----------------|-----------------------|
| DOG/CAT CONTROL | | | | |
| Dog/Cat Fees to be set for year commencing 10th April, 2019 | | | | |
| Dogs over three months - Entire | Annual | 126.00 | 132.00 | 2017/18 |
| - Desexed/Microchipped/Over 10 yrs | Annual | 42.00 | 44.00 | 2017/18 |
| - Working | Annual | 42.00 | 44.00 | 2017/18 |
| Pensioner Concession - Entire | Annual | 63.00 | 66.00 | 2017/18 |
| - Desexed/Microchipped/Over 10 yrs | Annual | 21.00 | 22.00 | 2017/18 |
| - Working | Annual | 21.00 | 22.00 | 2017/18 |
| Cats over three months - Entire | Annual | 126.00 | 132.00 | 2017/18 |
| - Desexed/Microchipped/Over 10 yrs | Annual | 42.00 | 44.00 | 2017/18 |
| Pensioner Concession - Entire | Annual | 63.00 | 66.00 | 2017/18 |
| - Desexed/Microchipped/Over 10 yrs | Annual | 21.00 | 22.00 | 2017/18 |
| Dog – Dangerous. If first registered in municipality after 1 July 2016. | Annual | 210.00 | 220.00 | 2017/18 |
| Dog – Restricted Breed. If first registered in municipality after 1 July 2016. | Annual | 210.00 | 220.00 | 2017/18 |
| Replacement registration tag for dogs & cats. First Replacement Only. | Each | 0.00 | 0.00 | 2016/17 |
| Replacement registration tag for dogs & cats. Subsequent Replacement. | Each | 15.00 | 15.00 | 2016/17 |
| Registration tag for dogs and cats not required to be registered in the Municipality | Each | 15.00 | 15.00 | 2016/17 |
| <p>The Domestic (Feral and Nuisance) Animals Act 1994 operative April 1996 requires that Council fix a maximum fee for dogs/cats that applies to all dogs/cats except :- Desexed Dogs/Cats. Dogs/Cats over 10 years old. Dogs kept for working stock. Dogs/Cats kept for breeding by the proprietor of a domestic animal business conducted on registered premises. Dogs that have undergone obedience training which complies with the regulation. Dogs/Cats registered with the Victorian Canine Association/Feline control Council. (\$2.50 per dog and \$1.00 per cat of fee paid to Bureau of Animal Welfare)</p> | | | | |
| <p>The maximum fee must be three times the reduced fee.</p> | | | | |
| Pound - First release fee - Dog/Cat During Normal Working Hours (One per 2-year period - does not apply if dog is involved in attack) | | 0.00 | 0.00 | 2012/13 |
| Pound - First release fee - Dog/Cat Outside Normal Working Hours | | 95.00 | 100.00 | 2017/18 |
| Pound - Second release fee - Dog/Cat | | 95.00 | 100.00 | 2017/18 |
| Pound - Third and subsequent release fee - Dog/Cat | | 200.00 | 210.00 | 2017/18 |
| Additional release fee if dog involved in attack | | 135.00 | 145.00 | 2017/18 |
| Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays) | | 0.00 | 0.00 | 2012/13 |
| Daily feeding and cleaning charges - Per weekday after first 24 hours | per day | 25.00 | 26.00 | 2017/18 |
| Daily feeding and cleaning charges - Per weekend/public holiday | per day | 50.00 | 52.00 | 2017/18 |
| Additional charge if animal is required to be kept in quarantine at Pound. | per day | 28.00 | 29.00 | 2017/18 |
| Additional charge if animal is required to be kept in quarantine with Veterinarian. Plus 30% administration and transport fee. | per day | At cost | At cost | 2016/17 |
| Surrendered Animal - If animal surrendered to Pound. | Each | 35.00 | 40.00 | 2016/17 |
| Surrendered Animal - If animal found at large & subsequently surrendered. | Each | 80.00 | 85.00 | 2017/18 |
| Veterinary costs for Impounded Animal. Plus 30% administration and transport fee. | | At cost | At cost | 2016/17 |
| Transport Costs to deliver and retrieve animal from Veterinarian. | Each | 27.50 | 30.00 | 2017/18 |
| Hire Charge – Cat Trap (Each). First two weeks. | Two Weeks | 0.00 | 0.00 | 2016/17 |
| Hire Charge – Cat Trap (Each). After first two weeks. | Week | 15.00 | 15.00 | 2016/17 |
| Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee. | Each | 30.00 | 35.00 | 2017/18 |
| Hire Charge – Dog Barking Control Device (Each). First two weeks. | Two Weeks | 0.00 | 0.00 | 2016/17 |
| Hire Charge – Dog Barking Control Device (Each). After first two weeks. | Week | 17.50 | 20.00 | 2017/18 |
| Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee. | Each | 30.00 | 35.00 | 2017/18 |
| Registration/Renewal of a Domestic Animal Business. (\$10.00 of fee paid to Bureau of Animal Welfare) | | 260.00 | 270.00 | 2017/18 |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|---|---|----------------|----------------|-----------------------|
| PARKING CONTROL | | | | |
| Parking Fines (Set by Act) | | | | |
| Expired Meter (Minimum \$28 Maximum \$70)* | | 65.00 | 65.00 | 2017/18 |
| On a footpath, etc. (Set by Act) [#] | | 95.00 | 97.00# | 2017/18 |
| No Stopping Area (Set by Act) [#] | | 155.00 | 160.00# | 2016/17 |
| * Council may set a fee of b/n 0.2 & 0.5 Penalty Units [#] estimated amount - to increase with CPI | | | | |
| Parking Meter Charges | | | | |
| *includes GST | Per hour | *1.00 | *1.00 | 2011/12 |
| Allocated on Street Car Parking Fee (per Bay) | Monthly | 100.00 | 100.00 | 2014/15 |
| Low cost all-day parking | Per day | *2.00 | *2.00 | 2017/18 |
| Parking Bay Closed Off / Not Available. | Per day. | 25.00 | 25.00 | 2016/17 |
| Hire charge – Traffic Cones. Bond may be required. | | 7.00 | 7.00 | 2016/17 |
| Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation | Per cone | 0.00 | 0.00 | 2016/17 |
| HEALTH FEES | | | | |
| Food Premises | | | | |
| *Class One - Premises - Base fee | Annual | 380.00 | 390.00 | 2017/18 |
| *Class Two - Premises - Base fee | Annual | 380.00 | 390.00 | 2017/18 |
| Full time equivalent employees - greater than 5 | Each | 33.00 | 34.00 | 2017/18 |
| Class Two Accommodation Meals (B&B) | Annual | 125.00 | 130.00 | 2017/18 |
| Class Two - School Canteens | Annual | 35.00 | 37.00 | 2017/18 |
| Class Two - Food Vehicle | Annual | 280.00 | 290.00 | 2017/18 |
| Class Two - Community Group (unlimited events)/Low volume home caterer | Annual | 90.00 | 95.00 | 2017/18 |
| Class Two - Temporary Event | Each | 50.00 | 52.00 | 2017/18 |
| Class Three - Premises | Annual | 250.00 | 260.00 | 2017/18 |
| Class Three - Accommodation Meals (B&B) | Annual | 105.00 | 110.00 | 2017/18 |
| Class Three - Community Group (unlimited events)/Low volume home caterer | Annual | 85.00 | 90.00 | 2017/18 |
| Class Three - Food Vehicle | Annual | 250.00 | 260.00 | 2017/18 |
| Class Three - Temporary Event | Each | 40.00 | 42.00 | 2017/18 |
| Health Premises | | | | |
| Registered premises - Annual | Annual | 280.00 | 290.00 | 2017/18 |
| Registered premises - Ongoing Initial | Ongoing/Each | 280.00 | 290.00 | 2017/18 |
| Registered premises - Ongoing Renewal | Ongoing/Each | 85.00 | 90.00 | 2017/18 |
| Registered premises - Ongoing Transfer | Each | 115.00 | 120.00 | 2017/18 |
| Accommodation | Annual | 280.00 | 290.00 | 2017/18 |
| *Maximum fee | | 3,400.00 | 3,550.00 | 2017/18 |
| Transfer of Registration | 50% of full fee | | | |
| Late Fees | After 31 December each year 10% of the full fee is added. | | | |
| Septic Tank Fees | | | | |
| Permit to Install | Each | 460.00 | 480.00 | 2017/18 |
| Permit to Alter | Each | 230.00 | 240.00 | 2017/18 |
| Permit Extension / Amend Permit | Each | 60.00 | 65.00 | 2017/18 |
| Service Fee | | | | |
| Inspection by request | Per hour | 120.00 | 125.00 | 2017/18 |
| Influenza vaccinations | Per dose | 20.00 | 20.00 | 2014/15 |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase | |
|---|---|----------------|----------------|-----------------------|---------|
| AGED & COMMUNITY CARE | | | | | |
| Meals on Wheels - Horsham | Per Meal | 10.00 | 10.50 | 2013/14 | |
| Meals on Wheels - Natimuk | Per Meal | 10.00 | 10.50 | 2013/14 | |
| Home Help - Base Charge | Per Hour | 10.00 | 10.00 | 2015/16 | |
| Disabled Parking Permit - Issue fee | Per Permit | 6.00 | 6.00 | 2010/11 | |
| Home Maintenance Handyman - Home Safety | Per Hour | 17.00 | 17.00 | 2015/16 | |
| SUNDRY CHARGES | | | | | |
| Weddings at Gardens - Hire Charge | GST inclusive | Each Time | 75.00 | 80.00 | 2017/18 |
| Booking fee for wedding photographs | GST inclusive | | 75.00 | 80.00 | 2017/18 |
| Emergency Bore Water Charge | | | | | |
| - all water in excess of 20,000 KL per year - \$1.00 per additional KL | | | 1.00 | 1.00 | 2009/10 |
| Community Local Law No. 3 | | | | | |
| Permit to Burn | each permit | 40.00 | 40.00 | 2017/18 | |
| Permit to collect firewood from Council road/place | each permit | 20.00 | 22.50 | 2017/18 | |
| Permit to display vehicle or goods for sale | each permit | 140.00 | 145.00 | 2017/18 | |
| Footpath Advertising Permit | | 140.00 | 145.00 | 2017/18 | |
| Footpath Display Table Permit | | 140.00 | 145.00 | 2017/18 | |
| Footpath Table & Chairs Permit - per chairs - unlicensed premise | | 22.00 | 24.00 | 2017/18 | |
| Footpath Table & Chairs Permit - per chairs - licenced premise | | 43.00 | 46.00 | 2017/18 | |
| Hazard and Unsightly Property Clean Up by Contractor - Council Administration Fee. Plus costs associated with clean up and removal. Failure to adhere to Clean Up or Unsightly Property Notice. | Each | 260.00 | 270.00 | 2017/18 | |
| Clean Up by Contractor - Council Administration Fee. Plus all costs associated with clean up and removal. Clean up of illegally dumped and otherwise not properly disposed of items and refuse. | Each | 260.00 | 270.00 | 2017/18 | |
| Permit Administration Fee | Each | 10.00 | 10.00 | 2017/18 | |
| <i>Refer to 'Local Laws General Fees & Charges' for further permit fees applicable</i> | | | | | |
| Road Opening Fees & Re-Instatement Charges | | | | | |
| Permit Fee | | 60.00 | 70.00 | 2015/16 | |
| Opening Gravelled Surface | Permit Fee | 50.00 | 70.00 | 2017/18 | |
| Opening Bitumen or Concrete Footpath | Permit Fee | 75.00 | 70.00 | 2017/18 | |
| Opening Removal of Kerb & Channel | Permit Fee | 75.00 | 70.00 | 2017/18 | |
| Opening Sealed Roadways | per sq m | 85.00 | 70.00 | 2017/18 | |
| Opening Tap into Stormwater drain | Permit Fee | 55.00 | 70.00 | 2017/18 | |
| Boring Boring Under Road (No disturbance to pavement) | Permit Fee | 70.00 | 70.00 | 2017/18 | |
| Vehicle Construction of Kerb Crossing - permit fee | Permit Fee | 80.00 | 70.00 | 2017/18 | |
| Crossings | | | | | |
| Public Authorities | Ruling charges as varied from time to time by MAV | | To Be Advised | | |
| Special Work | Minimum Charge | 45.00 | 45.00 | | |
| | Road closure, etc. | | | | |
| Builders Footpath Repair & Crossing Deposit (Fixed as per Local Law No. 3) | | 700.00 | 700.00 | 2011/12 | |
| Building Services | | | | | |
| <i>As per Building Control Fees & Charges</i> | | | | | |

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|---|------------------|----------------|----------------|-----------------------|
| SUNDRY CHARGES continued | | | | |
| Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific | | | | |
| Drainage Headwork's Levy | | | | |
| - per hectare - Urban areas | | 18,250.00 | 18,800.00 | 2017/18 |
| - per hectare - Rural Residential Areas* | | 18,250.00 | 18,800.00 | 2017/18 |
| *sliding scale applicable | | | | |
| Design checking fee 0.75% of approved actuals | | | | |
| Supervision only - 2.5% of approved actuals | | | | |
| Design / Supervision / Administration - 7.5% of approved actuals | | | | |
| Offences Under Local Law No. 3 | | | | |
| 2.18 & 6.6 (b) Toy Vehicles | | | | |
| Impounding Release Fee | | | | |
| -1st Offence | each time | 47.50 | 50.00 | 2017/18 |
| -2nd Offence | each time | 115.00 | 120.00 | 2017/18 |
| -3rd & Subsequent Offences | each time | 220.00 | 230.00 | 2017/18 |
| 2.17 & 6.6 (b) Shopping Trolleys | | | | |
| Impounding Release fee plus removal costs | each trolley | 110.00 | 115.00 | 2017/18 |
| Impounded abandoned vehicles release fee plus costs | each vehicle | 220.00 | 230.00 | 2017/18 |
| Impounded release fee - other | each item | 115.00 | 120.00 | 2017/18 |
| Items where permit and fee applies but neither permit obtained nor fee paid and item displayed illegally. Plus costs associated with removal | | | | |
| Fire Hazard Removal by Contractor - Council Admin. Fee (Failure to adhere to Fire Prevention Notice) | | 260.00 | 270.00 | 2017/18 |
| Fire Hazard Removal by Contractor - Council Admin Fee. Plus Costs (Failure to adhere to Fire Prevention Notice) | | | | |
| VicRoads Search Fee. If required to identify the owner of a motor vehicle. | Each | 8.00 | 9.00 | 2017/18 |
| Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company. | Each | 17.50 | 19.00 | 2017/18 |
| Regulatory Services Administration Fee. Plus costs. | Each | 70.00 | 75.00 | 2017/18 |
| Photocopying Charge - per copy | | | | |
| A4 | BW/Colour | *0.60/*0.65 | *0.65/*0.70 | 2017/18 |
| A3 | BW/Colour | *0.70/*0.75 | *0.75/*0.80 | 2017/18 |
| A2 | BW/Colour | *8.00/*8.50 | *8.50/*9.00 | 2017/18 |
| A1 | BW/Colour | *13.00/*14.00 | *14.00/*15.00 | 2017/18 |
| A0 | BW/Colour | *19.00/*20.00 | *20.00/*22.00 | 2017/18 |
| *includes GST | | | | |
| Provision of sales data to Valuers and Real Estate Agents:- | | | | |
| Urban & Rural | per property | 0.80 | 0.85 | 2017/18 |
| Rural Only | per property | 0.95 | 1.00 | 2017/18 |

charges listed do not include GST unless otherwise stated

Service Description

Charge Frequency Charge 2017/18 Charge 2018/19 Year of last increase

WASTE MANAGEMENT FEES

TRANSFER STATIONS AND RURAL LANDFILLS

** All waste management fees listed include GST*

WASTE ITEM

CHARGE UNIT

General Waste

| | | | | |
|----------------------------|----------------|-------|-------|---------|
| Car Boot/240 litre bin | Min. charge | 13.50 | 14.00 | 2017/18 |
| 6 x 4 Trailer, Utility | (approx 1m3) | 20.00 | 21.00 | 2017/18 |
| 6 x 4 Trailer with sides | (approx 1.5m3) | 30.00 | 31.50 | 2017/18 |
| Tandem Trailer | 2m3 | 40.00 | 42.00 | 2017/18 |
| Light Trucks | 3m3 | 60.00 | 63.00 | 2017/18 |
| Dead Animals - per carcass | | 19.00 | 20.00 | 2017/18 |

Green Waste (Sorted-Clean)

| | | | | |
|-----------------------------------|----------|-------|-------|---------|
| Up to 2 cm (loose) | per load | 8.00 | 8.00 | 2011/12 |
| Trucks/Large Loads/Tandem Trailer | per load | 20.00 | 20.00 | 2011/12 |
| 6 X 4 Trailer (clean, green) | per load | 6.00 | 6.00 | 2011/12 |

Recyclables

| | | | | |
|---------------------------------|------------------|-----------|-----------|---------|
| Paper / Cardboard / Polystyrene | } free if sorted | | | |
| Bottles / Glass / Cans | | | | |
| Steel/W. Goods/Fencing/Tanks | | | | |
| Car Batteries | | No charge | No charge | |
| Car Bodies | | No charge | No charge | |
| Empty Gas Cylinders | | No charge | No charge | |
| Mattresses (Single) | | 15.00 | 16.00 | 2015/16 |
| Mattresses (Double or larger) | | 30.00 | 32.00 | 2015/16 |
| Light Tyres | | 24.00 | 24.00 | 2015/16 |
| Heavy Tyres | | 42.00 | 42.00 | 2015/16 |
| Heavy Tyres (Truck) | | 77.50 | 77.50 | 2015/16 |
| Heavy Tyres (Tractor, etc.) | | 165.00 | 165.00 | 2015/16 |
| Waste Oil (non-commercial only) | | No charge | No charge | |
| T.V. (monitor) screens, etc. | | No charge | No charge | |
| Chemical Drums | | No charge | No charge | |

(must be triple rinsed)

Sale of chipped green waste (if available)

| | | | | |
|---------------------------|--------|-------|-------|---------|
| Trailer 6 X 4 | Load | 15.00 | 15.00 | 2008/09 |
| Tandem Trailer | Load | 23.00 | 23.00 | 2008/09 |
| Truckload | Load | 29.50 | 29.50 | 2008/09 |
| Loading (To max. \$5.00*) | per m3 | 2.00 | 2.00 | 2007/08 |

Commercial Waste

Large loads not accepted

Asbestos Waste

Not Accepted

Builders Waste/Concrete/Spoil

In excess of 3xm3 take to Dooen by arrangement at Dooen

Builders Waste/Concrete/Spoil

If dumped at Transfer Station **\$153.75*** per m3 plus **\$11.00*** per m3 cartage = **\$164.75/m3** (i.e.. For 3 x m3 = **\$494.25**)

All accounts must be authorised by General Manager Technical Services and a bank cheque/guarantee may be requested as security.

charges listed do not include GST unless otherwise stated

| Service Description | Charge Frequency | Charge 2017/18 | Charge 2018/19 | Year of last increase |
|--|--------------------|----------------|----------------|-----------------------|
| WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2018/19) | | | | |
| DOOEN LANDFILL | | | | |
| <i>* All waste management fees listed include GST</i> | | | | |
| (Based on EPA Landfill levies of \$32.41 per tonne for Municipal and \$56.68 per tonne for Industrial/Commercial waste, \$70.00 per tonne for Low Level Contaminated Waste and \$32.41 for Asbestos) | | | | |
| <u>WASTE ITEM</u> | <u>CHARGE UNIT</u> | | | |
| General Waste | | | | |
| Not accepted unless by arrangement - use Transfer Station | | | | |
| All Loads (Min. 3 tonne) | Min 3.0 tonne | 368.40 | 375.60 | 2017/18 |
| Excess above 3.0 tonne | tonne | 122.80 | 125.20 | 2017/18 |
| Green Waste (Sorted) & Recyclables | | | | |
| Not accepted - use Transfer Station | | | | |
| Putrescible Waste | | | | |
| Municipal - other Councils within waste group area | tonne | 122.80 | 125.20 | 2017/18 |
| Municipal - other Councils outside waste group area | tonne | 150.70 | 153.75 | 2017/18 |
| HRCC | | 111.65 | 113.85 | 2017/18 |
| Hard Waste | | | | |
| (Builders Rubble, etc.) | tonne | 150.70 | 153.75 | 2017/18 |
| Commercial Waste | | | | |
| (From approved Commercial Waste Operators) | tonne | 150.70 | 153.75 | 2017/18 |
| Topsoil | | | | |
| (Suitable for Landfill cover) | tonne | 7.70 | 7.70 | 2010/11 |
| Fill | | | | |
| (Suitable for Landfill cover) | tonne | 45.20 | 46.00 | 2017/18 |
| Sheepskins | | | | |
| | tonne | 65.00 | 148.50 | 2015/16 |
| Dead Sheep | | | | |
| | each carcass | 9.50 | 9.70 | 2017/18 |
| Animal Carcass | | | | |
| (Larger than sheep) | each carcass | 19.00 | 20.00 | 2017/18 |
| Clean Concrete | | | | |
| (Suitable for crushing) | tonne | 5.00 | 5.00 | 2008/09 |
| Asbestos | | | | |
| (Only accepted with EPA approval) | tonne | 247.50 | 287.00 | 2017/18 |
| Grain Waste | | | | |
| (GMO waste DNRE approval needed) | tonne | 150.70 | 153.75 | 2017/18 |
| Low Level Contaminated Soil (Cat. C) | | | | |
| | tonne | 247.50 | 287.00 | 2017/18 |
| Sale of Crushed Concrete (subject to availability) | | | | |
| Non Council | tonne | | | 2010/11 |
| Council | tonne | 12.00 | 12.00 | 2010/11 |
| Approved Contributing Recyclers | tonne | | | 2010/11 |

| | | (excludes GST unless otherwise stated) | | |
|--|--|--|----------------|---------------------|
| Clause | Service Description | Unit of Measure | Charge 2017/18 | Charge 2018/19 Area |
| LOCAL LAWS GENERAL FEES & CHARGES | | | | |
| Street Activities Permits | | | | |
| 2.26(g) | Permit to Busk | Each | 0.00 | 0.00 PE |
| 2.26(f) | Permit to Conduct a Fundraising Activity (Non-Profit Organisation) | Each | 0.00 | 0.00 PE |
| 2.26(f) | Permit to Conduct a Fundraising Activity (Other Organisations) | Each | 45.00 | 50.00 PE |
| 2.7 | Permit to Work on a Vehicle on a Road or Public Place | Each | 45.00 | 50.00 PE |
| 2.2(f) | Permit to Place a Bulk Rubbish Container (<i>Skip Bin</i>) | Each | 70.00 | 75.00 PE |
| 3.10 | Permit to Camp in a Public Place <i>(includes camping in a tent, caravan, car, or any other temporary structure)</i> | Each | 0.00 | 0.00 PE |
| 2.29 | Permit to Play Amplified Music or Sound on a Road or in a Public Place | Each | 70.00 | 75.00 CS |
| 2.27 | Permit to Leave a Trailer or Caravan for more than Seven Days | Each | 45.00 | 50.00 PE |
| 2.26(j) | Permit to Conduct a Circus, Carnival, or other Similar Event | Each | 70.00 | 75.00 TS |
| 2.26(h) | Permit to Conduct a Street Party or Festival | Each | 45.00 | 50.00 TS |
| 2.26(a) | Permit to Place or Display a Vehicle or Goods for Sale | Each | 135.00 | 145.00 PE |
| 2.26(b) | Permit to Display Goods (<i>Footpath Advertising</i>) | Each | 135.00 | 145.00 PE |
| 2.26(d) | Permit to Place a Structure to Sell Goods or Services | Each | 135.00 | 145.00 PE |
| 2.26(e) | Permit Sell Goods Carried on the Person or a Moveable Thing <i>(includes ice cream trucks and coffee carts, etc.)</i> | Each | 135.00 | 145.00 PE |
| 2.8 | Permit to Collect Wood From a Council-Managed Road or Public Place | Each | 17.50 | 22.50 TS |
| 2.25 | Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place | Each | 0.00 | 0.00 TS |
| Burning and Fire Permits | | | | |
| 3.8 | Permit to Burn | Each | 35.00 | 45.00 PE |
| 3.9 | Permit to Light an Incinerator in a Built Up Area or Residential Area | Each | 45.00 | 50.00 CS |
| Road and Infrastructure Permits | | | | |
| 2.2(a) | Permit to Occupy or Fence Off Part of a Pubic Place | Each | 70.00 | 75.00 TS |
| 2.2(b) | Permit to Erect Scaffolding, Hoarding or Overhead Protective Awning | Each | 70.00 | 75.00 TS |
| 2.2(c) | Permit to Use a Mobile Crane or Travel Tower | Each | 70.00 | 75.00 TS |
| 2.2(d) | Permit to Remove or Prune a Street Tree | Each | 0.00 | 0.00 TS |
| 2.2(e) | Permit to Plant a Tree or Shrub or Landscape an Area | Each | 0.00 | 0.00 TS |
| 2.6 | Permit to Use a Prohibited Vehicle | Each | 70.00 | 75.00 TS |
| 2.11 | Permit to Hold a Rally, Procession, or Demonstration | Each | 0.00 | 0.00 TS |
| Animal Permits | | | | |
| 4.1 | Permit to Keep More than the Number of Permitted Types of Animals | Each | 70.00 | 75.00 PE |
| 4.2 | Permit to Keep More than the Permitted Number of Animals | Each | 70.00 | 75.00 PE |
| 4.5 | Permit to Keep More than the Permitted Number of Birds | Each | 70.00 | 75.00 PE |

Department Area

PE = Planning and Economic

TS = Technical Services

CS = Community Services

| | | (excludes GST unless otherwise stated) | |
|-----------------------------------|--|--|-------------------|
| Class | Service Description | Charge 2017/18 | Charge 2018/19 |
| PLANNING SCHEME AMENDMENTS | | | |
| Stage | Subdivision fees | | |
| 1 | For: | 2,871.60 | 2,929.30 |
| | a) considering a request to amend a planning scheme; and | | |
| | b) taking action required by Division 1 of Part 3 of the Act; and | | |
| | c) considering any submissions which do not seek a change to the amendment; and | | |
| | d) if applicable, abandoning the amendment | | |
| 2 | For: | | |
| | a) considering | | |
| | i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a | 14,232.70 | 14,518.60 |
| | ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a | 28,437.60 | 29,008.80 |
| | iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and | 38,014.40 | 38,778.00 |
| | b) providing assistance to a panel in accordance with section 158 of the Act; and | | |
| | c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and | | |
| | d) considering the panel's report in accordance with section 27 of the Act; and | | |
| | e) after considering submissions and the panel's report, abandoning the amendment. | | |
| 3 | For: | | |
| | a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and | | |
| | b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and | | |
| | c) giving the notice of the approval of the amendment required by section 36(2) of the Act. | | |
| 4 | For: | | |
| | a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and | 453.10 | 426.20 |
| | b) giving notice of approval of the amendment in accordance with section 36(1) of the Act. | 453.10 | 426.20 |

| | | (excludes GST unless otherwise stated) | |
|---------------------------|--|--|-------------------|
| Class | Service Description | Charge 2017/18 | Charge 2018/19 |
| PLANNING APPROVALS | | | |
| Class | Planning Permit / Planning Permit Amendment Fees | | |
| | Type of planning application | 1/07/2016 | 1/07/2017 |
| 1 | Use only | 1,240.70 | 1,265.60 |
| 2-6 | Single Dwellings: To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is: | | |
| | Up to \$10,000 | 188.20 | 192.00 |
| | >\$10,000 to \$100,000 | 592.50 | 604.40 |
| | >\$100,000-\$500,000 | 1,212.80 | 1,237.10 |
| | \$500,000-\$1,000,000 | 1,310.40 | 1,336.70 |
| | \$1,000,000-\$2,000,000 | 1,407.90 | 1,436.20 |
| | <i>(Other than VicSmart, subdivisions or consolidated land)</i> | | |
| 7 | VicSmart application Up to \$10,000 | 188.20 | 192.00 |
| 8 | VicSmart application >\$10,000 | 404.30 | 412.40 |
| 9 | VicSmart application to subdivide or consolidate land | | 192.00 |
| | To Develop land (other than single dwelling per lot) where the estimated cost is: | | |
| 10 | <\$100,000 | 1,080.40 | 1,102.10 |
| 11 | >\$100,000 - \$1,000,000 | 1,456.70 | 1,486.70 |
| 12 | >\$1,000,000 - \$5,000,000 | 3,213.20 | 3,277.70 |
| 13 | >\$5,000,000 - \$15,000,000 | 8,189.80 | 8,354.80 |
| 14 | >\$15,000,000 - \$50,000,000 | 24,151.10 | 24,636.20 |
| 15 | >\$50,000,000 | 54,282.40 | 55,372.70 |
| 16 | To subdivide an existing building (other than a class 9 permit) | 1,240.70 | 1,265.60 |
| 17 | To subdivide land into 2 lots (other than a class 9 or class 16 permit) | 1,240.70 | 1,265.60 |
| 18 | To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit) | 1,240.70 | 1,265.60 |
| 19 | Subdivide land <i>(other than a class 9, class 16, class 17 or class 18 permit)</i> | 1,240.70 | 1,265.60 |
| 20 | To: | 1,240.70 | 1,265.60 |
| | a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or | | |
| | b) create or remove a right of way; or | | |
| | c) create, vary or remove an easement other than a right of way; or | | |
| | d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant. | | |
| 21 | A permit not otherwise provided for in the regulation | 1,240.70 | 1,265.60 |

| | | (excludes GST unless otherwise stated) | |
|--------------|--|--|-------------------|
| Class | Service Description | Charge 2017/18 | Charge 2018/19 |
| Class | Amendment to Planning Permits | | |
| 1 | Amendment to a permit to change the use of land allowed by the permit or allow a new use of land | 1,240.70 | 1,265.60 |
| 2 | Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the | 1,240.70 | 1,265.60 |
| 3 | Amendment to a class 2 permit | 188.20 | 192.00 |
| 4 | Amendment to a class 3 permit | 592.50 | 604.40 |
| 5 | Amendment to a class 4 permit | 1,212.80 | 1,237.10 |
| 6 | Amendment to a class 5 or class 6 permit | 1,310.40 | 1,336.70 |
| 7 | Amendment to a class 7 permit | 188.20 | 192.00 |
| 8 | Amendment to a class 8 permit | 404.30 | 412.40 |
| 9 | Amendment to a class 9 permit | 188.20 | 192.00 |
| 10 | Amendment to a class 10 permit | 1,080.40 | 1,102.10 |
| 11 | Amendment to a class 11 permit | 1,456.70 | 1,486.00 |
| 12 | Amendment to a class 12, 13, 14 or 15 permit | 3,213.20 | 3,277.70 |
| 13 | Amendment to a class 16 permit | 1,240.70 | 1,265.60 |
| 14 | Amendment to a class 17 permit | 1,240.70 | 1,265.60 |
| 15 | Amendment to a class 18 permit | 1,240.70 | 1,265.60 |
| 16 | Amendment to a class 19 permit (<i>per 100 lots created</i>) | 1,240.70 | 1,265.60 |
| 17 | Amendment to a class 20 permit | 1,240.70 | 1,265.60 |
| 18 | Amendment to a class 21 permit | 1,240.70 | 1,265.60 |
| Reg. | Other fees | | |
| 7 | For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act. | 3,763.80 | 3,839.40 |
| 8 | For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act. | 906.10 | 924.30 |
| 10 | For combined permit applications Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made | | |
| 12 | Amend an application for a permit or an application to amend a permit (<i>Amendments to application after notice of application is given</i>) | | |
| a) | Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 | | |
| b) | Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below | | |
| c) | If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit | | |
| 13 | For a combined application to amend permit The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made | | |

| Class | Service Description | (excludes GST unless otherwise stated) | |
|-------------|---|--|-------------------|
| | | Charge 2017/18 | Charge 2018/19 |
| Reg. | Other fees (Cont.) | | |
| 14 | For a combined permit and planning scheme amendment Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made | | |
| 15 | For a certificate of compliance | 306.70 | 312.80 |
| 16 | For an agreement to a proposal to amend or end an agreement under section 173 of the Act | 620.30 | 632.80 |
| 18 | Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council | 306.70 | 312.80 |
| | Extension of time to Planning Permit (First) | 110.00 | 120.00 |
| | Extension of time to Planning Permit (Second) | 190.00 | 210.00 |
| | Extension of time to Planning Permit (Third and subsequent) | 260.00 | 280.00 |
| | Secondary Consent for Planning Permits – Minor | 110.00 | 120.00 |
| | – Major | 260.00 | 280.00 |
| | Amendment to Planning Permit not otherwise listed | | 160.00 |
| | Planning Permit History (GST incl) | 120.00 | 135.00 |
| | Notice of Planning Permit – Application in Newspaper (GST incl) | 190.00 | 200.00 |
| | Placing of Planning Permit Application Notice on Site | 105.00 | 110.00 |
| | Notice of Planning Permit – by mail if more than 10 letters (per letter) | 5.70 | 6.50 |
| | Copy of Title and Title Plan | 42.00 | 44.00 |
| | Copy of Covenant/Section 173 | 27.50 | 32.00 |
| | Request for Council consent (i.e.. Liquor Licence) where no P/P required | 127.00 | 137.00 |
| | Application for Council signing and scaling Section 173 Agreement | 270.00 | 290.00 |
| | Inspection Fee | 140.00 | 150.00 |
| | Request for Planning Information in writing | 67.50 | 72.50 |
| Reg. | Subdivision fees | | |
| 6 | For certification of a plan of subdivision | | 167.80 |
| 7 | Alteration of plan under section 10(2) of the Act | | 104.60 |
| 8 | Amendment of certified plan under section 11(1) of the Act | | 135.10 |
| 9 | Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee) | | |
| 10 | Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee) | | |
| 11 | Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee) | | |

| Service Description | Unit of Measure | (excludes GST unless otherwise stated) | |
|---|-----------------|--|----------------|
| | | Charge 2017/18 | Charge 2018/19 |
| BUILDING CONTROL FEES AND CHARGES | | | |
| Domestic Building Work (Class 1 and 10) | | | |
| Works value less than \$5,000 | Each | 420.00 | 435.00 |
| New Dwelling, Extension, Alterations | | | |
| Value of Works \$5001 to \$10,000 | Each | 570.00 | 620.00 |
| Value of Works \$10,001 to \$20,000 | Each | 730.00 | 790.00 |
| Value of Works \$20,001 to \$50,000 | Each | 940.00 | 970.00 |
| Value of Works \$50,001 to \$100,000 | Each | 1,260.00 | 1,305.00 |
| Value of Works \$100,001 to \$150,000 | Each | 1,570.00 | 1,630.00 |
| Value of Works \$150,001 to \$200,000 | Each | 1,890.00 | 1,960.00 |
| Value of Works \$200,001 to \$250,000 * | Each | 2,250.00 | 2,330.00 |
| Value of Works \$250,001 to \$300,000 * | Each | 2,570.00 | 2,660.00 |
| Value of Works \$300,001 to \$350,000 * | Each | 2,880.00 | 2,982.00 |
| Value of Works above \$350,000 * | Each | 3,100.00 | 3,210.00 |
| <i>(to a maximum of)</i> | | | |
| * excludes work performed by a Registered Building Practitioner | | | |
| Owner/Applicants Engaging a Registered Building Practitioner (New Dwellings / Extensions Only) | | | |
| Value of Works \$200,001 to \$340,000 | Each | 1,890.00 | 1,960.00 |
| Value of Works \$340,001 to \$550,000 | Each | 2,100.00 | 2,180.00 |
| Value of Works above \$550,000 | Each | 2,600.00 | 2,690.00 |
| <i>(to a maximum of)</i> | | | |
| Miscellaneous Approvals | | | |
| Garage, Car Port, Shed, Patio, Veranda, Pergola | Each | 630.00 | 660.00 |
| Swimming Pool (Fence Only) | Each | 260.00 | 270.00 |
| Swimming Pool and All Fences | Each | 470.00 | 490.00 |
| Restumping (Work must be performed by a Registered Builder) | Each | 650.00 | 680.00 |
| Re-erection of Dwelling (Resiting) | Each | 1,180.00 | 1,300.00 |
| Demolish / Remove Building | Each | 520.00 | 540.00 |
| Commercial Building Work (Class 2-9) | | | |
| New Building, Extension, Alterations | | | |
| Value of Works up to \$10,000 | Each | 730.00 | 760.00 |
| Value of Works \$10,001 to \$50,000 | Each | 940.00 | 970.00 |
| Value of Works \$50,001 to \$100,000 | Each | 1,360.00 | 1,410.00 |
| Value of Works \$100,001 to \$150,000 | Each | 1,830.00 | 1,895.00 |
| Value of Works \$150,001 to \$200,000 | Each | 2,250.00 | 2,330.00 |
| Value of Works \$200,001 to \$250,000 | Each | 2,670.00 | 2,765.00 |
| Value of Works \$250,001 to \$300,000 | Each | 3,100.00 | 3,210.00 |
| Value of Works \$300,001 to \$500,000 | Each | 3,570.00 | 3,695.00 |
| Value of Works above \$500,000 or (negotiated with Council) | Each | (Value of works ÷ 150) | |
| Community Group (Not-for Profit) Building Works | Discount | (Permit fee x 50%) | |
| <i>(Discount on Permit fees only. State Government Levy still applies)</i> | | | |
| Minor Works | Each | 710.00 | 735.00 |
| <i>(Refurbishment, Fit Out, Change of Use, Essential Safety Measure, Minor Alterations)</i> | | | |
| Demolish / Remove Building | Each | 630.00 | 660.00 |
| Levies / Bonds | | | |
| Building Administration Fund Levy (State Levy) | Each | (value of work x 0.00128) | |
| <i>(Applies to all building work over \$10,000)</i> | | | |
| Bond / Guarantee for Re-erection of buildings | Each | The lesser of the cost of the building work or \$5,000 | |
| Council Infrastructure (Asset) Protection Deposit | Each | 700.00 | 700.00 |
| <i>(Fee amount set by Local Law)</i> | | | |

| Service Description | Unit of Measure | (excludes GST unless otherwise stated) | |
|---|-----------------|---|-----------------------------------|
| | | Charge 2017/18 | Charge 2018/19 |
| Inspections | | | |
| Additional / Other / Miscellaneous Inspection (Minimum one-hour charge) | Hour | 150.00 | 155.00 |
| Inspections for Private Building Surveyors (Minimum one-hour charge) | Hour | 260.00 | 270.00 |
| Illegal / Unapproved Building Work | | | |
| Consideration of Approval of Illegal or Unapproved Building Work | Each | (Cost of Building Permit + 50%) | |
| Report and Consent | | | (July 2018) |
| Application for report and consent | Each | Prescribed fee | 283.40 |
| Part 5 - Siting | | | |
| Part 6 - Projections Reg 109 | | | |
| Part 8 - Building above or below certain public facilities - Reg 134(2); Septic Systems - Reg 132(1); Build over an easement vested in Council - Reg 130 | | | |
| Part 10 - Flooding - Reg 153 & Reg 154 | | | |
| Application for report & consent pursuant to s29a - Demolition of Building | Each | Prescribed fee | 83.10 |
| Application for report & consent for protection of the public Reg 116(4) | Each | Prescribed fee | 287.60 |
| Application for report & consent for location of point of stormwater discharge Reg 133(2) | Each | Prescribed fee | 141.20 |
| Request for Information | | | (July 2018) |
| Requests for information (Property Information Requests) (Regulation 326(1), 326(2) and 326(3)) | Each | Prescribed fee | 46.10 |
| Request for Professional Advice / Consultation (Minimum one-hour charge. Charged by the hour) | Hour | 160.00 | 165.00 |
| File Retrieval / Search | | | |
| File Retrieval – Minor Document (for example, Copy of Building / Occupancy Permit/ Plans) | Each | \$10.00 (+ photocopying) | 20.00 |
| File Retrieval / Search (for example, Permit History) | Each | \$70.00 (+ photocopying) | 80.00 |
| Amended Building Permit | | | |
| Amended Building Permit – Minor Alterations | Each | 90.00 | 130.00 |
| Amended Building Permit – Major Alterations (+ additional inspections) | Each | 170.00 | 200.00 |
| Time Extension – Building Permit (amended permit required - first request) | Each | 150.00 | 200.00 |
| Time Extension – Building Permit (amended permit required - second request) | Each | N/A | N/A |
| Amended Plans (Minimum one-hour charge. Charged by the hour) | Hour | 160.00 | 165.00 |
| Refunds | | | |
| Withdrawn Application – Permit Lodged Not Yet Assessed | Retained | 270.00 | 280.00 |
| Withdrawn Application – Permit Assessed Not Yet Issued | Retained | 30% of fees (Minimum \$370.00) | 30% of fees (Minimum \$370.00) |
| Permit Cancellation – After Permit Issued (Refund only for inspections not carried out, based on inspection fee at time of cancellation) | Retained | Permit fees retained | Permit fees retained |
| Permit Cancellation – After Permit Expired | Retained | No refund | No refund |
| Lodgement Fee | | | (July 2018) |
| Lodgement fee for Private Building Surveyors (Submission of Section 80, 30, & 73) (lodged via hard copy / email / facsimile) | Each | Prescribed fee | 118.92 |
| Events | | Event Fees & Charges are GST inclusive | |
| Place of Public Entertainment (POPE) Occupancy Permit | Each | 375.00 | 390.00 |
| Temporary Siting Approval or Temporary Structure Inspection | Each | 240.00 | 250.00 |
| Entertainment / Event Consideration, Notification, and Approval - No Permit Required | Each | 10.00 | 15.00 |

Note: Fees may be negotiated based on volume and economies of scale and scope.

(excludes GST unless otherwise stated)

| Service Description | Unit of Measure | Charges 2017/18 | | | Charges 2018/19 | | |
|--|---------------------|-----------------|-------------------|----------------|-----------------|-------------------|----------------|
| | | Full Charge | Dance School Rate | Community Rate | Full Charge | Dance School Rate | Community Rate |
| TOWN HALL | | | | | | | |
| Horsham Town Hall Fees | Usage Method | | | | | | |
| Auditorium Theatre (500) | 8 hrs | 1,836.00 | 1,400.00 | 735.00 | 1,875.00 | 1,428.00 | 750.00 |
| Auditorium Theatre (500) | 4 hrs | 1,020.00 | 765.00 | 408.00 | 1,040.00 | 780.00 | 416.00 |
| Auditorium Rehearse/Bump In/Out | 8 hrs | 1,224.00 | 918.00 | 490.00 | 1,248.00 | 936.00 | 500.00 |
| Auditorium Rehearse/Bump In/Out | 4 hrs | 715.00 | 535.00 | 285.00 | 730.00 | 545.00 | 290.00 |
| Auditorium Conference/forum | 8 hrs | 1,630.00 | | | 1,662.00 | | |
| Auditorium Conference/forum | 4 hrs | 918.00 | | | 936.00 | | |
| Foyer | 8 hrs | 440.00 | 330.00 | 176.00 | 484.00 | 363.00 | 195.00 |
| Foyer | 4 hrs | 220.00 | 165.00 | 88.00 | 242.00 | 181.00 | 97.00 |
| Town Hall Seated (350) | 8 hrs | 800.00 | 600.00 | 500.00 | 880.00 | 630.00 | 525.00 |
| Town Hall Seated (350) | 4 hrs | 400.00 | 300.00 | 300.00 | 440.00 | 315.00 | 315.00 |
| Town Hall Theatre/Expo (700) | 8 hrs | 1,000.00 | 750.00 | 500.00 | 1,100.00 | 787.50 | 525.00 |
| Town Hall Theatre/Expo (700) | 4 hrs | 600.00 | 450.00 | 300.00 | 660.00 | 472.50 | 315.00 |
| Town Hall Rehearsals | 8 hrs | 304.00 | 250.00 | 250.00 | 340.00 | 260.00 | 260.00 |
| Town Hall Rehearsals | 4 hrs | 152.00 | 150.00 | 150.00 | 175.00 | 157.50 | 157.50 |
| Town Hall event set up (build day prior) | 8 hrs | 304.00 | 250.00 | 250.00 | 350.00 | 262.50 | 262.50 |
| Town Hall event set up (build day prior) | 4 hrs | 152.00 | 150.00 | 150.00 | 175.00 | 157.00 | 157.00 |
| Town Hall Balcony Room | 4 hrs | | | | 300.00 | 225.00 | 120.00 |
| Education Room Seated (40) | 8 hrs | 400.00 | 300.00 | 160.00 | 440.00 | 330.00 | 176.00 |
| Education Room Seated (40) | 4 hrs | 200.00 | 150.00 | 80.00 | 220.00 | 165.00 | 88.00 |
| Education Room Seated (40) | 2 hrs | 100.00 | 75.00 | 40.00 | 110.00 | 82.50 | 44.00 |
| Green Room or Meeting Room Seated (25) | 8 hrs | 320.00 | 240.00 | 128.00 | 352.00 | 264.00 | 140.00 |
| Green Room or Meeting Room Seated (25) | 4 hrs | 160.00 | 120.00 | 64.00 | 176.00 | 132.00 | 70.00 |
| Green Room or Meeting Room Seated (25) | 2 hrs | 80.00 | 60.00 | 32.00 | 88.00 | 66.00 | 35.00 |
| Meeting Room (8) | 4 hrs | | | | 100.00 | 75.00 | 40.00 |
| Meeting Room (8) | 2 hrs | | | | 50.00 | 37.50 | 20.00 |
| Art Gallery | 4 hrs | 336.00 | | 140.00 | 386.00 | | 161.00 |
| Art Gallery | 2 hrs | 175.00 | | 70.00 | 200.00 | | 80.00 |
| Town Hall Kitchen | 8 hrs | 320.00 | 240.00 | 128.00 | 350.00 | 252.00 | 135.00 |
| Town Hall Kitchen | 4 hrs | 160.00 | 120.00 | 64.00 | 175.00 | 126.00 | 67.00 |
| Piano Hire | per hire | 150.00 | | | 150.00 | 150.00 | 150.00 |
| Piano Tuning | per hire | | | | 200.00 | 200.00 | 200.00 |
| APRA Licence | per event | 60.00 | | | 100.00 | 100.00 | 100.00 |
| Additional Cleaning | per hour | 55.00 | | | 100.00 | 100.00 | 100.00 |

| Service Description | Unit of Measure | (excludes GST unless otherwise stated) | |
|--|-----------------|--|-----------------------|
| | | Charges 2017/18 | Charges 2018/19 |
| OTHER HORSHAM TOWN HALL FEES | | | |
| Additional Staff Rates | | | |
| Duty Manager/Front of House | per hour | 43.00 | 43.00 |
| Casual Box Office staff | per hour | 40.00 | 40.00 |
| Casual Ushers, Bar Staff & Merch sellers | per hour | 40.00 | 40.00 |
| Supervising Technician | per hour | 57.00 | 57.00 |
| Casual technical staff | per hour | 40.00 | 40.00 |
| Ticketing & Associated Fees | | | |
| Commercial Ticket fees | | \$4.40/ticket | \$4.40/ticket |
| Community Ticket fees | | \$1.50/ticket | \$1.50/ticket |
| Complimentary Tickets Issuing fee | | \$1.50/ticket | \$1.50/ticket |
| Additional Performances/Days (per ticketed schedule) | | 40.00 | 40.00 |
| Specialised & Complex Seating Plans | | \$40/plan | \$40/plan |
| Credit card fee | | 1.00% | 1.00% |
| Change to price structure after sales commence | | 40.00 | 40.00 |
| Cancellation of booking after on-sale | | \$40 + \$2/ticket | \$40 + \$2/ticket |
| Postage fees (registered/express/regular) | | \$10.00/\$7.50/\$3.50 | \$10.00/\$7.50/\$3.50 |
| Seat Exchange fee | | \$1.50/ticket | \$1.50/ticket |
| Ticket Reprint fee | | \$1.50/ticket | \$1.50/ticket |
| Commission on Merchandise | | 10.00% | 10.00% |
| Radio Mics | | \$55 per day | \$55 per day |
| Haze Machine | | \$120 per day + Fluid | \$120 per day + Fluid |
| Projector 6000 Lumen | | \$300 per day | \$300 per day |
| Projector 3300 Lumen | | \$100 per day | \$100 per day |
| 2400 x 1200 Riser (Bear trap 400mm) | | \$30 Per Day | \$30 Per Day |
| 2400 x 1200 Riser (Bear trap 600mm) | | \$30 Per Day | \$30 Per Day |
| Tablecloth Hire | | \$10/cloth | \$10/cloth |
| Chair Cover Hire | | \$2/cover | \$2/cover |

Kalkee Road Children's & Community Hub

| Rental Tariffs 2018/19 | Hourly | | Half Day Rate | | Full Day Rate | |
|----------------------------|--------|-------|---------------|-------|---------------|--------|
| | Full | y | Full | y | Full | y |
| Multipurpose Room | 55.00 | 25.00 | 125.00 | 55.00 | 230.00 | 110.00 |
| Meeting Room | 20.00 | 10.00 | 44.00 | 20.00 | 88.00 | 40.00 |
| Specialist/Consulting Room | 20.00 | 10.00 | 44.00 | 20.00 | 88.00 | 40.00 |
| Interview Room | 15.00 | 8.00 | 30.00 | 16.00 | 50.00 | 25.00 |

Office Rental (all inclusive)

| | | |
|------------------------------|---------------|--------------------|
| Single Desk (exclusive use)* | 110.00 Weekly | 5,270.00 Per annum |
| Hot Desk | 60.00 Daily | |

*Additional charges may be incurred for multiple uses of a single desk rental to cover costs of associated additional administration

*All prices listed are exclusive of GST

Appendix D



Capital Works Program Highlights from the 2018-19 Draft Budget

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| | |
|---------------------------|--|
| Title: | Horsham Town Hall: Floor Replacement |
| Council Plan Goal: | Council Plan Goal 1 – Community and Cultural Development |
| Service: | Performing Arts |
| Asset category: | Horsham Town Hall Operations |
| Project Leader: | Director Community Services (Kevin O'Brien) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|----------|---------|-----|----------|
| General Revenue | \$69,700 | | | \$69,700 |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | | |
| Total | \$69,700 | | | \$69,700 |

Project background

During the major refurbishment project at the town hall, the replacement of the performing arts centre floor in the existing Town Hall was not funded for upgrade. The entire floor now requires replacement including restumping.

The full replacement of the floor is subject to an external grant from Heritage Victoria for \$200,000 which has not been included in the budget at this point in time. If it is not successful, there will be a partial replacement of the floor including restumping from the allocated general revenue funds.



What are the proposed works?

The project will reconstruct the timber floor and floor surface of the original heritage auditorium of the Horsham Town Hall in accordance with heritage principles.

The work entails taking up the old floorboards and skirtings, under taking sub-floor repairs and reconstruction as required and then replacing floorboards and skirtings as per the existing floor.

Why are we doing it?

The floorboards have come to the end of their useful life. The floor is uneven due to the stumps not being consistently at the same level.

The condition of the town hall floor is critical for the Town Hall being fully utilised. A range of major events and conferences are conducted at the town hall.

When is it likely to happen?

Between 31 August 2018 and 30 September 2018.

| | |
|---------------------------|--|
| Title: | WIFT Precinct Industrial Estate - Infrastructure |
| Council Plan Goal: | Council Plan Goal 2 – Sustaining the Economy and Environment |
| Service: | Economic Development – New Works |
| Asset category: | Industrial Estate |
| Project Leader: | Director Planning and Economic (Angela Murphy) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|--------------------|--------------------|
| General Revenue | | | | |
| External Grants | | | \$1,250,000 | \$1,250,000 |
| Contributions | | | | |
| Reserves | | | \$1,245,208 | \$1,245,208 |
| Total | | | \$2,495,208 | \$2,495,208 |

Project background

The WIFT (Wimmera Intermodal Freight Terminal) is the key export freight hub for the Wimmera, based within the 470 hectare WIFT Precinct and is located 12km of north of Horsham at Doon.

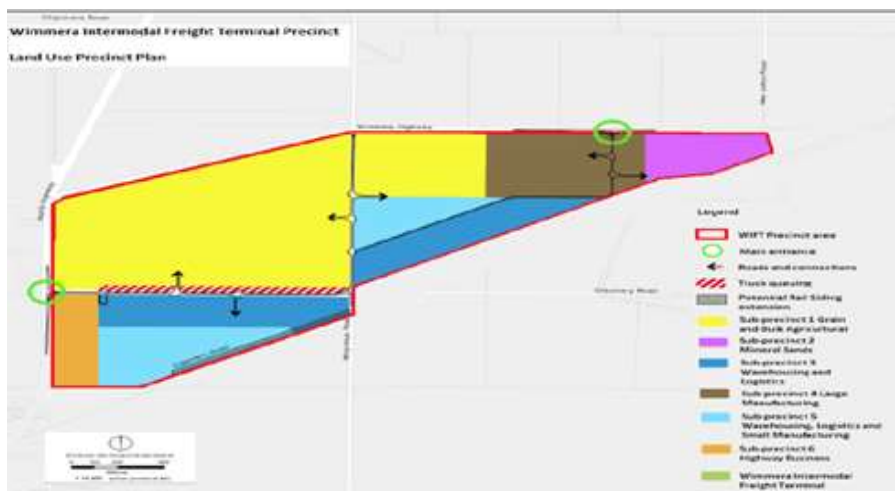
The \$16.75 million WIFT project was completed in August 2012 on 23.5 hectares. This important strategic investment for the Wimmera region will provide vital freight infrastructure for the Wimmera region for the next 50+ years. The relocation of the terminal from central Horsham removed heavy vehicle traffic from urban areas and addressed the lack of growth potential at the central Horsham site.

The WIFT is located on the national rail freight network, providing a central location in the Wimmera for specialist grain handling facilities and providing improved access to ports and processing plants to build on the regions significant grain industry.

The WIFT Precinct Structure Plan was developed in December 2012 to guide the future development of the WIFT Precinct Industrial Estate. The plan details developing and growing key regional industries with a value added export focus and the WIFT Precinct Stage 1 Development project delivers on this plan. The Planning Scheme Amendment for the Precinct to rezone the land from farming to special use zone was gazetted in December 2017, with preparation of the development plan underway.

The vision of the developed WIFT Precinct Industrial Estate is to facilitate the relocation of current large agribusiness operations, packing plants, and transport operators from within Horsham to purpose built facilities outside of town.

A closer alignment with the Freight Hub will help drive down production and transport costs for those businesses that relocate to the WIFT. Industrial land within the urban boundaries could then be utilised by more appropriate businesses, thus helping to achieve Horsham's long term land use plans.



What are the proposed works?

Stage 1 development of the WIFT Precinct is a 100 hectare area that will provide industrial allotments varying in size from 2 to 21 hectares.

The lots will be fully serviced with road access, street lighting, drainage, water and high voltage backbone along Freight Terminal Road as a result of this project.



Why are we doing it?

The key outcome of this project will be the development of the first stage of the WIFT Precinct to support future growth and exports from the region's broadacre agricultural sector and developing mining industry.

This project will enable the development of a quality industrial precinct that will attract industry investment and create jobs. In the short term, this project will help Horsham Rural City Council to secure investment by grain and hay processing companies.

When is it likely to happen?

Infrastructure works are proposed to commence in the second half of 2018 with completion of the project to occur in mid-2019.

| | |
|---------------------------|--|
| Title: | Aquatic Centre – Outdoor Pool Refurbishment |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Community Services – Renewal Works |
| Asset category: | Aquatic Centre – Sports and Recreation |
| Project Leader: | Director Community Services (Kevin O'Brien) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|--------------------|------------------|-----|--------------------|
| General Revenue | \$324,600 | | | \$324,600 |
| External Grants | \$52,200 | \$147,800 | | \$200,000 |
| Contributions | | | | |
| Reserves | \$791,560 | | | \$791,560 |
| Total | \$1,168,360 | \$147,800 | | \$1,316,160 |

Project background

The outdoor pool is more than 50 years old. There are significant leaks in both the pool shell and also from the pipes connecting the pool to the filtration system. The concourse is uneven and of fair appearance. The hob around the pool restricts access. The pool does not meet swimming competition standards. Most components of the outdoor pool have come to their useful life. The redevelopment of the outdoor pool was highlighted as infrastructure required in the 2017 Horsham Aquatic Centre Master Plan.



What are the proposed works?

Replace the concrete hob surrounding Horsham's 50 metre outdoor Olympic Pool with a Wet Deck. New pool shell/skin with new pipework and new pool concourse.

Why are we doing it?

The project will improve accessibility to the outdoor pool and the new pool shell will result in a significant reduction of loss of water due to the condition of current pool shell and associated pipework.

A new shell will result in the pool being of a size to allow for swimming competition times to be recognised. There will also be improve surveillance by lifeguards by the hob being removed thus enhancing safety and a reduction in chemical usage.

When is it likely to happen?

August 2018 to December 2018.

| | |
|---------------------------|---|
| Title: | Footpath Renewal works |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Footpaths & Cycle-ways |
| Asset category: | Footpaths |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|------------------|------------------|------------------|------------------|
| General Revenue | | \$100,000 | \$67,000 | \$167,000 |
| External Grants | \$116,000 | \$224,000 | | \$340,000 |
| Contributions | | | | |
| Reserves | \$232,000 | | \$108,000 | \$340,000 |
| Total | \$348,000 | \$324,000 | \$175,000 | \$847,000 |

Project background

Each year Council funds works on cycle ways and footpaths. The extent of the works is influenced by individual grants that may be received. This year includes an amount of \$340,000 from an external grant for CBD revitalisation.

What are the proposed works?

The proposed works that are funded for 2018-19 are:

- Bike path final seals \$50,000 (last year \$50,000)
- Footpaths new works for the north side of Wavell Street from Fraser Drive to Uebergang Crt \$55,000
- Footpath renewal works for Cathcart Street, Johnson to Sunnyside Avenue \$12,000
- Various footpath rehabilitation works aligned to Council's Disability Strategy \$50,000
- Footpath upgrades, Pynsent Street, Roberts Ave, McLachlan Street \$560,000 as part of the CBD revitalisation grant
- \$120,000 for the activation of selected laneways in the CBD as part of the CBD revitalisation grant



Why are we doing it?

Bike paths: Unsealed bike paths tend to deteriorate faster, creating the renewal and maintenance burden to the Council.

Use of 50K to seal some of those unsealed bike paths will result in significant benefit by extending the life of the asset and reduce the maintenance demand.

Footpath: Footpath renewal works are undertaken to bring the deteriorated assets to the current engineering standards. Doing this also reduces the risk of pedestrians tripping over.

New footpath works are programmed in accordance with the Footpath Construction Policy which aims to include at least on each of the following footpath segment in the construction program.

- Where footpaths have disappeared.
- On main collector or link roads, to provide a footpath on both sides of the road.
- On other streets, where there is no footpath on either side.

Currently proposed new footpath works fits into both second and third dot points.

CBD revitalisation – Identifies the prioritisation of walkability and support for cycling, particularly from May Park through to the Wimmera River. Upgrades to footpaths will ensure a standardised pavement

aesthetic and use of uniform material. Improvements to footpaths are needed to remove steep cross-falls and trip hazards and will provide a cohesive walking network within the CBD.

When is it likely to happen?

Majority of these works will be undertaken by HRCC's in-house construction crew, but at times contractors are used to help complete the program.

Most of these projects will be completed between October 2018 and April 2019 (construction season).

| | |
|---------------------------|---|
| Title: | Wimmera River Detailed Design of a New Pedestrian Footbridge – Hamilton Street |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Technical Services – New Works |
| Asset category: | Footpaths – Infrastructure – Urban |
| Project Leader: | Director Technical Services (John Martin) |

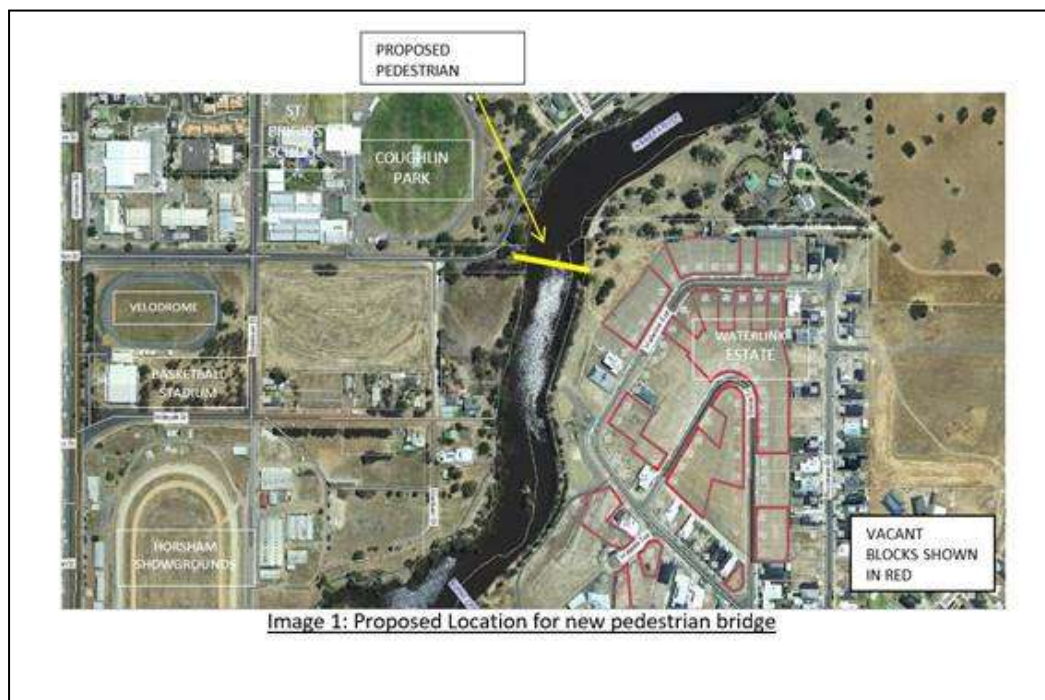
| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|-----------|-----------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | \$160,000 | \$160,000 |
| Total | | | \$160,000 | \$160,000 |

Project background

The proposed project is the outcome of community discussions over a number of years, and has been identified as a major project in the Wimmera River Corridor Strategy which endeavours to make the most of Horsham’s best natural asset; the Wimmera River.

The proposed pedestrian bridge is either mentioned in and/or contributes to a number of Horsham Rural City Council strategies and plans, including:

- Horsham Council Plan 2017 – 2020
- Horsham Municipal Strategic Statement January 2015 (approval pending)
- Horsham Community Plan 2013
- Horsham Municipal Bicycle and Shared Path Plan 2012 – 2016
- Wimmera Regional Transport Group “Bridges to Recovery Strategy”
- Horsham Framework for Managing Growth, November 2013
- Horsham Integrated Transport Strategy
- Towards Zero 2016 – 2020 Victoria’s Road Safety Strategy
- Health and Wellbeing Plan 2017-2021





What are the proposed works?

The proposed project involves the design and construction of a new pedestrian bridge across the Wimmera River to the east of the Western Highway, near the intersection of Hamilton Street and Menadue Street that can be accessed by pedestrians, cyclists and mobility vehicles alike. It is intended that the bridge will connect with existing walking tracks along the Wimmera River by the provision of new linking paths on river frontage, which is generally under the control of Council, either as public and private land.

Why are we doing it?

The intended outcomes of the proposed project are as follows:

- Provision of a pedestrian, cyclist and mobility vehicle crossing at the eastern end of Horsham between residential developments, the CBD, sporting grounds, showgrounds reserve and several schools
- Completion of a second walking track loop along the eastern extent of the Wimmera River to encourage community exercise and increase social interaction
- Increased pedestrian and cyclist connectivity between the north and south sides of the Wimmera River, increasing the overall liveliness of the town

When is it likely to happen?

The proposed stages and estimated time frames for the project are listed below:

Stage 1: Undertake planning and investigation activities to assist in the development of a concept plan for a two- or three-span concrete pedestrian bridge. Including but not limited to; feature surveys, geotechnical investigations, environmental investigations, cultural heritage management plan, native title assessment, flood plain modelling, structural concepts and cost estimates. (Current to mid-2018)

Stage 2: Detailed design of all bridge components, community engagement, preparation of formal construction contract (Mid to late 2018)

Stage 3: Public Tender (Estimated late 2018)

Stage 4: Construction of bridge, ramps and linking paths (Estimated 2019-2020)

| | |
|---------------------------|--|
| Title: | Urban Road Reconstruction (including Final Seals) |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Roads |
| Asset category: | Urban Road Construction – Infrastructure |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|--------------------|-----------------|-----------------|--------------------|
| General Revenue | \$165,000 | \$20,000 | \$30,000 | \$215,000 |
| External Grants | \$62,359 | | | \$62,359 |
| Contributions | | | | |
| Reserves | \$1,185,000 | | | \$1,185,000 |
| Total | \$1,412,359 | \$20,000 | \$30,000 | \$1,462,359 |

Project background

Each year Council allocates funding towards urban road construction which includes final seals, minor seal extensions and general works. This is funded from a mix of general revenues, the infrastructure renewal reserve and the Federal Government Roads to Recovery Program. This year \$1,462,359 has been funded which is 22.1% down on the 2017-18 funding of \$1,876,000, due to a \$1.1 million reduction in the Roads to Recovery Program since last year.

What are the proposed works?

- Minor seal extensions \$10,000
- Consultancy & design costs \$20,000
- Renewal of Derimal Street, Banool Street to the end \$98,000
- Renewal of Federation Ave, Kalimna to Drummond St \$387,000
- Renewal of Fechler Ave, Valentine to Kalimna \$272,000
- Renewal of Wavell St, Kalkee Rd to Queen St \$ 104,000
- Renewal of Gardenia St from Wodonga Dr to Lauriel St \$103,000
- Renewal of Laurel St, Olympic to Jackson St, including kerb and channel \$106,000
- Various urban road final seals and intersection treatments \$130,000
- \$62,359 for the renewal of Federation Ave from Kalimna to Drummond St



Why are we doing it?

Urban roads are 188 km's in total which is only 6.3% of our road network, but they are generally of a higher standard than rural roads. Capital expenditure on roads is 38.2% of our total capital budget in 2018-19 and is 70.3% of our capital expenditure from general revenues. Council has increased the funding of our road assets by tagging a set percentage of rates for this purpose for the past 10 years and now allocates \$2.4 million for renewal in 2018-19.

When is it likely to happen?

| Project | Proposed Timeline |
|-------------------|---------------------------------|
| Fechler Street | July 2018 to October 2018 |
| Federation Street | September 2018 to December 2018 |
| Derimal Street | December 2018 to February 2019 |
| Laurel Street | February 2019 to April 2019 |
| Wavell Street | September 2018 to December 2018 |
| Gardenia Street | January 2019 to April 2019 |
| Urban Final Seals | October 2018 – January 2019 |

| | |
|---------------------------|--|
| Title: | Rural Road Reconstruction (including Final Seals) |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Roads |
| Asset category: | Rural Road Construction – Infrastructure |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|--------------------|------------------|-----------------|--------------------|
| General Revenue | \$575,000 | \$154,000 | \$15,000 | \$744,000 |
| External Grants | \$678,000 | \$148,000 | | \$826,000 |
| Contributions | | | | |
| Reserves | \$335,000 | | | \$335,000 |
| Total | \$1,588,000 | \$154,000 | \$15,000 | \$1,905,000 |

Project background

Each year Council allocates funding towards rural road construction, funded from a mix of general revenues, from the infrastructure renewal reserve and receives funds mostly through the Federal Government Roads to Recovery program.

This year \$1,079,000 has been funded from Council funds which is a 20.7% increase on the 2017-18 funding of \$894,000. However there has been a significant reduction in funding from the Roads to Recovery program (\$1.1million less), as over the last 2 years this program received extra funding from the fuel excise scheme.

What are the proposed works?

The following works are included in the overall program:

- \$15,000 for intersection and traffic improvement upgrades
- \$5,000 for consultancies for design and development
- \$10,000 for minor seal extensions
- \$32,500 for vegetation clearance associated with road reconstructions
- \$230,000 for the Graham’s Bridge Rd from Osborne to Holes Road
- \$282,000 for Plush Hannan’s Road from Smith Reserve Rd to the Lower Norton-Nurrabiell Road
- \$120,000 for O’Brees Rd from Remlaw Station Road to the west
- \$215,000 for Noradjuha-Tooan east Rd from the Natimuk Hamilton Rd to the Noradjuha silo
- \$312,500 for a range of final seals on local rural roads
- \$140,000 for rural road re-sheeting (\$320,000 last year)
- Rural road upgrading (widening) and renewal for Wonwondah-Dadswells Bridge Rd \$230,000



Why are we doing it?

Council’s rural roads comprise 93.6% of our total road network. Capital expenditure on roads is 38.2% of our total capital budget in 2018-19 and is 70.3% of our capital expenditure from general revenues. Due to the nature of our sub-soils, roads tend to deteriorate quicker than in other places across the state. They are an integral to the economic output of the region from our farming operations and related businesses. Council has increased the funding for the renewal of our road assets by tagging a

set percentage of rates for this purpose each year, this is an initiative that has been in place for the last 10 years and now allocates \$2.4 million for renewal in 2018-19.

When is it likely to happen?

The road program is complex and weather and seasonal dependent. As such works will be carried out over the proposed timeline:

| Projects | Proposed Timelines |
|--|-------------------------------|
| Asplins Road | October 2018 to Nov 2018 |
| Plush Hannans Road | December 2018 to January 2019 |
| Grahams Bridge Road | October 2018 to February 2019 |
| O Brees Road | January 2019 to February 2019 |
| Noradjuha Tooen East Road | November 2018 to March 2019 |
| Wonwondah Dadswells Bridge Road | February 2019 to March 2019 |
| Rural Final Seals | October 2018 to February 2019 |
| Rural Road Resheet | March 2019 to June 2019 |
| Intersection upgrade, consultancies design, Minor Seal extension and vegetation clearance | 1 July 2018 to 30 June 2019 |

| | |
|---------------------------|--|
| Title: | Rehabilitation Roadworks |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Roads |
| Asset category: | Rural & Urban Road Construction – Infrastructure |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|--------------------|---------|-----|--------------------|
| General Revenue | \$1,035,000 | | | \$1,035,000 |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | \$322,000 | | | \$322,000 |
| Total | \$1,357,000 | | | \$1,357,000 |

Project background

Each year Council allocates funding road rehabilitation which include renewal of unsealed shoulders, gravel road pavement and rural and urban sealed road surfaces. This is funded from a mix of general revenues and the infrastructure gap reserve. This year \$1,357,000 has been funded which is an 8.3% increase on the 2017-18 funding of \$1,253,000.

What are the proposed works?

The following works are included in the overall program:

- \$100,000 for urban reseals 11.1% increase (last year \$90,000)
- \$370,000 for rural reseals 13.5% decrease (last year \$420,000)
- \$455,000 for rural shoulder re-sheeting and construction 7.5% increase (last year \$423,000)
- \$430,000 for rural re-sheeting 34.5% increase (Last Year \$320,000)



Why are we doing it?

Council's rural roads comprise 93.6% of our total road network. Capital expenditure on roads is 38.2% of our total capital budget in 2018-19 and is 70.3% of our capital expenditure from general revenues. Due to the nature of the sub-soils within the municipality roads tend to deteriorate quicker than in other places across the state. They are an integral to the economic output of the region from our farming operations and related businesses. Council has been increasing funding for the renewal of our road assets by tagging a set percentage of rates for this purpose each year, this is an initiative that has been in place for the last 10 years and now allocates \$2.4 million for renewal in 2018-19.

When is it likely to happen?

| Projects | Proposed Timeline |
|-------------------------|-------------------------------|
| Urban Reseals | October 2018 to February 2019 |
| Rural Reseals | October 2018 to February 2019 |
| Shoulder Resheet | October 2018 to May 2019 |
| Gravel Pavement Resheet | March 2019 to June 2019 |

| | |
|---------------------------|---|
| Title: | Darlot Street Drain |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Technical Services – Renewal Works |
| Asset category: | Road Drainage – Infrastructure – Urban |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|------------------|---------|-----|------------------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | \$300,000 | | | \$300,000 |
| Total | \$300,000 | | | \$300,000 |

Project background

As a part of our routine CCTV inspection of various drainage, this section was identified to be in the critical condition as it is failing in various locations. This section of drain a critical part of our drainage network as it carries the stormwater from majority of Darlot, Wilson and Pynsent Streets. Failure of this drain will create a significant flooding issue as well as disruption of traffic in one of the City’s busiest roads, Darlot Street.



What are the proposed works?

Rehabilitation of stormwater drain under Darlot Street. This is an old brick drain 750mm diameter.

The proposal is to undertake the fibre glass lining of this drain to restrengthen the drain and prevent the leakage without disturbing the traffic on the road.

Why are we doing it?

Rehabilitation of drainage network (renewal).

When is it likely to happen?

October 2018 to March 2019.

| | |
|---------------------------|--|
| Title: | Aerodrome Stormwater Detention and Retention System |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Business Activities – Aerodrome |
| Asset category: | Drainage |
| Project Leader: | Director Technical Services (John Martin) |

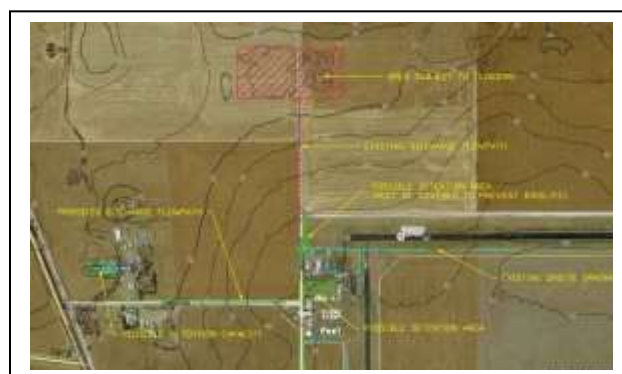
| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|-----------|-----------|
| General Revenue | | | \$200,000 | \$200,000 |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | | |
| Total | | | \$200,000 | \$200,000 |

Project background

This project will mitigate the impacts of concentrated stormwater flows from the aerodrome that are affecting surrounding landowners.

What are the proposed works?

- Development of an overall drainage plan for the long term requirements.
- First phase to address the north-west drainage catchment.
- Construction of an underground stormwater storage tank, tied to the existing Aerodrome drainage system, likely using a geosynthetic liner with “rainsmart” style plastic modules for the structure
- Permanent sump pump system to discharge to disposal pipeline
- Permanent underground supply of electricity to pump system
- Disposal pipeline – 1500 m to reach top of slope
- Roadside drainage maintenance to allow gravitation of water from pipeline
- On-farm drain establishment – connect road drains to final destination
- Development of detailed plans for subsequent stages / budgets



Why are we doing it?

Draft Aerodrome Master Plan 2016 (not endorsed), identifies the need for drainage works as follows:

The sealed runways and taxiways of the aerodrome contribute to drainage flows that impact on surrounding roads and farmland. In particular, a depression on Geodetic Road to the north of the aerodrome receives some of these drainage flows. An associated issue with this is the pooling of water in periods of heavy rainfall. This can attract birds to the area which increases risk of aircraft damage for operators using the Aerodrome. It is recommended that Council develop a detailed drainage plan for the area to mitigate these impacts. (p 61)

When is it likely to happen?

March/April 2019.

| | |
|---------------------------|--|
| Title: | New Public Conveniences Hamilton Street |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Technical Services – New Works |
| Asset category: | Streetscape and Public Conveniences |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|------------------|------------------|
| General Revenue | | | | |
| External Grants | | | \$90,000 | \$90,000 |
| Contributions | | | | |
| Reserves | | | \$90,000 | \$90,000 |
| Total | | | \$180,000 | \$180,000 |

Project background

Part of the CBD Revitalisation grant funding application under the Federal Government’s Building Better Regions Fund.

What are the proposed works?

Construction of an aesthetically pleasing public toilet.

Why are we doing it?

The need for additional toilets in the southern part of the CBD has been recognised for several years. More recently, the CBD Revitalisation work has identified the importance of a link between the CBD and the River. The provision of toilets along this route, at Hamilton St, will help to encourage people to walk between the river and the CBD.

When is it likely to happen?

Standard pre-manufactured toilets can be installed relatively quickly, once a funding announcement is made by the Federal Government.

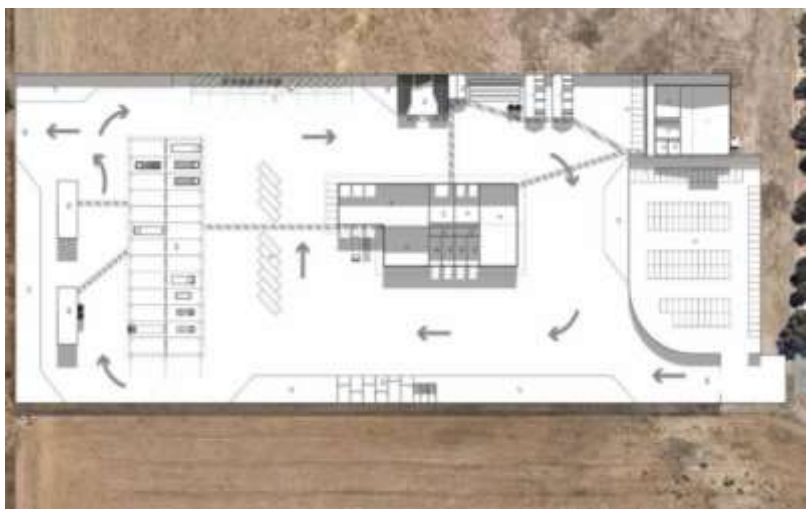
| | |
|---------------------------|---|
| Title: | Depot Relocation Design and Cost Estimates |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Operations Management - Depot |
| Asset category: | Buildings |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|----------|----------|-----------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | \$50,000 | \$50,000 | \$100,000 |
| Total | | \$50,000 | \$50,000 | \$100,000 |

Project background

Council has identified the depot relocation project as the number one priority for the long term capital works program. Work has already started to undertake environmental survey of the current site and to determine some initial costs estimates.

The current depot is located in a prime residential area within the CBD and also close to waterways. It is not an appropriate location for these operations.



Council has explored several potential locations but a decision on a new site has not been reached. Likewise, there have been some initial early design concepts generated.

What are the proposed works?

The proposed work to be undertaken is to determine a location for the new depot and to finalise costs and designs.

Why are we doing it?

There are a range of issues with the current site from aging infrastructure, to elements that are not meeting current standards, such as emulsion and waste oil storage, truck wash run off, too few toilets, poor security, and of most concern to large plant and truck operators- negotiating the town's traffic and roads in the early morning and late afternoon.

When is it likely to happen?

The planning work that has been funded in 2018-19 is scheduled for completion in this year, after which it is anticipated that works will be able to commence in 2019-20.

| | |
|---------------------------|--|
| Title: | Wimmera Sports Stadium |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Sport & Recreation – Sports Complexes Indoor |
| Asset category: | Buildings |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|-----------|-----------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | \$100,000 | \$100,000 |
| Total | | | \$100,000 | \$100,000 |

Project background

A new, large and modern indoor sports facility has been a long-held desire in the Horsham community. This community aspiration was reiterated in 2013 when the Sport and Recreation Strategy 2013 – 2018 was completed.

In 2016, Council undertook the Horsham Multi-Use Indoor Sports Stadium Plan Feasibility Study. This report again supported the need to provide a new multi-use indoor sports stadium in Horsham that catered for a number of sports, with capacity to meet long-term community needs.

It quantified this as a minimum four-indoor court facility with spectator seating, six squash courts and supporting amenities.

In 2017, Council engaged architects to assist in design concepts and site selection and subsequently delivered a Business Case and Concept Design Report.

This identified McBryde St as a preferred site for the stadium because of the existing facilities there, its proximity to a range of other sporting facilities and its connection to the Wimmera River. The Stadium's location has since been the subject of community debate.



What are the proposed works?

Preparation of design and tender documentation ready for tendering, in preparedness for funding. This includes final planning and other statutory approval processes.



Why are we doing it?

The timing of many government grant programs is such that projects need to be well developed in preparation for funding announcements, as works often need to commence soon after a grant is announced.

Government is also often seeking “shovel-ready” projects so that they can see the results of their funding announcements in a timely manner.

By having design and tender documentation ready, Council has a much greater opportunity to take advantage of government grant programs.

When is it likely to happen?

The preparation of these tender ready documents will start after further work is done to finalise the acceptance of the Wimmera Sports Stadium proposals by the community and then Council.

The duration of these works is only several months, and will be able to be completed within the financial year, allowing for significant further engagement with the community and Council to resolve outstanding issues.

| | |
|---------------------------|---|
| Title: | Plant and Equipment Replacements |
| Council Plan Goal: | Council Plan Goal 3 – Asset Management |
| Service: | Operations Management |
| Asset category: | Plant and Equipment Replacements |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|--------------------|---------|------------------|--------------------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | \$213,500 | | | \$213,500 |
| Reserves | \$793,500 | | \$702,000 | \$1,495,500 |
| Total | \$1,007,000 | | \$702,000 | \$1,709,000 |

Project background

The purchases of plant equipment are unevenly spread across a number of years.

A plant and Equipment reserve is maintained so Council can ensure that there are always funds available to purchase plant when required, and that the uneven spread of expenditure has no effect on the annual budget.

This account is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant.

An ongoing five-year plant program is prepared in Council's Fleet Management Program which clearly shows that this reserve account does not fall in value in the long term.

What are the proposed works?

The following items are the major items of plant that are scheduled for purchase/replacement during 2018-19:

- Large New Wheeled Loader
- Large FWA Tractor (Approx. 200HP)
- Medium Sized Crew Cab Tipper Truck with Crane
- Approx. 6 Tonne Excavator
- 4 – 5 Tonne Pad Foot Roller
- Approx. 15" Wood Chipper
- New Solar Powered Traffic Lights



Why are we doing it?

Operating with the most efficient and appropriate equipment for the task is essential for efficient operations and the provision of a high standard of service.

When is it likely to happen?

Plant purchases take place during the year based on a detailed plant replacement schedule.

| | |
|---------------------------|--|
| Title: | Civic Centre – Front Entrance & Customer Reception area |
| Council Plan Goal: | Council Plan Goal 4 – Governance and Business Excellence |
| Service: | Customer Services |
| Asset category: | Buildings |
| Project Leader: | Director Corporate Services (Graeme Harrison) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|-----------------|------------------|------------------|------------------|
| General Revenue | \$80,000 | \$160,000 | \$260,000 | \$400,000 |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | | |
| Total | \$80,000 | \$160,000 | \$260,000 | \$400,000 |

Project background

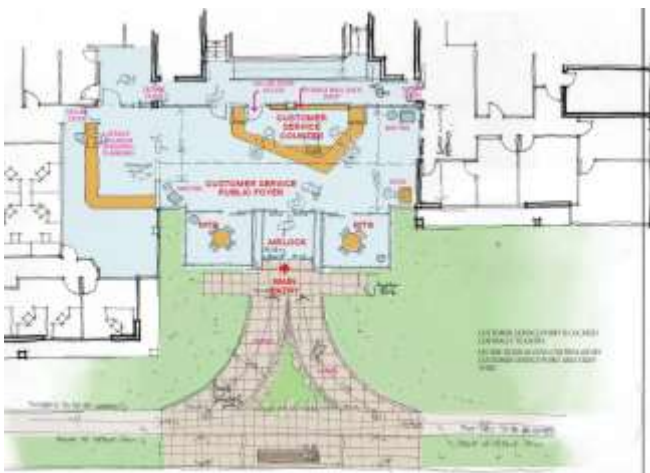
The Civic Centre was constructed in the 1960s and was built to accommodate the two Councils of Horsham City and Wimmera Shire. These two Councils were amalgamated in 1996.

Over the years there have been some minor works undertaken within the building but no significant upgrades have occurred. Due to growing needs and changes to operations Council undertook a master planning exercise for the upgrading of the Civic Centre in 2010.

This Master Planning identified approximately \$5.5 million of works that could be undertaken in four stages that would improve the overall functionality of the building and create a more modern operating environment and better customer interactions.

Work was undertaken in 2017 to improve the use of the Council Chamber and make it a more functional space. In turn this freed up some space for staff operations.

Currently there are works scheduled for 2018 to undertake some minor office refurbishments to shift functional work teams within the building so that those with a key need to interact with customers are located on the ground floor level and not the basement.



What are the proposed works?

The proposed works are to extend the front airlock and corridor space to create a single large customer reception area for both general enquiries and for building, planning and community safety.

Universal access principles will also be achieved and security to the building will be improved.

Why are we doing it?

The main issues to be addressed in undertaking these works are:

- Will improve customer interactions by creating a single point of entry (currently customers may need to go left, right or downstairs when they enter the front foyer)
- Universal access – there is no lift to the basement to the building, planning & community safety customer service area
- The current foyer (corridor) is really only currently used as a thoroughfare to other destinations, so is well under-utilised
- Better utilisation of the corridor will free up further space within the building for staff accommodation in order to accommodate a growing organisation.
- It will create a more professional image for Council
- There are OH&S issues as currently the public can enter the entire building unimpeded and these changes will allow facilitate improved building security
- the current customer service area is dysfunctional with serious concerns around privacy, safety, security and performance
- These changes will extend the life of the existing building without the need to undertake the major works from the master plan for a number of years.

When is it likely to happen?

The current stage of minor refurbishments are due to be undertaken mid 2018 (\$100k funded in 17-18 budget).

This next stage of works will need to be considered in light of those changes and may in fact need to occur first before the current planned works.

A project control group will assess this requirement. Works would be expected to be completed in 2018-19.

| | |
|---------------------------|--|
| Title: | CBD Public Wi-Fi - CBD Revitalisation Grant |
| Council Plan Goal: | Council Plan Goal 4 – Governance and Business Excellence |
| Service: | Information & Technology |
| Asset category: | Computers & Telecommunications |
| Project Leader: | Director Corporate Services (Graeme Harrison) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|-----------|-----------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | \$50,000 | \$50,000 |
| Total | | | \$100,000 | \$100,000 |

Project background

The CBD Revitalisation Project (Stage 1) includes the roll-out of free public Wi-Fi to an extended CBD area that will include Horsham Aquatic Centre, Horsham City Oval, the Sound Shell as well as providing improved coverage in the central CBD area.



What are the proposed works?

The CBD Revitalisation Project (Stage 1) includes the roll-out of free public Wi-Fi to an extended CBD area that will include the Aquatic Centre, City Oval and the Sound Shell, as well as providing improved coverage in the central CBD area.

Why are we doing it?

Proposed works are being undertaken to expand the coverage of free Wi-Fi within the community for both residents and visitors to the CBD. Digital technologies and connectivity are important for the good functioning of our community in to the future.

When is it likely to happen?

Works will only commence when funding has been confirmed. Works will likely commence in 2019.

| | |
|---------------------------|---|
| Title: | Audio, Hearing Loop, Video Conferencing for Civic Centre meeting rooms / Council chamber |
| Council Plan Goal: | Council Plan Goal 4 – Governance and Business Excellence |
| Service: | Management & Administration |
| Asset category: | Computers & Telecommunications |
| Project Leader: | Director Corporate Services (Graeme Harrison) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|----------|----------|
| General Revenue | | | | |
| External Grants | | | | |
| Contributions | | | | |
| Reserves | | | \$80,000 | \$80,000 |
| Total | | | \$80,000 | \$80,000 |

Project background

Following recent refurbishments to the Council chamber and reception meeting spaces, there has been a need identified to improve the public sound system in the Council chamber during meetings. This includes the installation of a hearing loop and options for video conferencing to occur across the meeting rooms.

What are the proposed works?

It is proposed to install wireless microphones, a hearing loop and related sound systems for improved public accessibility to public Council meetings.

Also video conferencing services are required to facilitate improved video conferencing options across the three public meeting rooms in the Civic Centre.

The exact hardware and technologies have as yet not been resolved although a significant amount of planning and investigation has been undertaken.



Why are we doing it?

To improve accessibility for the public and the hard of hearing and to offer video conferencing as an option within the meeting room spaces.

When is it likely to happen?

Equipment will likely be installed during 2018. Exact timing is dependent on the final solution and the procurement process that will be required.

| | |
|---------------------------|--|
| Title: | Transfer Station Improvements Upgrade of Facility |
| Council Plan Goal: | Council Plan Goal 5 – Natural and Built Environments |
| Service: | Waste Management |
| Asset category: | Waste Management Infrastructure |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|------------------|------------------|-----|--------------------|
| General Revenue | | | | |
| External Grants | | \$500,000 | | \$500,000 |
| Contributions | | | | |
| Reserves | \$300,000 | \$200,000 | | \$500,000 |
| Total | \$300,000 | \$700,000 | | \$1,000,000 |

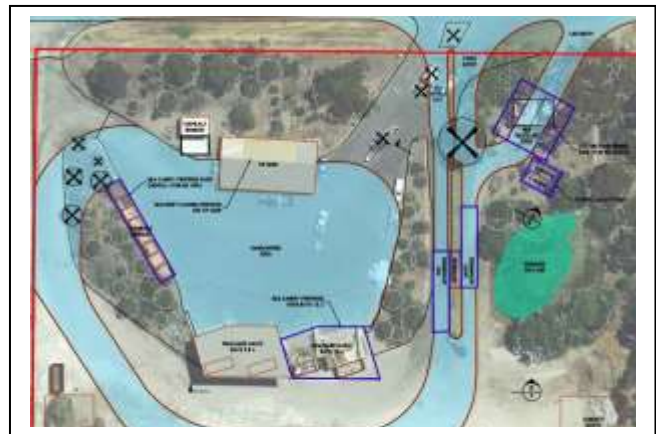
Project background

Improvements to facilitate better recycling of waste.

What are the proposed works?

The key infrastructure upgrades are:

- A new drive through recycling shed strategically located before the weighbridge area.
- Two new weighbridges for vehicles entering and exiting site
- Installation of modern weighbridge software with number plate recognition and surveillance equipment (CCTV Cameras) for viewing of incoming waste loads.
- Minor earthworks and new pavement for recycling shed and weighbridge approaches.
- A new gatehouse positioned between the weighbridges to allow the gatehouse attendant to speak directly to users and to view vehicles leaving the weighbridge.
- New roofing over existing bins and public drop-off areas for municipal and hard waste (2 bays currently uncovered). The provision of roofing over the unloading and waste storage areas is a best practice measure which aims to minimise ingress of water, contamination of stormwater and odour issues.
- New roof flashing to close gap over existing tip shop to minimise dust and rain entering the shop area.
- New fencing and garden areas near entrance to enhance the aesthetics of the facility.
- New traffic management and wayfinding signage throughout site.



Why are we doing it?

The Horsham Transfer Station Upgrade Business Case Report (December 2017) summarised the key improvements/outcomes to be as follows:

- Resource recovery
- Diversion of recyclable materials from landfill
- Operational efficiency
- Reporting & record keeping
- Site safety

- Environmental protection

To add further context to the above, the following key points should be considered:

- 1) The Grampians Central West Waste and Resource Recovery Implementation Plan 2017 (Regional Plan) (attached) recommends the facility upgrade for inclusion in the plan's infrastructure scheduling. The Horsham Transfer Station is one of 8 key regional infrastructure projects recommended in the Regional Plan.
- 2) This project will provide a significant upgrade to the Horsham Transfer station which will result in a modern facility, featuring best practice design to cater for the needs of the city of Horsham and surrounding municipality.
- 3) Increased tonnages of materials to be diverted (from Landfill) as a result of the project - the Grampians Central West Waste and Resource Recovery Implementation Plan (Regional Plan) notes (pg.19) that:

“the recovery of the majority of resource materials is lower in the Grampians Central West region compared to state trends and could be significantly improved. In total the region only recovers around 13 per cent of materials through reprocessing. Particularly poor recovery streams are glass (recovery rate 0.1%) and plastics (recovery rate 2%).”

- 4) Key operational improvements resulting from the project include:
 - Increased public queuing available on site to reduce vehicles backing up in Kenny Road
 - Weight based billing for all customers to provide more accurate data and records of residual waste tonnages
 - Modern weighbridge software will streamline the receipt of waste and payment process with provision to adopt an automated system in the future.
 - Greater undercover storage areas for waste.

When is it likely to happen?

The timing on this project is subject to the announcement of funding by Sustainability Victoria, which is currently overdue.

Per the grant application, key milestones are anticipated to be as follows:

- 01/07/2018 – Commencement of detailed design
- 01/01/2019 - Completion of Detailed Design
- 01/03/2019 - Award of Construction Contract(s)
- 01/01/2020 - Completion of Phase 1 works
- 01/07/2020 - Completion of Phase 2 works
- 01/11/2020 - Completion of Phase 3 works
- 01/12/2020 - Issue certificate of Practical Completion to Contractor
- 31/12/2020 - Project Completion & Closeout

| | |
|---------------------------|--|
| Title: | Sustainability Projects |
| Council Plan Goal: | Council Plan Goal 5 – Natural and Built Environments |
| Service: | Sustainability |
| Asset category: | Buildings |
| Project Leader: | Director Technical Services (John Martin) |

| Fund Source | Renewal | Upgrade | New | Total |
|-----------------|---------|---------|------------------|------------------|
| General Revenue | | | | |
| External Grants | | | \$100,000 | \$100,000 |
| Contributions | | | | |
| Reserves | | | \$100,000 | \$100,000 |
| Total | | | \$200,000 | \$200,000 |

Project background

Council introduced Goal 5 in to the Council Plan in 2016-17 to improve the focus on environmental and planning matters, rather than just including these items with in our Economic Development goal. Council had not until recently implemented alternative energy options or energy efficiency options in the municipality. In 2016-17 Council installed 99kwh's of solar panels on the roof of the Civic Centre. Sustainability Victoria has advised Council that it will receive \$100,000 in funding for energy efficiency and renewable energy upgrades on high-consuming assets, providing Council also invests \$100,000 for this purpose.

What are the proposed works?

The proposed works are not fully documented and designed but include the following possible items:

- Energy efficient lighting for the Wimmera Business Centre and Mibus Centre (other major buildings have already been completed)
- Solar panels for the Aquatic Centre, Wimmera Business centre, Mibus Centre, Horsham Town Hall and community halls
- Biomass boiler for the Aquatic Centre
- Double glazing for the Civic Centre
- Southbank energy efficient street lighting



Additional to the above possible works, Sustainability Victoria is offering opportunities of funding for the preparation of Emissions Profiles and Emission Reduction Action Plans and to undertake detailed energy audits on priority Council-owned sites.

Why are we doing it?

Council recognises the need to reduce the consumption of non-renewables both from an environmental perspective and a financial perspective. Rising energy costs are putting pressures on Council's operations and can easily be offset by the installation of renewable energy options where possible. Solar panels particularly are becoming more affordable and the payback period is decreasing.

When is it likely to happen?

During 2018-19, exact projects and dates have not as yet been determined.