



HORSHAM RURAL CITY
COUNCIL

BUDGET

2020 – 2021

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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 introduce the 2020-21 Horsham Rural City Council Budget.

The Coronavirus (COVID-19) pandemic is affecting our community in many ways. Our lives are being tested with challenges unprecedented for this generation. In our nation, all levels of Government are working to; carry us through the pandemic with restrictions on what we can and can't do, assist with various forms of financial and practical support and prepare strategies to ignite the recovery process to lead us into the future.

The combined agencies' response and the response by our local volunteers has been encouraging and inspiring. The slogans about being in this together are often repeated, but are so true. All of our families and our local businesses are being impacted in some way. This forms the backdrop to Council's Budget response.

The organisation has had to deal with its own challenges including the closure of some of its services and new social distancing requirements, remote working and redeployment. It has also had to work through how, as the third tier of government, we can support our community and help revitalise Victoria's economy during and after the COVID-19 pandemic.

Council has a role to ensure that it's spending is utilised to benefit the local community and to ensure that operational services and capital programs continue to provide stimulus to the community but at the same time not adding greatly to the rate burden, but shared by all of us.

To this end, Council has removed \$2.397 million of expenditure from its initial draft budget formulated in February. This has been necessary to cover the lost revenues from closed services, \$0.766 million, anticipated reductions in economic activity, \$0.214 million, and support to those impacted within the community, \$1.148 million. The support provided is a mix of reduced fees and charges, rent relief and a business and community assistance program which will include a range of initiatives still under development.

Council has kept the Rate increase at the Ministerial Rate Cap of 2%, which increases Rates in line with Treasury forecasts of the Consumer Price Index. This rate increase generates approximately \$0.484 million in additional Rates.

All of the 2% rate increase has been allocated to providing a program of support that will be targeted at COVID-19 impacted businesses and community in the spirit of improvement and innovation.

For the first time since 2008-09, council has not tagged a portion of the Rate rise to be allocated to the renewal of ageing infrastructure assets. Instead, an additional allocation of \$0.122 million has been made towards ongoing maintenance of Council's community buildings across the municipality. The tagged Rate rises from previous year's, still provide Council with \$2.640 million of rate revenue for important infrastructure renewal, which like most years, continues to be spent 37% on rural roads, 52% on urban roads and 11% on other infrastructure assets.

The budget includes \$16.04 million towards capital works expenditure - \$11.90 million is for renewal works (up 20% on last year and 38% up from the previous year), \$1.24 million for asset upgrades and \$2.90 million for new assets.

The complete list of the proposed Capital Works is provided in note 4.5 on Page 56 and more detailed information on highlights of the program are provided in Appendix D.

The Budget process includes a rigorous process of consultation and review, it has its roots in the Council Plan and Council endorses it as financially responsible.

In summary, the 2020-21 Budget is maintaining Council's services where they have not been forced to close, and I take this opportunity to thank the Council staff for their flexibility during this time to ensure that those continuing services are delivered to a high standard.

The community engagement tools for the Budget and in fact across the organisation will be varied and altered to match the hour. I encourage our community to take the opportunity to inspect the Budget, our 'recovery budget', as we plan and work, together, for better days.

Cr Mark Radford
Mayor

Executive summary

Council has prepared a Budget for 2020-21 in what has been very unique circumstances and challenging times for council and the community with the Coronavirus (COVID-19) Pandemic. At the same time council is now in its fifth year of rate capping and so has contained rate increases to the 2% Ministerial rate cap. Service delivery is being maintained at existing levels, other than those services that have been closed due to COVID-19 and \$1.148 million has been allocated for fee relief and assistance to businesses and the community in these challenging times.

At this stage assumptions have been made in this draft budget that Council services will not return fully to normal until January 2021. This means that particularly the performing arts, visual arts, aquatic centre, visitors information centre have been budgeted at lower levels of activity. It is quite probable that for the first time Council may need to produce a revised budget later in 2020 in order to reflect the changed circumstances however this will be assessed depending upon the materiality of any such changes.

Additional infrastructural renewal funds have not specifically been tagged from rate funding (the first time in 9 years) instead a further \$0.122 million has been included for building maintenance in order to meet some of the back log of maintenance in many of council's community buildings.

Council has a range of both internal and external cost pressures to contend with as well as an important role in helping to deliver economic stimulus for the community and to still recognise it plays 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:

In response to COVID-19 Council has reduced expenditure by \$2.397 million, service delivery costs by \$1.695 million, initiatives by \$0.190 million and capital \$0.512 million. This was additional to having already made savings by moving from a 4 director structure down to a 3 director structure thereby reducing administrative overheads.

a) Operational initiatives

This year there are a significant number of operational initiatives that are funded from one-off external sources that are outside of Council's usual initiative program, \$8.164 million. Council's usual initiative program has been cut this year but still totals \$2.113 million of which \$0.325 million comes from General Revenue and \$0.484 million specifically from the 2020-21 2% rate rise which been tagged for support to businesses and the community in response to COVID-19. The balance of the program is funded from external grants and reserves. The following are some highlights from the operational initiatives, a full list is provided in Appendix A:

Items funded from general revenues:

- \$0.484 million for a business and community assistance program in response to COVID-19.
- \$0.100 million for planning work for an alternative truck route
- \$0.105 million for a range of land use planning projects, Horsham City Urban renewal key development site plans, Horsham South Structure plan stage 2 and Open-space planning scheme amendment.

Initiative items that have largely been funded from reserves, include:

- \$0.050 million for implementation of the zero carbon plan
- \$0.100 million for Business Efficiency improvements
- \$0.120 million for implementation of property strategy
- \$0.491 million for Selkirk Road Depot decontamination works

There are some large one-off abnormal items that have all been funded externally:

- \$1.250 million from the State Government – Working for Victoria initiative providing resources to critical services as a stimulus measure in response to COVID-19.
- \$3.500 million for the final stage of the Grampians Peak Trail
- \$3.414 million in initiatives for the Rural Councils Corporate Collaboration (RCCC) project which has been funded by the state government, \$5 million over 3 years, to create a common shared service finance, payroll & procurement system across 6 councils in the regional in order to help facilitate the sharing of services in to the future.

b) Capital Works

The capital works program for the 2020-21 year is expected to be \$16.04 million. There will also be carried forward works uncompleted from 2019-20 but as yet these are not finalised or factored in to the budget, this will be done soon after 30 June. Council has decreased the allocation to capital works from general revenues by 5% or \$0.306 million from the 2019-20 budget allocation – \$0.512 million of capital reductions were made to help contribute to the \$2.30 million of savings required re COVID-19.

The 2020-21 works are funded from, \$1.22 million external grants, R2R \$1.43 million, \$0.54 million from general contributions and donations, with the balance of \$12.85 million from Council cash (\$5.67 million from operations, \$0.35 million from asset sales and \$6.83 million from reserves). There are no external or new internal borrowings planned for this year.

Renewal works total \$11.90 million or 74% of the overall program (last year was 48%), \$2.65 million of this is from the tagged rate rises since 2008-09. New works total \$2.89 million or 18% and upgrade works \$1.24 million or 8%. Infrastructure makes up the largest segment of works \$11.65 million or 73%.

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. Highlights from the program include:

Council Plan Goal 1 – Community and Cultural Development

- \$0.070 million - Town Hall Air Conditioning Works
- \$0.029 million - Town Hall Fly Lines
- \$0.545 million - Wesley PACC Refurbishment
- \$0.164 million - Skate Park Public Convenience Upgrade

Council Plan Goal 2 – Sustaining the Economy and Environment

- \$0.211 million - Aerodrome Airside Safety Works

Council Plan Goal 3 – Asset Management

- \$2.627 million - Renewal of Plant & Equipment
- \$0.120 million - Fleet GPS
- \$0.109 million - Rural Tennis Court Refurbishment Stage 1
- \$0.100 million - Wimmera River Pedestrian Bridge (Hamilton St) Detailed design/scoping
- \$1.876 million - Urban Roads Reconstruction
- \$3.845 million - Rural Roads Reconstruction
- \$0.184 million - Rural Bridges Reconstruction
- \$0.429 million - Footpaths and Cycle-ways
- \$1.448 million - City to River Stage 1 Implementation

Council Plan Goal 5 – Natural and Built Environments

- \$3.255 million - Waste Management
- \$0.055 million - Community Halls Solar Roofing
- \$0.109 million - Sustainability Projects – Energy Saving Measures

The full capital works program is provided in Section 4.5 and more detailed information is provided on the highlighted items in Appendix D. All proposed works will also be included on Council’s Community Map on the webpage.

2. Budget on a Cash Basis

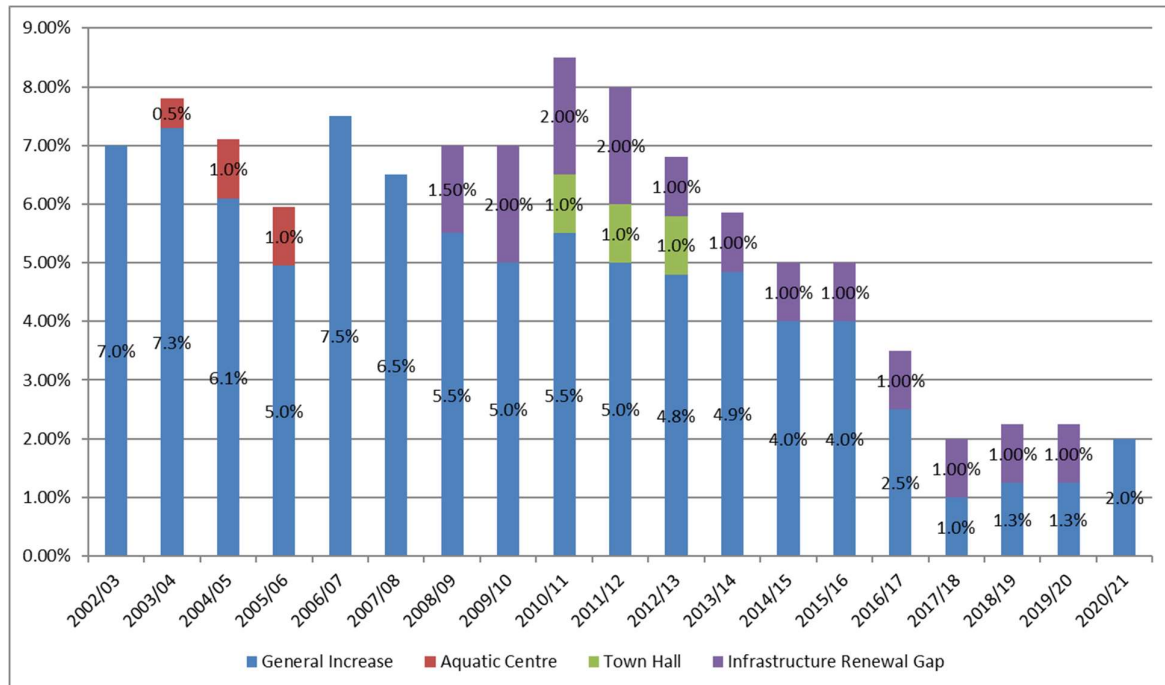
Council has again delivered a budget that is balanced on a cash basis in line with its objectives in the Strategic Resource Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works.

3. The Rate Rise

The State Government introduced the “Fair Go Rates System” in 2016-17 that places a cap on rates for all 79 Council’s 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, 2.25% for 2018-19, 2.50% for 2019-20 and now 2.00% for 2020-21. 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 any subsequent years.

2020-21 sees the general rates increase at 2.0% in-line with the Ministerial Rate Cap and this rate rise has been tagged to provide support to Businesses and the Community in response to COVID-19.

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.



For the first time in 12 years an additional amount of the rate increase has not been tagged specifically for infrastructure renewal, we have instead increased the ongoing allocation to community building maintenance by 0.5% of the rate increase.

Council has continued to see minor growth in its rate base with new supplementary rates estimated to raise \$0.080 million in the 2020-21 year. This is estimated to be lower than previous years due to the general downturn in the economy. In addition to the new supplementary rates in 2020-21 is an amount of \$0.255 million for revenue in lieu of rates from the Murra Warra windfarm that commenced full operations during 2019-20, these funds have been fully utilised to contribute to councils capital works program.

The % increase in rates Section 4.1.1.(c) shows as 3.28% as it is a comparison with last year's original budget as opposed to the forecast figures for 2019-20 which takes in to account actual rates from growth during 2019-20. In-line with Council's resolution from 2019-20 the fixed component of rates (the Municipal Charge) has been decreased by the rate cap % from \$280 to \$274.

In 2018-19 Council established a separate Rating Policy, this resulted in a clear policy position to review the rate differentials if any sectors value increased or decreased by more than 3.5% above the general valuations (residential valuations).

The movement in values following the 2020 General Revaluation, has not triggered a requirement to review any differentials under this adopted policy. So differentials remain at 67% for the Farm sector and 95% for the Commercial & Industrial Sectors.

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 for residential services. The 240-litre bin services will increase by around \$19 per service which is an increase of 4.73%. The 120-litre bin services will increase by around \$12 per service, or 4.65% increase. There is a 30% increase in the State Governments Landfill levy effective from 1st January 2021, which equates to a 14.6% cost increase to Council in 2020-21.

5. Valuations

This year is the second year of an annual revaluation process rather than undertaking valuations every second year. As a result, valuations will be as per the General Revaluation dated 1 January 2020, based on the independent assessment of the Valuer General and their agent.

A summary of shifts across categories compared to budget figures for 2020-21, is as follows:

Type or class of land	Change %
Residential	2.95%
Commercial	0.86%
Industrial	0.86%
Culture & Rec. Land (0% rate)	-0.27%
Culture & Rec. Land (50% rate)	-1.92%
Farms	4.40%
Total value of land	3.22%

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 an individual property will depend upon individual property movements in value relative to all other properties in the municipality.

If a ratepayer believes that the valuation is incorrect they can object to the Valuer General who will then undertake a review.

6. Rate Impacts for Individuals

The following things will affect the actual rate rise experienced by an individual ratepayer:

- a) The change in the individual property value relative to the average across the municipality
- b) The amount of Council's overall increase in rates revenue – this year 2.00%
- c) The impact from the reduction of the Municipal Charge from \$280 to \$274 which will in general benefit lower valued properties
- d) Any changes in differential rates of which none are proposed.

The impact of all these changes combined results in the following rate changes by sector:

Type or class of land	Change %
Residential	3.14%
Commercial	1.04%
Industrial	1.04%
Culture & Rec. Land (50% rate)	-1.77%
Farms	4.58%
Total amount to be raised by general rates	3.28%

Refer Section 4.1.1 for further Rates and Charges details.

Other factors that will affect an individual ratepayers overall payment on a rates notice are:

- a) The level of the Fire Services Levy which is set by the State and is not subject to the rate cap. The State Government has announced that there will be no increase to the Fire Services Levy rates for 2020-21.
- b) The user charges for waste, which this year are increasing on average by approximately 4.5%.

7. Key Statistics

- Total Revenue: \$58.7 million (2019-20 = \$57.7 million)
- Rates & Charges % of total Revenue: 48.5% (2019-20 = 47.8%)
- Total Expenditure: \$59.9 million (2019-20 = \$54.3 million)
- Salary Costs % of total excluding depreciation: 41.3% (2019-20 = 44.1%)
- Surplus/(Deficit)for the year: or (Accounting Result) \$1.25 million deficit (2019-20 = \$3.32 million surplus) *(Refer Income Statement in Section 3)*
- Underlying operating result: \$3.89 million deficit (2019-20 = \$2.10 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 \$6.30 million decrease (2019-20 = \$6.07 million decrease) *(Refer Statement of Cash Flows in Section 3)*

- Total Capital Works Program (Excl carry forwards) \$16.04 million (2019-20 = \$20.36 million)
 - \$5.67 million from Council operations (Funded from rates and other general revenue).
 - \$0.00 million from external borrowings
 - \$0.35 million from asset sales
 - \$2.64 million from external grants
 - \$6.83 million from cash reserves
 - \$0.54 million from contributions

- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$503 million (2019-20 = \$500 million)

- Staff Numbers

<u>Full-time Equivalents:</u>	222 FTE	(2019-20 = 216 FTE)
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- Total Staff Numbers: 274 (2019-20 = 275)

8. Key Budget Influences

External Influences

The following external influences have been taken in to consideration in the preparation of the 2020-21 Budget as they are likely to impact significantly on the services delivered by council:

- Coronavirus (COVID-19) Pandemic – Impacts of this pandemic and flow on effects for the organisation and the broader community are not easy to predict. Expectation is that current disruptions of closed services are likely to be occurring until late 2020 with potential negative impacts for the community for many years to come.
- Rate Capping – 2020-21 is the fifth year of Rate Capping within the Victorian Local Government Sector. Council lodged a rate cap variation in 2015-16 but not in any subsequent years. The Minister has set the rate cap at 2.0% for 2020-21.
- Seasonal Conditions – 2019 was productive year for the farm sector, this is likely to have a strong impact on the general economy of the region but hard environmental times in most other regions, particularly those ravaged by summer wild fires, will likely mean a cautious approach may be taken re future investment plans.
- 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 31 March 2020 was 2.2%.
- Wage Movement - Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to November 2019 was 2.6%.
- 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 was applied for the years from 2014/15 to 2016/17. The cumulative impact over the 3 years is close to \$1.0m with an ongoing impact in the order of \$0.45m. Indexation resumed in 2017-18, however it is anticipated that for 2020-21 increases will be in the order of CPI only.
- Rating – The State Government is currently reviewing the overall Local Government Rating System with a report to the Minister scheduled to be completed by 31 March 2020. No information has yet been made publicly available. The review however does not seek to review the rate cap system that will be the subject of a specific review as legislated for 2021.
- Statutory Superannuation – Statutory Superannuation contributions now locked in at 9.5% until 2021-22. There is some discussion within the Federal Government to alter planned increases to this scheduled for the years post 2021-22.

- Defined Benefits Superannuation - Council contributed \$2.9m from reserves in 2012/13 towards the defined benefits superannuation shortfall, and currently has \$600k held in reserve for any future call. The Vested Benefits Index for the fund was 102.1% of value as at the 31 March 2020 following COVID-19 initial impacts. (107.1% the previous year). Should the value fall to 97% then Councils will be asked to make a further contribution.
- Utility Costs – Generally speaking, power and gas costs have continued to rise, but at the same time council has been installing solar panels which has helped 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 in line with CPI at around 2% although no communication has occurred yet from Grampians Wimmera Mallee Water.
- Fuel – Council operates a significant number of vehicles and plant. Fuel costs had been rising but not significantly in the last 12 months. There has been significant reductions in fuel prices experienced post the COVID-19 pandemic. Exact pricing movements in to the future are very difficult to predict but recent changes to the fuel supply contract have seen reductions achieved. Estimates of the expected savings will be transferred to a Business Efficiency Reserve to fund workplace efficiency improvement initiatives.
- Insurance costs - have risen by 18% most likely as a result of recent disasters with the bushfires across Australia. Workcover insurance premiums are anticipated to remain reasonably stable as Council commences under the MAV self-insurance scheme, but will be influenced by any recent claims history.
- Interest Rates on Investments – Interest rates have stabilised at around 0.30% (for at call account) and longer term rates now around 1.24%.
- Landfill Levies – were due to rise by 33% as of 1 July 2020 but the State Government has delayed this increase until 1 January 2021 due to the impact of COVID-19. This, half year rise will still add approximately 4.56% to the garbage charges.

Internal Influences impacting on the Council Budget:

- Business Efficiency Role – The appointment of a Business Efficiency role within the People & Culture Department is expected to generate some improved processes and efficiencies that will in the long term generate savings for Council's delivery of all of its services. This position will be funded from savings generated to date and in to the future.
- Wage Movement - The Council's Enterprise Agreement was renegotiated effective from 1 July 2020 for a further 3 year period. Increases will be 2.1% plus there is a further 0.5% factored in for end of band payments and for staff movements within band.
- 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 estimated at 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 through to 2019-20 an additional 1% was added even though Council did not increase its rates by more than the state government rate cap.

A further 1% Renewal Allocations has not been possible in 2020-21 and to still stay within the 2% rate cap. Although funding has not been directed to asset renewal this year, funding of \$122k has been prioritised for maintenance of Council and community buildings.

- Regional Library Service - is undergoing change with the withdrawal of a number of members and leaving only Horsham and West Wimmera remaining. Change will be occurring across this service in 2020-21 and beyond.

- Home and Community Care - is currently in a period of significant change due to changes in the funding arrangements at the Federal level. As at March 2020 Council has not made a decision as to its future intentions re the delivery of this service, but there will likely be some significant changes in this service regardless of whether Council continues to provide this service or ceases to provide it.
- Rural Councils Transformation Funding – Council has received a \$5m grant in collaboration with 5 neighbouring Councils, to implement a common finance, payroll & records management system. This will, in the longer term facilitate the sharing of corporate services functions, but in the initial years of 2020 and 2021 it will need to be given priority with internal resourcing to ensure the project is successful.

9. Budget External Grants

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 2020:

PROGRAM DESCRIPTION	TOTAL COST	GRANT NOT YET OBTAINED
	\$	\$
Buildings		
Sustainable Projects	109,000	50,000
Economic Development		
Housing Strategy	30,000	30,000
Operations		
Working for Victoria	1,250,636	1,250,636
Other Infrastructure		
Aerodrome Airside Safety Works	211,000	91,500
Sports and Recreation		
Indoor Stadium Feasibility Study	60,000	30,000
Sustainability		
Zero Carbon Plan Implementation	100,000	50,000
Strategic Planning Services		
Horsham South Structure Plan Stage 2	85,000	60,000
Horsham City Urban Sites Plan	100,000	50,000
Visual Arts		
VicHealth Arts Events Program	20,000	20,000
Grand Total	1,965,636	1,632,136

10. Population Growth

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.

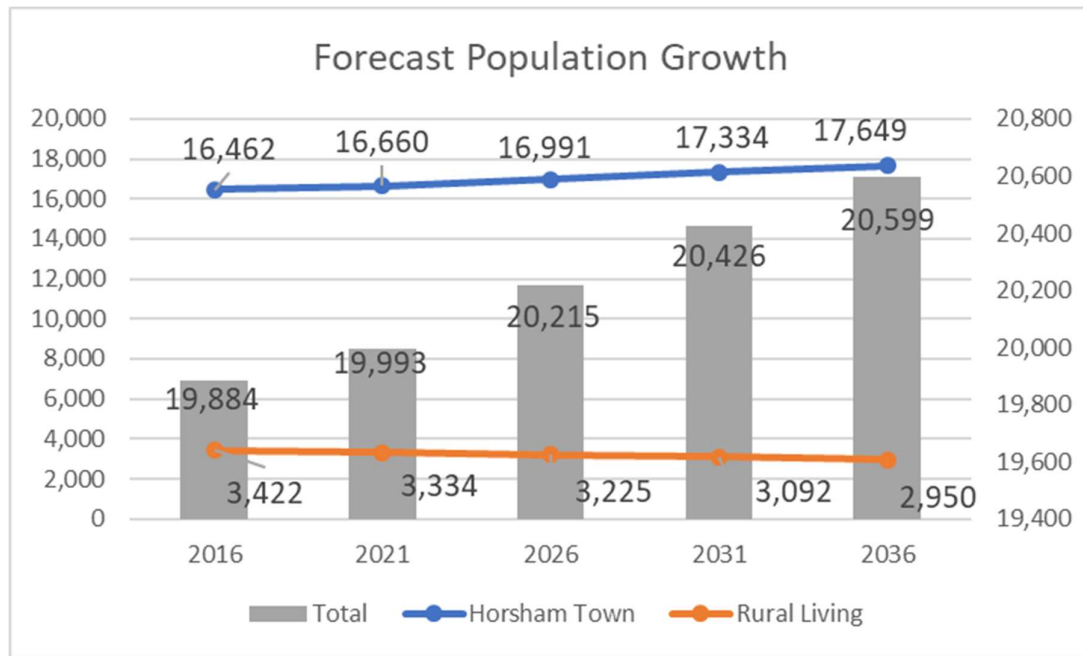
The need to provide an appealing and vibrant centre to attract professionals to live and stay is an important consideration for Council when planning services. The Estimated Resident Population

(ERP) data for Horsham Rural City Council was updated in June 2019. The base year for the projections is 30 June 2018 however the results model estimates of population from the year 2016. The new figure for Horsham’s ERP for 2021 is 19,993 which is a net increase of 109 people since June 2016 or an increase of 0.5% per annum for the 5 year period.

In the next 5 years (to 2026) Horsham is predicted to have increase in population by a further 222 residents or 0.22% per annum. A further 10 years from there to 2036 this is set to increase by 384 to 20,599 which is a 0.19% increase per annum.

In all, there is a predicted population change for Horsham Rural City of 715 residents over the 20 year period of 2016-2036 or an average annual of 0.18% per annum.

Previous estimates of Horsham’s ERP had population rates increasing by 0.60% per annum which is roughly 3 times that of the latest projections.



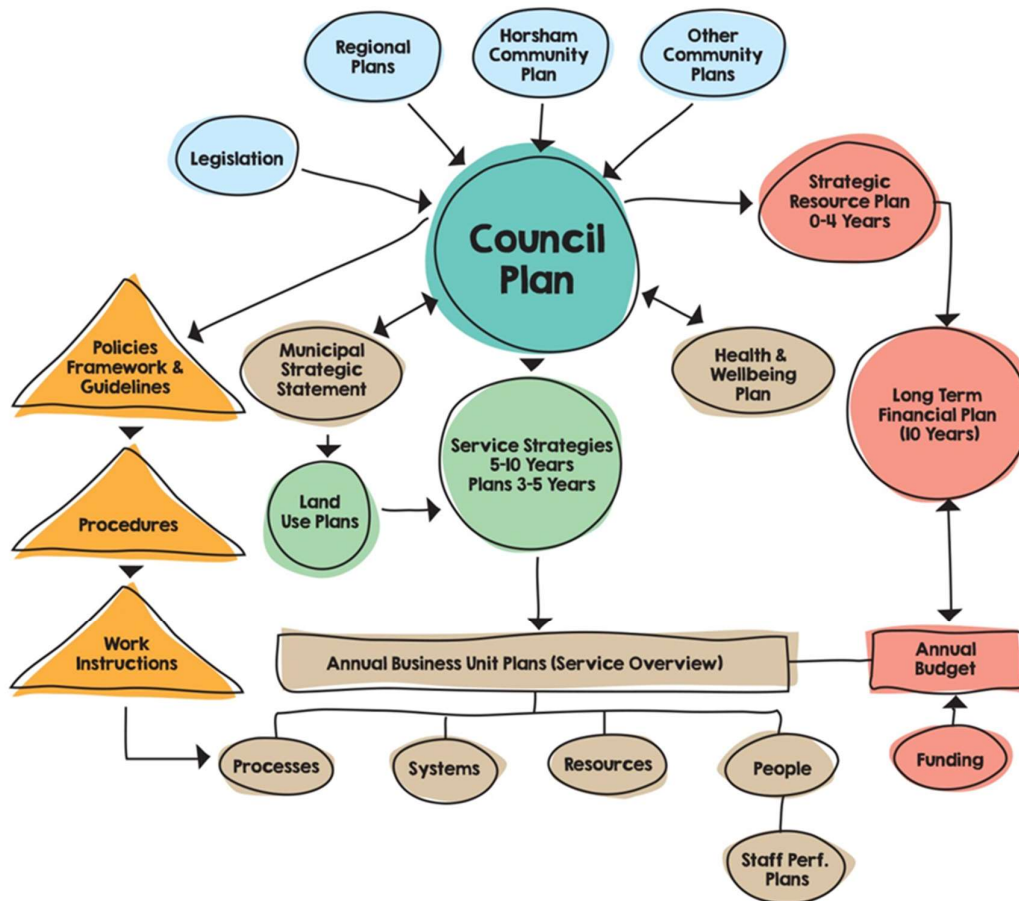
Source: DELWP - Victoria in the Future 2019 - Victoria in Future (VIF) projections are an estimate of the future size, distribution and composition of the population. They are developed using mathematical models and expert knowledge, relying on trend analysis and assumptions about future change. VIF is not an exact predication or forecast of the future. Uncertainty about the future increases over longer projection horizons and with smaller geographic disaggregations. Different policy settings and changes in the economy could result in changes to the expected size, distribution and characteristics of the population, for example the impact of any significant boom in mining within the municipality

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 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 Council Plan is revisited annually and reviewed significantly at the commencement of each new council term. 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 92 separate services, which are in turn grouped into 40 separate service categories. Each contributes to the achievement of one of the five Goals as set out in the Council Plan for the years 2020-24. 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 change. 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 2020-21 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		2019/20	2020/21
			Budget	Budget
			\$'000	\$'000
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>	408	430
		<i>Rev</i>	418	399
		<i>NET</i>	(10)	31
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>	670	680
		<i>Rev</i>	30	17
		<i>NET</i>	640	663
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	<i>Exp</i>	143	153
		<i>Rev</i>	43	16
		<i>NET</i>	100	137
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	<i>Exp</i>	253	253
		<i>Rev</i>	240	240
		<i>NET</i>	13	13
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>	16	16
		<i>Rev</i>	16	16
		<i>NET</i>	-	-
Environmental Health	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>	255	262
		<i>Rev</i>	114	75
		<i>NET</i>	141	187
Home Support	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>	1,933	2,051
		<i>Rev</i>	1,647	1,758
		<i>NET</i>	286	293
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>	774	801
		<i>Rev</i>	188	183
		<i>NET</i>	586	618
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>	407	421
		<i>Rev</i>	-	-
		<i>NET</i>	407	421
Performing Arts	This service encompasses the running of the Horsham Town Hall and Horsham Performing Arts Centre operations.	<i>Exp</i>	1,716	1,060
		<i>Rev</i>	1,213	717
		<i>NET</i>	503	343
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>	587	412
		<i>Rev</i>	136	133
		<i>NET</i>	451	279
Youth and 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>	1,289	1,353
		<i>Rev</i>	684	652
		<i>NET</i>	605	701
Net Cost to Council for Goal 1 - Community and Cultural Development			3,722	3,685

Service area breakout

This section provides further information about each service area by breaking down the 2020-21 budget into the individual services provided.

2020/21 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Animal Management			
Animal Control	430	(399)	31
Animal Management Total	430	(399)	31
Community Development			
Community Arts	79	-	79
Community Engagement	162	(1)	161
Community Facilities	163	(16)	146
Disability Awareness and Capacity	-	-	-
Recreation and Open Space Planning	277	-	277
Community Development Total	680	(17)	663
Community Safety			
Community Safety Management and Admin	102	(16)	86
Fire Hazard Enforcement	50		50
Community Safety Total	153	(16)	136
Emergency Management			
Emergency Management Recovery	253	(240)	13
Emergency Management Total	253	(240)	13
Emergency Support			
SES Support	16	(16)	-
Emergency Support Total	16	(16)	-
Environmental Health			
Environmental Health Regulation	191	(69)	122
Health Promotion and Planning	71	(6)	65
Environmental Health Total	262	(75)	187
Home Support			
Home and Community Care Services	1,774	(1,531)	243
Meals on Wheels	278	(228)	50
Home Support Total	2,051	(1,758)	293
Library			
Library	801	(183)	619
Library Total	801	(183)	619
Management and Admin			
Community Services Management	421		421
Management and Admin Total	421		421
Performing Arts			
Horsham Town Hall Operations	1,060	(717)	343
Wesley Operations	-	-	-
Performing Arts Total	1,060	(717)	343
Visual Arts			
Art Gallery	412	(133)	279
Visual Arts Total	412	(133)	279
Youth and Early Years			
Education	250	(188)	62
Immunisation	92	(43)	49
Maternal and Child Health	801	(384)	417
Youth Services	209	(37)	172
Youth and Early Years Total	1,353	(652)	701
Grand Total	7,892	(4,206)	3,686

Initiatives and Capital Works

2020/21 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Community Development				
Creative Horsham Plan Stage 2	Initiatives	30	(15)	15
Horsham Cinema / Mechanics Institute Painting & Upgrade Works	Capital	20		20
Natimuk Memorial Hall Cladding Replacement	Capital	28		28
General Disability Access Provision	Capital	10		10
Community Safety				
Local Law No. 3 - Review	Initiatives	10		10
Business Efficiencies CSU Software Development	Initiatives	10		10
Working for Victoria Community Safety Operatons	Initiatives	87	(87)	-
Performing Arts				
Town Hall Air Conditioning Works	Capital	70		70
Town Hall Fly Lines	Capital	29		29
Wesley PACC Refurbishment	Capital	545		545
Visual Arts				
Art Gallery Trust Purchased Artworks	Capital	25		25
Vic Health / NAIDOC Exhibition Arts Events Program Grant	Initiatives	20	(20)	-
Youth and Early Years				
Natimuk Preschool Foundation Stabilisation & Plumbing Rectification	Capital	25		25
Grand Total		909	(122)	787

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators *

Service	Indicator	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Libraries	Active library members	11.06%	7.79%	10.00%
Aquatic Facilities	Utilisation of aquatic facilities	8.77	4.57	5.30
Animal Management	Animal management prosecutions	1	0	0
Food safety	Critical & major non-compliance notifications	93.75%	100.00%	100.00%
Maternal and Child Health	Participation in the MCH service	90.16%	79.94%	85.00%
	Participation in MCH service by Aboriginal children	94.12%	82.05%	85.00%

*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		2019/20	2020/21
			Budget	Budget
			\$'000	\$'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>	262	266
		<i>Rev</i>	-	-
		<i>NET</i>	262	266
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	<i>Exp</i>	590	369
		<i>Rev</i>	-	-
		<i>NET</i>	590	369
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>	371	387
		<i>Rev</i>	503	105
		<i>NET</i>	(132)	282
Business Development 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>	826	705
		<i>Rev</i>	183	93
		<i>NET</i>	643	612
Net Cost to Council for Goal 2 - Sustaining the Economy			1,363	1,529

Service area breakout

This section provides further information about each service area by breaking down the 2020-21 budget into the individual services provided.

2020/21 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Economic Development			
Business Development	55	-	55
Wimmera Development Association	212		212
Economic Development Total	266	-	266
Management and Admin			
Planning and Economic Development Services	179		179
Planning and Economic Mgt and Admin	191	-	191
Management and Admin Total	369	-	369
Parking and Traffic Management			
Parking Control	239	(67)	172
School Crossing Supervision	148	(38)	110
Parking and Traffic Management Total	387	(105)	282
Business Development and Tourism			
Promotions of Festivals and Events	390	(1)	389
Tourism Promotion	9	-	9
Visitor Info Centre	167	(18)	150
Wimmera Business Centre	139	(75)	64
Business Development and Tourism Total	705	(93)	612
Grand Total	1,728	(198)	1,530

Initiatives and Capital Works

2020/21 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Economic Development				
Housing Strategy	Initiatives	30	(30)	-
Direct Business Support/Rate Relief post emergency Covid 19	Initiatives	484		484
Business Development and Tourism				
Visitor Services Building Works	Capital	50		50
Grand Total		564	(30)	534

Note: Revenue column only shows external sources, transfers from council reserves are not included.

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		2019/20 Budget \$'000	2020/21 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment & upgrades.	<i>Exp</i>	792	844
		<i>Rev</i>	-	-
		<i>NET</i>	792	844
Commercial Activities	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep 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>	801	801
		<i>Rev</i>	931	1,704
		<i>NET</i>	(130)	(903)
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	<i>Exp</i>	1,460	1,698
		<i>Rev</i>	700	638
		<i>NET</i>	760	1,060
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 Rural Roads Victoria maintenance contract (which excludes major highways) and quarry operations.	<i>Exp</i>	2,463	2,510
		<i>Rev</i>	621	601
		<i>NET</i>	1,842	1,909
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 off-street car parks.	<i>Exp</i>	1,599	1,629
		<i>Rev</i>	33	63
		<i>NET</i>	1,566	1,566
Management and Administration	This service provides administration and support services for the Infrastructure Services department.	<i>Exp</i>	719	726
		<i>Rev</i>	38	38
		<i>NET</i>	681	688
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>	126	153
		<i>Rev</i>	-	1
		<i>NET</i>	126	152
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>	2,486	2,407
		<i>Rev</i>	23	29
		<i>NET</i>	2,463	2,378
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure.	<i>Exp</i>	643	682
		<i>Rev</i>	-	-
		<i>NET</i>	643	682
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 user groups to increase participation.	<i>Exp</i>	700	764
		<i>Rev</i>	119	63
		<i>NET</i>	581	701
Streetscape and Public Conveniences	This service provides street tree maintenance, tree planting 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>	1,223	1,221
		<i>Rev</i>	3	3
		<i>NET</i>	1,220	1,218
Net Cost to Council for Goal 3 - Asset Management			10,544	10,295

Service area breakout

This section provides further information about each service area by breaking down the 2020-21 budget into the individual services provided.

2020/21 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Aquatic Recreation			
Aquatic Centre	844		844
Aquatic Recreation Total	844		844
Commercial Activities			
Aerodrome Operations	114	(34)	81
Caravan Park	4	(13)	(9)
Commercial Properties	64	(100)	(36)
Industrial Estates	16	(844)	(828)
Livestock Exchange Operations	494	(632)	(137)
Wimmera Intermodal Freight Terminal	110	(82)	28
Commercial Activities Total	801	(1,704)	(903)
Engineering Services			
Design and Engineering	473	(26)	448
Facilities Management	624	(11)	613
Project Office	601	(601)	-
Engineering Services Total	1,698	(638)	1,061
Infrastructure - Rural			
Quarry Management	30	(26)	4
Road Maintenance Rural	2,480	(575)	1,905
Infrastructure - Rural Total	2,510	(601)	1,910
Infrastructure - Urban			
Footpaths, Walking Trails/Paths	376	-	376
Off Street Car Parks	27		27
Road Maintenance Urban	1,158	(3)	1,155
Stormwater Drainage	68	(60)	8
Infrastructure - Urban Total	1,629	(63)	1,566
Management and Admin Infrastructure Services			
Technical Services Management and Admin	726	(38)	688
Management and Admin Infrastructure Services Total	726	(38)	688
Operations Management			
Operations Management Depot	153	(1)	152
Operations Management Total	153	(1)	152
Parks and Gardens			
Community Housing	37		37
Open Spaces	1,319	(18)	1,302
Street Trees and City Centre	866	(10)	856
Waterways, Foreshores and Wetlands	185	(1)	184
Parks and Gardens Total	2,407	(29)	2,378
Sports and Recreation			
Passive Recreation	96	(5)	91
Sports Complexes Indoor	34	(8)	26
Sports Complexes Outdoor-Ovals, Turf and Grass	634	(50)	584
Sports and Recreation Total	764	(63)	702
Strategic Asset Management			
Asset Management	682		682
Strategic Asset Management Total	682		682
Streetscape and Public Conveniences			
Other Street Ops	94	-	94
Public Conveniences	238	(3)	236
Street Cleaning	215		215
Street Lighting	263		263
Street Signage	410	-	410
Streetscape and Public Conveniences Total	1,221	(3)	1,218
Grand Total	13,436	(3,138)	10,298

Initiatives and Capital Works

2020/21 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$'000	\$'000	\$'000
Aquatic Recreation				
Aquatic Centre Miscellaneous Provision	Capital	10		10
Commercial Activities				
Aerodrome Airside Safety Works	Capital	211	(92)	120
Building External Project Design & Scoping	Capital	50		50
Firebrace Street Commercial Property External Painting	Capital	15		15
Horsham Regional Livestock Exchange Ladders	Capital	70		70
Industrial Land Marketing	Initiatives	50		50
Working for Victoria HRLE operations	Initiatives	32	(32)	-
Engineering Services				
Alternative Truck Route Planning	Initiatives	100		100
Road Safety Audit/Measures	Initiatives	20		20
Working for Victoria Facility Maintenance	Initiatives	318	(318)	-
Infrastructure - Rural *		4,029		4,029
Infrastructure - Urban *		2,749	(268)	2,482
Operations Management				
Depot Decontamination Stage 2	Initiatives	491		491
Depot Relocation Detailed Planning	Capital	109		109
Working for Victoria Fleet Maintenance Support	Initiatives	36	(36)	-
Parks and Gardens				
All Playgrounds Capital Equipment Replacement OHS Upgrade	Capital	30		30
Beautification Of Roberts Place With Pop Up Garden	Initiatives	60		60
Permanent Electrical Outlets On Firebrace Street	Initiatives	12		12
Rowing Clubrooms Shower Partitions	Capital	12		12
Wimmera River Precinct Plan Implementation	Capital	100		100
Wimmera River/CAD Precinct Recreation Activation Stage 1	Capital	1,348	(1,075)	273
Working for Victoria Maintenance Recreation Areas	Initiatives	248	(248)	-
Plant Control				
Plant Purchase - General	Capital	2,627	(351)	2,276
Plant Purchase - Minor Plant	Capital	120		120
Pool Car Booking System	Initiatives	12		12
Sports and Recreation				
Dudley Cornell Air Conditioning	Capital	6		6
Horsham Community Sports Pavilion Air Conditioning	Capital	7		7
Indoor Stadium Feasibility Study	Initiatives	60	(30)	30
Rural Tennis Courts Refurbishment Stage 1	Capital	109		109
Sunnyside Pavilion Heating/Cooling	Capital	7		7
Strategic Asset Management				
Asset Management Plan for WIFT Terminal	Initiatives	10		10
GIS Upgrade	Initiatives	45		45
Level 2 Bridge Inspection Surveys	Initiatives	35		35
Streetscape and Public Conveniences				
Skate Park Public Convenience Upgrade	Capital	164		164
Grand Total		13,302	(2,449)	10,853

Note: Revenue column only shows external sources, transfers from council reserves are not included.

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

Service Performance Outcome Indicators

Service	Indicator	Actual	Forecast	Budget
		2018/19	2019/20	2020/21
Roads	Satisfaction with sealed local roads	44	45	45

*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		2019/20	2020/21
			Budget	Budget
			\$'000	\$'000
Accounting 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>	890	1,004
		<i>Rev</i>	119	73
		<i>NET</i>	771	931
Community Relations and Advocacy	Responsible for three key areas: Advocacy and grant seeking, Media and Communications and Community Engagement.	<i>Exp</i>	433	426
		<i>Rev</i>	-	-
		<i>NET</i>	433	426
General Revenue	Provides treasury management including additional borrowings and interest repayments	<i>Exp</i>	942	856
		<i>Rev</i>	240	389
		<i>NET</i>	702	467
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>	1,932	2,136
		<i>Rev</i>	1	1
		<i>NET</i>	1,931	2,135
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>	811	905
		<i>Rev</i>	-	-
		<i>NET</i>	811	905
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	<i>Exp</i>	1,301	1,455
		<i>Rev</i>	13	5
		<i>NET</i>	1,288	1,450
People & Culture	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>	736	846
		<i>Rev</i>	-	-
		<i>NET</i>	736	846
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>	485	409
		<i>Rev</i>	84	61
		<i>NET</i>	401	348
Net Cost to Council for Goal 4 - Governance and Business Excellence			7,073	7,508

Service area breakout

This section provides further information about each service area by breaking down the 2020-21 budget into the individual services provided.

2020/21 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Accounting Services			
General Accounting Services	969	(39)	931
Stores Operation	34	(34)	-
Unclassified	-	-	-
Accounting Services Total	1,004	(73)	931
Community Relations and Advocacy			
Community Relations and Advocacy	426	-	426
Community Relations and Advocacy Total	426	-	426
General Revenue			
Non Cash Adjustment		-	-
Private Works Recharged	124	(134)	(10)
Rates	55	(255)	(200)
Treasury Management	677		677
General Revenue Total	856	(389)	467
Governance			
Council, Mayor and Councillors	500	-	500
Customer Services	338	(1)	336
Governance Management	746		746
Information and Knowledge	179		179
Governance Total	1,763	(1)	1,761
Information Technology			
IT Support/Software and Hardware	905	-	905
Information Technology Total	905	-	905
Management & Admin			
Civic Centre Office Operations	173		173
Corp Services Management	333	(1)	333
Council Wide Operations	936	(4)	931
Natimuk Office Operations	13	(0)	13
Management & Admin Total	1,455	(5)	1,450
CEO Operations			
CEO Operations	373	-	373
CEO Operations Total	373	-	373
Revenue Services			
Revenue Management	409	(61)	347
Revenue Services Total	409	(61)	347
People & Culture			
HR and Risk Management	525	-	525
Occupational Health and Safety	121	-	121
People & Culture Other	200		200
People & Culture Total	846	-	846
Grand Total	8,035	(529)	7,506

Initiatives and Capital Works

2020/21 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Community Relations and Advocacy				
Working for Victoria Media and Communication Operations	Initiatives	48	(48)	-
Governance				
Property Strategy Implementation	Initiatives	120		120
Information Technology				
Council WAN and LAN Infrastructure Upgrade	Capital	10		10
Host and Storage Replacement	Capital	170		170
IT Capital Replacements	Capital	20		20
IT Hardware Upgrades	Capital	20		20
IT Software Licences/Upgrades	Capital	6		6
Office 365 Migration	Initiatives	30		30
Replacement/Upgrade IT Back Up Infrastructure	Capital	40		40
Management & Admin				
Council Meeting Rooms Upgrades	Capital	15		15
Natimuk NC2 Zoned Temperature Controls	Capital	13		13
People & Culture				
Business Efficiency Improvements	Initiatives	100		100
Working for Victoria OHS Support	Initiatives	48	(48)	-
Working for Victoria Human Resource Support	Initiatives	123	(123)	-
Grand Total		762	(219)	544

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators

Service	Indicator	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Governance	Satisfaction with Council decisions	49	49	50

*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 change.

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

Services

Service area	Description of service areas		2019/20	2020/21
			Budget	Budget
			\$'000	\$'000
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>	96	93
		<i>Rev</i>	12	7
		<i>NET</i>	84	86
Statutory Planning and Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	<i>Exp</i>	798	831
		<i>Rev</i>	276	253
		<i>NET</i>	522	578
Strategic Planning Services	The function of strategic planning, which aims to strategically plan the municipality's needs is also included.	<i>Exp</i>	184	186
		<i>Rev</i>	-	-
		<i>NET</i>	184	186
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	<i>Exp</i>	234	239
		<i>Rev</i>	-	-
		<i>NET</i>	234	239
Waste Management Services	This service manages the Dooen 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>	5,395	6,098
		<i>Rev</i>	5,649	6,077
		<i>NET</i>	(254)	21
Net Cost to Council for Goal 5 - Natural and Built Environments			770	1,110

Service area breakout

This section provides further information about each service area by breaking down the 2020-21 budget into the individual services provided.

2020/21 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Natural Resource Management			
Fire Protection Works	53	(2)	51
Roadside Vegetation	40	(5)	35
Natural Resource Management Total	93	(7)	86
Statutory Planning and Regulations			
Building Regulations	438	(116)	321
Statutory Planning	394	(137)	257
Statutory Planning and Regulations Total	831	(253)	579
Strategic Planning Services			
Strategic Planning	186	-	186
Strategic Planning Services Total	186	-	186
Sustainability			
Waste and Sustainability Planning	239	-	239
Sustainability Total	239	-	239
Waste Management Services			
Garbage Services	1,393	(3,434)	(2,041)
Recycling	1,082	-	1,082
Transfer Stations and Landfills	3,624	(2,643)	981
Waste Management Services Total	6,098	(6,077)	21
Grand Total	7,448	(6,337)	1,111

Initiatives and Capital Works

2020/21 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Sustainability				
Sustainability Projects	Capital	109	(50)	59
Zero Carbon Plan Implementation	Initiatives	100	(50)	50
Community Halls Solar Roofing	Capital	55		55
Waste Management Services				
Johns Cell 3 Putrescible Construction	Capital	2,400		2,400
Ladlows Stage 2B Cell 2 Phase 1 Construction Hardwaste	Capital	840		840
Dooen Landfill Master Plan	Initiatives	30		30
Landfill Strategy for closed sites	Initiatives	20		20
Dooen Landfill Contingency Plan	Initiatives	10		10
Dooen Landfill Electronic Compliance Processes And Systems	Initiatives	10		10
E-Waste Shed Access Track	Capital	15		15
Working from Victoria Waste Management Operations	Initiatives	64	(64)	-
Strategic Planning Services				
Horsham South Structure Plan Stage 2	Initiatives	85	(60)	25
Implement Planning Scheme Amendment for Open Space	Initiatives	30		30
Horsham City Urban Renewal Key Development Sites Plan	Initiatives	100	(50)	50
Grand Total		3,868	(274)	3,594

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators

Service	Indicator	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Statutory planning	Council planning decisions upheld at VCAT	50.00%	0.00%	0.00%
Waste collection	Kerbside collection waste diverted from landfill	22.13%	20.66%	24.00%

*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)	Exp	Rev
	\$'000	\$'000	\$'000
Goal 1 Community and Cultural Development	3,686	7,892	(4,206)
Goal 2 Sustaining the Economy	1,530	1,728	(198)
Goal 3 Asset Management	10,298	13,436	(3,138)
Goal 4 Governance and Business Excellence	7,506	8,035	(529)
Goal 5 Natural and Built Environments	1,111	7,448	(6,337)
Total	24,130	38,538	(14,408)
<u>Expenses added in:</u>			
Depreciation	12,663		
Initiatives	10,278		
Other written down value of assets disposed	1,381		
Loan Redemption	(477)		
Deficit before funding sources	47,975		
<u>Funding sources to be added in:</u>			
Rates revenue	28,517		
- less Garbage Charge included in Service Delivery	(3,461)		
Grants	17,707		
Contributions and other	2,322		
Initiative funding from Reserves	1,050		
Interest	590		
Total funding sources	46,725		
Operating (surplus)/deficit for the year	1,250		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020-21 has been supplemented with projections to 2023-24 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

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of *AASB 16 Leases*, *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities*, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

- *AASB 1059 Service Concession Arrangements: Grantors*.

Comprehensive Income Statement

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	Projections 2022/23 \$'000	2023/24 \$'000
Income						
Rates and charges	4.1.1	27,571	28,517	29,356	30,156	30,993
Grants - Operating (recurrent)	4.1.4	8,438	8,539	8,710	8,884	9,062
Grants - Operating (non recurrent)	4.1.4	6,210	8,682	1,957	471	471
Grants - Capital (recurrent)	4.1.4	1,143	1,428	1,428	1,428	1,428
Grants - Capital (non recurrent)	4.1.4	4,367	1,217	7,500	2,100	4,400
User fees	4.1.3	5,947	5,581	6,783	6,918	7,057
Other income	4.1.5	2,373	1,958	2,528	2,608	2,693
Contributions - monetary		190	596	5,799	225	375
Contributions - non-monetary		950	1,300	950	950	950
Statutory fees and fines	4.1.2	401	310	491	501	511
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		2	570	715	220	265
Fair value adjustments for investment property		10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures		95	30	30	30	30
Total income		57,697	58,738	66,257	54,501	58,245
Expenses						
Employee costs	4.1.6	19,180	20,890	20,810	20,659	21,180
Materials and services	4.1.7	22,337	24,947	19,713	19,714	18,966
Borrowing costs		232	200	175	171	241
Finance Costs - leases		12	11	10	9	7
Depreciation	4.1.8	11,172	12,412	12,572	12,732	12,892
Amortisation - intangible assets	4.1.9	203	203	203	203	203
Amortisation - right of use assets	4.1.10	48	48	48	48	48
Bad and doubtful debts		82	183	85	87	89
Other expenses	4.1.11	320	294	303	309	315
Written down value of assets disposed		700	800	700	700	700
Total expenses		54,286	59,988	54,619	54,632	54,641
Surplus/(deficit) for the year		3,411	(1,250)	11,638	(131)	3,604
Other comprehensive income						
Net asset revaluation increment		2,700	5,000	7,700	-	2,700
Total comprehensive result		6,111	3,750	19,338	(131)	6,304

Balance Sheet

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Assets						
Current assets						
Cash and cash equivalents		4,882	9,211	9,667	11,790	11,279
Trade and other receivables		2,001	2,101	2,206	2,316	2,432
Other financial assets		22,800	22,800	22,800	22,800	22,800
Other assets		1,082	993	1,000	1,020	1,030
Inventories		400	390	394	402	410
Non-current assets classified as held for sale		350	350	350	350	-
Total current assets	4.2.1	31,515	35,845	36,417	38,678	37,951
Non-current assets						
Trade and other receivables		428	370	348	326	330
Investment property		2,500	2,460	2,470	2,480	2,490
Investments in associates, joint arrangement and subsidiaries		1,700	1,480	1,510	1,540	1,570
Property, infrastructure, plant & equipment		500,723	503,111	522,365	521,164	533,010
Right-of-use assets	4.2.4	384	336	288	240	192
Intangible assets		405	202	2,400	1,800	1,200
Other financial assets		-	-	-	-	-
Total non-current assets	4.2.1	506,140	507,959	529,381	527,550	538,792
Total assets		537,655	543,804	565,798	566,228	576,743
Liabilities						
Current liabilities						
Trade and other payables		4,562	7,694	8,296	8,449	8,607
Interest-bearing liabilities	4.2.3	477	128	-	209	642
Lease liabilities	4.2.4	45	45	46	48	49
Provisions		5,225	4,919	5,164	4,958	4,978
Total current liabilities	4.2.2	10,309	12,786	13,506	13,664	14,276
Non-current liabilities						
Provisions		3,895	3,944	5,927	4,186	3,578
Interest-bearing liabilities	4.2.3	4,432	4,305	4,305	6,496	10,753
Lease liabilities	4.2.4	301	301	254	207	157
Total non-current liabilities	4.2.2	8,628	8,550	10,486	10,889	14,488
Total liabilities		18,937	21,336	23,992	24,553	28,764
Net assets		518,718	522,468	541,806	541,675	547,979
Equity						
Accumulated surplus		247,487	251,231	262,822	260,976	265,498
Reserves - asset replacement		17,859	12,865	12,912	14,627	13,709
Reserves - asset revaluation		253,372	258,372	266,072	266,072	268,772
Total equity		518,718	522,468	541,806	541,675	547,979

Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020 Forecast Actual					
Balance at beginning of the financial year		512,607	237,909	250,672	24,026
Surplus/(deficit) for the year		3,411	3,411	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves		-	(3,305)	-	3,305
Transfers from other reserves		-	9,472	-	(9,472)
Balance at end of the financial year		518,718	247,487	253,372	17,859
2021 Budget					
Balance at beginning of the financial year		518,718	247,487	253,372	17,859
Surplus/(deficit) for the year		(1,250)	(1,250)	-	-
Net asset revaluation increment/(decrement)		5,000	-	5,000	-
Transfers to other reserves	4.3.1	-	(4,234)	-	4,234
Transfers from other reserves	4.3.1	-	9,228	-	(9,228)
Balance at end of the financial year	4.3.2	522,468	251,231	258,372	12,865
2022					
Balance at beginning of the financial year		522,468	251,231	258,372	12,865
Surplus/(deficit) for the year		11,638	11,638	-	-
Net asset revaluation increment/(decrement)		7,700	-	7,700	-
Transfers to other reserves		-	(3,750)	-	3,750
Transfers from other reserves		-	3,703	-	(3,703)
Balance at end of the financial year		541,806	262,822	266,072	12,912
2023					
Balance at beginning of the financial year		541,806	262,822	266,072	12,912
Surplus/(deficit) for the year		(131)	(131)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,750)	-	3,750
Transfers from other reserves		-	2,035	-	(2,035)
Balance at end of the financial year		541,675	260,976	266,072	14,627
2024					
Balance at beginning of the financial year		541,675	260,976	266,072	14,627
Surplus/(deficit) for the year		3,604	3,604	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves		-	(3,750)	-	3,750
Transfers from other reserves		-	4,668	-	(4,668)
Balance at end of the financial year		547,979	265,498	268,772	13,709

Statement of Cash Flow

For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2021/22	2022/23	2023/24
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflow s (Outflow s)	Inflows (Outflows)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities						
Rates and charges		27,516	28,427	29,256	30,056	30,893
Statutory fees and fines		421	290	461	471	481
User charges and other fines (inclusive of GST)		6,147	5,381	6,983	6,718	6,857
Contributions - monetary (inclusive of GST)		190	556	5,760	186	336
Interest received		548	588	594	645	696
Grants - operating (inclusive of GST)		14,448	16,421	10,267	8,955	9,133
Grants - capital (inclusive of GST)		5,110	1,845	8,528	3,328	5,628
Other revenue (inclusive of GST)		3,979	3,442	4,025	4,173	4,226
Employee costs		(18,980)	(19,366)	(20,510)	(20,259)	(20,830)
Materials and services		(23,054)	(25,971)	(19,216)	(19,198)	(18,411)
Other expenses		(1,720)	(2,294)	(2,053)	(2,099)	(2,116)
Net cash provided by/(used in) operating activities	4.4.1	14,605	9,319	24,095	12,976	16,893
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(20,357)	(16,041)	(25,381)	(14,327)	(23,244)
Proceeds from sale of property, infrastructure, plant and equipment		447	1,151	2,100	1,300	1,445
Net cash provided by/ (used in) investing activities	4.4.2	(19,910)	(14,890)	(23,281)	(13,027)	(21,799)
Cash flows from financing activities						
Finance costs		(232)	(200)	(175)	(171)	(241)
Repayment of borrow ings		(481)	(477)	(128)	-	(209)
Proceeds from borrow ings		-	-	-	2,400	4,900
Interest paid - lease liability		(12)	(11)	(10)	(9)	(7)
Repayment of lease liabilities		(42)	(43)	(45)	(46)	(48)
Net cash provided by/(used in) financing activities	4.4.3	(767)	(731)	(358)	2,174	4,395
Net increase/(decrease) in cash & cash equivalents		(6,072)	(6,302)	456	2,123	(511)
Cash and cash equivalents at the beginning of the financial year		21,585	15,513	9,211	9,667	11,790
Cash and cash equivalents at the end of the financial year		15,513	9,211	9,667	11,790	11,279

Statement of Capital Works

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Property						
Land		-	-	-	1,000	-
Buildings		1,699	1,349	2,290	2,092	5,052
Total property		1,699	1,349	2,290	3,092	5,052
Plant and equipment						
Plant, machinery and equipment		2,273	2,772	2,050	2,050	2,050
Fixtures, fittings and furniture		407	266	100	100	100
Total plant and equipment		2,680	3,038	2,150	2,150	2,150
Infrastructure						
Roads		8,019	5,736	6,516	5,990	6,725
Bridges		128	184	200	200	22
Footpaths and cycleways		1,035	529	500	550	450
Drainage		85	40	50	50	50
Recreational, leisure and community facilities		598	1,557	1,580	2,100	5,100
Waste management		2,205	3,255	-	-	-
Parks, open space and streetscapes		30	30	80	80	3,480
Off street car parks		87	42	15	15	15
Other infrastructure		3,791	281	12,000	100	200
Total infrastructure		15,978	11,654	20,941	9,085	16,042
Total capital works expenditure	4.5.1	20,357	16,041	25,381	14,327	23,244
Represented by:						
Asset renewal expenditure		9,880	11,901	9,020	9,191	11,870
Asset upgrade expenditure		1,622	1,243	2,043	2,238	3,942
New asset expenditure		8,855	2,897	14,318	2,898	7,432
Total capital works expenditure	4.5.1	20,357	16,041	25,381	14,327	23,244
Funding sources represented by:						
Grants		5,510	2,645	8,928	3,528	4,400
Contributions		176	545	5,749	175	401
Council cash and reserves		14,671	12,851	10,704	8,224	13,543
Borrowings		-	-	-	2,400	4,900
Total capital works expenditure	4.5.1	20,357	16,041	25,381	14,327	23,244

Statement of Human Resources

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2021/22	2022/23	2023/24
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure						
Employee costs - operating	4.1.6	19,180	20,890	20,810	20,659	21,180
Employee costs - capital		1,392	1,399	1,427	1,455	1,484
Total staff expenditure		20,572	22,289	22,237	22,114	22,664
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees - permanent		216	222	222	218	218
Employees - temporary		-	14	-	-	-
Total staff numbers	4.1.6	216	236	222	218	218

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

Department	Budget	Permanent		Temporary
	2020/21	Full Time	Part time	
	\$'000	\$'000	\$'000	\$'000
Communities & Place	6,595	3,223	3,288	84
Corporate Services	5,293	4,031	1,051	211
Infrastructure Services	10,401	9,293	179	929
Total staff expenditure	22,289	16,547	4,518	1,224
Capitalised labour costs	(1,399)			
Total operating expenditure	20,890			

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

Department	Budget	Permanent		Temporary
	2020/21	Full Time	Part time	
Communities & Place	70.5	32.0	38.0	0.5
Corporate Services	45.0	32.0	11.0	2.0
Infrastructure Services	120.5	107.0	2.0	11.5
Total staff FTE	236.0	171.0	51.0	14.0
Capitalised labour costs				
Total staff	236.0			

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 2020-21 the FGRS cap has been set at 2.0%. 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 2.0%, in line with the rate cap. This will raise total rates and charges for 2020-21 to \$24,800,977.

4.1.1(a) Reconciliation of Rates

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

	2019-20 Fore cast Actual	2020/21 Budget	Change	%
	\$	\$	\$	
General rates*	20,945,966	21,633,581	687,615	3.28%
Municipal charge*	3,138,800	3,090,720	(48,080)	-1.53%
Waste management charge	3,270,518	3,449,064	178,546	5.46%
Waste Charges on supplementaries	10,000	11,875	1,875	18.75%
Supplementary rates and rate adjustments	149,861	76,676	(73,185)	-48.84%
Revenue in lieu of rates	56,000	255,021	199,021	355.39%
Total rates and charges	27,571,145	28,516,937	945,792	3.43%

*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	2019/20 cents/\$CIV	2020/21 cents/\$CIV	Change
General rate for rateable residential properties	0.5263	0.5273	0.0019
General rate for rateable commercial properties	0.5000	0.5009	0.0018
General rate for rateable industrial properties	0.5000	0.5009	0.0018
General rate for rateable Culture & Rec. Land	0.2632	0.2636	0.0015
General rate for rateable farm properties	0.3527	0.3533	0.0017

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	2019/20	2020/21	Change	
	\$	\$	\$	%
Residential	12,656,494	13,054,089	397,595	3.14%
Commercial	1,652,008	1,669,169	17,162	1.04%
Industrial	844,750	853,531	8,781	1.04%
Culture & Rec. Land (50% rate)	16,471	16,180	(291)	-1.77%
Farms	5,776,244	6,040,612	264,368	4.58%
Total amount to be raised by general rates	20,945,966	21,633,581	687,615	3.28%

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	2019/20	2020/21	Change	
	Number	Number	Number	%
Residential	9,264	9,341	77	0.83%
Commercial	528	526	(2)	-0.38%
Industrial	427	432	5	1.17%
Culture & Rec. Land (0% rate)	64	61	(3)	-4.69%
Culture & Rec. Land (50% rate)	3	3	-	0.00%
Farms	2,168	2,182	14	0.65%
Total number of assessments	12,454	12,545	91	0.73%

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	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	2,404,806	2,475,648	70,842	2.95%
Commercial	330,402	333,234	2,833	0.86%
Industrial	168,950	170,400	1,450	0.86%
Culture & Rec. Land (0% rate)	20,986	20,929	(57)	-0.27%
Culture & Rec. Land (50% rate)	6,258	6,138	(120)	-1.92%
Farms	1,637,722	1,709,769	72,047	4.40%
Total value of land	4,569,123	4,716,117	146,994	3.22%

4.1.1(g) Municipal Charge per assessment

The municipal charge under Section 159 of the Act compared with the previous financial year. Council has resolved to decrease the Municipal Charge each year by the same approximate percentage as the Ministerial Rate Cap.

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019/20	2020/21	\$	%
Municipal	\$ 280	\$ 274	\$ (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	2019/20	2020/21	Change	
	\$	\$	\$	%
Municipal	3,138,800	3,090,720	(48,080)	-1.53%

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	
	2019/20	2020/21	\$	%
GAR1 240L Residential Urban	402	421	19	4.73%
GAR2 240L Residential Rural	372	388	16	4.30%
GAR5 240L Commercial	390	407	17	4.36%
GAR6 120L Residential Urban	258	270	12	4.65%
GAR7 120L Residential Rural	228	238	10	4.39%
GAR8 120L Commercial	372	388	16	4.30%
GAR9 240L Commercial Recycling	139	145	6	4.32%

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	2019/20	2020/21	Change	
	\$	\$	\$	%
GAR1 240L Residential Urban	1,854,426	1,950,493	96,067	5.18%
GAR2 240L Residential Rural	445,284	472,972	27,688	6.22%
GAR5 240L Commercial	133,770	140,008	6,238	4.66%
GAR6 120L Residential Urban	713,886	756,000	42,114	5.90%
GAR7 120L Residential Rural	82,080	85,442	3,362	4.10%
GAR8 120L Commercial	31,620	34,144	2,524	7.98%
GAR9 240L Commercial Recycling	9,452	10,005	553	5.85%
Total	3,270,518	3,449,064	178,546	5.46%

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

	2019/20	2020/21	Change	
	\$	\$	\$'000	%
General rates	20,945,966	21,633,581	687,615	3.28%
Municipal Charge	3,138,800	3,090,720	(48,080)	-1.53%
Garbage Charges	3,270,518	3,449,064	178,546	5.46%
Waste charges on supplementaries	10,000	11,875	1,875	18.75%
Rates from Supplementary Valuations	149,861	76,676	(73,185)	-48.84%
Revenue in lieu of rates	56,000	255,021	199,021	355.39%
Total Rates and charges	27,571,145	28,516,937	945,792	3.43%

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.

	2019/20	2020/21
Total Rates (Excl Cult. & Rec.)	\$24,068,295	\$24,708,122
Number of rateable properties (Excl Cult. & Rec.)	12,387	12,481
Base Average Rate	\$1,929.49	\$1,941
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$1,943.03	\$1,979.66
Maximum General Rates and Municipal Charges Revenue	\$24,127,249	\$24,710,604
Budgeted General Rates and Municipal Charges Revenue	\$24,068,295	\$24,708,122
Budgeted Supplementary Rates	\$149,861	\$76,676
Budgeted Total Rates and Municipal Charges Revenue	\$24,218,156	\$24,784,798

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 (2020-21: estimated \$76,676. The 2019-20 actual: \$114,777. Full year equivalent for 2019-20 would be \$153,036)
- The finalisation of stage 5 valuation by the Valuer General
- The variation of returned levels of value (e.g. valuation objections and 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

Differential 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 0.3533% (0.3533 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.5009% (0.5009 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5009% (0.5009 cents in the dollar of CIV) for all rateable commercial 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 differential rate is provided in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

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 2019-20 financial year.

Commercial land

Commercial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for commercial purposes.

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 differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

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 2019-20 financial year.

Industrial land

Industrial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

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 differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

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 2019-20 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 a 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	2020/21	\$'000	%
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Infringements and costs	60	45	(15)	-25.0%
Perin court recoveries	46	53	7	15.2%
Issue of certificates	15	12	(3)	-20.0%
Local law s - permits & licences	27	-	(27)	-100.0%
Tow n planning	145	131	(14)	-9.7%
Health registrations	108	69	(39)	-36.1%
Total statutory fees and fines	401	310	(91)	-22.7%

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. There are significant reductions shown here as a reflection of expected impacts from COVID-19.

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

4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Animal control	403	384	(19)	-4.7%
Building approvals	126	116	(10)	-7.9%
Community services	6	1	(5)	-83.3%
Administration charges	135	87	(48)	-35.6%
Home and community care services	749	821	72	9.6%
Performing arts charges	1,105	633	(472)	-42.7%
Immunisations	6	6	-	0.0%
Livestock operations	510	616	106	20.8%
Parking meter fees	390	195	(195)	-50.0%
Passive recreation	5	6	1	20.0%
Roadside revegetation	10	5	(5)	-50.0%
Sports complexes	106	50	(56)	-52.8%
Transfer station and landfill charges	2,360	2,643	283	12.0%
Visitor information centre income	36	18	(18)	-50.0%
Total user fees	5,947	5,581	(366)	-6.2%

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 decrease by 6.2% or \$0.366 million in 20-21. The two main reductions are \$0.472 million from Performing Arts charges, with Council anticipating only 6 months revenue from performances, and \$0.195 million reduction in parking meter fees, to assist businesses and shoppers. Both of these revenue reductions come as a result of the impacts of COVID-19. Transfer station and landfill levy charges will increase by \$0.283 million as a direct response to the increased cost of the EPA Landfill Levy.

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 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	14,204	12,439	(1,765)	-12.4%
State funded grants	5,954	7,427	1,473	24.7%
Total grants received	20,158	19,866	(292)	-1.4%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Grants Commission - General alloc.	4,357	4,375	18	0.4%
Grants Commission - Road Const. & Maint.	2,241	2,267	26	1.2%
Environmental Health	37	37	-	0.0%
Home & Community Care Services	750	832	82	10.9%
Recurrent - State Government				
Art Gallery	90	90	-	0.0%
Art Gallery Education Program	33	33	-	0.0%
Community Facilities	16	17	1	6.3%
Home & Community Care Services	149	105	(44)	-29.5%
Horsham Town Hall Operations	80	80	-	0.0%
Library	174	178	4	2.3%
Maternal & Child Services - Universal	473	487	14	3.0%
School Crossing Supervision	38	38	-	0.0%
Total recurrent grants	8,438	8,539	101	1.2%
Non-recurrent - Commonwealth Government				
Grampians Peak Trail	5,676	3,500	(2,176)	-38.3%
Non-recurrent - State Government				
Community Engagement	33	31	(2)	-6.1%
Environmental Health	6	6	-	0.0%
Economic Development	-	1,251	1,251	n/a
Council Transformation	-	3,414	3,414	n/a
Strategic Plans	-	110	110	n/a
Community Development Plans	-	30	30	n/a
Recreation Plans	-	30	30	n/a
Visual Arts	-	20	20	n/a
Miscellaneous	55	-	(55)	-100.0%
Road Maintenance	-	-	-	n/a
Street Lighting	200	-	(200)	-100.0%
Environmental Sustainability	-	50	50	n/a
Winmerra Emergency Mgt Resource Sharing	240	240	-	0.0%
Total non-recurrent grants	6,210	8,682	2,472	39.8%
Total operating grants	14,648	17,221	2,573	17.6%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,143	1,428	285	24.9%
Total recurrent grants	1,143	1,428	285	24.9%
Non-recurrent - State Government				
Buildings	300	50	(250)	-83.3%
Footpaths and cycleways	292	-	(292)	-100.0%
Other infrastructure	1,490	-	(1,490)	-100.0%
Recreation, leisure and community facilities	290	1,075	785	270.7%
Roads	1,995	-	(1,995)	-100.0%
Aerodrome	-	92	92	n/a
Total non-recurrent grants	4,367	1,217	(3,150)	-72.1%
Total capital grants	5,510	2,645	(2,865)	-52.0%
Total Grants	20,158	19,866	(292)	-1.4%

Grants - operating (\$2.5 million increase)

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 increased by 17.6% or \$2.5 million compared to 2019-20, this is due to recognising income for two major projects, Working for Victoria \$1.25 million and the regional project \$3.4 million for Rural Councils Corporate Collaboration project. This project has attracted \$5.0 million of grant funding, the remaining \$1.6 million will be recognised and expended in 2021/22.

The Working for Victoria grant program is for 6 months to employ local residents as part of the economic stimulus after the Coronavirus (COVID-19) pandemic.

There is also a small expected increase in Federal Government Home and community services grants of \$0.082 million and expectation of receiving two strategic grants for Horsham urban renewal \$0.050 million and Horsham South Structure plan \$0.060 million.

The Grampians Peak Trail grant will decrease by \$2.1 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, this is the final year of the project.

Grants - capital (\$2.8 million decrease)

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 52% or \$2.86 million compared to 2019-20.

The second year of the Roads to Recovery program will see 25% additional funding being received, \$0.285 million.

Grant funding has also been received for Wimmera River/CBD Activation. This grant will see capital works completed over two financial years being completed in 2021-22.

4.1.5 Other income

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Interest	588	590	2	0.3%
Interest on rates	40	-	(40)	-100.0%
Aerodrome	40	33	(7)	-17.5%
Art gallery	38	35	(3)	-7.9%
Caravan park	63	13	(50)	-79.4%
Childrens hub	131	72	(59)	-45.0%
Youth services	-	20	20	n/a
Commercial property rent	197	111	(86)	-43.7%
External works	184	134	(50)	-27.2%
Lease/rental income	86	60	(26)	-30.2%
Vicroads main roads maintenance	566	575	9	1.6%
Wimmera business centre	147	75	(72)	-49.0%
Wimmera intermodal freight terminal	105	54	(51)	-48.6%
Other	188	186	(2)	-1.1%
Total other income	2,373	1,958	(415)	-17.5%

Other income (\$0.41 million decrease)

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.

Many smaller decreases can be seen in most of these items, as a direct response of economic support via reduced charges to many of Councils community groups and commercial tenants after the impacts of COVID-19. Council will also forego any interest on rates in 2020-21 as a support for ratepayers.

4.1.6 Employee costs

	Forecast	Budget	Change	
	Actual			
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	18,537	20,064	1,527	8.2%
Workcover	365	409	44	12.1%
Superannuation	1,670	1,816	146	8.7%
Less amounts capitalised in non-current assets constructed by Council	(1,392)	(1,399)	(7)	0.5%
Total employee costs	19,180	20,890	1,710	8.9%

Employee costs (\$1.71 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. It does not include casual staff employed through an agency.

Employee costs for permanent staff are forecast to increase by 2.5% or \$0.486 million compared to 2019-20. The additional increase of \$1.224 million relates to one-off funding received largely for the Working for Victoria program (14 FTE, 28 staff) and the Rural Council Corporate Collaboration program (3 FTE, 3 staff).

Permanent employees have increased by 6 FTE, and temporary employees have increased by 14 FTE as follows:

Communities & Place:

- 0.4 FTE Home Care administration (partially grant funded)
- 0.5 FTE Visual Arts administration (resourcing for weekend cover was previously volunteers)
- 0.3 FTE Recreation Open Space planning (recognition of additional resource)
- 0.2 FTE Maternal and Child Health (partially grant funded)
- 0.5 FTE temporary staff under Working for Victoria Program

Corporate Services:

- 0.4 FTE Customer Service (additional resources in-lieu of casuals)
- 3.0 FTE for the regional project: Rural Council Corporate Collaboration project. (Grant funded)
- 2.0 FTE temporary staff under Working for Victoria Program

Infrastructure Services:

- 0.5 FTE Landcare Co-ordinator (recognition of ongoing grant funded position)
- 0.3 FTE Outdoor Operational staff (previously funded from external salaries)
- 11.5 FTE temporary staff under Working for Victoria Program

4.1.7 Materials and services

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21	\$'000	%
Advertising	214	169	(45)	-21.0%
Building service contractors	280	290	10	3.6%
Contract cleaning	352	330	(22)	-6.3%
Donations	360	361	1	0.3%
External plant hire	231	326	95	41.1%
External salaries	422	428	6	1.4%
Fringe benefit tax	146	95	(51)	-34.9%
General materials	917	963	46	5.0%
Grampians Peak Trail	5,676	3,500	(2,176)	-38.3%
Initiative projects	1,274	2,126	852	66.9%
Insurances	448	530	82	18.3%
IT expenditure	509	596	87	17.1%
Library membership	518	569	51	9.8%
Management aquatic centre	260	406	146	56.2%
Performing events expenses	843	499	(344)	-40.8%
Plant operating costs	1,732	1,730	(2)	-0.1%
Power, light & heating	873	757	(116)	-13.3%
Provision of meals on wheels	167	157	(10)	-6.0%
Rural Councils Transformation Program	-	2,285	2,285	n/a
Telephone	210	198	(12)	-5.7%
Waste management expenses	4,483	5,273	790	17.6%
Water rates	286	298	12	4.2%
Wimmera Development Association membership	208	212	4	1.9%
Contracts less than \$100,000	1,517	1,812	295	19.4%
Materials and services less than \$100,000	411	1,064	653	158.9%
Total materials and services	22,337	24,974	2,637	11.8%

Materials and services (\$2.64 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 11.8% or \$2.6 million compared to 2019-20.

This item also includes expenditure on initiatives (increase of \$0.852 million) see appendix A for detailed listing. Three major expenditures in this area include: Grampians Peak Trail \$3.50 million and Rural Councils Corporate Collaboration project \$2.28 million which are funded from grant revenues.

There has been an increase in waste management expense of \$0.110 million for addition EPA Landfill Levy costs (total expected EPA cost for year being \$0.787 million and increased rehabilitation costs of \$0.460 million for Johns Cell 1 Putrescible).

Performing events area has decreased expenditure with Council anticipating only 6 months of performances, and also power, lighting and heating decreases of \$0.116 million also as a result of COVID-19.

4.1.8 Depreciation and amortisation

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21	\$'000	%
Property	1,600	1,620	20	1.3%
Plant & equipment	1,220	1,160	(60)	-4.9%
Infrastructure	8,352	9,632	1,280	15.3%
Total depreciation	11,172	12,412	1,240	11.1%

Depreciation (\$1.24 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. Changes reflect the increased depreciation associated with road infrastructure assets, after the revaluation which occurred in 2018-19.

4.1.9 Amortisation - Intangible Assets

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Intangible assets	203	203	-	0.0%
Total amortisation - intangible assets	203	203	-	0.0%

Amortisation – Intangible Assets (\$0 increase)

Amortisation is an accounting measure, which attempts to allocate the value of an intangible asset over its useful life. Council's intangible asset is the unused airspace available at Dooen Landfill.

4.1.10 Amortisation - Right of use Assets

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Property	48	48	-	0.0%
Total amortisation - right of use assets	48	48	-	0.0%

Amortisation – Right of Use Assets (\$0 increase)

Amortisation is an accounting measure, which attempts to allocate the value of a right of use asset through the lease commitment. Council's right of use asset is the leased land at Dooen Landfill, where Council has sole use of that asset.

4.1.11 Other expenses

	Forecast	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20	2020/21		
	\$'000	\$'000	\$'000	%
Auditors' remuneration - VAGO - audit of financial statements, performance statements and grant acquittals	52	52	-	0.0%
Fees for other services provided by auditors	25	32	7	28.0%
Councillors' allowance	206	210	4	1.9%
Operating lease rentals	37	-	(37)	-100.0%
Total other expenses	320	294	(26)	-8.1%

Other expenses (\$0.026 million decrease)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Council chose to purchase its printers during 2019-20 instead of entering into an ongoing lease agreement.

4.2 Balance Sheet

4.2.1 Assets

Current Assets (\$4.3 million increase) and Non-Current Assets (\$1.8 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 increase by \$4.3 million during the year, with cash received from grants being held to complete some initiatives and capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are expected to increase slightly by \$0.100 million to those levels of 2019-20. 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 (\$16.0 million of new, upgraded and renewed assets), depreciation of assets (\$12.4 million), and the net sale of property, plant and equipment after write offs (\$0.23 million).

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 2021 Council will have cash and investments of \$32.0 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	Budget	Change	
	Actual	2020/21	\$'000	%
	2019/20			
	\$'000	\$'000	\$'000	%
Total cash and cash equivalents	4,897	9,211	4,314	88.1%
Other financial assets	22,800	22,800	-	0.0%
Restricted cash and investments				
-Statutory reserves	330	371	41	12.4%
-Cash held to fund carry forward capital works	-	500	500	n/a
-Cash held to fund carry forward service delivery	-	1,486	1,486	n/a
-Trust funds and deposits	561	578	17	3.0%
Unrestricted cash and investments	26,806	29,076	2,270	8.5%
-Discretionary cash reserves	(11,594)	(12,761)	(1,167)	10.1%
-Staff provisions	(5,365)	(6,112)	(747)	13.9%
-Landfill and quarry provisions	(4,056)	(2,751)	1,305	-32.2%
-Trade payables	(4,000)	(7,117)	(3,117)	77.9%
Unrestricted cash adjusted for discretionary reserves and provisions	1,791	335	(1,456)	-81.3%

Statutory reserves (\$0.4 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 (\$0.50 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 approx. \$3.0 million of uncompleted projects at 30th June 2021. It is expected there will be a small component of the

grant funded City to River Activation project that will be carried forward to 2021/22 year. Other projects will be identified early in the new financial year.

Unrestricted cash and investments (\$29.08 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 (\$12.76 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 2020-21 year \$4.21 million is budgeted to be transferred to and \$9.472 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 (\$6.1 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 (\$2.8 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, trade payables and provisions (\$0.14 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, estimated at 30th June 2021, unexpected short-term needs, future loan principal repayments 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 (\$2.47 million increase) and Non-Current Liabilities (\$0.08 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$3.1 million. The trade and other payables will increase with the change in accounting standards that require any grant funding received that has not been acquitted according to the grant agreement be treated as a liability. Interest bearing loans are budgeted to decrease by \$0.35 million.

Provisions include accrued long service leave, annual leave, sick leave gratuity, quarry and landfill restorations. These liabilities are budgeted to decrease by \$0.38 million with decreases in employee provisions due to long term staff leaving Council.

4.2.3 Borrowings

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

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000
Amount borrowed as at 30 June of the prior year	5,391	4,909
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(482)	(477)
Amount of borrowings as at 30 June	4,909	4,432

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal of \$0.48 million over the year. No new external borrowings have been included in the 2020-21 budget.

4.2.4 Leases by Category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000
Right-of-use assets		
Property	384	336
Total right-of-use assets	384	336
Lease liabilities		
Current lease Liabilities		
Land	45	45
Total current lease liabilities	45	45
Non-current lease liabilities		
Land	301	301
Total non-current lease liabilities	301	301
Total lease liabilities	346	346

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3%.

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 21 Balance \$2.5 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. This reserve will contribute \$0.385 million during 2020-21 towards the River Activation project, which has received Government grants in 2019-20 and 2020-21. To assist in business recovery from COVID-19 Pandemic, Council has reduced expected income to be raised from parking fees and parking infringements, with approximately \$0.022 million being transferred 2020-21. The Roberts Place Pop up Garden of \$0.006 million and permanent electrical outlets on Firebrace Street of \$0.012 million will also be funded from this reserve during 2020-21.

Wimmera Business Centre Reserve (30 Jun 21 Balance \$0.14 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. Due to COVID-19 Council will receive less commercial rental from tenants and therefore is not expected to have an operating surplus to transfer during 2020-21.

Information Technology Reserve (30 Jun 21 Balance \$0.32 million)

The Information Technology reserve is held to allow purchasing of computer related hardware items, 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. \$0.425 million will be drawn from this reserve in 2020-21 to fund capital works.

Plant Replacement Reserve (30 Jun 21 Balance \$2.07 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 ten-year plant program is prepared in Council's Fleet Management department, 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 2020-21 budget is \$2.40 million. The depot decontamination works of \$0.490 million will also be funded from this reserve this year, due to issues with underground fuel tanks.

Waste Management Reserve (30 Jun 21 Balance \$0.63 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 in place to ensure that there is sufficient monies in the waste management reserve to meet the obligations at that time. During 2020-21 financial year, \$4.40 million will be drawn from this reserve. Major items funded include construction of Johns Putrescible Cell 3 \$2.40 million, Ladlows Stage 2b Cell 2 Hard waste Construction \$0.840 million, and \$0.850 million used for rehabilitation at Dooen landfill.

Contingency Reserve (30 Jun 21 Balance \$0.09 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. This reserve will also fund a program to create business efficiency improvements (\$0.100 million) during 2020-21. It is anticipated the savings generated from this program will result in funds being returned to this reserve.

Wimmera Regional Library Corporation Asset Replacement Reserve (30 Jun 21 Balance \$0.002 million)

The Wimmera Regional Library Corporation has moved responsibility for asset replacement requirements to each member Council to provide funds at the point that assets need to be replaced. Council budgets for the replacement of these assets using the reserve system. Part funding from this reserve, \$0.043 million, will be used to purchase a new vehicle early 2020-21 to deliver library services to Council's outlying areas.

Major Capital Projects Reserve (30 Jun 21 Balance \$0.52 million)

This reserve is to provide for future asset replacements for major strategic projects. During 2020-21, two projects of \$0.209 million will be funded from this reserve; being the relocation of the works depot detailed design specification \$0.109 million, and scoping of Hamilton Street Pedestrian Bridge \$0.100 million.

Infrastructure Gap Reserve (30 Jun 21 Balance \$0.03 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 2007-08 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 2011-12, 1% in 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 and 2019-20. 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. 2020-21 will see \$2.645 million used from this reserve for targeted infrastructure renewal.

Open Spaces Contribution Reserve Account (30 Jun 21 Balance \$0.37 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 21 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 21 Balance \$0.16 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. 2020-21 financial year will see \$0.035 million of savings fed back into this reserve with an additional funding allocation of \$0.097 million as well. \$0.164 million will be utilised in 2020-21 to match a sustainability grant for energy savings measures (\$0.059 million), and community halls solar roofing (\$0.055 million), as well as providing funding for the zero carbon plan implementation \$0.050 million).

Commercial Properties (Firebrace Street) Reserve (30 Jun 21 Balance \$0.62 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. Some external painting will occur on these properties in 2020-21 at a cost of \$0.015 million. Due to COVID-19 and commercial rent relief being provided to the lessees, the annual contribution into this reserve of \$0.053 million will not likely occur during 2020-21.

Aquatic Centre Reserve (30 Jun 21 Balance \$0.045 million)

This reserve has been established to set aside funds to meet future asset renewal requirements at the Centre in accordance with its Business Plan. Funding during 2019-20 was utilised to replace the indoor pool concourse \$0.150 million and partly funded the outdoor pool wet-deck area \$0.450 million.

Industrial Estate Reserve (30 Jun 21 Balance \$3.41 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. It is anticipated there will be a significant land sale at the WIFT Precinct in 2020-2021 which will increase the cash balance held in the reserve.

Loan Fund Reserves (30 Jun 21 Balance \$2.45 million)

Funds of \$0.162 million 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 2025-26, in that year Council will repay the \$4.30 million loan in full. \$0.422 million will be transferred into this reserve each year until \$4.30 million is reached in 2025-26.

Aerodrome Reserve (30 Jun 21 Balance \$0.56 million)

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 21 Balance \$0.38 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. The livestock roofing project valued at \$3.83 million will be completed by October 2020. A grant of \$1.49 million has been received, and \$2.34 million will be sourced from internal reserve borrowings to complete this project in 2020-21. This reserve will make annual loan payments of \$0.090 million per year to extinguish these internal loan borrowings for the next 26 years.

Drainage Head-works Reserve (30 Jun 21 Balance \$0.423 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.

Wimmera Intermodal Freight Terminal (WIFT) (30 Jun 21 Balance \$0.70 million)

This new reserve has been established to meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT. The annual transfer to this reserve from funds received for lease of facility will be reduced to \$0.023 million in 2020-21 on the expectation that business support may be extended to the current lease as a result of COVID-19. \$0.010 million will also be utilised from this reserve to fund an asset management plan for this facility.

Unfunded Superannuation Reserve (30 Jun 21 Balance \$0.60 million)

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

Internal Loan Borrowings from Reserves (30 Jun 21 Balance -\$2.81 million)

Council has determined to utilise cash held in lieu of external loan borrowings for two projects. \$0.900 million was borrowed from reserves to assist in funding the completion of the Horsham North Children's Hub in 2018-19 and \$2.340 million will be borrowed by end of 2020-21 as part funding for the Horsham Regional Livestock Exchange Roofing project. Each year these two projects will repay cash into this reserve to reduce the debt owing. The children's hub loans will be repaid over a 10-year period ending 30/6/28, whilst the Livestock Exchange Roof will be repaid over a 26 year period, finalising at end of 2047.

4.3.2 Equity

Equity (\$3.75 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 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 (\$5.28 million increase)

The increase in net cash outflows from operating activities of \$5.48 million results from overall decreases in receipts from:

- grants \$1.30 million,
- user charges and fees and fines \$0.90 million
- other revenue \$0.53 million.

At the same time there is increased payments for materials and services of \$2.90 million.

Much of this increase in payments are funded from grants received including: This item also includes Grampians Peak Trail \$3.50 million, Working for Victoria \$1.25 million and rural Councils Corporate Collaboration project \$2.28 million are all funded from grant revenues, whilst over expenditure is being funded from cash backed reserves.

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

Investing activities (\$5.02 million decrease)

There is a decrease in payments for investing activities for 2020-21 of \$5.02 million, which reflects the decrease in the capital works program for 2020-21. The capital works program for 2019-20 included two large projects: WIFT Industrial Estate project \$2.50 million and HRLE roofing project \$3.83 million. Carry-forward works are not included in these numbers.

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

Financing activities (\$.036 million decrease)

For 2020-21 the total of principal repayments is \$0.477 million and finance charges is \$0.200 million without any additional borrowings. Council is in its fifth 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 2020-21 the amount transferred to reserve is \$0.420 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2020-21 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 2019/20 \$'000	Budget 2020/21 \$'000	Change \$'000	%
Property	1,700	1,349	(351)	-20.6%
Plant and equipment	2,680	3,038	358	13.4%
Infrastructure	15,977	11,654	(4,323)	-27.1%
Total	20,357	16,041	(4,316)	-21.2%

Property: The 2020-21 budget reflects a small decrease of \$0.351 million in buildings being carried out. The 2020-21 budget includes \$0.545 million for the Wesley Performing Arts building (\$0.500 million contributed cash), and \$0.164 million for Skate Park Public Convenience Upgrade.

Infrastructure: The 2020-21 budget reflects a decrease of \$4.30 million projects. The 2019-20 budget included two large one off projects being: WIFT industrial precinct project of \$2.50 million, the HRLE roofing project approx. \$3.0 million as well as increased grant funded roadworks.

	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	1,349	834	217	298	50	500	799	-
Plant and equipment	3,038	229	2,767	42	-	25	3,013	-
Infrastructure	11,654	1,834	8,917	903	2,595	20	9,039	-
Total	16,041	2,897	11,901	1,243	2,645	545	12,851	-

Property

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

Larger projects include: \$0.545 million for the Wesley Performing Arts building (\$0.500 million contributed cash), \$0.164 million for Skate Park Public Convenience Upgrade, \$0.100 million on town hall improvement works, \$0.109 million for Sustainability projects including energy saving measures, and \$0.055 million for community halls solar roofing project.

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 (\$2.50 million), and new plant \$0.080 million, and fleet GPS system \$0.120 million. Information Technology includes: \$0.170 million for Host and Storage Replacement.

Infrastructure

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

Road reconstruction is the most significant project expending \$5.70 million, with other expenditure as follows: Waste \$3.25 million, Bridges \$0.18 million, Footpath and cycle-ways \$0.53 million, and recreation expend of \$1.56 million. (Full details see 4.5.2 below). Many of these projects are funded from either grant revenue or transfers from cash reserves.

Asset renewal (\$11.90 million), new assets (\$2.89 million) and upgrade (\$1.24 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 that 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 – 2020-21

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	INTERNAL 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																				
COUNCIL MEETING ROOMS UPGRADES	15,000		15,000							15,000										
NATIMUK NC2 ZONED TEMPERATURE CONTROLS	12,580		12,580								12,580									
HORSHAM CINEMA/MECH INSTITUTE PAINTING & UPGRADE WORKS	20,000	20,000								20,000									20,000	
NATIMUK MEMORIAL HALL CLADDING REPLACEMENT	28,000	28,000								28,000									28,000	
TOWN HALL AIRCONDITIONING WORKS	70,000		70,000								70,000									
TOWN HALL FLYLINES	29,250			29,250							29,250									
VISITOR SERVICES BUILDING WORKS	50,000		50,000								50,000									
WESLEY PACC REFURBISHMENT	545,000			545,000			500,000				45,000									
NATIMUK PRESCHOOL FOUNDATION STABILISATION AND PLUMBING RECTIFICATION	25,000	25,000								25,000									25,000	
AQUATIC CENTRE MISC PROVISION	10,000			10,000							10,000									
HORSHAM COMMUNITY SPORTS PAVILION AIR COND	7,000		3,500	3,500							7,000									
DUDLEY CORNELL AIR CONDITIONING	6,000		3,000	3,000							6,000									
SUNNYSIDE PAVILION HEATING/COOLING	7,000		3,500	3,500							7,000									
ROWING CLUBROOMS SHOWER PARTITIONS	12,000		1,200	10,800							12,000									
SKATE PARK PUBLIC CONVENIENCE UPGRADE	164,000	109,380	54,620								164,000								109,380	
GENERAL DISABILITY ACCESS PROVISION	10,000		10,000								10,000									
FIREBRACE ST COMMERCIAL PROPERTY EXTERNAL PAINTING	15,000	15,000								15,000							15,000			
DEPOT RELOCATION DETAILED PLANNING	109,000		54,500	54,500						109,000										
COMMUNITY HALLS SOLAR ROOFING	55,000			55,000						55,000										
SUSTAINABILITY PROJECTS - ENERGY SAVING MEASURES	109,000			109,000	50,000					59,000										
BUILDINGS EXTERNAL PROJECT DESIGN & SCOPING	50,000	20,000	20,000	10,000							50,000									20,000
Sub-Total - Buildings	1,348,830	217,380	297,900	833,550	50,000		500,000			326,000	472,830							15,000	182,380	20,000
TOTAL PROPERTY	1,348,830	217,380	297,900	833,550	50,000		500,000			326,000	472,830							15,000	182,380	20,000

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	INTERNAL 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	2,627,200	2,547,200		80,000					350,900	2,276,300						350,900	2,196,300			
FLEET GPS	120,000			120,000						120,000										
ART GALLERY ART COLLECTIONS	25,000			25,000			25,000													
Sub-Total - Plant & Machinery	2,772,200	2,547,200		225,000			25,000		350,900	2,396,300						350,900	2,196,300			
Furniture, Computers and Telecommunications																				
IT HARDWARE UPGRADES	20,300		20,300							20,300										
IT SOFTWARE UPGRADES \$12k	6,000		6,000							6,000										
REPLACEMENT/UPGRADE IT BACK UP INFRASTRUCTURE	40,000	24,000	16,000							40,000							24,000			
HOST AND STORAGE REPLACEMENT	170,000	170,000								170,000							170,000			
COUNCIL WAN AND LAN INFRASTRUCTURE UPGRADES	10,000	6,000		4,000						10,000							6,000			
REPLACEMENTS OF AGED WORKSTATIONS AND LAPTOPS	20,000	20,000								20,000							20,000			
Sub-Total - Furn & Equip	266,300	220,000	42,300	4,000						266,300							220,000			
TOTAL PLANT AND EQUIPMENT	3,038,500	2,767,200	42,300	229,000			25,000		350,900	2,662,600						350,900	2,416,300			

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	INTERNAL 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 2020/21 ROAD COMP																				
MINOR SEAL EXTENSIONS	10,000			10,000							10,000									
CONSULTANCY/DESIGN	20,000			20,000							20,000									
ALBERT ST, KNIGHT PL TO HENNESSY ST	296,000	296,000									296,000							296,000		
RODDA PLACE ALBERT ST TO END	153,000	153,000									153,000							153,000		
DERIMAL ST KOOYONG ST TO BANOOL ST	295,000	295,000									295,000							295,000		
FREDERICK ST HAZEL ST TO EDWARD ST	290,000	290,000									290,000							290,000		
PULS PLACE, ALBERT ST TO END	218,000	218,000									218,000							218,000		
RENNISON ST, ARNOTT ST TO GLANCY ST	117,000	117,000					117,000					117,000								
WAVELL ST, QUEEN ST TO ALEXANDER AVE	117,000	117,000									117,000							117,000		
URBAN LOCAL RDS FINAL SEALS	131,000	131,000						20,000			111,000			20,000						111,000
INTERSECTION TREATMENTS URBAN	20,000		20,000								20,000									
URBAN RDS DONATED INFRA. PROJECT MANAGEM	69,582			69,582							69,582									
RURAL CONSTRUCTION 2020/21																				
INTERSECTION/TRAFFIC IMPROVEMENT	15,000		15,000								15,000									
CONSULTANTS	10,000			10,000							10,000									
MINOR SEAL EXTENSIONS	10,000			10,000							10,000									
VEGETATION CLEARANCE RD RECONSTRUCTION	50,000	50,000									50,000									50,000
DRUNG JUNG RD, 2.98-4.0, 2KM NRTH OF BRIDGE TO 3KM NRTH OF BRIDGE	284,000	142,000	142,000								284,000									142,000
JUNG NORTH RD 600M NRTH CHANNEL XING TO LIERSCHS RD	172,000	172,000					172,000					172,000								
WEST WAIL RD, 092-2.04KM, AROUND BENDS	312,000	312,000					312,000					312,000								
BUS STOP MITRE	5,000			5,000							5,000									
MACKIES RD SEAL END TO OLD HAMTON RD	118,000		118,000								118,000									
VICTORIA VALLEY RD, BRIMP LAH RD TO SEAL CHAN	245,000	245,000					191,500				53,500		191,500					53,500		
WAIL NURSERY RD WAIL NURSERY LOOP TO BOUND	147,000	147,000									147,000							147,000		
TELANGATUK EAST ROCKLANDS RD CULVERT TO SILCOCKS RD	194,000	97,000	97,000				194,000					97,000								
WON DADSWELL BRIDE RD NTHRN GRAMPS RD TO LAHARUM RD	155,000	77,500	77,500				44,000			111,000		22,000				55,500				
PLUSH HANNANS RD SEAL ENDS TO SMITH RESERVE RD	111,000		111,000								111,000									
CAMERON RD STH BURNT CREEK CULVERT INSTALLATION	20,000		20,000								20,000									
RURAL LOCAL RDS FINAL SEALS WAS \$370K IN 19.20	370,000	370,000									370,000									370,000

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	INTERN AL 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																				
REHABILITATION WORKS																				
URBAN RESEALS	154,000	154,000								154,000									154,000	
RURAL RESEALS	508,000	508,000								508,000								96,500	411,500	
PAVEMENT ROUGHNESS CONDITION ASSESSMENT	30,000	30,000								30,000								30,000		
RURAL RD SHOULDER RESHEETING/RECONSTRUC	553,000	553,000				48,000				505,000		48,000						370,000	135,000	
RURAL GRAVEL RESHEETING	536,000	536,000				165,896				370,104		165,896						288,365	81,739	
Sub-Total - Roads	5,735,582	5,010,500	600,500	124,582		1,244,396	20,000			111,000	4,360,186		1,125,396	20,000				55,500	2,354,365	1,455,239
Bridges & Major Culverts																				
HSM WAL WAL RD 7.35 GUARD RAILS	33,000	33,000				33,000						33,000								
DRUNG JUNG RD 4.38KM HSM DRUNG STH RD CULVERTS/ENDWALLS	65,000	32,500	32,500			65,000						32,500								
JORY ST NATIMUK INVERT LINER	10,000	10,000				10,000						10,000								
NRTH EAST WON RD, GUARD RAIL	33,000			33,000		33,000														
BRYNES RD INVERT LINER	10,000	10,000				10,000						10,000								
RIFLE BUTTS RD REPLACE CULVERT	33,000	33,000				33,000						33,000								
Sub-Total - Bridges	184,000	118,500	32,500	33,000		184,000						118,500								
Footpaths and Cycleways																				
BIKEPATHS FINAL SEALS	50,000		50,000							50,000										
FOOTPATH REHABIL - DISABILITY STRATEGY UPGRADE PROJECTS	50,000		50,000							50,000										
FOOTPATH BACKLOG PROGRAM	150,000	150,000								150,000									150,000	
EXTEND BIKE TRACKS FROM BIKE PLAN	75,000		37,500	37,500						75,000										
WIMMERA RIVER PEDESTRIAN BRIDGE EXTENSION OF HAMILTON ST DETAILED PLANNING	100,000			100,000					100,000											
ROBIN ST SOUTH SIDE RENEWAL ALBERT TO GERTRUDE ST	25,000	25,000								25,000									25,000	
OLYMPIC ST LANDY ST TO LAUREL ST	23,000	23,000								23,000									23,000	
WILLIAMS RD SANDERSON ST TO RAGGATT AVE	56,000			56,000						56,000										
Sub-Total - Footpaths and Cycleways	529,000	198,000	137,500	193,500						100,000	429,000								198,000	
Drainage																				
RIVER RD DRAINAGE NORTH MCLEAN DRVE	40,000		40,000							40,000										
Sub-Total - Drainage	40,000		40,000							40,000										
Off Street Car Parks																				
ROBERTS AVE CAR PARK NR BUS STATION ADDITIONAL LIGHTING	15,000		15,000							15,000										
HAVEN CARPARK - FINAL SEAL	27,000			27,000						27,000										
Sub-Total - Off Street Car Parks	42,000		15,000	27,000						42,000										

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	INTERNAL 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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Recreational, leisure and community facilities																				
RURAL TENNIS COURT REFURBISHMENT STAGE 1	109,000	109,000									109,000								109,000	
WIMMERA RIVER PRECINCT PLAN IMPLEMENTATION SCHEMATIC DESIGN WORKS	100,000			100,000						100,000										
WIMMERA RIVER/CAD PRECINCT RECREATION ACTIVATION STAGE 1	1,348,400			1,348,400	1,075,000					273,400										
- PROJECT MANAGEMENT \$70,000																				
- INVESTIGATION/ASSESS REPORTS \$20,000																				
- PERMITS \$25,000																				
- STGE 1 RIVERFRONT ACTIVATION DESIGNS \$180,000																				
- SIGNAGE, LANDSCAPING, TREES, WATER FEATURES/SEATING \$350,000																				
- HARD WORKS, RIVER EDGE, RETAIN WALLS, CAFÉ SPACE, SQUARE, JETTY, BOARDWALK, PLAZA SPACE \$627,000																				
- ENGAGEMENT/CONSULTATION \$5,000																				
- CONTINGENCY \$71,400																				
Sub-Total - Rec, leisure and community facilities	1,557,400	109,000		1,448,400	1,075,000					373,400	109,000								109,000	
Parks, open space and streetscapes																				
PLAYGROUND EQUIPMENT REPLACEMENT HSM & NATIMUK	30,000	30,000									30,000									30,000
Sub-Total - Parks, open space and streetscapes	30,000	30,000									30,000									30,000
Waste Management																				
E-WASTE SHED ACCESS TRACK	15,000		7,500	7,500						15,000										
CELL 3 PUTRESCIBLE CONSTRUCTION JOHNS	2,400,000	2,400,000								2,400,000							2,400,000			
LADLWS STAGE2B CELL 2 PHASE 1 CONSTRUCTION	840,000	840,000								840,000							840,000			
Sub-Total - Waste Management	3,255,000	3,240,000	7,500	7,500						3,255,000							3,240,000			
Aerodromes																				
AERODROME AIRSIDE SAFETY WORKS	211,000	211,000			91,500						119,500	91,500								119,500
Sub-Total -Aerodrome	211,000	211,000			91,500						119,500	91,500								119,500
Other Infrastructure																				
HORSHAM REGIONAL LIVESTOCK EXCHANGE LADDER	70,000		70,000								70,000									
Sub-Total - Other Infrastructure	70,000		70,000								70,000									
TOTAL INFRASTRUCTURE	11,653,982	8,917,000	903,000	1,833,982	1,166,500	1,428,396	20,000			3,839,400	5,199,686	91,500	1,243,896	20,000			3,295,500	2,463,365	1,802,739	
TOTAL NEW CAPITAL WORKS 2020/21	16,041,312	11,901,580	1,243,200	2,896,532	1,216,500	1,428,396	545,000		350,900	6,828,000	5,672,516	91,500	1,243,896	20,000		350,900	5,726,800	2,645,745	1,822,739	

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	INTERNAL 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	1,348,830	217,380	297,900	833,550	50,000		500,000			326,000	472,830						15,000	182,380	20,000
PLANT AND EQUIPMENT	3,038,500	2,767,200	42,300	229,000			25,000		350,900	2,662,600					350,900	2,416,300			
INFRASTRUCTURE	11,653,982	8,917,000	903,000	1,833,982	1,166,500	1,428,396	20,000			3,839,400	5,199,686	91,500	1,243,896	20,000		3,295,500	2,463,365	1,802,739	
TOTAL CAPITAL WORKS	16,041,312	11,901,580	1,243,200	2,896,532	1,216,500	1,428,396	545,000		350,900	6,828,000	5,672,516	91,500	1,243,896	20,000	350,900	5,726,800	2,645,745	1,822,739	
Percentage Spend against each type of works		74%	8%	18%															

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
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-3.00%	-4.02%	-7.84%	-5.02%	-6.65%	-4.04%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	423%	347%	280%	270%	283%	266%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	-32%	11%	46%	50%	58%	55%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	20%	18%	16%	15%	22%	37%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.80%	2.59%	2.37%	1.03%	0.57%	1.45%	o
Indebtedness	Non-current liabilities / own source revenue		25%	23%	24%	27%	27%	35%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	60%	88%	96%	72%	72%	90%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	51%	53%	51%	56%	59%	59%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		60%	62%	60%	60%	60%	60%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$4,483	\$4,524	\$4,614	\$4,201	\$4,202	\$4,203	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,872	\$1,922	\$1,961	\$2,004	\$2,048	\$1,884	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13.68%	9.45%	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 improving over the period of the SRP, as unrestricted cash held is increasing at a faster rate due to cash held in reserves, whilst current liabilities are increasing at a slower rate. Cash held in reserves will reduce significantly in 2025-26 as the loan of \$4.3 million is repaid.

4. Debt compared to rates

The trend in future years of the SRP 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 37% in 2023-24 (15% in 2021-22) 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 MAV Funding Vehicle arrangements provide interest only borrowings, 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	67
B	Community Grants	69
C	Fees and Charges Schedule	71
D	Significant Capital Works Details	89

Appendix A Non-capital Initiatives

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Goal 1 Community and Cultural Development	70,000	(35,000)	(35,000)
Community Development			
Creative Horsham Plan Stage 2	30,000	(15,000)	(15,000)
Community Safety			
Local Law No. 3 - Review	10,000		(10,000)
Business Efficiencies CSU Software Development	10,000		(10,000)
Visual Arts			
VicHealth/NAIDOC Exhibition Arts Events Program Grant	20,000	(20,000)	-
Goal 2 Sustaining the Economy	514,000	(30,000)	(484,000)
Economic Development			
Housing Strategy	30,000	(30,000)	-
Business & Community Support Program re COVID-19	484,000		(484,000)
Goal 3 Asset Management	882,500	(697,500)	(185,000)
Sports and Recreation			
Indoor Stadium Feasibility Study	60,000	(30,000)	(30,000)
Commercial Activities			
Industrial Land Marketing	50,000	(50,000)	-
Strategic Asset Management			
Level 2 Bridge Inspection Surveys	35,000		(35,000)
GIS Upgrade	45,000	(45,000)	-
Asset Management Plan for WIFT Terminal	10,000	(10,000)	-
Operations Management			
Depot Decontamination Stage 2	490,500	(490,500)	-
Parks and Gardens			
Beautification of Roberts Place With Pop Up Garden	60,000	(60,000)	-
Permanent Electrical Outlets on Firebrace Street	12,000	(12,000)	-
Engineering Services			
Alternative Truck Route Planning	100,000		(100,000)
Road Safety Audit/Measures	20,000		(20,000)
Goal 4 Governance and Business Excellence	262,200	(262,200)	-
Information Technology			
Office 365 Migration	30,000	(30,000)	-
Governance			
Property Strategy Implementation	120,000	(120,000)	-
People & Culture			
Business Efficiency Improvements	100,000	(100,000)	-
Plant Control			
Pool Car Booking System	12,200	(12,200)	-
Goal 5 Natural and Built Environments	385,000	(280,000)	(105,000)
Sustainability			
Zero Carbon Plan Implementation	100,000	(100,000)	-
Waste Management Services			
Dooen Landfill Master Plan	30,000	(30,000)	-
Dooen Landfill Contingency Plan	10,000	(10,000)	-
Dooen Landfill Electronic Compliance Processes And Systems	10,000	(10,000)	-
Landfill Strategy for Closed Sites	20,000	(20,000)	-
Strategic Planning Services			
Horsham South Structure Plan Stage 2	85,000	(60,000)	(25,000)
Implement Planning Scheme Amendment For Open Space	30,000		(30,000)
Horsham City Urban Renewal Key Development Sites Plan	100,000	(50,000)	(50,000)
Grand Total	2,113,700	(1,304,700)	(809,000)

Non-capital Special Initiatives

	Expenditure	Specific Income or Reserves
Goal 1 Community and Cultural Development	86,690	(86,690)
Community Safety		
Working for Victoria Community Safety Operations	86,690	(86,690)
Goal 4 Governance and Business Excellence	3,632,527	(3,632,527)
Management & Admin		
Rural Councils Corporate Collaboration	3,413,995	(3,413,995)
People & Culture		
Working for Victoria Human Resource Support	123,089	(123,089)
Working for Victoria OHS Support	47,721	(47,721)
Community Relations and Advocacy		
Working for Victoria Media and Communication Operations	47,722	(47,722)
Goal 3 Asset Management	4,381,202	(4,381,202)
Sports and Recreation		
Grampians Peak Trail Parks Victoria expenditure	3,500,000	(3,500,000)
Engineering Services		
Working for Victoria Facility Maintenance	317,502	(317,502)
Commercial Activities		
Working for Victoria HRLE Operations	32,106	(32,106)
Parks and Gardens		
Working for Victoria Maintenance Recreation Areas	247,636	(247,636)
Operations Management		
Working for Victoria Fleet Maintenance Support	36,322	(36,322)
Infrastructure - Urban		
Working for Victoria Footpath Maintenance	247,636	(247,636)
Goal 5 Natural and Built Environments	64,212	(64,212)
Waste Management Services		
Working for Victoria Waste Management Operations	64,212	(64,212)
Grand Total	8,164,631	(8,164,631)

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Non-capital Initiatives	2,113,700	(1,304,700)	(809,000)
Non-capital Special Initiatives	8,164,631	(8,164,631)	-
Grand Total	10,278,331	(9,469,331)	(809,000)

Appendix B

COMMUNITY GRANTS AND DONATIONS 2020/2021		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
SPORT AND RECREATION			
AFL Wimmera Mallee (umpires)	Health & fitness equipment		750
Haven Tennis Club Inc	Temporary lighting - Junior Tournament		2640
Horsham Flying Club	Portable toilets for competitions		1,750
Horsham Golf Club	Sprinklers		2,000
Horsham Little Athletics Centre	Upgrade PA system (portable)		1,556
Horsham Pony Club	Custom made covered trailer		4500
Horsham Saints Football Netball Club	Coughlin Park Playground equipment		5000
Horsham Squash Club Inc	Lighting equipment for courts 3 and 4		2,500
Horsham Swimming Club	Coaching stopwatches and speaker system		1,787
Jung Tigers Cricket Club	Display cabinets for three user clubs		1,000
Laharum Sports Incorporated	Digital netball scoreboard		2750
Natimuk & District Field & Game	Install solar power/battery		8000
Natimuk & District Gymnastic Club	Little Aussie Ninja course and equipment		2,500
Natimuk Bowling Club	Replace toilets and plumbing		3,000
Natimuk Golf Club Inc	Ride on mower		2500
Quantong Football Netball Club	New oven to support catering		2000
Riverside Recreation Reserve	Watering system main oval project		4,767
Toolondo Golf Club	Replace boundary fencing		1,000
Annual Allocation to assist funding applications		15,000	
Specific Donation - Horsham Basketball Stadium (Lease)		15,500	
Community maintained Recreation Reserve maintenance allocation			
Clear Lake		520	
Dock Lake		12,340	
Dooen Recreation Reserve		520	
Laharum		12,340	
Kalkee		6,170	
Pimpinio		6,170	
Quantong		12,340	
Riverside (Equestrian Outdoor Surface)		520	
Noradjuha		3,060	
Natimuk Showgrounds		6,050	
Toolondo		510	
Coughlin Park (HRCC allocation of outdoor staff resources)		12,340	
TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION		103,380	50,000
HALLS INFRASTRUCTURE			
Brimpaen Reserve Committee of Management	Door replacement Brimpaen Hall		1,044
Hamilton Lamb Hall Committee	Replacement of Hall gas heater		1,627
Laharum Public Hall	Paint interior		4,000
Taylor's Lake Hall	Installation security system		995
Wonwondah Hall Volunteer Group	New swing for playground area		4,000
Insurance levy for Public Halls		15,000	
Insurance Levy for other community facilities		10,000	
TOTAL COMMUNITY GRANTS FOR HALLS		25,000	11,666
KINDERGARTENS			
Green Park Kindergarten	Foyer upgrade		2,000
Natimuk Road Kindergarten	Outdoor space upgrade and improvements		3,460
Maintenance Grants of \$870 for Council's 6 Kindergartens		5,220	
TOTAL COMMUNITY GRANTS FOR KINDERGARTENS		5,220	5,460
GENERAL WELFARE AND COMMUNITY SERVICES			
Christian Emergency Food Centre	Christmas Hampers	5,000	
Horsham College Chaplaincy Committee		5,710	
Wimmera River Improvement Committee		8,360	
Wimmera River Improvement Committee - Police			
Paddock		2,450	
Wimmera Toy Library	Educational toys		980
TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES		21,520	980

COMMUNITY GRANTS AND DONATIONS 2020/2021		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
ORGANISATIONS			
3rd Horsham Brownies and Guides (Horsham Girl	Guide hall improvements		964
Arapiles Historical Society Inc	Digitisation Equipment		5,000
Gariwerd Wimmera Reconciliation Network	Support for network establishment and education		3,660
Haven Bush Playgroup	Upgrade of toys		950
Horsham and District Community FM Radio Inc	Outside broadcast upgrade -sound system		1,863
Horsham Arts Council	Defibrillator, microphones and speakers		2,800
Horsham City Pipe Band Inc	Defibrillator		1000
Horsham Historical Society Inc	AV upgrade and improvements		3,000
Horsham Lions Club	Airconditioner		3,000
Horsham Men's Shed	Roof extraction fan		2,558
Horsham RSL Sub-Branch	Support new WW2 memorial - DVA Grant		8,000
Horsham Urban Landcare	Horsham Repair Café (up cycling)		1,300
Lions Club of City of Horsham Inc	Upgrade electrical switchboard and kitchen		2,000
Natimuk Urban Landcare	NC2 Garden Rejuvenation		3670
Oasis Wimmera	Support of group activities		2500
Sing Australia Horsham	Singing with Seniors		430
The Patch at the Salvation Army Horsham	Cubby house at community garden		5,000
U3A Horsham and District Inc	Tai Chi for Seniors		1,000
Wimmera Mobility Group	Support of group activities		600
Wimmera Poultry Club Inc (Horsham Ag Society)	Safety upgrade of show shed inc power and		4,500
Wimmera Pride Project	Support of Pride Night event		2500
Wimmera Southern Mallee LLEN Inc	Let's Read Horsham		1,500
Wimmera Woodturners Guild Inc	Defibrillator		1,000
General Contingency			10,440
Dadswells Bridge Newsletter		270	
Horsham City Pipe Band		1,740	
Horsham Rural City Brass Band		1,740	
Natimuk & District Progress Association		1,580	
Natimuk Brass Band		1,740	
North West Grampians Newsletter		1,580	
Wonwondah North Hall Newsletter		270	
Federation University Horsham Campus Nursing Award		300	
Longerenong Citizenship Award		300	
Horsham Collage 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	
Wimmera Assoc for Genealogy		330	
Charitable Organisations - refund of rates		8,000	
Rural Toilet allocation		2,550	
TOTAL COMMUNITY GRANTS TO ORGANISATIONS		21,200	69,235
EVENTS			
Art Is Festival	Art is...festival		7000
Beyond Community Inclusion Incorporated	Disability Fashion Parade Roadshow		5,000
Business Horsham	Managing Mental Health in the Workplace		900
Horsham & Dist Orchid Society	2020 Spring Show		900
Horsham Agricultural Society Inc	Farmer Bob Buchanan - entertainment		1,500
Horsham Calisthenics College	Horsham Calisthenics College annual competition		1200
Horsham Christian Ministers Assoc	Horsham Carols by Candlelight 2020	4,000	
Horsham Fishing Comp Inc	Horsham Fishing Comp event support		5000
Horsham Karen Community Group	Karen New Year Celebrations (Jan 2021) Weekend		6000
Horsham Mothers Day Classic	Raise funds and awareness breast cancer research		500
Horsham Motorcycle Club Inc	Portable crowd barriers to support future events		2195
Horsham Rockers Inc	Rockin' at the Races (Horsham Rockers Annual		2500
Horsham Spring Garden Festival	Power supply upgrade		1,000
Kannamaroo COM	2020 Kannamaroo Festival		5800
Makers Gallery and Studio Inc	Makers Christmas Market - marketing support		400
Natimuk A & P Society	Family entertainment Natimuk 129th Show		1,000
On the Brink Festival - Horsham East Landcare Group	On the Brink Music Festival		4,000
Operation 1914	Operation 1914 Free Family Fun Day		3700
Rotary Club of Horsham East	Wimmera Science and Engineering Challenge		6,000
Wimmera and Southern Mallee Careers Association	Western Victorian Careers Expo - guest speaker		3500
Wimmera Music Eisteddfod	Wimmera Music Eisteddfod 2020 - Town Hall hire		6000
TOAL COMMUNITY GRANTS FOR EVENTS		4,000	64,095
SUB - TOTALS		180,320	201,436
GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2020/2021			381,756

Appendix C Fees and Charges Schedule

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 2020-21 year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Service Description	Lease Period	Charge Frequency	<i>(excludes GST unless otherwise stated)</i>		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
REGIONAL LIVESTOCK EXCHANGE					
Associated agents general fee		Annual	64,000.00	65,500.00	2019/20
Truck wash-	Purchase Avdata Key		40.00	40.00	2010/11
	Occasional users - tray trucks/trailers	per 3 mins	7.60	7.80	2019/20
	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	12.60	12.90	2019/20
	Bulls	Per Head/Day	12.60	12.90	2019/20
	Calves	Per Head/Day	4.70	4.80	2019/20
	Sheep	Per Head/Day	0.88	0.94	2019/20
	Goats	Per Head/Day	0.88	0.94	2019/20
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	0.31	0.32	2019/20
	Goats	Per Head/Day	0.31	0.32	2019/20
	Cattle	Per Head/Day	3.60	3.70	2019/20
Weighing Fee					
	Cattle (Other than for sale)	Per Head	6.00	6.20	2019/20
Holding Paddock Fee					
	sheep and lambs	Per Head/Day	0.31	0.32	2019/20
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	33.00	34.00	2019/20
Ear tagging - Cattle					
		Per Head	33.00	34.00	2019/20
Ear tagging - Sheep & Goats					
		Per Head	2.10	5.00	2019/20

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
CITY OVAL					
Ground Rentals					
Horsham Cricket Association (For cricket season)		Annual	5,550.00	5,700.00	2019/20
Horsham Football Club		Annual	10,900.00	11,200.00	2019/20
Horsham District Football League	Ord Final		1,500.00	1,550.00	new 19/20
Wimmera Football League	Ord Final		1,500.00	1,550.00	new 19/20
if League provides clean-up					
** \$750 charge applies if League does not provide clean-up					
Horsham District Football League	Grand Final		3,200.00	3,300.00	2019/20
Wimmera Football League	Grand Final		3,200.00	3,300.00	2019/20
** \$1000 charge applies if League does not provide clean-up					
Clubroom Cleaning Charges					
Horsham Football Club (cleaning new showers & toilet facilities - bond \$500)					
Football Season		F/night	195.00	200.00	2019/20
Cricket Season		F/night	87.50	90.00	2019/20
RECREATION RESERVES (CASUAL USE)					
Level of Service 1A - Turf wicket, oval suitable for all year round district and regional level sport, change room facilities, clubroom/kitchen facilities, lights - playing standard					
Level of Service 1B - Turf wicket, oval meets local standards for playing, change room facilities, clubroom/kitchen facilities, lights - training standards					
Level of Service 1C - Oval/greenspace may have turf wicket or concrete pitch or no pitch, no change rooms, clubroom (may have kitchen facilities), no lights					
Major events - Calculated based on current regular events (less than 300 people) being a fair cost for running costs of a daily event then for each person over this we charge \$1.					
1A Facility - (City Oval)					
Facility Fee (Clubrooms and Oval) – Full Day (up to 8 hours)			300.00	300.00	new 19/20
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours)			150.00	150.00	new 19/20
Facility Fee (Clubrooms and Oval) – Per Hour			50.00	50.00	new 19/20
Clubrooms Only – per Hour			N/A	N/A	new 19/20
Lights – per hour (Billed separately)			60.00	60.00	new 19/20
Line marking – (Billed separately)			\$50/hr	\$50/hr	new 19/20
Temporary structures - STRICTLY NO PEGS			No cost	No cost	new 19/20
Birthday Parties and Weddings			N/A	N/A	new 19/20
Bond (Parties, weddings, selected events)			500.00	500.00	new 19/20
1B Facility - (Dudley Cornell / College Oval)					
Facility Fee (Clubrooms and Oval) – Full Day (up to 8 hours)			150.00	150.00	new 19/20
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours)			75.00	75.00	new 19/20
Facility Fee (Clubrooms and Oval) – Per Hour			30.00	30.00	new 19/20
Clubrooms Only – per Hour			20.00	20.00	new 19/20
Lights – per hour (Billed separately)			20.00	20.00	new 19/20
Line marking – (Billed separately)			N/A	N/A	new 19/20
Temporary structures - STRICTLY NO PEGS			No cost	No cost	new 19/20
Birthday Parties and Weddings			300.00	300.00	new 19/20
Bond (Parties, weddings, selected events)			500.00	500.00	new 19/20
1C Facility - (Sunnyside / Haven / Racecourse)					
Facility Fee (Clubrooms and Oval) – Full Day (up to 8 hours)			75.00	75.00	new 19/20
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours)			50.00	50.00	new 19/20
Facility Fee (Clubrooms and Oval) – Per Hour			20.00	20.00	new 19/20
Clubrooms Only – per Hour			10.00	10.00	new 19/20
Lights – per hour (Billed separately)			N/A	N/A	new 19/20
Line marking – (Billed separately)			N/A	N/A	new 19/20
Temporary structures - STRICTLY NO PEGS			No cost	No cost	new 19/20
Birthday Parties and Weddings			300.00	300.00	new 19/20
Bond (Parties, weddings, selected events)			500.00	500.00	new 19/20
<u>Annual User</u>					
Calculation for annual users is casual cost per week for 10 weeks					
RESIDENCES					
Botanic Gardens (rental set at market value)		Weekly	240.00	245.00	2019/20

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
AERODROME					
Hangar Site Rental - Non Commercial (as per current lease 3.0% increase)		Annual	861.16	900.00	2019/20
Hangar Site Rental - Commercial (as per current lease 3.0% increase)		Annual	1,435.26	1,500.00	2019/20
Leases due to expire 30/6/2020					
Refuelling rights (Air BP) - as per current lease 3.0% increase		Annual	2,058.50	2,120.26	2019/20
BP lease expires at 31/8/2023					
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	480.00	495.00	2019/20
Horsham Flying Club		Annual	960.00	990.00	2019/20
Horsham Aviation Services		Annual	1,508.45	1,560.00	2019/20
Horsham Aero Club		Annual	960.00	990.00	2019/20
Regular non-hangar site user fee		Annual	220.00	230.00	2019/20
Occasional Landing Fee		Intermittent	15.00	15.00	2010/11
COMMERCIAL PROPERTIES					
Main Street Shops - total rental revenue (managed by Horsham Real Estate)			170,579.52		
Other premises					
73 Pynsent Street - Town Hall Café		Annual	VACANT	VACANT	new 17/18
1/22 Urquhart Street - VACANT		Annual	VACANT	VACANT	2010/11
2/22 Urquhart Street - VACANT		Annual	VACANT	VACANT	2010/11
3/22 Urquhart Street - VACANT		Annual	VACANT	VACANT	2010/11
* Properties managed by Horsham Real Estate. Commercial properties shown as GST inclusive.					
43 Firebrace Street -VACANT		Annual	VACANT	VACANT	2017/18
45 Firebrace Street - Horsham PAWS		Monthly	880.00	900.00	2019/20
Notice Board - Horsham & District Funerals		Annual	80.00	85.00	2019/20
Notice Board- Wimmera Funerals		Annual	80.00	85.00	2019/20
WRLC McLachlan St - Mibus Centre		Annual	11,000.00	11,500.00	2019/20
OTHER PROPERTIES					
NC2 Multipurpose Room rental					
Group A		Daily	175.00	180.00	2019/20
- Businesses, government agencies and other users		Half Day	100.00	105.00	2019/20
		Nightly	70.00	75.00	2019/20
Group B		Daily	70.00	75.00	2019/20
- Not-for-profit community groups and Natimuk businesses		Half Day	35.00	37.50	2019/20
		Nightly	14.00	15.00	2019/20
Community Halls rentals - applicable to Dadswells Hall, Jung Hall, Laharum Hall, Mitre Hall, Sailors Home Hall, Taylors Lake Hall, Hamilton Lamb Hall, Natimuk Soldiers Memorial Hall, Natimuk Community Centre & Telangatuk East Hall					
Bond		Each hire	100.00 - 700.00		new 18/19
Full Day Hire		Daily	25.00 - 150.00		new 18/19
Half Day Hire		Half Day	25.00 - 100.00		new 18/19
Commercial Activities - Full Day Hire (large organisations)		Daily	200.00 - 500.00		new 18/19
Wimmera Business Centre hire & rental					
Meeting Room hire		Half Day	60.00	60.00	
		Full Day	100.00	100.00	
		Evening	65.00	65.00	
Interview Room hire		Hourly	15.00	15.00	
		Full Day	100.00	100.00	
Office spaces for rent start at \$125.00 plus GST per week plus a monthly fee of \$80.00 plus GST					
'The Station' - 14-16 Pynsent Street, Horsham					
Back Rooms In House		Hourly		5.00	new 20/21
		4 Hourly		15.00	new 20/21
		8 Hourly		30.00	new 20/21
		Weekly		100.00	new 20/21
Front Rooms In House (Inc. Kitchen)		Hourly		10.00	new 20/21
		4 Hourly		30.00	new 20/21
		8 Hourly		50.00	new 20/21
		Weekly		250.00	new 20/21
Main Hall		Hourly		15.00	new 20/21
		4 Hourly		45.00	new 20/21
		8 Hourly		80.00	new 20/21
		Weekly		400.00	new 20/21

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
OTHER PROPERTIES					
Jubilee Hall hire					
Noah's Ark Room		Hourly	5.00	5.50	new 19/20
		4 Hourly	15.00	16.00	new 19/20
		8 Hourly	30.00	32.00	new 19/20
		Weekly	N/A	N/A	new 19/20
Front Studio		Hourly	10.00	11.00	new 19/20
		4 Hourly	30.00	32.00	new 19/20
		8 Hourly	50.00	52.50	new 19/20
		Weekly	250.00	260.00	new 19/20
Rear Studio		Hourly	15.00	16.00	new 19/20
		4 Hourly	45.00	48.00	new 19/20
		8 Hourly	80.00	85.00	new 19/20
		Weekly	400.00	420.00	new 19/20
BUILDING AND ASSET MANAGEMENT					
Council System Key - Key issue		Each	45.00	47.50	2019/20
Council Lock System – Change of Locks. Plus 20% Administration Fee.		Each	At cost	At cost	new 16/17
Building and Asset Management Administration Fee. Plus costs.		Each	80.00	85.00	2019/20
Contractor Induction (Single Department)		Each	42.50	0.00	2019/20
Contractor Induction (Multiple Departments)		Each	75.00	0.00	2019/20
Replacement Induction Card		Each	26.00	0.00	2019/20
Security Alarm Response (False Alarm / Accidental Activation)		Each	85.00	85.00	2019/20
Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% administration fee		Each	At cost	At cost	new 16/17
DOG/CAT CONTROL					
Dog/Cat Fees to be set for year commencing 10th April, 2021					
Dogs over three months	- Entire	Annual	138.00	144.00	2019/20
	- Desexed/Microchipped/Over 10 yrs	Annual	46.00	48.00	2019/20
	- Working	Annual	46.00	48.00	2019/20
Pensioner Concession	- Entire	Annual	69.00	72.00	2019/20
	- Desexed/Microchipped/Over 10 yrs	Annual	23.00	24.00	2019/20
	- Working	Annual	23.00	24.00	2019/20
Cats over three months	- Entire	Annual	138.00	144.00	2019/20
	- Desexed/Microchipped/Over 10 yrs	Annual	46.00	48.00	2019/20
Pensioner Concession	- Entire	Annual	69.00	72.00	2019/20
	- Desexed/Microchipped/Over 10 yrs	Annual	23.00	24.00	2019/20
Dog – Dangerous. If first registered in municipality after 1 July 2016.		Annual	230.00	240.00	2019/20
Dog – Restricted Breed. If first registered in municipality after 1 July 2016.		Annual	230.00	240.00	2019/20
Replacement registration tag for dogs and cats. First Replacement Only.		Each	0.00	0.00	new 16/17
Replacement registration tag for dogs and cats. Subsequent Replacement.		Each	15.00	15.00	new 16/17
Registration tag for dogs and cats not required to be registered in the Municipality		Each	15.00	15.00	new 16/17
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			105.00	110.00	2019/20
Pound - Second release fee - Dog/Cat			105.00	110.00	2019/20
Pound - Third and subsequent release fee - Dog/Cat			220.00	230.00	2019/20
Additional release fee if dog involved in attack			155.00	165.00	2019/20
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)			0.00	0.00	new 12/13
Daily feeding and cleaning charges - Per weekday after first 24 hours		per day	27.00	28.00	2019/20
Daily feeding and cleaning charges - Per weekend/public holiday		per day	54.00	56.00	2019/20
Additional charge if animal is required to be kept in quarantine at Pound.		per day	30.00	31.00	2019/20
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	new 16/17
Surrendered Animal - If animal surrendered to Pound.		Each	45.00	50.00	2019/20
Surrendered Animal - If animal found at large and subsequently surrendered.		Each	90.00	95.00	2019/20
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.			At cost	At cost	new 16/17
Transport Costs to deliver and retrieve animal from Veterinarian.		Each	32.50	35.00	2019/20
Hire Charge – Cat Trap (Each). First two weeks.		Two Weeks	0.00	0.00	new 16/17
Hire Charge – Cat Trap (Each). After first two weeks.		Week	15.00	15.00	new 16/17
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.		Each	40.00	45.00	2019/20
Hire Charge – Dog Barking Control Device (Each). First two weeks.		Two Weeks	0.00	0.00	new 16/17
Hire Charge – Dog Barking Control Device (Each). After first two weeks.		Week	22.50	25.00	2019/20
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.		Each	40.00	45.00	2019/20
Registration/Renewal of a Domestic Animal Business. (\$10.00 of fee paid to Bureau of Animal Welfare)			280.00	290.00	2019/20

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
PARKING CONTROL					
Parking Fines					
Expired Meter*			65.00	65.00	2017/18
On a footpath, etc. (Set by Act) [#]			99.00	99.00	2019/20
No Stopping Area etc. (Set by Act) [#]			165.00	165.00	2019/20
* Council may set a fee of up to 0.5 Penalty Units [#] Indexation of penalties set by Treasurer in April each year					
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	new 16/17
Hire charge – Traffic Cones. Bond may be required.			7.00	7.00	new 16/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation.		Per cone	0.00	0.00	new 16/17
HEALTH FEES					
Food Premises					
*Class One - Premises - Base fee		Annual	400.00	410.00	2019/20
*Class Two - Premises - Base fee		Annual	400.00	410.00	2019/20
Full time equivalent employees - greater than 5		Each	35.00	36.00	2019/20
Class Two Accommodation Meals (B&B)		Annual	135.00	140.00	2019/20
Class Two - School Canteens		Annual	39.00	40.00	2019/20
Class Two - Food Vehicle		Annual	300.00	310.00	2019/20
Class Two - Community Group (unlimited events)/Low volume home caterer		Annual	100.00	105.00	2019/20
Class Two - Temporary Event		Each	55.00	55.00	2019/20
Class Three - Premises		Annual	270.00	280.00	2019/20
Class Three - Accommodation Meals (B&B)		Annual	115.00	118.00	2019/20
Class Three - Community Group (unlimited events)/Low volume home caterer		Annual	95.00	100.00	2019/20
Class Three - Food Vehicle		Annual	270.00	280.00	2019/20
Class Three - Temporary Event		Each	45.00	45.00	2019/20
Health Premises					
Registered premises - Annual		Annual	300.00	310.00	2019/20
Registered premises - Ongoing Initial		Ongoing/Each	300.00	310.00	2019/20
Registered premises - Ongoing Renewal		Ongoing/Each	95.00	100.00	2019/20
Registered premises - Ongoing Transfer		Each	125.00	130.00	2019/20
Accommodation		Annual	300.00	310.00	2019/20
*Maximum fee			3,700.00	3,850.00	2019/20
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	490.00	500.00	2019/20
Permit to Alter		Each	250.00	260.00	2019/20
Permit Extension / Amend Permit		Each	70.00	75.00	2019/20
Service Fee					
Inspection by request		Per hour	130.00	135.00	2019/20
Swimming Pool					
Category 1 Swimming pool		Each		To be confirmed	new 20/21
Influenza vaccinations		Per dose	20.00	20.00	new 14/15
AGED & COMMUNITY CARE					
Meals on Wheels - Horsham		Per Meal	10.50	10.50	2018/19
Meals on Wheels - Natimuk		Per Meal	10.50	10.50	2018/19
Home Help - Base Charge		Per Hour	10.00	10.50	2015/16
Disabled Parking Permit - Issue fee		Per Permit	6.00	6.00	2010/11
Home Maintenance Handyman - Home Safety		Per Hour	17.00	18.00	2015/16

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
SUNDRY CHARGES					
Weddings at Gardens - Hire Charge	GST inclusive	Each Time	85.00	90.00	2019/20
Booking fee for wedding photographs	GST inclusive		85.00	90.00	2019/20
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
Road Opening Fees & Re-Instatement Charges					
Permit Fee			75.00	75.00	2019/20
Opening Gravelled Surface		Permit Fee	75.00	75.00	2019/20
Opening Bitumen or Concrete Footpath		Permit Fee	75.00	75.00	2019/20
Opening Removal of Kerb & Channel		Permit Fee	75.00	75.00	2019/20
Opening Sealed Roadways		per sq. m	75.00	75.00	2019/20
Opening Tap into Stormwater drain		Permit Fee	75.00	75.00	2019/20
Boring Boring Under Road (No disturbance to pavement)		Permit Fee	75.00	75.00	2019/20
Vehicle Construction of Kerb Crossing - permit fee		Permit Fee	75.00	75.00	2019/20
Crossings					
Public Authorities	Ruling charges as varied from time to time by MAV				
Special Work	Minimum Charge Road closure, etc.		50.00	55.00	2019/20
Builders Footpath Repair & Crossing Deposit (Fixed as per Local Law No. 3)			700.00	700.00	2011/12
Building Services					
As per Building Dept. Fees & Charges Schedule - refer Appendix 'B'					
Community Local Law No. 3					
Permit to Burn		each permit	50.00	55.00	2019/20
Permit to collect firewood from Council road/place		each permit	25.00	27.50	2019/20
Permit to display vehicle or goods for sale		each permit	150.00	165.00	2019/20
Footpath Advertising Permit			150.00	165.00	2019/20
Footpath Display Table Permit			150.00	165.00	2019/20
Footpath Table & Chairs Permit - per chairs - unlicensed premise			26.00	28.00	2019/20
Footpath Table & Chairs Permit - per chairs - licenced premise			49.00	52.00	2019/20
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	280.00	290.00	2019/20
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	280.00	290.00	2019/20
Permit Administration Fee		Each	10.00	10.00	new 17/18
Offences Under Local Law No. 3					
8.7(a)(iii) & 8.7(b) Toy Vehicles					
Impounding Release Fee					
-1st Offence		each time	52.50	55.00	2019/20
-2nd Offence		each time	125.00	130.00	2019/20
-3rd & Subsequent Offences		each time	240.00	250.00	2019/20
8.7(a)(iv) & 8.7(b) Shopping Trolleys					
Impounding Release fee plus removal costs		each trolley	120.00	125.00	2019/20
Impounded abandoned vehicles release fee plus costs		each vehicle	240.00	250.00	2019/20
Impounded release fee - other		each item	125.00	130.00	2019/20
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)			280.00	290.00	2019/20
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	10.00	11.00	2019/20
Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company.		Each	21.00	23.00	2019/20
Regulatory Services Administration Fee. Plus costs.		Each	80.00	85.00	2019/20
Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific					

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
SUNDRY CHARGES					
Drainage Headwork's Levy					
- per hectare - Urban areas			19,250.00	19,750.00	2019/20
- per hectare - Rural Residential Areas*			19,250.00	19,750.00	2019/20
*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				
Photocopying Charge - per copy					
A4		BW/Colour	*0.70/*0.75	*0.75/*0.80	2019/20
A3		BW/Colour	*0.80/*0.85	*0.85/*0.90	2019/20
A2		BW/Colour	*9.00/*9.50	*9.50/*10.00	2019/20
A1		BW/Colour	*15.00/*16.00	*16.00/*17.00	2019/20
A0		BW/Colour	*22.00/*24.00	*24.00/*26.00	2019/20
*includes GST					
Replacement Waste Bins (includes GST)					
120.0 litre		Each		70.00	
240.0 litre		Each		80.00	
No fee to be charged where replacement is due to normal wear and tear on bin					

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		14.50	15.00	2019/20
6 x 4 Trailer, Utility	(approx. 1m3)		21.50	22.00	2019/20
6 x 4 Trailer with sides	(approx. 1.5m3)		32.00	33.00	2019/20
Tandem Trailer	2m3		43.00	44.00	2019/20
Light Trucks	3m3		64.50	66.00	2019/20
Dead Animals - per carcass			21.00	22.00	2019/20
Green Waste (Sorted-Clean)					
Up to 2 cub metre (loose)	per load		8.00	9.00	2019/20
Trucks/Large Loads/Tandem Trailer	per load		20.00	20.00	2011/12
6 X 4 Trailer (clean, green)	per load		6.00	7.00	2019/20
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)	Each		17.00	18.00	2019/20
Mattresses (Double or larger)	Each		34.00	36.00	2019/20
Light Tyres	Each		24.00	24.00	2015/16
Heavy Tyres	Each		42.00	42.00	2015/16
Heavy Tyres (Truck)	Each		77.50	78.00	2015/16
Heavy Tyres (Tractor, etc.)	Each		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 (must be triple rinsed)			No charge	No charge	
Sale of chipped greenwaste (if available)					
Trailer 6 X 4	Load		15.00	10.00	2008/09
Tandem Trailer	Load		23.00	20.00	2008/09
Truckload	Load		29.50	25.00	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 **165.00* per m3 plus \$11.00* per m3 cartage**
= 176.00/m3 (i.e.. For 3 x m3 = \$528.00)

All accounts must be authorised by Director of Infrastructure and a bank cheque/guarantee may be requested as security.

Service Description	Lease Period	Charge Frequency	(excludes GST unless otherwise stated)		
			Charge 2019/20	Proposed 2020/21	Year Last Increased
WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2020/21)					
DOOEN LANDFILL			* All waste management fees listed include GST		
(Based on EPA Landfill levies of \$33.03 (\$42.95 from 1/1/21) per tonne for Municipal and \$57.77 (\$75.59 from 1/1/21) per tonne for Industrial/Commercial waste, \$70.00 (\$85.90 from 1/1/21) per tonne for Low Level Contaminated Waste and \$33.03 (\$42.95 from 1/1/21) for Asbestos)					
WASTE ITEM		CHARGE UNIT			
General Waste					
Not accepted unless by arrangement - use Transfer Station					
All Loads (Min. 3 tonne)		Min 3.0 tonne	382.80	490.50	2019/20
Excess above 3.0 tonne		tonne	127.60	163.50	2019/20
Green Waste (Sorted) & Recyclables					
Not accepted - use Transfer Station					
Putrescible Waste					
Municipal - other Councils within waste group area		tonne	127.60	133.10	2019/20
Municipal - other Councils outside waste group area		tonne	156.75	163.50	2019/20
HRCC			116.05	121.00	2019/20
Hard Waste					
(Builders Rubble, etc.)		tonne	156.75	163.50	2019/20
Commercial Waste					
(From approved Commercial Waste Operators)		tonne	156.75	163.50	2019/20
Topsoil					
(Suitable for Landfill cover)		tonne	7.70	7.70	2010/11
Fill					
(Suitable for Landfill cover)		tonne	46.00	46.00	new 17/18
Sheepskins					
		tonne	148.50	148.50	2015/16
Dead Sheep					
		each carcass	10.00	11.00	2019/20
Animal Carcass					
(Larger than sheep)		each carcass	21.00	24.00	2019/20
Clean Concrete					
(Suitable for crushing)		tonne	5.00	5.00	2008/09
Asbestos					
(Only accepted with EPA approval)		tonne	291.50	291.50	2017/18
Grain Waste					
(GMO waste DNRE approval needed)		tonne	156.75	163.50	2017/18
Low Level Contaminated Soil (Cat. C & Cat. D)					
		tonne	291.50	291.50	2017/18
Sale of Crushed Concrete (subject to availability)					
Non Council		tonne			2010/11
Council		tonne	12.00	13.40	2019/20
Approved Contributing Recyclers		tonne			2010/11

(excludes GST unless otherwise stated)

Clause	Service Description	Unit of Measure	Charge 2019/20	Proposed 2020/21
LOCAL LAWS GENERAL FEES & CHARGES				
Street Activities Permits				
2.26(g)	Permit to Busk	Each	0.00	0.00
2.26(f)	Permit to Conduct a Fundraising Activity (Non-Profit Organisation)	Each	0.00	0.00
2.26(f)	Permit to Conduct a Fundraising Activity (Other Organisations)	Each	55.00	60.00
2.7	Permit to Work on a Vehicle on a Road or Public Place	Each	55.00	60.00
2.2(f)	Permit to Place a Bulk Rubbish Container (<i>Skip Bin</i>)	Each	80.00	85.00
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
2.29	Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each	80.00	85.00
2.27	Permit to Leave a Trailer or Caravan for more than Seven Days	Each	55.00	60.00
2.26(i)	Permit to Conduct a Circus, Carnival, or other Similar Event	Each	80.00	85.00
2.26(h)	Permit to Conduct a Street Party or Festival	Each	55.00	60.00
2.26(a)	Permit to Place or Display a Vehicle or Goods for Sale	Each	150.00	155.00
2.26(b)	Permit to Display Goods (<i>Footpath Advertising</i>)	Each	150.00	155.00
2.26(d)	Permit to Place a Structure to Sell Goods or Services	Each	150.00	155.00
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	150.00	155.00
2.8	Permit to Collect Wood From a Council-Managed Road or Public Place	Each	25.00	28.00
2.25	Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each	0.00	0.00
Burning and Fire Permits				
3.8	Permit to Burn	Each	50.00	55.00
3.9	Permit to Light an Incinerator in a Built Up Area or Residential Area	Each	55.00	60.00
7.4	Permit to conduct fireworks	Each	55.00	60.00
Road and Infrastructure Permits				
2.2(a)	Permit to Occupy or Fence Off Part of a Pubic Place	Each	80.00	80.00
2.2(b)	Permit to Erect Scaffolding, Hoarding or Overhead Protective Awning	Each	80.00	80.00
2.2(c)	Permit to Use a Mobile Crane or Travel Tower	Each	80.00	80.00
2.2(d)	Permit to Remove or Prune a Street Tree	Each	0.00	0.00
2.2(e)	Permit to Plant a Tree or Shrub or Landscape an Area	Each	0.00	0.00
2.6	Permit to Use a Prohibited Vehicle	Each	80.00	85.00
2.11	Permit to Hold a Rally, Procession, or Demonstration	Each	0.00	0.00
7.9	Permit to leave vehicle standing on aerodrome movement area	Each	0.00	0.00
Animal Permits				
4.1	Permit to Keep More than the Number of Permitted Types of Animals	Each	80.00	85.00
4.2	Permit to Keep More than the Permitted Number of Animals	Each	80.00	85.00
4.5	Permit to Keep More than the Permitted Number of Birds	Each	80.00	85.00
5.1	Permit to Drove	Each	55.00	60.00
5.5	Permit to Graze	Each	55.00	60.00

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2019/20	Proposed 2020/21
PLANNING SCHEME AMENDMENTS			
Stage	Subdivision fees		
1	For: 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	2,929.30	3,050.90
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 panel; or ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and 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.	14,518.60 29,008.80 38,778.00	15,121.00 30,212.40 40,386.90
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.		481.30
4	For: a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	426.20 426.20	481.30 481.30

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2019/20	Proposed 2020/21
PLANNING APPROVALS			
Class Planning Permit / Planning Permit Amendment Fees			
	Type of planning application		
1	Use only	1,286.10	1,286.10
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 >\$10,000 to \$100,000 >\$100,000-\$500,000 \$500,000-\$1,000,000 \$1,000,000-\$2,000,000 <i>(Other than VicSmart, subdivisions or consolidated land)</i>	195.10 614.10 1,257.20 1,358.30 1,459.50	195.10 614.10 1,257.20 1,358.30 1,459.50
7	VicSmart application Up to \$10,000	195.10	195.10
8	VicSmart application >\$10,000	419.10	419.10
9	VicSmart application to subdivide or consolidate land	195.10	195.10
	To Develop land (other than single dwelling per lot) where the estimated cost is:		
10	<\$100,000	1,119.90	1,119.90
11	>\$100,000 - \$1,000,000	1,510.00	1,510.00
12	>\$1,000,000 - \$5,000,000	3,330.70	3,330.70
13	>\$5,000,000 - \$15,000,000	8,489.40	8,489.40
14	>\$15,000,000 - \$50,000,000	25,034.60	25,034.60
15	>\$50,000,000	56,268.30	56,268.30
16	To subdivide an existing building (other than a class 9 permit)	1,286.10	1,286.10
17	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	1,286.10	1,286.10
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	1,286.10	1,286.10
19	Subdivide land <i>(other than a class 9, class 16, class 17 or class 18 permit)</i> <i>(per 100 lots created)</i>	1,286.10	1,286.10
20	To:	1,286.10	1,286.10
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	1,286.10	1,286.10

		<i>(excludes GST unless otherwise stated)</i>	
Class	Service Description	Charge 2019/20	Proposed 2020/21
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	1,286.10	1,286.10
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 permit.	1,286.10	1,286.10
3	Amendment to a class 2 permit	195.10	195.10
4	Amendment to a class 3 permit	614.10	614.10
5	Amendment to a class 4 permit	1,257.20	1,257.20
6	Amendment to a class 5 or class 6 permit	1,358.30	1,358.30
7	Amendment to a class 7 permit	195.10	195.10
8	Amendment to a class 8 permit	419.10	419.10
9	Amendment to a class 9 permit	195.10	195.10
10	Amendment to a class 10 permit	1,119.90	1,119.90
11	Amendment to a class 11 permit	1,510.00	1,510.00
12	Amendment to a class 12, 13, 14 or 15 permit	3,330.70	3,330.70
13	Amendment to a class 16 permit	1,286.10	1,286.10
14	Amendment to a class 17 permit	1,286.10	1,286.10
15	Amendment to a class 18 permit	1,286.10	1,286.10
16	Amendment to a class 19 permit (<i>per 100 lots created</i>)	1,286.10	1,286.10
17	Amendment to a class 20 permit	1,286.10	1,286.10
18	Amendment to a class 21 permit	1,286.10	1,286.10
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.	3,901.50	3,901.50
8	For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	939.30	939.30
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		
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		
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		

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2019/20	Proposed 2020/21
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		
15	For a certificate of compliance	317.90	317.90
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	643.00	643.00
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	317.90	317.90
	Extension of time to Planning Permit (First)	120.00	125.00
	Extension of time to Planning Permit (Second)	210.00	215.00
	Extension of time to Planning Permit (Third and subsequent)	280.00	290.00
	Secondary Consent for Planning Permits – Minor	120.00	125.00
	– Major	280.00	290.00
	Amendment to Planning Permit not otherwise listed	160.00	165.00
	Planning Permit History (GST incl)	135.00	140.00
	Notice of Planning Permit – Application in Newspaper (GST incl)	200.00	205.00
	Placing of Planning Permit Application Notice on Site	110.00	115.00
	Notice of Planning Permit – by mail if more than 10 letters (per letter)	6.50	7.00
	Copy of Title and Title Plan	44.00	45.00
	Copy of Covenant/Section 173	32.00	35.00
	Request for Council consent (i.e.. Liquor Licence) where no P/P required	137.00	140.00
	Application for Council signing and scaling Section 173 Agreement	290.00	300.00
	Inspection Fee	150.00	155.00
	Request for Planning Information in writing	72.50	75.00
Reg.	Subdivision fees		
6	For certification of a plan of subdivision	170.50	170.50
7	Alteration of plan under section 10(2) of the Act	108.40	108.40
8	Amendment of certified plan under section 11(1) of the Act	137.30	137.30
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	<i>(excludes GST unless otherwise stated)</i>	
		Charge 2019/20	Proposed 2020/21
BUILDING CONTROL FEES AND CHARGES			
Domestic Building Work (Class 1 and 10)			
Works value less than \$5,000	Each	455.00	475.00
New Dwelling, Extension, Alterations			
Value of Works \$5001 to \$10,000	Each	650.00	680.00
Value of Works \$10,001 to \$20,000	Each	830.00	870.00
Value of Works \$20,001 to \$50,000	Each	1,020.00	1,070.00
Value of Works \$50,001 to \$100,000	Each	1,370.00	1,440.00
Value of Works \$100,001 to \$150,000	Each	1,710.00	1,795.00
Value of Works \$150,001 to \$200,000	Each	2,060.00	2,160.00
Value of Works \$200,001 to \$250,000 *	Each	2,445.00	2,570.00
Value of Works \$250,001 to \$300,000 *	Each	2,790.00	2,930.00
Value of Works \$300,001 to \$350,000 *	Each	3,130.00	3,285.00
Value of Works above \$350,000 *	Each	3,370.00	3,540.00
<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	2,060.00	2,160.00
Value of Works \$340,001 to \$550,000	Each	2,289.00	2,400.00
Value of Works above \$550,000	Each	2,825.00	2,965.00
<i>(to a maximum of)</i>			
Miscellaneous Approvals			
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	690.00	725.00
Swimming Pool (Fence Only)	Each	500.00	525.00
Swimming Pool and All Fences	Each	620.00	650.00
Restumping (Work must be performed by a Registered Builder)	Each	715.00	750.00
Re-erection of Dwelling (Resiting)	Each	1,470.00	1,545.00
Demolish / Remove Building	Each	620.00	650.00
Commercial Building Work (Class 2-9)			
New Building, Extension, Alterations			
Value of Works up to \$10,000	Each	800.00	840.00
Value of Works \$10,001 to \$50,000	Each	1,020.00	1,065.00
Value of Works \$50,001 to \$100,000	Each	1,480.00	1,555.00
Value of Works \$100,001 to \$150,000	Each	1,990.00	2,090.00
Value of Works \$150,001 to \$200,000	Each	2,450.00	2,570.00
Value of Works \$200,001 to \$250,000	Each	2,900.00	3,045.00
Value of Works \$250,001 to \$300,000	Each	3,370.00	3,540.00
Value of Works \$300,001 to \$500,000	Each	3,880.00	4,075.00
Value of Works above \$500,000 or (negotiated with Council)	Each	(Value of works ÷ 130)	
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	750.00	N/A
<i>(Refurbishment, Fit Out, Change of Use, Essential Safety Measure, Minor Alterations)</i>			
Demolish / Remove Building	Each	695.00	730.00
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		(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>			
Inspections			
Additional / Other / Miscellaneous Inspection (Minimum one-hour charge)	Hour	155.00	162.45
Inspections for Private Building Surveyors (Minimum one-hour charge)	Hour	270.00	280.00

Service Description	Unit of Measure	(excludes GST unless otherwise stated)	
		Charge 2019/20	Proposed 2020/21
Illegal / Unapproved Building Work			
Consideration of Approval of Illegal or Unapproved Building Work	Each	(Cost of Building Permit + 50%)	
Report and Consent			
Application for report and consent (To build over an easement vested in Council) <i>(Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)</i>		Prescribed fee	
Application for report and consent <i>(Regulation 610 - Location of Point of Stormwater Discharge)</i>		Prescribed fee	
Application for report and consent <i>(Section 29a – Demolition of Building)</i>		Prescribed fee	
Request for Information			
Requests for information (Property Information Requests) <i>(Regulation 326(1), 326(2) and 326(3))</i>		Prescribed fee	
Request for Professional Advice / Consultation <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	165.00	165.00
File Retrieval / Search			
File Retrieval – Minor Document <i>(for example, Copy of Building / Occupancy Permit/ Plans)</i>	Each	25.00	30.00
File Retrieval / Search <i>(for example, Permit History)</i>	Each	85.00	90.00
Amended Building Permit			
Amended Building Permit – Minor Alterations	Each	135.00	140.00
Amended Building Permit – Major Alterations <i>(+ additional inspections)</i>	Each	210.00	225.00
Time Extension – Building Permit <i>(amended permit required - first request)</i>	Each	210.00	225.00
Time Extension – Building Permit <i>(amended permit required - second request)</i>	Each	N/A	N/A
Amended Plans <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	170.00	175.00
Refunds			
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	280.00	290.00
Withdrawn Application – Permit Assessed Not Yet Issued	Retained	30% of fees (Minimum \$370.00)	
Permit Cancellation – After Permit Issued <i>(Refund only for inspections not carried out, based on inspection fee at time of cancellation)</i>	Retained	Permit fees retained	
Permit Cancellation – After Permit Expired	Retained	No refund	No refund
Lodgement Fee			
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged via hard copy / email / facsimile)</i>		Prescribed fee	
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged wholly online via Greenlight only)</i>	Each	Free	Free
Events			
Place of Public Entertainment (POPE) Occupancy Permit	Each	395.00	395.00
Temporary Siting Approval or Temporary Structure Inspection	Each	255.00	255.00
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	20.00	20.00
Note: Fees may be negotiated based on volume and economies of scale and scope.			
Swimming Pools and Spa's			
Swimming Pool / Spa registration fee	Each	Prescribed fee	
Swimming Pool / Spa records search determination fee	Each	Prescribed fee	
Lodging a certificate of pool and spa barrier non-compliance	Each	Prescribed fee	
Lodging a certificate of pool and spa barrier compliance	Each	Prescribed fee	
Swimming Pool or Spa barrier compliance Inspection	Each	Prescribed fee	

Service Description	Unit of Measure	<i>(excludes GST unless otherwise stated)</i>					
		2019/20 charge			2020/21 proposed charge		
TOWN HALL							
Horsham Town Hall Fees	Usage Method	Full Charge	Dance School Rate	Community Rate	Full Charge	Dance School Rate	Community Rate
Auditorium Theatre (500)	8 hrs	1,970.00	956.25	765.00	2,010.00	975.00	781.00
Auditorium Theatre (500)	4 hrs	1,092.00	530.50	425.00	1,114.00	541.00	434.00
Auditorium Rehearse/Bump In/Out	8 hrs	1,310.00	655.00	510.00	1,337.00	668.00	520.00
Auditorium Rehearse/Bump In/Out	4 hrs	767.00	383.50	296.00	785.00	391.00	302.00
Auditorium Conference/forum	8 hrs	1,745.00			1,780.00		
Auditorium Conference/forum	4 hrs	983.00			1,002.00		
Auditorium Season Blackout Charge	Per Day	200.00	200.00	200.00	204.00	204.00	204.00
Foyer	8 hrs	509.00	254.50	199.00	520.00	259.00	203.00
Foyer	4 hrs	254.00	127.00	99.00	259.00	130.00	101.00
Town Hall Seated (350)	8 hrs	924.00	462.00	535.50	1,092.00		546.00
Town Hall Seated (350)	4 hrs	462.00	231.00	321.50	500.00		328.00
Town Hall Theatre/Expo (700)	8 hrs	1,155.00	577.50	535.50	1,178.00		546.00
Town Hall Theatre/Expo (700)	4 hrs	693.00	346.50	322.00	710.00		329.00
Town Hall Rehearsals	8 hrs	357.00	265.00	265.00	365.00	270.00	270.00
Town Hall Rehearsals	4 hrs	184.00	160.00	160.00	188.00	163.50	163.50
Town Hall event set up (build day prior)	8 hrs	368.00	268.00	268.00	375.00	273.50	273.50
Town Hall event set up (build day prior)	4 hrs	184.00	161.00	161.00	188.00	164.00	164.00
Town Hall Balcony Room	4 hrs	315.00		123.00	321.00		125.00
Education Room Seated (40)	8 hrs	462.00	231.00	179.50	470.00	235.00	183.00
Education Room Seated (40)	4 hrs	231.00	115.50	90.00	235.00	118.00	92.00
Education Room Seated (40)	2 hrs	116.00	58.00	45.00	118.00	59.00	46.00
Green Room or Meeting Room Seated (25)	8 hrs	370.00	269.00	143.00	378.00	275.00	145.00
Green Room or Meeting Room Seated (25)	4 hrs	185.00	135.00	71.50	189.00	138.00	73.00
Green Room or Meeting Room Seated (25)	2 hrs	93.00	67.50	36.00	95.00	69.00	37.00
Meeting Room (8)	4 hrs	105.00	76.00	41.00	107.00	77.50	42.00
Meeting Room (8)	2 hrs	52.50	38.00	21.00	55.00	39.00	21.50
Art Gallery	4 hrs	406.00		169.00	415.00		175.00
Art Gallery	2 hrs	210.00		84.00	215.00		85.00
Town Hall Kitchen	8 hrs	367.50		138.00	375.00		140.00
Town Hall Kitchen	4 hrs	184.00		69.00	188.00		71.00
Piano Hire	per hire	157.50			160.00		
Piano Tuning	per hire	210.00			230.00		
APRA Licence	per event	105.00			105.00		
Additional Cleaning	per hour	105.00			105.00		

** Included Technician for school based & community hires

		<i>(excludes GST unless otherwise stated)</i>	
		Charge 2019/20	Proposed 2020/21
OTHER HORSHAM TOWN HALL FEES			
Additional Staff Rates			
Duty Manager/Front of House	per hour	43.95	44.50
Overtime Rate	per hour		89.00
Public Holiday Rate	per hour		100.00
Casual Box Office staff	per hour	41.00	42.00
Overtime Rate	per hour		84.00
Public Holiday Rate	per hour		94.50
Casual Ushers, Bar Staff & Merch sellers	per hour	41.00	42.00
Overtime Rate	per hour		84.00
Public Holiday Rate	per hour		94.50
Supervising Technician	per hour	57.00	57.00
Overtime Rate	per hour		114.00
Public Holiday Rate	per hour		128.50
Casual technical staff	per hour	41.00	44.50
Overtime Rate	per hour		89.00
Public Holiday Rate	per hour		100.00
Missed meal breaks			20.00

(excludes GST unless otherwise stated)

	Charge 2019/20	Proposed 2020/21
OTHER HORSHAM TOWN HALL FEES		
Ticketing & Associated Fees		
Commercial Ticket fees	\$4.40/ticket	4.50
Community Ticket fees	\$1.50/ticket	1.60
Complimentary Tickets Issuing fee	\$1.50/ticket	1.60
Additional Performances/Days (per ticketed schedule)	40.00	40.00
Specialised & Complex Seating Plans	\$40/plan	\$40/Plan
Credit card fee	0.01	0.01
Change to price structure after sales commence	50.00	50.00
Cancellation of booking after on-sale	\$40 + \$2/ticket	\$45 + \$2/ticket
Postage fees (registered/express/regular)	8.50	8.50
Seat Exchange fee	\$1.50/ticket	1.50
Ticket Reprint fee	\$1.50/ticket	1.00
Photocopying Black & White Single A3		1.50
Photocopying Black & White Double A4		\$.50/page
Photocopying Black & White Single A4		\$.25/page
Photocopying Colour Single A3		\$2.50/page
Photocopying Colour Double Sided A4		\$2.00/page
Photocopying Colour Single A4		\$1.00/page
Commission on Merchandise	10.00%	10.00%
Technical Operations		
Radio Mics	\$55 per day	\$55/Day
Lapel Mic		\$55/Day
Lectern		5.00
Haze Machine	\$120 per day + Fluid	130.00
Projector 6000 Lumen	\$300 per day	300.00
Projector 3300 Lumen	\$100 per day	100.00
2400 x 1200 Riser (Beartrap 400mm)	\$30 Per Day	30.00
2400 x 1200 Riser (Beartrap 600mm)	\$30 Per Day	30.00
Glow Tape		\$45/roll
Interactive TV Hire		\$100/Day
Mirror Ball Hire		\$50/Event
Projection Mirror Hire		\$100/Event
Power Leads		\$5/each
Powered Speaker/Wedge		\$50/day
Richard Morris Sequin Curtain		\$250/Event
Up Lights		\$100/Event
Whiteboard		\$10/Event
Miscellaneous		
Tablecloth Hire	\$12/cloth	
Chair Cover Hire	\$2/cover	3.00
Outside Table Hire		11.00
Linen Serviettes		\$1.00/each
Tea & Coffee - Supper		\$2.00/person
Juice - All Day		\$3.00/person
Tea, Coffee & Juice - All Day		\$5.00/person
Tea & Coffee - All Day		\$4.00/person
Punch - Jug		\$9.00/each
Tea, Coffee & Biscuits - Supper		\$5.00/person
Marketing		
Marketing Package - Community		300.00
Marketing Package - Commercial		500.00

(excludes GST unless otherwise stated)

	Charged 2019/20		Proposed 2020/21	
	Full	Community	Full	Community
Kalkee Road Children's & Community Hub				
Hourly				
Multipurpose Room	55.00	25.00	55.00	25.00
Meeting Room	20.00	10.00	20.00	10.00
Specialist/Consulting Room	20.00	10.00	20.00	10.00
Gauwirr Room (New 2019)	20.00	10.00	20.00	10.00
Half Day Rate				
Multipurpose Room	125.00	55.00	125.00	55.00
Meeting Room	44.00	20.00	44.00	44.00
Specialist/Consulting Room	44.00	20.00	44.00	44.00
Gauwirr Room (New 2019)	44.00	20.00	44.00	44.00
Full Day Rate				
Multipurpose Room	230.00	110.00	230.00	110.00
Meeting Room	88.00	40.00	88.00	40.00
Specialist/Consulting Room	88.00	40.00	88.00	40.00
Gauwirr Room (New 2019)	88.00	40.00	88.00	40.00
Office Rental (all inclusive)				
* Single Desk (exclusive use) - weekly	110.00		110.00	
* Single Desk (exclusive use) - per annum	5,270.00		5,270.00	
Hot Desk	60.00		60.00	

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



Capital Works Program

Highlights from the 2020-21 Budget

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Title:	Town Hall Air Conditioning Works
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Performing Arts
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$70,000		\$70,000
External Grants				
Contributions				
Reserves				
Total		\$70,000		\$70,000

Project background

Since the redevelopment was completed in 2016, the Horsham Town Hall has become a highly successful regional performing arts venue. However, air flow in the auditorium has been un-balanced, resulting in discomfort to patrons in some areas due to temperature variance. There is also reduced airflow on the stage area, causing overheating issues for performers.

What are the proposed works?

- Engineering, design and manufacture of custom air outlets
- Installation of upper level high velocity air vents and ducting
- Installation of electronic dampener motors
- Closure of some inefficient side wall vents
- Programming changes to the site Building Management System
- Air balancing and commissioning to ensure
 - even air distribution
 - optimal spread
 - throw of air towards the stage
- Post-install monitoring and adjustments as needed for summer and winter performances



Source – Mark Radford

Why are we doing it?

The re-balancing of air movement in the auditorium will result in increased comfort of patrons and performers at performing arts events.

When is it likely to happen?

Whilst the venue is closed to the public, this project could be undertaken between 1 July – 30 August, or alternatively, undertaken in January 2021, when venue bookings are traditionally light.

Title:	Town Hall Fly Lines
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Performing Arts
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$29,250	\$29,250
External Grants				
Contributions				
Reserves				
Total			\$29,250	\$29,250

Project background

Fly lines are part of the theatrical rigging system that enables the stage crew to quickly, quietly and safely hoist performance components such as curtains, lights, scenery, stage effects and, sometimes, people. The fly tower in the Horsham Town Hall is designed to hold 45 fly lines, however only 26 were installed during the redevelopment as a cost saving measure.

What are the proposed works?

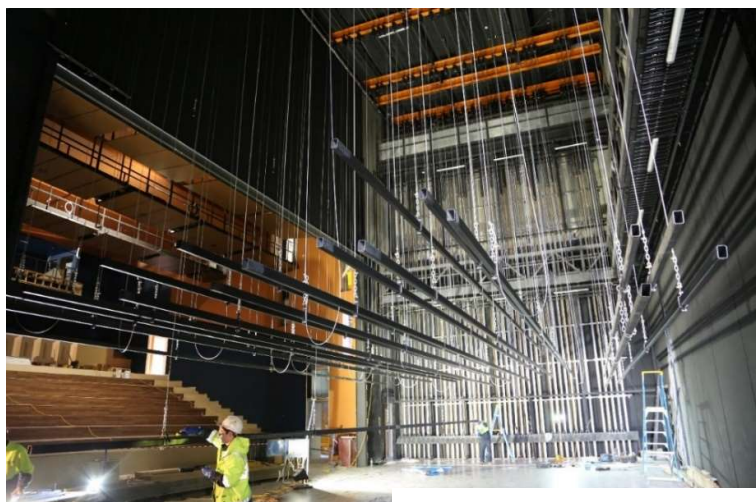
- Measure, manufacture, installation and commissioning of fly lines
- 5 fly lines to be installed in 2020-21

Why are we doing it?

Installation of the remaining 19 fly lines will enable performances with more complex designs to be staged.

When is it likely to happen?

Whilst the venue is closed to the public, this project could be undertaken between 1 July – 30 August, or alternatively, undertaken in January 2021, when venue bookings are traditionally light.



Source – HRCC JM

Title:	Wesley PACC Refurbishment
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Performing Arts
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$45,000	\$45,000
External Grants				
Contributions			\$500,000	\$500,000
Reserves				
Total			\$545,000	\$545,000

Project background

The Wesley Performing Arts and Cultural Centre (PACC) was closed in November 2017 after fire safety issues were identified. Council committed to work closely with the Wesley PACC Committee to re-open the facility, and transition ownership and operation of the building from the Wesley PACC Committee to Council.

What are the proposed works?

Undertake assessments and complete works to address building regulation and structural integrity requirements, enabling the building to re-open for community use and public performances

Why are we doing it?

An extensive Performing Arts Services Demand Assessment study showed that the Wesley PACC was a required and valued facility for the Wimmera, providing a small intimate space that is very highly regarded by the community.



Source – visithorsham.com.au

When is it likely to happen?

Between 1 October 2020 and March 2021.

Title:	Skate Park Public Convenience Upgrade
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Street Public Conveniences
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$109,380	\$54,620		\$164,000
External Grants				
Contributions				
Reserves				
Total	\$109,380	\$54,620		\$164,000

Project background

The Horsham Skate Park on the Racecourse Reserve is used by a wide range of community members. The precinct requires additional infrastructure and landscaping to improve the amenity of the area. The existing public toilet is in poor condition and needs replacement.



What are the proposed works?

- Conduct a Placemaking Precinct Planning Process with key stakeholders
- Develop a co-designed Precinct Plan
- Replace the existing public toilet with a modern amenity block
- Install additional shade and seating

Why are we doing it?

Source – internet

The proposed works will improve amenity of the facility, diversify and increase usage of the skate park so it is a safe and welcoming destination for people of different ages and abilities.

When is it likely to happen?

Between 1 July 2020 and 30 December 2020

Title:	Aerodrome Airside Safety Works
Council Plan Goal:	Council Plan Goal 2 – Sustaining the Economy and Environment
Service:	Aerodrome Operations
Asset category:	Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$119,500			\$119,500
External Grants	\$91,000			\$91,000
Contributions				
Reserves				
Total	\$211,000			\$211,000

Project background

The Civil Aviation Safety Authority (CASA) conducts periodic inspections at the Horsham Aerodrome. An inspection in 2019 identified that surface shielding of runway threshold lights was occurring, obscuring these lights beyond the limitations prescribed in the aerodrome Manual of Standards. This surface shielding was caused by pavement subsidence.

What are the proposed works?

- Undertake pavement works to raise the level of the runway beneath the threshold lights
- Re-install the threshold lights

Why are we doing it?

The works are required to ensure that the non-compliance is addressed, and CASA can be informed of a conforming status. This will increase the level of safety at the Aerodrome.

When is it likely to happen?

Between 1 July 2020 and 30 June 2021



Source – HRCC JM - Horsham Aerodrome

Title:	Renewal of Plant & Equipment
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management
Asset category:	Plant and Equipment – Plant and Machinery

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$2,196,300		\$80,000	\$2,276,300
Asset Sales	\$350,900			\$350,900
Total	\$2,547,200		\$80,000	\$2,627,200

Project background

Purchases of plant equipment can be unevenly spread across a number of years. As a result 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 does not impact on the annual budget.



This reserve 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 ten-year plant program is prepared in Council's Fleet Management Program which aims to ensure that the reserve account does not fall into a deficit in the long term.

Source – HRCC website

What are the proposed works?

Replacement and ongoing renewal for fleet cars, major and minor plant to the value of \$2,627,200. Major planned renewals include:

- A large truck (for the road construction program)
- A garbage truck
- A street sweeper
- A water tanker
- A wheeled front end loader
- A patrol truck (for the road maintenance program)

Why are we doing it?

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

When is it likely to happen?

Plant purchases take place during the year between 1 July 2020 and 30 June 2021 based on a detailed plant replacement schedule.

Title:	Fleet GPS
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management
Asset category:	Plant and Equipment – Plant and Machinery

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$120,000	\$120,000
Total			\$120,000	\$120,000

Project background

An accurate utilisation of plant fleet data is required for efficient plant usage and asset management. How long it takes to grade a road; when the road was last graded; condition reports for other roads in the same area – this information can all be collated to ensure optimum use of machinery. Advancement in technology have now made it cost-effective for Council to record and monitor plant usage so that we can manage the fleet better. Cost savings will also arise into better accounting for recovery of fuel tax credits on diesel fuel use.

What are the proposed works?

Procure and implement a fleet-wide GPS system.

Why are we doing it?

As well as providing essential information for plant management, this will help us to improve the safety aspect for our staff, particularly those staff members who work alone.



Source – internet

When is it likely to happen?

Between 1 July 2020 and 30 June 2021

Title:	Tennis Court Refurbishment Stage 1
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Recreational Reserves
Asset category:	Recreational, Leisure and Community Facilities

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$109,000			\$109,000
External Grants				
Contributions				
Reserves				
Total	\$109,000			\$109,000

Project background

There are a number of tennis courts in the municipality with failed surfacing. This project will see the deteriorating synthetic surface removed and a painted acrylic sports surface installed. This work was commenced last year on courts at Telangatuk and Quantong. This is part one of a staged delivery over 3 years for courts at Sunnyside, Quantong, Haven, Brimpaen and Central Park.

What are the proposed works?

- For three courts at Sunnyside and two courts at Quantong:
- Removal of failed synthetic surface
- Grinding concrete sub-surface, removing any glue and preparing surface for finishing
- Application of painted acrylic sports surface and line-marking



Picture – Sunnyside Courts
Source – HRCC Drone

Why are we doing it?

The deteriorating surface on these courts is making the courts unplayable, due to performance and safety. This is severely affecting the tennis clubs as matches need to be re-scheduled to other courts. This work will ensure that clubs are able to play safely on their home courts.

When is it likely to happen?

Between 1 July 2020 and 30 June 2021.

Title:	Wimmera River Pedestrian Bridge (Hamilton St) Detailed Design/Scoping
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Footpaths and Cycle ways
Asset category:	Infrastructure – Footpaths and Cycle ways

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

Project background

Increased residential development has occurred on the south side of the Wimmera River, extending into what is now known as Waterlink Estate. Extensive work continues to develop walking and cycling paths along the banks of the Wimmera River on both sides, and best-practice recreation design is to create 'loops' for passive and active recreation. Current river crossings exist at Walmer (east of Horsham), the Weir, Anzac Centenary Bridge, Stawell Rd (Western Highway), and Riverside. It is approximately 5 kms between the Stawell Rd and Riverside bridges.

What are the proposed works?

- Undertake further planning and investigation work to develop tender-ready plans for a pedestrian bridge across the Wimmera River at Hamilton St (approximately 1km from the Stawell Rd bridge)
 - Included but not limited to geotechnical investigations, environmental investigations, cultural heritage management plan review, flood plain modelling, structural concepts and cost estimates



Why are we doing it?

Although this work will be focussed on planning, the implementation of a Pedestrian bridge across the Wimmera River at Hamilton St would increase pedestrian and cyclist connectivity from the southern side of the Wimmera River to the Horsham CBD, sporting grounds and schools. This would encourage greater use of the walking tracks along the river to the east, and complete a walking track 'loop' for exercise and recreational purposes. The need for this bridge has been highlighted in several recent Council strategies, including the Horsham Urban Transport Plan and Open Space Strategy.

Source – internet- example of pedestrian bridge not actual bridge that will be built

When is it likely to happen?

Planning in 2020-21 for construction in a future year.

Title:	Urban Roads Reconstruction
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Roads Urban
Asset category:	Infrastructure – Urban Road Construction

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$1,739,582			\$1,739,582
External Grants				
Contributions		\$20,000		\$20,000
R2R	\$31,418		\$85,582	\$117,000
Reserves				
Total	\$1,771,000	\$20,000	\$85,582	\$1,876,582

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 revenue, the infrastructure renewal reserve and the Federal Government Roads to Recovery Program. This year \$1,876,582 has been funded which is 5.7% up on the 2019-20 funding of \$1,775,000 which was also up by 21.4% on the 2018-19 funding of \$1,462,359. The priorities for urban road reconstructions are based primarily on regular asset inspections, so that those in worst condition are reconstructed first, with road safety also a key consideration.

What are the proposed works?

- Minor Seal Extensions, \$ 10,000
- Consultancy /Design, \$ 20,000
- Albert Street, Knight Place to Hennessy Street, \$296,000
- Rodda Place, Albert Street to end, \$153,000
- Derimal Street, Kooyong Street to Banool Street, \$295,000
- Frederick Street, Hazel Street to Edward Street, \$290,000
- Puls Place, Albert Street to end, \$218,000
- Rennison Street, Arnott Street to Glancy Street, \$117,000
- Wavell Street, Queen Street to Alexander Avenue, \$117,000
- Urban Local Roads Final Seals, \$131,000
- Various intersection treatments, \$ 20,000
- Urban Roads Project Management, \$ 55,582
- Urban Roads reseals, \$154,000



Picture – Johnson St Horsham works in progress 2019-20
Source HRCC Drone

Why are we doing it?

There are 188 km of urban roads in the municipality, which is 6.3% of our road network. Capital expenditure on urban roads is 10.8% of our total infrastructure capital budget in 2020-21 and is 28.2% of our infrastructure capital expenditure from general revenues.

Council has in previous years increased the funding of our road assets by tagging a set percentage of rates for this purpose for the past 11 years and now allocates \$2.6 million for renewal. In 2020-21 there has been no increase tagged for this purpose but the amount has been maintained at the prior year's level.

When is it likely to happen?

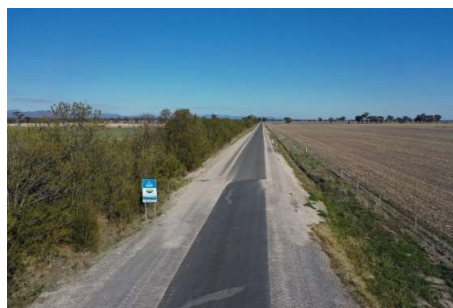
The road program is weather and seasonal dependent. As such works will be carried out over the year.

Title:	Rural Roads Reconstruction
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Roads – Rural
Asset category:	Infrastructure – Rural Road Construction

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$2,175,604	\$406,000	\$25,000	\$2,606,604
External Grants				
Contributions				
R2R	\$1,008,396	\$119,000		\$1,127,396
Reserves	\$55,000	\$55,500		\$111,000
Total	\$3,239,500	\$580,500	\$25,000	\$3,845,000

Project background

Each year Council allocates funding towards rural road construction, funded from a mix of general revenue, from the infrastructure renewal reserve and receives significant funds from the Federal Government Roads to Recovery program. This year \$2,606,604 has been funded from Council funds, along with \$1,127,396 from the Roads to Recovery Program. Priorities for road construction are based on regular asset inspections, combined with road safety and upgrading key freight routes.



Picture – Green lake Rd after reconstruction in 2019-20 Source – HRCC Drone

What are the proposed works?

- Drung Jung Road, 2.98-4.0, 2km north of bridge to 3km north of bridge \$284,000
- Jung North Road, 600m north of channel crossing to Lierschs Road \$172,000
- West Wail Road, 0.92-2.04km, around bends \$312,000
- Mackies Road, seal end to Old Hamilton Road \$118,000
- Victoria Valley Road, Brimpaen-Laharum Road to seal change \$245,000
- Wail Nursery Road, Wail Nursery loop to boundary \$147,000
- Telangatuk East Rocklands Road, bends near Silcocks Road \$194,000
- Wonwondah-Dadswells Bridge Road, Northern Grampians Road to Laharum Road \$155,000
- Plush Hannans Road, seal end to Smiths Reserve Road \$111,000
- Rural reseals & final seals \$878,000
- Rural road shoulder re-sheeting / reconstruct \$553,000
- Rural gravel re-sheeting \$536,000

Why are we doing it?

Council's rural roads comprise 93.6% of our total road network. Capital expenditure on rural roads is 14.7% of our total infrastructure capital budget in 2020-21 and is 25.8% of our infrastructure capital expenditure from general revenues. Due to the nature of our subsoils, roads tend to deteriorate quicker than in other places across the state. They are integral to the economic output of the region from our farming operations and related businesses.

When is it likely to happen?

The road program is weather and seasonal dependent. As such works will be carried out over the year.

Title:	Rural Bridges Reconstruction
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Rural – Bridges and Major Culverts
Asset category:	Infrastructure – Bridges and Major Culverts

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
R2R	\$118,500	\$32,500	\$33,000	\$184,000
Reserves				
Total	\$118,500	\$32,500	\$33,000	\$184,000

Project background

Council undertakes detailed inspections of bridges and culverts on a regular basis. These inspections identify the need for works, which are prioritised based on the level of deterioration and service standards associated with the asset.

What are the proposed works?

- Horsham Wal Wal Road, replace guard rails \$33,000
- Drung Jung Road, replace culverts / end walls \$65,000
- Jory Street Natimuk, invert liner \$10,000
- North East Wonwondah Road, replace guard rail \$33,000
- Byrnes Road, invert liner \$10,000
- Rifle Butts Road, replace culvert \$33,000

Why are we doing it?

Council has over 75 bridges and major culverts across the municipality and these must be maintained to a standard that allows agricultural business to be carried out and for transport needs to be met without restrictions on load limits where possible.

When is it likely to happen?

The bridges and culvert program is weather and seasonal dependent. As such works will be carried out over the year.

Title:	Footpaths and Cycle-ways
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Footpaths and cycle ways
Asset category:	Infrastructure – Footpaths and cycle ways

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$198,000	\$87,500	\$93,500	\$429,000
External Grants				
Contributions				
Reserves				
Total	\$198,000	\$87,500	\$93,500	\$429,000

Project background

Each year Council funds works on cycle ways and footpaths. Priorities for cycling path upgrades are based largely on advice from Council’s community based Bicycle Advisory Committee.

What are the proposed works?

- Bike paths final seals \$ 50,000
- Footpath rehabilitation - Disability Strategy upgrade projects \$ 50,000
- Footpath backlog program \$150,000
- Extend Bike tracks from Bike Plan \$ 75,000
- Robin Street north side, Albert Street to Gertrude Street \$ 25,000
- Olympic Street, Landy Street to Laurel Street \$ 23,000
- Williams Road, Sanderson Street to Raggatt Street \$ 56,000

Why are we doing it?

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

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.



Source - internet

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 2020 and April 2021 (construction season).

Title:	City to River – Stage 1 Implementation
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	
Asset category:	Recreational, Leisure and Community Facilities

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$1,075,000	\$1,075,000
Contributions				
Reserves			\$373,400	\$373,400
Total			\$1,448,400	\$1,448,400

Project background

The Horsham Central Activity District (CAD) and adjoining Wimmera River Precinct are located north of the Wimmera River. Horsham's Central Activity District (CAD) is a hub of retail, commercial, entertainment, hospitality, recreation, sporting, cultural and community activity and services with a catchment far greater than the Council area. The Wimmera River Precinct is situated between the Horsham CAD and the Wimmera River and contains a range of retail and recreational uses including the Horsham Botanic Gardens, Horsham Riverside Caravan Park, Sawyer Park, Horsham City Oval, Horsham Aquatic Centre, Horsham Showgrounds and Greyhound Racing Fields, Horsham Velodrome and Horsham Basketball Stadium.

Transforming the CAD, sporting and leisure and Wimmera River precinct is what drives this project. Investing in the heart of Horsham is critical to enhancing liability and economic resilience through attracting and retaining residents and visitors, catalysing private sector investment and capitalising on Horsham as one of Victoria's 10 regional. The project is about enhancing Horsham as a destination, attracting investment and best providing for sporting facilities demand.

Works will be delivered in two key areas being the:

1. CAD to River connection and
2. Central Riverfront.

Key moves outlined in the strategic planning framework and vision for the revitalisation of the Wimmera River Precinct and Horsham Central Activities District (CAD) have been identified in these two project areas.

What are the proposed works?

City to River Master Plan CAD Revitalisation Schematic Design Works
City to River Sub Precinct 1 (Stage 1) Riverfront Activation

- Riverfront Activation Designs
- The following is part of the design consideration: Signage, Landscaping, Trees, Water Features/Seating, Hard Works, River Edge, Retain Walls, Café Space, Square, Jetty, Boardwalk, Plaza Space

Why are we doing it?

The project will deliver infrastructure required to support the Vision set out in the City to River Master Plan. This is needed in order to:

- Attract investment and create jobs in Horsham and support economic revitalisation
- Enhanced Horsham as a destination for tourists
- Enhance liveability to retain and attract new residence
- Capitalise on Horsham as one of Victoria's 10 regional cities

When is it likely to happen?

July 2020 to June 2020 (completion of construction works in the 2021/2022 financial year)



PICTURE – Sawyer Park and the Soundshell

Source – HRCC

Title:	Waste Management
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Waste Management
Asset category:	Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$3,240,000	\$7,500	\$7,500	\$3,255,000
Total	\$3,240,000	\$7,500	\$7,500	\$3,255,000

Project background

Waste collected throughout Horsham and neighbouring municipalities is disposed of at Dooen Landfill. This waste must be deposited in accordance with EPA guidelines, which require waste to be placed into engineered containment cells that protect the environment from any potential harm.

Dooen Landfill receives approximately 20,000 tonnes of waste per annum. As containment cells become full with waste, new cells must be constructed to cater for the continuing waste stream. The guidelines require that cells are not to have a lifespan of more than two years. There are two cells scheduled for construction this year, one for putrescible waste and another for inert waste.

Creation of these landfill cells is costly, and for that reason Council actively pursues means to reduce the volume of waste that is landfilled. The construction of an access track at Kenny Road Transfer Station is aimed at increasing the efficiency of the site for the general public, and in turn increase the amount of materials that are diverted from landfill.

What are the proposed works?

The works proposed are for the construction of:

- Dooen Landfill Cell 3A - \$2,400,000
- Dooen Landfill Cell 2B Phase 3 - \$840,000
- Access track at Kenny Rd Trf station - \$15,000



Picture – Dooen Landfill
Source – HRCC JM

Why are we doing it?

Dooen Landfill Cell 3A and Cell 2B Phase 3:

The current cells at Dooen Landfill are nearly full, so new cells are required in the coming year. The construction of new cells will ensure continuity of service to the community, and enable the disposal of waste in the most cost effective manner.

Kenny Road Transfer Station access track:

The works at Kenny Road transfer station are required to increase the usability of the site. These works indirectly encourage better environmental practice by users, by making the recycling process easier. These works also increase the level of safety at the site, decreasing the number of conflict points between pedestrians, domestic vehicles and commercial vehicles servicing the site.

When is it likely to happen?

The construction schedule has current planned commencement dates of:

Dooen Landfill Cell 3A – September 2020, Dooen Landfill Cell 2B Phase 3 – January 2020

Access track at Kenny Road transfer station – August 2020

Title:	Community Halls Solar Roofing
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$55,000	\$55,000
Total			\$55,000	\$55,000

Project background

Solar technology is becoming increasingly cost-efficient. Council has a number of small community halls for which the major operating expense is electricity. In 2019-2020 solar power was installed on the Horsham Town Hall, the Aquatic Centre and the Mibus Centre, as well as on the Dadswells Bridge, Mitre and Taylors Lake community halls.

What are the proposed works?

Council will continue this program to provide solar power installations on the remaining 7 community halls in our municipality:

- Hamilton Lamb Hall – 23 Kalkee Road, Horsham
- Telangatuk Community Hall – 1207 Telangatuk East Rocklands Road, Telangatuk
- Natimuk Shire Offices – 62, Main Street, Natimuk
- Jung Community Hall – 28 Baker Street, Jung
- Laharum Community Hall – 1574 Northern Grampians Road, Laharum
- Natimuk Soldiers Hall – 101 Main Street, Natimuk
- Sailors Home Hall – 2537 Blue Ribbon Road, Horsham

Why are we doing it?

The solar power installation will ease the financial burden on local committees, as well as contributing to a sustainable future.

When is it likely to happen?

Between 1 July 2020 and 30 June 2021.



*Picture – Mitre Hall
Source – HRCC AV*

Title:	Sustainability Projects – Energy Saving Measures
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Sustainability
Asset category:	

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$50,000	\$50,000
Contributions				
Reserves			\$59,000	\$59,000
Total			\$109,000	\$109,000

Project background

Council is currently developing a Zero Carbon Plan, which is aimed to be completed by June 2020. This Plan will identify a range of potential projects that will reduce Council’s carbon footprint.

What are the proposed works?

Projects will be identified from the Zero Carbon Plan, once finalised, based on a combination of best value (ie biggest carbon reduction per \$) and affordability.



Why are we doing it?

In recognition of Council’s corporate responsibility to reduce its own carbon emissions.

When is it likely to happen?

During the financial year.

Source – HRCC website (Environment Sustainability Strategy)