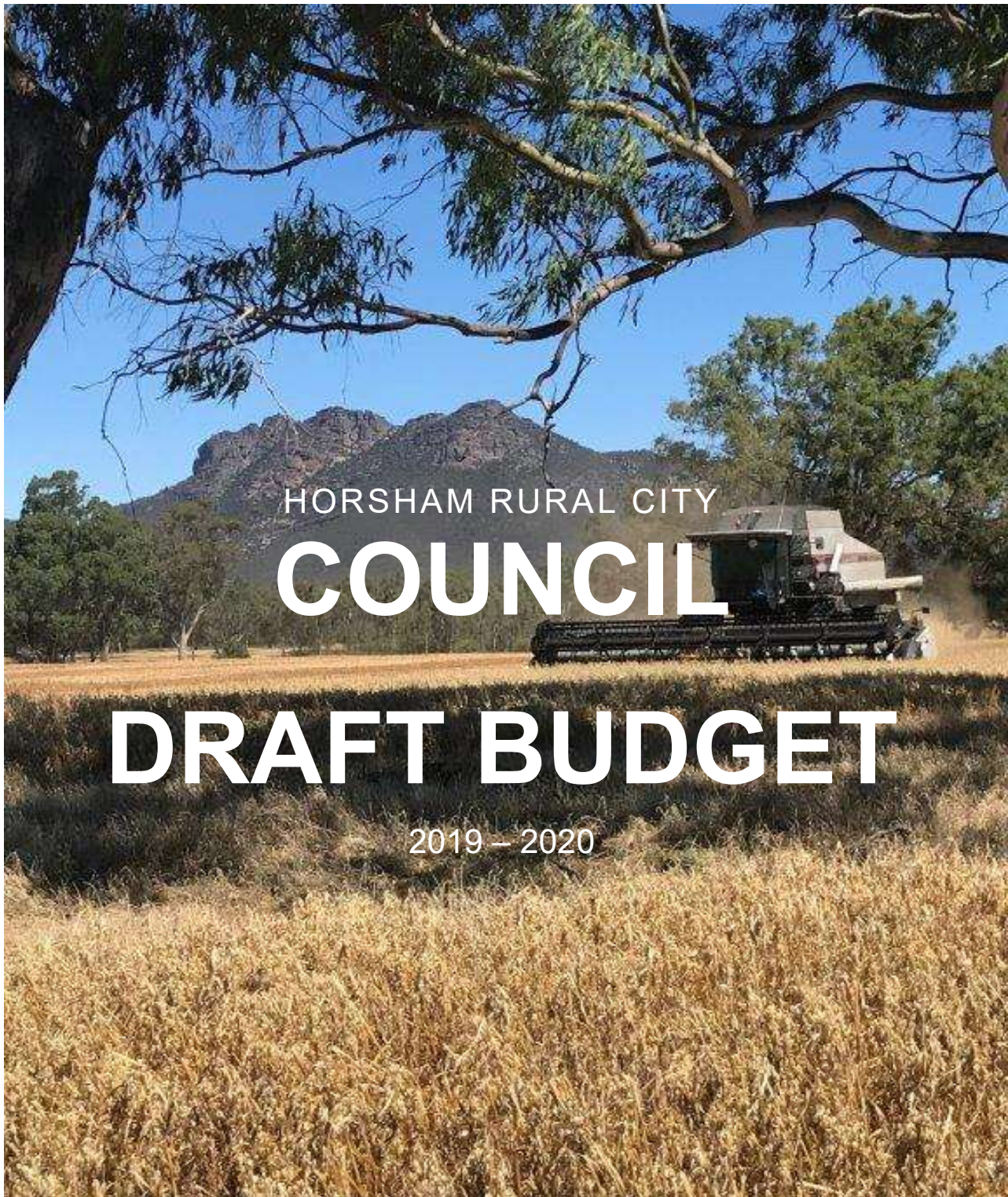




Horsham Rural City
Council urban rural balance



HORSHAM RURAL CITY

COUNCIL

DRAFT BUDGET

2019 – 2020

Contents	Page
Mayor's Introduction	3
Executive summary	4
Budget reports	
1. Link to the Council Plan	14
2. Services and service performance indicators	16
3. Financial Statements	32
4. Notes to the financial statements	39
5. Financial performance indicators	63
Appendices:	
A - Non-Capital Initiatives	66
B - Community Grants	67
C - Fees and Charges	69
D - Significant Capital Works Details	85

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 2019-20 Horsham Rural City Council draft budget to the community.

The budget has been written in the context of our 2019-2023 Council Plan. The Council Plan outlines our key strategic objectives and directions, as we work to build a better municipality by delivering improved services, facilities and opportunities for the community under the five goals of:

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

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

As Councillors, it is our job to listen to the community, and this year Council will once again be undertaking a range of activities to meet and talk with our community via councillor listening posts and attending community meetings as well as using Council's Facebook Page and posting information on the HRCC Website.

This budget includes a rate increase of 2.25%, which is 0.25% below the Ministerial 2.50% Rate Cap announced in December 2018. Within this rate cap, council has continued to maintain its existing service levels and has set aside a further 1% of rates (\$241,000 in 2019-20) for infrastructure renewal. Your Council has been diligent in putting aside these funds since 2008-09.

This initiative now provides \$2.64m of capital funding from Council Rates to renew our buildings and roads. This year, \$2.2m of this is planned to be spent on our roads. This has been possible by continuing to maintain tight budgetary control, achieving some efficiencies and receiving extra income from new developments as Horsham grows.

The budget includes, \$20.36 million towards capital works expenditure - \$9.88 million is for renewal works (up 18.7% on last year), \$1.62 million for asset upgrades (down 14.3%) and \$8.85 million for new assets (almost double last years).

New assets include \$3.03 million for the roofing of the Horsham Regional Livestock Exchange, \$2.49 million for core infrastructure assets for the further development of the Wimmera Intermodal Freight Terminal (held over from 18-19), \$1.61 million for activation of the river precinct and Central Activity District, and \$0.41 million for new single pass waste truck at the Dooen Landfill.

Expenditure on rural roads will increase by \$1.22 million or 39.7% from the 2018-19 budget. \$0.22 million of this additional funding has come from council rates where the allocation has increased by 9.3% with the remaining increase from the Federal Roads to Recovery program and other specific government grants. An extra allocation of \$0.15 million has been allocated to address the backlog of works in the Footpath Program.

Smaller projects include the construction of the Haven Car Park, Kayak access to the Wimmera River, a Rural Road Network Plan and Casuarina Kindergarten maintenance works.

Council has again included an Appendix to the budget that provides more detailed information on many of the capital works being undertaken by council.

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

In summary, the 2019-20 Budget is activating the Council Plan to make our Municipality a better place to Live, Work, Play and Invest.

"It's all happening in Horsham"

Cr Mark Radford
Mayor

Executive summary

Council has prepared a Budget for the 2019-20 financial year that sees rate increases 0.25% below the state government imposed rate cap of 2.50%. At the same time service delivery is being maintained at existing levels and funding for operational initiatives has continued whilst still investing in new and renewal of ageing infrastructure.

The State Government introduced the “Fair Go Rates System” in 2016-17 that places a cap on rates for all 79 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 and now 2.50% for 2019-20. 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, yet has continued to increase its infrastructure renewal commitments and continue service delivery through its existing rate capped budget.

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

Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

Council has continued to deliver a budget that is balanced on a cash basis.

1. Key things we are funding:

This year’s operations include \$5.67 million in grants and expenditure to fund the Grampians Peak Trail. This is a project being supported by Council, for which we will receive a federal grant; however, this will be passed on in full to Parks Victoria who have full responsibility for this project.

In terms of ongoing operations and service delivery, Council has not made any cuts to service levels within the community and in fact has funded \$0.57 million of new initiatives to drive further efficiencies and improve our effectiveness.

Council has also increased funding from general revenue for capital works by 4.6% from \$5.714 million to \$5.979 million, nearly double the 2.25% rate rise. Within this, the spend on rural roads has increased by \$0.24 million or 10.1% which is the largest increase in general revenue spending across all the asset classes. Allocations to renewal of our assets has risen overall by \$1.55 million from \$8.33 million to \$9.88 million.

a) Operational initiatives:

This year a number of larger operational initiatives are being proposed rather than a large number of smaller projects. The following are some highlights from the operational initiatives, a full list is provided in Appendix A:

Records Management System - \$150,000

Replacement of the RecFind Records Management System with an improved system that operates as a complete Electronic Document Management System with modern and up to date functionality.

Asset management System - \$100,000

Implementation of the Assetic asset management system and integration with GIS systems, asset maintenance system (Reflect), Finance and Records systems. Includes implementation of the asset valuation module and a viewing platform for GPS.

Future operational project design and development costs - \$104,305

Design and development costs for the project office re future year's operational projects. In future years, these costs will be included in overall project estimates. 2019-20 is essentially a transitional year until the Project Office processes are fully developed and implemented and projects are identified.

Asset Evidence Photography for disaster funding - \$88,000

Video capture of critical road network infrastructure for the assessment of any future potential impact from a disaster event. Linking of this video record to Council's GIS System

Rural Road Network Plan - \$50,000

Consultancy to develop a network plan for Council's rural roads.

Community Visioning and Plan for Horsham Municipality - \$40,000

Undertake a community visioning process (update the Horsham Community Plan) to develop a long-term vision for the future of the community.

Business assistance program - \$10,000

Develop a pool of funds available on application as small business assistance program. Exact policy and guidelines are still to be developed.

b) Capital Works:

The capital works program for the 2019-20 year is expected to be \$20.36 million. There will also be carried forward works uncompleted from 2018-19 but as yet these are not finalised or factored in to the budget, this will be done soon after 30 June. The 2019-20 works are funded from, \$4.37 million external grants, R2R \$1.14 million, \$0.17 million from general contributions and donations, with the balance of \$15.82 million from Council cash (\$5.98 million from operations, \$0.45 million from asset sales, \$1.34 million from internal loans and \$6.90 million from reserves). There are no external borrowings planned for this year.

Renewal works total \$9.88 million or 48% of the overall program (last year was 55%), \$2.65 million of this is from the tagged rate rises since 2008-09. New works total \$8.85 million or 43% and upgrade works \$1.62 million or 9%. Infrastructure makes up the largest segment of works \$15.98 million or 78%.

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

This year again Council has included its capital works program on the Community Map on council's website. The following highlights are expanded on further in Appendix D.

Council Plan Goal 1 – Community and Cultural Development

- \$70,000 - Town Hall - Heritage Floor Replacement & Acoustic Treatment Heritage Hall

Council Plan Goal 3 – Asset Management

- \$4.28 million – for Rural Roads
- \$1.78 million – for Urban Roads
- \$3.03 million – Horsham Regional Livestock Exchange – roofing of the selling area
- \$2.50 million - WIFT Precinct establishment works
- \$1.68 million - Wimmera River/CAD activation
- \$1.81 million - Plant & Equipment replacement program
- \$615,000 – Project Management costs
- \$274,000 – for Rural Bridges
- \$451,000 – Footpath upgrades and replacements, pedestrian crossings and cycle ways (includes \$150,000 for addressing footpath backlog issues)
- \$150,000 – Replacement of the Aquatic Centre indoor pool concourse surface

- \$100,000 – Selected short term works to improve operations at the Council depot
- \$80,000 – Haven Recreation Reserve carpark construction
- \$50,000 – City entrances signage and branding implementation
- \$45,000 – Horsham Community Sports Pavilion renewal
- \$40,000 – May Park toilets screening
- \$30,000 – Upgrade to the emergency generator at the Aerodrome
- \$30,000 – Kayak Access point on Wimmera River

Council Plan Goal 4 – Governance and Business Excellence

- \$170,000 – ICT Host server upgrades
- \$100,000 – Phone System replacement
- \$68,800 – Council ICT hardware & Software upgrades
- \$30,000 – ICT Internal Wi-Fi upgrade
- \$25,000 – Addressing acoustic issues in Council Chambers and reception rooms

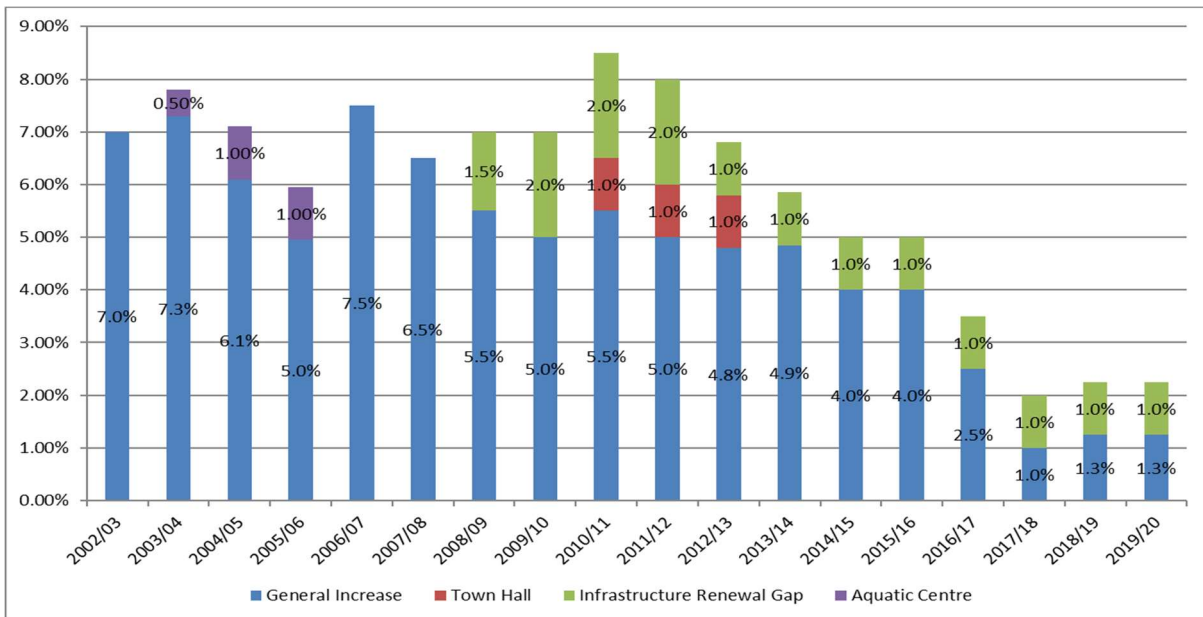
Council Plan Goal 5 – Natural and Built Environments

- \$1.36 million – Johns Cell 3 Putrescible Construction
- \$0.84 million – Ladlows Cell 2 Stage 2B Phase 1
- \$410,000 – Single pass waste truck for the Dooen landfill
- \$100,000 – Solar Panels at the Horsham Town Hall

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



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.

2019-20 sees the general increase remain at 1.25% with the 1.0% Infrastructure Renewal component included within the overall 2.25% rate increase. The Minister set the Rate Cap at 2.50% but council has elected only to increase rates by 2.25%.

Council has continued to see minor growth in its rate base with new supplementary rates estimated to raise \$0.18 million in the 2018-19 year. This is estimated at \$0.15 million for 2019-20. This rate growth, in most years, helps contribute to the delivery of services for a growing population at approximately 0.6% per annum and helps with servicing new public open spaces arising from new sub-divisions. In 2019-20 this growth income has been utilised, in part, to balance the budget and allow Council to fund the 1% infrastructure renewal reserve and yet still deliver on the same quantity, standard and level of service.

Also in addition to the new supplementary rates in 2019-20 is an amount of \$0.056 million for revenue in lieu of rates from the Murra Warra windfarm that is expected to come on line during 2019-20. The time of turbine commissioning will influence the exact amount.

The % increase in rates Section 4.1.1.(c) shows as 3.81% as it is a comparison with last year's original budget as opposed to the forecast figures for 2018-19 which takes in to account actual rates from growth during 2018-19. During 2018-19 new property values were added generating supplementary rates on an annualised basis of \$190,680. See Section 4.1.1 (l) that reconciles these figures back to the Rate Cap.

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 \$8 per service which is an increase of 2.03%. The 120-litre bin services will increase by around \$5 per service, or 1.98% increase.

5. Valuations

This year sees the first year of an annual revaluation process rather than every second year. As a result, valuations will be as per the General Revaluation dated 1 January 2019, based on the independent assessment of the Valuer General and their agent. A summary of shifts across categories compared to budget figures for 2018-19, are as follows:

Type or class of land	Change %
Residential	1.82%
Commercial	0.44%
Industrial	0.81%
Culture & Rec. Land (0% rate)	10.17%
Culture & Rec. Land (50% rate)	-0.03%
Farms	4.82%
Total value of land	2.77%

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 2.25%
- c) Any changes in the Rates Strategy implemented by Council – this year council has made the following changes to the rating strategy which impacts on the overall rate distribution:
 - i. Reduced the Municipal Charge from \$287 to \$280
 - ii. Decreased the farm differential from 80% of the General Rate to 67%
 - iii. Introduced a differential for Commercial properties of 95% of the General Rate
 - iv. Introduced a differential for Industrial properties of 95% of the General Rate

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

Type or class of land	Change %
Residential	9.19%
Commercial	2.32%
Industrial	2.69%
Culture & Rec. Land (50% rate)	7.22%
Farms	-5.83%
Total amount to be raised by general rates	3.81%

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
- b) The user charges for waste, which this year are increasing on average by approximately 2%.

7. Key Statistics

- Total Revenue: \$57.7 million (2018-19 = \$52.5 million)
- Rates & Charges % of total Revenue: 47.8% (2018-19 = 50.8%)
- Total Expenditure: \$54.3 million (2018-19 = \$51.0 million)
- Salary Costs % of total excluding depreciation: 44.5% (2018-19 = 44.8%)
- Surplus/(Deficit)for the year: or (Accounting Result) \$3.32 million surplus (2018-19 = \$1.47 million surplus) *(Refer Income Statement in Section 3)*
- Underlying operating result: \$2.10 million deficit (2018-19 = \$2.09 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 \$5.96 million decrease (2018-19 = \$2.64 million decrease) *(Refer Statement of Cash Flows in Section 3)*
- Total Capital Works Program (Excl carry forwards) \$20.36 million (2018-19 = \$15.05 million)
 - \$5.98 million from Council operations (Funded from rates and other general revenue) – and increase of 4.6% well above the rate cap.
 - \$0.00 million from external borrowings
 - \$0.45 million from asset sales
 - \$5.51 million from external grants
 - \$6.91 million from cash reserves
 - \$0.18 million from contributions
- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$480 million (2018-19 = \$468 million)
- Staff Numbers
- Full-time Equivalents: 216 FTE (2018-19 = 202 FTE)
- Total Staff Numbers: 275 (2018-19 = 254)

8. Key Budget Influences

External Influences

The following external influences have been taken in to consideration in the preparation of the 2019-20 Budget as they are likely to impact significantly on the services delivered by council:

- Rate Capping – 2019-20 is the fourth 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 2.50% for 2019-20.
- Seasonal Conditions – 2018 was another low rainfall year with also some significant frosts affecting farm production. This has had a significant impact on the general economy of the region and has put financial pressures not only on farming enterprises but also on businesses.
- Operating Costs - Local Government Cost Index typically increases by approximately 1% more than CPI. This is because the CPI is based on a weighted basket of household goods and services, which are quite different from those of local governments. Consumer Price Index (CPI) for the 12 months to 30 June 2018 was 2.1% and to 31 December 2018 was 1.8%.
- Wage Movement - Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to November 2018 was 2.4%.
- 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 2019-20 increases will be in the order of CPI only.
- Rating – The State Government has flagged its intention to undertake a review of the rating system commencing in 2019. Impacts of any changes are not likely to affect the 2019-20 Financial Year.
- Statutory Superannuation – Statutory Superannuation contributions are locked in at 9.5% until 2021-22.
- Defined Benefits Superannuation - Council contributed \$2.9m from reserves in 2012-13 towards the defined benefits superannuation shortfall, and currently has \$600k held in reserve for any future call. The Vested Benefits Index for the fund was 106.9% of value as at the 30 September 2018 but has been estimated to fall to 101.9% as at 31 December. 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 transferred to the sustainability reserve in order to help fund additional projects in to the future. Water costs are estimated to rise at around 2% in line with Grampians Wimmera Mallee Water cost rises.
- Fuel – Council operates a significant number of vehicles and plant. Fuel costs have been rising significantly in recent months but pricing movements are very difficult to predict and hence have been factored in at CPI only.
- Insurance Costs – At this stage, it is not clear what will happen with insurance premiums. However, the expectation is that they should not rise by more than CPI. WorkCover insurance premiums are anticipated to 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 1.6% (for 28-day term deposits) and longer term rates now around 2.6%.
- EPA Levies – Expected to increase by CPI at 2.0%.

Internal Influences impacting on the Council Budget:

- 2018 Organisational Changes – operational costs associated with the recent organisational changes will impact fully in the 2019-20 financial year.
- Business Efficiency Role – The appointment of a Business Efficiency role within the Organisational Development 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.
- Wage Movement - Council's Enterprise Bargaining (EB) agreement expires 30 June 19 and it is not yet known as to the financial impact of these negotiations. An initial estimate has been set at 2.0% based on other Council EB negotiations in recent times. On top of the EB 2.0% there is a further 0.5% factored in for end of band payments and for staff movements within band.
- Rating Strategy & Policy – The council's rating strategy was extensively reviewed during 2018-19 with an extensive external independent process. This review has led to a number of significant changes that impact on the distribution of rates.
- Revaluations –Commencing in 2019, all properties are now being revalued on an annual basis rather than every 2 years. The exact impact of this change is not yet fully understood but it is anticipated that it should take away some of the significant price movements that can occur in a two year cycle.
- 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.

Council's 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 to 2019-20 an additional 1% was added even though Council did not increase its rates by more than the state government rate cap.

Recent staff appointments arising from the 2018 organisational restructure will see an increased focus on asset management and the development of a 10 year long term financial plan that will better inform us of this "gap" for all asset classes in future years.

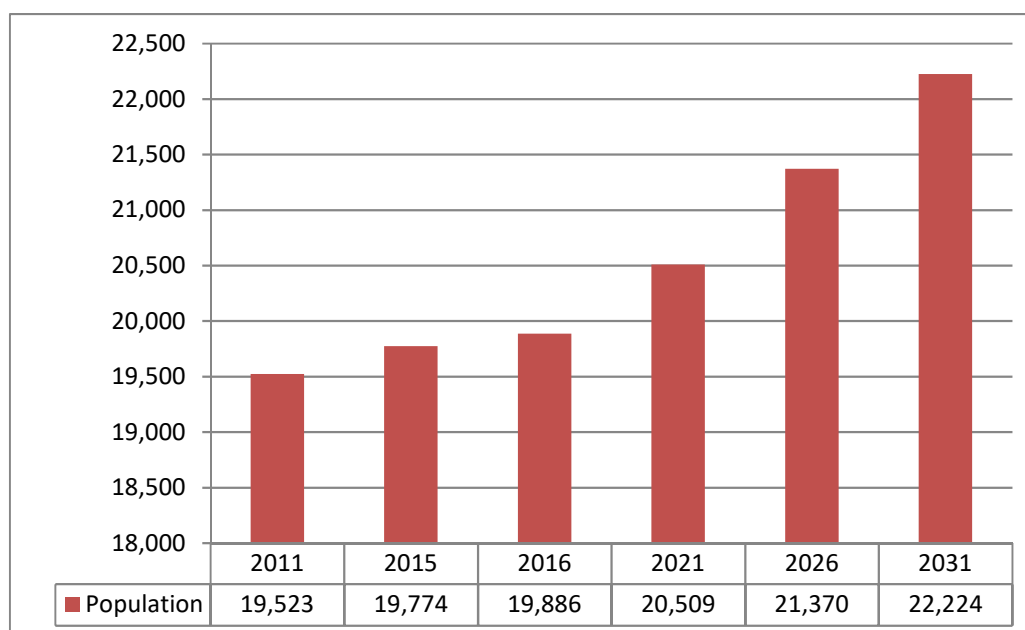
- The Regional Library Service is undergoing change as the Buloke Shire has removed itself for the current shared arrangements. This may lead to Council picking up additional costs. The exact impact is not yet known.

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 2019:

ASSET DESCRIPTION	TOTAL COST \$	GRANT CERTAIN \$	GRANT NOT YET OBTAINED \$
Buildings			
WIMMERA RIVER/CAD PRECINCT BUILDING ACTIVATION STAGE 1	600,000		300,000
Roads			
MCLACHLAN ST & FIREBRACE ST ROUNDABOUT UPGRADE	150,000		75,000
WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS	1,814,688	1,250,000	
DRUNG JUNG RD, 2 KMS NRTH OF BRIDGE FIXING COUNTRY ROAD	583,000	550,000	
2020 FIRE ACCESS RD SUBSIDY SCHEME PROGRAM	155,000		120,000
WIMMERA RIVER/CAD PRECINCT INFRASTRUCTURE ACTIVATION STAGE 1	585,000		292,500
Recreational, leisure and community facilities			
KAYAK ACCESS POINT ON WIMMERA RIVER	30,000		20,000
WIMMERA RIVER PRECINCT PLAN IMPLEMENTATION	68,000		20,000
WIMMERA RIVER/CAD PRECINCT RECREATION ACTIVATION STAGE 1	500,000		250,000
Other Infrastructure			
HORSHAM REGIONAL LIVESTOCK EXCHANGE ROOF	3,030,000	1,490,000	
Other non-capital projects			
STREET LIGHTING UPGRADE - LIGHTING THE REGIONS STAGE 2	450,000		200,000
GAS PIPELINE TO WIFT - INVESTIGATION	60,000		50,000
Projects Dependent upon External Grants	8,025,688	3,290,000	1,327,500

10. Population Growth



How are we travelling against population projections?

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

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

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

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

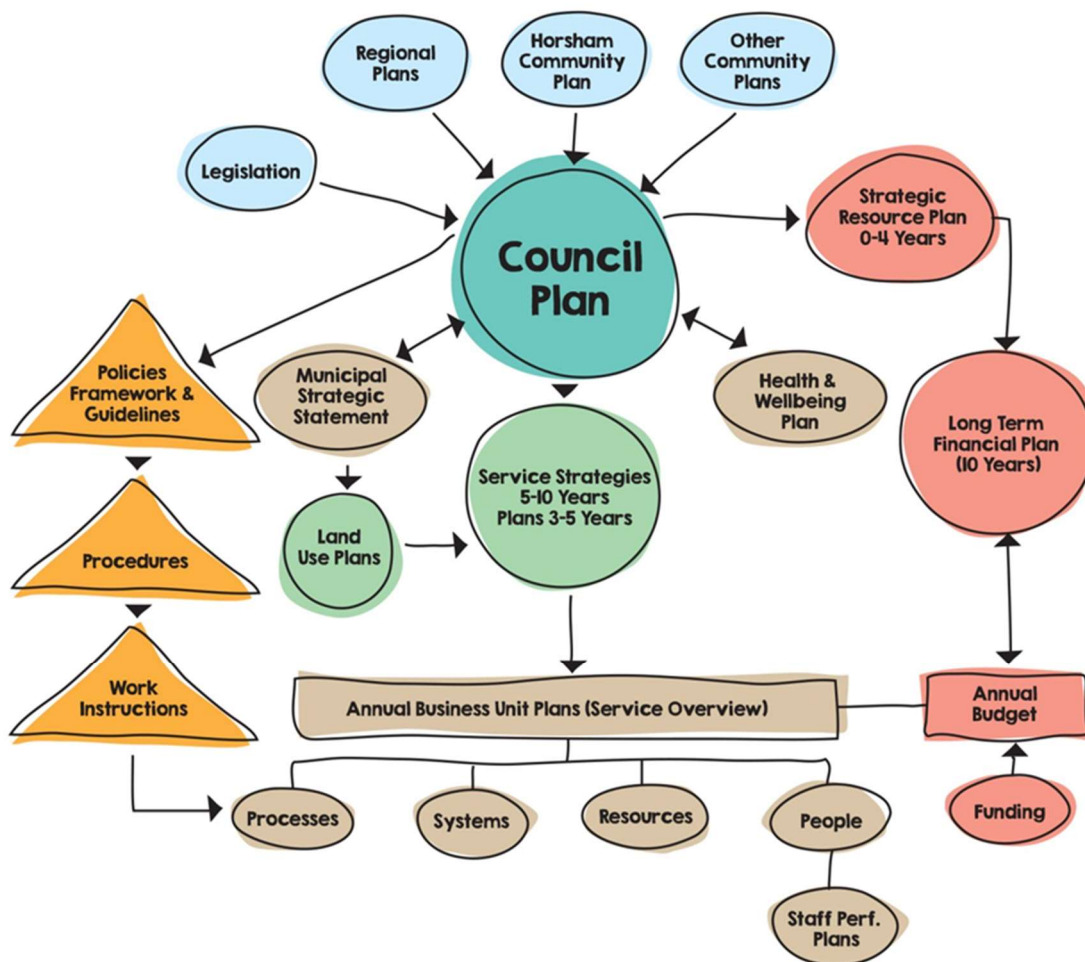
In all, there is a predicted population change for Horsham Rural City of 2,701 residents over the 20 year period of 2011-2031 or an average annual of 0.6% per annum.

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



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



1.2 Our purpose

Our vision

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

Our mission

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

Our values

We will be



1.3 Goals (Strategic objectives)

Council delivers services and initiatives for 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 2019-23. 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 2019-20 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		2018/19	2019/20
			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 rehoming program.	<i>Exp</i>	375	408
		<i>Rev</i>	408	418
		<i>NET</i>	(33)	(10)
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>	836	670
		<i>Rev</i>	241	30
		<i>NET</i>	595	640
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	<i>Exp</i>	113	143
		<i>Rev</i>	39	43
		<i>NET</i>	74	100
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>	255	253
		<i>Rev</i>	240	240
		<i>NET</i>	15	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
		<i>NET</i>	16	-
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>	245	255
		<i>Rev</i>	110	114
		<i>NET</i>	135	141
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>	2,071	1,933
		<i>Rev</i>	1,883	1,647
		<i>NET</i>	188	286
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>	749	774
		<i>Rev</i>	186	188
		<i>NET</i>	563	586
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>	388	407
		<i>Rev</i>	-	-
		<i>NET</i>	388	407
Performing Arts	This service surrounds the running of the Horsham Town Hall and Horsham Performing Arts Centre operations.	<i>Exp</i>	1,724	1,716
		<i>Rev</i>	1,234	1,213
		<i>NET</i>	490	503
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>	570	587
		<i>Rev</i>	130	136
		<i>NET</i>	440	451
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>	1,149	1,289
		<i>Rev</i>	608	684
		<i>NET</i>	541	605
Net Cost to Council for Goal 1 - Community and Cultural Development			3,412	3,721

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Animal Management			
Animal Control	408	(418)	(10)
Animal Management Total	408	(418)	(10)
Community Development			
Community Arts	79		79
Community Engagement	129	(5)	124
Community Facilities	177	(25)	152
Disability Awareness and Capacity	10		10
Recreation and Open Space Planning	274		274
Community Development Total	670	(30)	640
Community Safety			
Community Safety Management and Admin	95	(43)	52
Fire Hazard Enforcement	47		47
Community Safety Total	143	(43)	100
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	185	(108)	77
Health Promotion and Planning	70	(6)	64
Environmental Health Total	255	(114)	141
Home Support			
Home and Community Care Services	1,664	(1,438)	226
Meals on Wheels	269	(210)	60
Home Support Total	1,933	(1,647)	286
Library			
Library	774	(188)	586
Library Total	774	(188)	586
Management and Admin			
Community Services Management	407		407
Management and Admin Total	407		407
Performing Arts			
Horsham Town Hall Operations	1,716	(1,213)	503
Performing Arts Total	1,716	(1,213)	503
Visual Arts			
Art Gallery	587	(136)	451
Visual Arts Total	587	(136)	451
Youth and Early Years			
Education	243	(245)	(2)
Immunisation	75	(43)	32
Maternal and Child Health	773	(363)	410
Youth Services	197	(33)	164
Youth and Early Years Total	1,289	(684)	605
Grand Total	8,450	(4,729)	3,721

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Community Development				
Public Art 18/19 Budget	Capital	25,000		25,000
Community Safety				
Community Safety Unit 6 Laptops Docks GPS Etc	Capital	20,000		20,000
Performing Arts				
Town Hall - Heritage Hall Acoustic Treatment Infra Gap	Capital	50,000		50,000
Town Hall - Heritage Floor Replacement Infra Gap	Capital	20,000		20,000
Visual Arts				
Art Gallery Purchased Artworks	Capital	25,000		25,000
Youth and Early Years				
Casuarina Kindergarten Works Replacement of Fascias Infra Gap	Capital	25,000		25,000
Grand Total		165,000		165,000

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

Service Performance Outcome Indicators *

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Libraries	Participation	12.38%	8.21%	10.00%
Aquatic Facilities	Utilisation	6.39	8.12	8.20
Animal Management	Health and safety	1	0	0
Food safety	Health and safety	0.00%	87.50%	100.00%
Maternal and Child Health	Participation	83.67%	77.20%	85.00%
		75.00%	79.07%	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		2018/19	2019/20
			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>	258	262
		<i>Rev</i>	-	-
		<i>NET</i>	258	262
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	<i>Exp</i>	554	590
		<i>Rev</i>	-	-
		<i>NET</i>	554	590
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>	352	371
		<i>Rev</i>	634	503
		<i>NET</i>	(282)	(132)
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>	787	826
		<i>Rev</i>	181	183
		<i>NET</i>	606	643
Net Cost to Council for Goal 2 - Sustaining the Economy			1,136	1,363

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Economic Development			
Business Development	54		54
Wimmera Development Association	208		208
Economic Development Total	262		262
Management and Admin			
Planning and Economic Development Services	239		239
Planning and Economic Mgt and Admin	352		352
Management and Admin Total	590		590
Parking and Traffic Management			
Parking Control	221	(465)	(244)
School Crossing Supervision	150	(38)	112
Parking and Traffic Management Total	371	(503)	(132)
Business Development and Tourism			
Promotions of Festivals and Events	386	(1)	385
Tourism Promotion	11		11
Visitor Info Centre	280	(36)	244
Wimmera Business Centre	149	(147)	2
Business Development and Tourism Total	826	(183)	642
Grand Total	2,048	(686)	1,362

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp \$	Rev \$	NET \$
Economic Development				
Small Business Assistance Program	Initiatives	10,000		10,000
Parking and Traffic Management				
Parking Plan	Initiatives	40,000		40,000
Grand Total		50,000		50,000

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		2018/19	2019/20
			Budget \$'000	Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment & upgrades.	<i>Exp</i>	773	792
		<i>Rev</i>	-	-
		<i>NET</i>	773	792
Commercial Activities	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales and fortnightly cattle sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	<i>Exp</i>	964	977
		<i>Rev</i>	1,108	1,115
		<i>NET</i>	(144)	(138)
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>	958	806
		<i>Rev</i>	41	46
		<i>NET</i>	917	760
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, streets, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the VicRoads maintenance contract (which excludes major highways) and quarry operations.	<i>Exp</i>	2,492	2,463
		<i>Rev</i>	646	621
		<i>NET</i>	1,846	1,842
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham & Natimuk. Maintenance for bicycle tracks, drainage, footpaths and of street car parks.	<i>Exp</i>	1,293	1,599
		<i>Rev</i>	33	33
		<i>NET</i>	1,260	1,566
Management and Administration	This service provides administration and support services for the Technical Services department.	<i>Exp</i>	718	719
		<i>Rev</i>	38	38
		<i>NET</i>	680	681
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>	111	126
		<i>Rev</i>	-	-
		<i>NET</i>	111	126
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>	2,466	2,486
		<i>Rev</i>	14	23
		<i>NET</i>	2,452	2,463
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure.	<i>Exp</i>	599	643
		<i>Rev</i>	-	-
		<i>NET</i>	599	643
Sports and Recreation	Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and usage groups to increase participation.	<i>Exp</i>	673	700
		<i>Rev</i>	106	119
		<i>NET</i>	567	581
Streetscape and Public Conveniences	This service provides street tree maintenance, tree planning and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the six public conveniences in Horsham, one in Natimuk and several rural facilities.	<i>Exp</i>	1,220	1,223
		<i>Rev</i>	3	3
		<i>NET</i>	1,217	1,220
Net Cost to Council for Goal 3 - Asset Management			10,278	10,536

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Aquatic Recreation			
Aquatic Centre	792		792
Aquatic Recreation Total	792		792
Commercial Activities			
Aerodrome Operations	103	(40)	64
Caravan Park	5	(63)	(58)
Commercial Properties	77	(185)	(108)
Industrial Estates	28	(28)	
Livestock Exchange Operations	507	(510)	(3)
Private Works Recharged	175	(184)	(9)
Wimmera Intermodal Freight Terminal	81	(106)	(24)
Commercial Activities Total	977	(1,115)	(139)
Engineering Services			
Design and Engineering	411	(34)	377
Facilities Management	396	(12)	383
Engineering Services Total	806	(46)	760
Infrastructure - Rural			
Quarry Management	49	(55)	(6)
Road Maintenance Rural	2,414	(566)	1,848
Infrastructure - Rural Total	2,463	(621)	1,842
Infrastructure - Urban			
Footpaths, Walking Trails/Paths	373	-	373
Off Street Car Parks	27		27
Road Maintenance Urban	1,133	(3)	1,130
Stormwater Drainage	67	(30)	37
Infrastructure - Urban Total	1,599	(33)	1,566
Mgt and Admin Infrastructure Services			
Technical Services Management and Admin	719	(38)	681
Mgt and Admin Infrastructure Services Total	719	(38)	681
Operations Management			
Operations Management Depot	126	-	126
Operations Management Total	126	-	126
Parks and Gardens			
Community Housing	54		54
Open Spaces	1,376	(18)	1,359
Street Trees and City Centre	888	(4)	884
Waterways, Foreshores and Wetlands	168	(2)	166
Parks and Gardens Total	2,486	(23)	2,462
Sports and Recreation			
Passive Recreation	97	(5)	92
Sports Complexes Indoor	35	(12)	24
Sports Complexes Outdoor-Ovals, Turf and Grass	569	(102)	466
Sports and Recreation Total	700	(119)	582
Strategic Asset Management			
Asset Management	643		643
Strategic Asset Management Total	643		643
Streetscape and Public Conveniences			
Other Street Ops	94		94
Public Conveniences	248	(3)	246
Street Cleaning	208		208
Street Lighting	250		250
Street Signage	422	-	422
Streetscape and Public Conveniences Total	1,223	(3)	1,220
Grand Total	12,534	(1,998)	10,536

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Aquatic Recreation				
Aquatic Centre Indoor Pool Concourse Replacement	Capital	150,000		150,000
Aquatic Centre Miscellaneous Provision	Capital	10,000		10,000
Commercial Activities				
Aerodrome Generator Upgrade	Capital	30,000		30,000
Gas Pipeline To WIFT Investigation	Initiatives	60,000	(55,000)	5,000
Horsham Regional Livestock Exchange Roof	Capital	3,030,000	(1,490,000)	1,540,000
WIFT Precinct Industrial Estate Development Land Purchase (Grant	Capital	1,814,688	(1,250,000)	564,688
WIFT Precinct Industrial Estate Power/Water Supply	Capital	450,000		450,000
WIFT Precinct Industrial Estate Retardation Basin	Capital	230,520		230,520
Engineering Services				
Building External Project Design & Scoping	Capital	120,000		120,000
Building Project Management (Internal)	Capital	359,574		359,574
Wimmera River/CAD Precinct Building Activation Stge 1	Capital	600,000	(300,000)	300,000
Infrastructure - Rural *		4,557,490	(735,000)	3,822,490
Infrastructure - Urban *		2,397,000	(125,500)	2,271,500
Operations Management				
Depot Short Term Works	Capital	100,000		100,000
Parks and Gardens				
All Playgrounds Capital Equipment Replacement OHS Upgrade	Capital	30,000		30,000
Kayak Access Point on Wimmera River	Capital	30,000	(20,000)	10,000
May Park Toilets Screening	Capital	40,000		40,000
Wimmera River Precinct Plan Implementation	Capital	68,000	(20,000)	48,000
Wimmera River/CAD Precinct Recreation Activation Stge 1	Capital	500,000	(250,000)	250,000
Plant Control				
Plant Purchase - General	Capital	1,693,000	(447,000)	1,246,000
Plant Purchase - Minor Plant	Capital	120,000		120,000
Plant Purchase - Transfer Stations and Landfill	Capital	410,000		410,000
Sports and Recreation				
Basketball Building Trust Reserve Fund Mtce Works	Capital	35,000		35,000
Dudley Cornell Changerooms Conceal Visibility to Showers From Ou	Capital	5,000		5,000
Horsham Community Sports Pavilion Building and Drainage Works	Capital	17,000		17,000
Horsham Community Sports Pavilion Painting External Infra Gap	Capital	28,000		28,000
Sports Outdoors Project Design and Scoping	Initiatives	40,000		40,000
Sports Outdoors Project Management Internal	Initiatives	64,305		64,305
Sunnyside Pavilion Changerooms Conceal Visibility to Showers From	Capital	5,000		5,000
Strategic Asset Management				
Asset Management System Rollout	Initiatives	100,000		100,000
Disaster Asset Evidence Photography	Initiatives	88,000		88,000
Rural Road Network Plan	Initiatives	50,000		50,000
Streetscape and Public Conveniences				
City Entrance Signage/Branding Implementation	Capital	50,000		50,000
Wimmera River/CAD Precinct Infra Activation Stage 1	Capital	585,000	(292,500)	292,500
Grand Total		17,867,577	(4,985,000)	12,882,577

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 2017/18	Forecast 2018/19	Budget 2019/20
Roads	Satisfaction	44	44	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		2018/19	2019/20
			Budget \$'000	Budget \$'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>	706	828
		<i>Rev</i>	56	59
		<i>NET</i>	650	769
Community Relations and Advocacy	Responsible for three key areas: Advocacy and grant seeking, Media and Communications and Community Engagement.	<i>Exp</i>	424	433
		<i>Rev</i>	-	-
		<i>NET</i>	424	433
General Revenue	Provides treasury management including additional borrowings and interest repayments	<i>Exp</i>	771	767
		<i>Rev</i>	-	-
		<i>NET</i>	771	767
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>	1,895	1,932
		<i>Rev</i>	1	1
		<i>NET</i>	1,894	1,931
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>	818	811
		<i>Rev</i>	-	-
		<i>NET</i>	818	811
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	<i>Exp</i>	1,322	1,301
		<i>Rev</i>	15	13
		<i>NET</i>	1,307	1,288
Organisational Development	This service is responsible for human resources, payroll, OHS, risk management and organisational performance functions. The Payroll Co-ordinator is also responsible for processing the payroll for three separate Council related entities, including the Wimmera Regional Library Corporation, Horsham Public Cemetery and Wimmera Development Association.	<i>Exp</i>	769	736
		<i>Rev</i>	70	-
		<i>NET</i>	699	736
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>	397	485
		<i>Rev</i>	82	84
		<i>NET</i>	315	401
Net Cost to Council for Goal 4 - Governance and Business Excellence			6,878	7,136

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Accounting Services			
General Accounting Services	828	(59)	769
Accounting Services Total	828	(59)	769
Community Relations and Advocacy			
Community Relations and Advocacy	433		433
Community Relations and Advocacy Total	433		433
General Revenue			
Rates	53		53
Treasury Management	714		714
General Revenue Total	767		767
Governance			
Council, Mayor and Councillors	361		361
Customer Services	334	(1)	333
Governance Management	689		689
Information and Knowledge	168		168
Governance Total	1,551	(1)	1,551
Information Technology			
IT Support/Software and Hardware	811		811
Information Technology Total	811		811
Management & Admin			
Civic Centre Office Operations	197		197
Corp Services Management	328	(1)	328
Council Wide Operations	759	(7)	753
Natimuk Office Operations	16	(6)	11
Management & Admin Total	1,301	(13)	1,288
CEO Operations			
CEO Operations	381		381
CEO Operations Total	381		381
Organisational Development			
HR and Risk Management	446		446
Occupational Health and Safety	111		111
Organisational Development Other	178		178
Organisational Development Total	736		736
Revenue Services			
Revenue Management	485	(84)	401
Revenue Services Total	485	(84)	401
Grand Total	7,293	(157)	7,136

Major Initiatives and capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Governance				
Community Engagement Tools	Initiatives	20,000		20,000
Horsham Municipality Community Plan	Initiatives	40,000		40,000
Replacement Electronic Document Management System	Initiatives	150,000		150,000
Information Technology				
Council WAN and LAN Infrastructure Upgrade	Capital	10,000		10,000
Host and Storage Replacement	Capital	170,000		170,000
IT Capital Replacement IT Dept	Capital	20,000		20,000
IT Hardware Upgrades IT Dept	Capital	20,300		20,300
IT Software Licences/Upgrades IT Dept	Capital	12,000		12,000
Mobile Device Management	Initiatives	8,000		8,000
Phone System Upgrade 40%R/40%U/20%N	Capital	100,000		100,000
UPS Upgrades	Capital	5,000		5,000
Management & Admin				
Civic Centre Furniture Equip	Capital	20,000		20,000
Council Chambers Meeting and Reception Acoustics Issues	Capital	25,000		25,000
HRCC Internal Wifi Upgrade 33%R/50%U/IT%N	Capital	30,000		30,000
Towards a paperless HRCC	Initiatives	3,550		3,550
Grand Total		633,850		633,850

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

Service Performance Outcome Indicators

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Governance	Satisfaction	58	49	55

*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 practises that minimise our environmental footprint and contribute to a sustainable future.

Services

Service area	Description of service areas		2018/19	2019/20
			Budget \$'000	Budget \$'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>	148	96
		<i>Rev</i>	68	12
		<i>NET</i>	80	84
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>	860	798
		<i>Rev</i>	329	276
		<i>NET</i>	531	522
Strategic Planning Services	The function of strategic planning, which aims to strategically plan the municipality's needs is also included.	<i>Exp</i>	164	184
		<i>Rev</i>	-	-
		<i>NET</i>	164	184
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water deficiency projects.	<i>Exp</i>	228	234
		<i>Rev</i>	-	-
		<i>NET</i>	228	234
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>	4,415	5,395
		<i>Rev</i>	5,573	5,649
		<i>NET</i>	(1,158)	(254)
Net Cost to Council for Goal 5 - Natural and Built Environments			(155)	770

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Natural Resource Management			
Fire Protection Works	53	(2)	51
Roadside Vegetation	43	(10)	33
Natural Resource Management Total	96	(12)	84
Statutory Planning and Regulations			
Building Regulations	440	(126)	314
Statutory Planning	358	(150)	208
Statutory Planning and Regulations Total	798	(276)	522
Strategic Planning Services			
Strategic Planning	184		184
Strategic Planning Services Total	184		184
Sustainability			
Waste and Sustainability Planning	234		234
Sustainability Total	234		234
Waste Management Services			
Garbage Services	1,378	(3,289)	(1,911)
Recycling	966		966
Transfer Stations and Landfills	3,052	(2,360)	692
Waste Management Services Total	5,395	(5,649)	(254)
Grand Total	6,708	(5,937)	770

Major Initiatives

2019/20 Budgeted Initiatives and Capital Works		Exp \$	Rev \$	NET \$
Sustainability				
Street Lighting - Lighting Regions Stage 2	Initiatives	450,000	(200,000)	250,000
Waste Gasification Plant Investigation	Initiatives	100,000		100,000
Sustainability Projects Solar Panels Horsham Town Hall	Capital	100,000		100,000
Waste Management Services				
Dooen Landfill Litter Fencing	Capital	10,000		10,000
Johns Cell 3 Putrescible Construction	Capital	1,364,500		1,364,500
Ladlows Stage2B Cell 2 Phase 1 Construction Hardwaste	Capital	840,000		840,000
Dooen Landfill Master Plan	Initiatives	50,000		50,000
Grand Total		2,914,500	(200,000)	2,714,500

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

Service Performance Outcome Indicators

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Statutory planning	Decision making	0.00%	0.00%	0.00%
Waste collection	Waste diversion	24.16%	21.37%	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) \$'000	Exp \$'000	Rev \$'000
Goal 1 Community and Cultural Development	3,721	8,450	(4,729)
Goal 2 Sustaining the Economy	1,362	2,048	(686)
Goal 3 Asset Management	10,536	12,534	(1,998)
Goal 4 Governance and Business Excellence	7,136	7,293	(157)
Goal 5 Natural and Built Environments	770	6,708	(5,937)
Total	23,525	37,033	(13,507)
Expenses added in:			
Depreciation	11,172		
Initiatives	6,238		
Other written down value of assets disposed	1,145		
Loan Redemption	(482)		
Deficit before funding sources	41,598		
Funding sources to be added in:			
Rates revenue	27,571		
- less Garbage Charge included in Service Delivery	(3,281)		
Grants	18,374		
Contributions and other	1,717		
Interest	628		
Total funding sources	45,009		
Operating (surplus)/deficit for the year	(3,411)		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019-20 has been supplemented with projections to 2022-23 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 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

Comprehensive Income Statement

For the four years ending 30 June 2023

		Forecast Actual	Budget	Strategic Resource Plan Projections		
	NOTES	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1	26,702	27,571	28,420	29,198	29,994
Statutory fees and fines	4.1.2	484	401	421	441	461
User fees	4.1.3	6,162	5,947	6,066	6,187	6,311
Grants - Operating (recurrent)	4.1.4	8,123	8,438	8,606	8,778	8,954
Grants - Operating (non recurrent)	4.1.4	4,205	6,210	248	231	231
Grants - Capital (recurrent)	4.1.4	888	1,143	1,143	1,143	1,143
Grants - Capital (non recurrent)	4.1.4	2,596	4,367	1,022	2,894	-
Contributions - monetary		70	190	239	580	239
Contributions - non-monetary		900	950	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(42)	2	620	320	(463)
Fair value adjustments for investment property		10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures		30	95	30	30	30
Other income	4.1.5	2,361	2,373	2,438	2,503	2,583
Total income		52,489	57,697	50,213	53,265	50,443
Expenses						
Employee costs	4.1.6	17,970	19,180	19,602	20,034	20,474
Materials and services	4.1.7	20,500	22,600	17,357	17,399	17,574
Depreciation and amortisation	4.1.8	10,900	11,172	11,332	11,492	11,652
Bad and doubtful debts		72	82	82	84	86
Borrowing costs		295	232	197	175	265
Other expenses	4.1.9	277	320	369	377	384
Written down value of assets disposed		1,000	700	700	700	700
Total expenses		51,014	54,286	49,639	50,261	51,135
Surplus/(deficit) for the year		1,475	3,411	574	3,004	(692)
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)		5,000	2,700	-	7,700	-
Total comprehensive result		6,475	6,111	574	10,704	(692)

Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast		Strategic Resource Plan		
		Actual	Budget	Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets						
Current assets						
Cash and cash equivalents		10,954	4,990	4,182	3,638	4,481
Trade and other receivables		1,617	2,001	2,101	2,206	2,316
Other financial assets		17,800	17,800	17,800	17,800	17,800
Inventories		700	400	408	412	420
Non-current assets held for sale		350	-	350	350	350
Other assets		955	974	993	1,000	1,020
Total current assets	4.2.1	32,376	26,165	25,834	25,406	26,387
Non-current assets						
Trade and other receivables		200	178	156	134	112
Other financial assets		2,500	2,500	2,510	2,520	2,530
Investments in associates, joint arrangement and subsidiaries		1,308	1,700	1,730	1,760	1,790
Property, infrastructure, plant & equipment		469,558	480,167	480,401	493,518	497,188
Total non-current assets	4.2.1	473,566	484,545	484,797	497,932	501,620
Total assets		505,942	510,710	510,631	523,338	528,007
Liabilities						
Current liabilities						
Trade & other payables		6,551	4,562	5,194	5,353	5,446
Provisions		5,085	5,526	4,919	5,164	4,958
Interest-bearing liabilities	4.2.3	546	477	128	174	587
Total current liabilities	4.2.2	12,182	10,565	10,241	10,691	10,991
Non-current liabilities						
Provisions		2,315	3,895	3,694	3,272	3,927
Interest-bearing liabilities	4.2.3	5,738	4,432	4,305	6,280	10,685
Total non-current liabilities	4.2.2	8,053	8,327	7,999	9,552	14,612
Total liabilities		20,235	18,892	18,240	20,243	25,603
Net assets		485,707	491,818	492,391	503,095	502,404
Equity						
Accumulated surplus		239,672	249,250	250,434	253,787	252,281
Reserves - asset replacement		18,376	12,209	11,598	11,249	12,064
Reserves - asset revaluation		227,659	230,359	230,359	238,059	238,059
Total equity		485,707	491,818	492,391	503,095	502,404

Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		479,232	235,295	222,659	21,278
Surplus/(deficit) for the year		1,475	1,475	-	-
Net asset revaluation increment/(decrement)		5,000	-	5,000	-
Transfers to other reserves		-	(4,132)	-	4,132
Transfers from other reserves		-	7,034	-	(7,034)
Balance at end of the financial year		485,707	239,672	227,659	18,376
2020 Budget					
Balance at beginning of the financial year		485,707	239,672	227,659	18,376
Surplus/(deficit) for the year		3,411	3,411	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves	4.3.1	-	(3,305)	-	3,305
Transfers from other reserves	4.3.1	-	9,472	-	(9,472)
Balance at end of the financial year	4.3.2	491,818	249,250	230,359	12,209
2021					
Balance at beginning of the financial year		491,818	249,250	230,359	12,209
Surplus/(deficit) for the year		573	573	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,697)	-	3,697
Transfers from other reserves		-	4,307	-	(4,307)
Balance at end of the financial year		492,391	250,433	230,359	11,599
2022					
Balance at beginning of the financial year		492,391	250,433	230,359	11,599
Surplus/(deficit) for the year		3,004	3,004	-	-
Net asset revaluation increment/(decrement)		7,700	-	7,700	-
Transfers to other reserves		-	(3,654)	-	3,654
Transfers from other reserves		-	4,003	-	(4,003)
Balance at end of the financial year		503,095	253,786	238,059	11,250
2023					
Balance at beginning of the financial year		503,095	253,786	238,059	11,250
Surplus/(deficit) for the year		(691)	(691)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,634)	-	3,634
Transfers from other reserves		-	2,819	-	(2,819)
Balance at end of the financial year		502,404	252,280	238,059	12,065

Statement of Cash Flow

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities						
General rates & charges		26,627	27,516	28,330	29,098	29,894
Statutory fees & fines		464	421	401	411	431
User Charges & other fines (incl. of GST)		5,862	6,147	5,866	5,987	6,111
Contributions (inclusive of GST)		30	190	200	540	200
Interest		445	548	588	594	645
Government grants operations (incl. of GST)		11,641	14,448	8,454	8,609	8,785
Government grants capital (inclusive of GST)		3,284	5,110	1,965	3,837	943
Other revenue (inclusive of GST)		3,734	3,979	4,022	4,100	4,148
Employee costs		(17,272)	(18,980)	(19,303)	(19,733)	(20,076)
Materials and services		(19,800)	(23,000)	(17,158)	(17,199)	(17,273)
Other expenses		(1,977)	(1,720)	(2,369)	(2,377)	(2,384)
Net cash provided by/(used in) operating activities	4.4.1	13,038	14,659	10,996	13,867	11,424
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(15,055)	(20,357)	(12,830)	(17,258)	(17,751)
Proceeds from sale of property, infrastructure, plant and equipment		214	447	1,700	1,000	2,617
Net cash provided by/(used in) investing activities	4.4.2	(14,841)	(19,910)	(11,130)	(16,258)	(15,134)
Cash flows from financing activities						
Finance costs		(295)	(232)	(197)	(175)	(265)
Proceeds from borrowings		-	-	-	2,150	4,992
Repayment of borrowings		(542)	(481)	(477)	(128)	(174)
Net cash provided by/(used in) financing activities	4.4.3	(837)	(713)	(674)	1,847	4,553
Net increase/(decrease) in cash & cash equivalents		(2,640)	(5,964)	(808)	(544)	843
Cash and cash equivalents at the beginning of the financial year		13,594	10,954	4,990	4,182	3,638
Cash and cash equivalents at the end of the financial year		10,954	4,990	4,182	3,638	4,481

Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	-	-	1,000	-
Buildings		1,437	1,699	885	3,738	6,310
Total property		1,437	1,699	885	4,738	6,310
Plant and equipment						
Plant, machinery and equipment		1,759	2,273	1,850	1,850	1,850
Fixtures, fittings and furniture		294	407	100	100	100
Total plant and equipment		2,053	2,680	1,950	1,950	1,950
Infrastructure						
Roads		6,940	8,019	8,030	5,600	7,876
Bridges		210	128	130	130	150
Footpaths and cycleways		1,007	1,035	1,100	410	300
Drainage		-	85	-	-	50
Recreational, leisure & community facilities		1,346	598	550	-	50
Waste management		1,090	2,205	-	45	880
Parks, open space & streetscapes		51	30	70	3,470	70
Aerodromes		200	-	-	-	-
Off street car parks		40	87	15	15	15
Other infrastructure		681	3,791	100	900	100
Total infrastructure		11,565	15,978	9,995	10,570	9,491
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751
Represented by:						
New asset expenditure		4,830	8,855	2,150	5,983	2,553
Asset renewal expenditure		8,330	9,880	9,605	8,465	12,087
Asset upgrade expenditure		1,895	1,622	1,075	2,810	3,111
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751
Funding sources represented by:						
Grants		3,484	5,510	2,165	4,037	1,143
Contributions		55	176	200	540	200
Council cash & reserves		11,516	14,671	10,465	10,531	11,915
Borrowings		-	-	-	2,150	4,493
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual	2019/20	2020/21	2021/22	2022/23
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	17,970	19,180	19,602	20,034	20,474
Employee costs - capital	898	1,392	1,420	1,448	1,477
Total staff expenditure	18,868	20,572	21,022	21,482	21,951
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	202	216	216	216	216
Total staff numbers	202	216	216	216	216

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

Department	Budget	Permanent	
	2019/20	Full Time	Part time
	\$'000	\$'000	\$'000
Community Wellbeing	4,398	1,711	2,687
Corporate Services	4,315	3,336	979
Development Services	2,644	2,125	519
Infrastructure Services	9,215	9,108	107
Total permanent staff expenditure	20,572	16,280	4,292
Capitalised labour costs	(1,392)		
Total expenditure	19,180		

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

Department	Budget	Permanent	
	2019/20	Full Time	Part time
Community Wellbeing	46	15	31
Corporate Services	39	29	10
Development Services	25	19	6
Infrastructure Services	106	105	1
Total permanent staff expenditure	216	168	48
Capitalised labour costs	-		
Total staff	216		

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 2019-20 the FGRS cap has been set at 2.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25%, which is 0.25% below the Ministers Rate Cap. This will raise total rates and charges for 2019-20 to \$24,234,627.

4.1.1(a) Reconciliation of Rates

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

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$	\$	\$	
General rates*	20,177,762	20,945,966	768,204	3.81%
Municipal charge*	3,185,700	3,138,800	(46,900)	-1.47%
Waste management charge	3,172,314	3,270,518	98,204	3.10%
Waste Charges on supplementaries	16,224	10,000	(6,224)	-38.36%
Supplementary rates and rate adjustments	150,000	149,861	(139)	-0.09%
Revenue in lieu of rates	-	56,000	56,000	
Total rates and charges	26,702,000	27,571,145	869,145	3.25%

*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	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change cents
General rate for rateable residential properties	0.4908	0.5263	0.0723
General rate for rateable commercial properties	0.4908	0.5000	0.0187
General rate for rateable industrial properties	0.4908	0.5000	0.0187
General rate for rateable Culture & Rec. Land	0.2454	0.2632	0.0725
General rate for rateable farm properties	0.3926	0.3527	-0.1016

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	2018/19	2019/20	Change	
	\$	\$	\$	%
Residential	11,591,393	12,656,494	1,065,101	9.19%
Commercial	1,614,484	1,652,008	37,523	2.32%
Industrial	822,583	844,750	22,167	2.69%
Culture & Rec. Land (50% rate)	15,362	16,471	1,109	7.22%
Farms	6,133,939	5,776,244	(357,695)	-5.83%
Total amount to be raised by general rates	20,177,762	20,945,966	768,205	3.81%

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	2018/19	2019/20	Change	
	Number	Number	Number	%
Residential	9,186	9,264	78	0.85%
Commercial	524	528	4	0.76%
Industrial	418	427	9	2.15%
Culture & Rec. Land (0% rate)	63	64	1	1.59%
Culture & Rec. Land (50% rate)	3	3	-	0.00%
Farms	2,159	2,168	9	0.42%
Total number of assessments	12,353	12,454	101	0.82%

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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	2,361,735	2,404,806	43,072	1.82%
Commercial	328,950	330,402	1,452	0.44%
Industrial	167,601	168,950	1,350	0.81%
Culture & Rec. Land (0% rate)	19,048	20,986	1,938	10.17%
Culture & Rec. Land (50% rate)	6,260	6,258	(2)	-0.03%
Farms	1,562,389	1,637,722	75,333	4.82%
Total value of land	4,445,982	4,569,123	123,142	2.77%

4.1.1(g) Municipal Charge per assessment

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

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2018/19	2019/20	\$	%
	\$	\$		
Municipal	287	280	(7)	-2.44%

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	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	3,185,700	3,138,800	(46,900)	-1.47%

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	Per Rateable	Change	
	Property	Property		
	2018/19	2019/20	\$	%
	\$	\$		
GAR1 240L Residential Urban	394	402	8	2.03%
GAR2 240L Residential Rural	365	372	7	1.92%
GAR5 240L Commercial	382	390	8	2.09%
GAR6 120L Residential Urban	253	258	5	1.98%
GAR7 120L Residential Rural	224	228	4	1.79%
GAR8 120L Commercial	365	372	7	1.92%
GAR9 240L Commercial Recycling	136	139	3	2.21%

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	2018/19	2019/20	Change	
	\$	\$	\$	%
GAR1 240L Residential Urban	1,814,370	1,854,426	40,056	2.21%
GAR2 240L Residential Rural	426,685	445,284	18,599	4.36%
GAR5 240L Commercial	128,352	133,770	5,418	4.22%
GAR6 120L Residential Urban	685,377	713,886	28,509	4.16%
GAR7 120L Residential Rural	78,624	82,080	3,456	4.40%
GAR8 120L Commercial	29,930	31,620	1,690	5.65%
GAR9 240L Commercial Recycling	8,976	9,452	476	5.30%
Total	3,172,314	3,270,518	98,204	3.10%

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

	2018/19	2019/20	Change	
	\$	\$	\$	%
General rates	20,177,762	20,945,966	768,205	3.81%
Municipal Charge	3,185,700	3,138,800	(46,900)	-1.47%
Garbage Charges	3,172,314	3,270,518	98,204	3.10%
Waste charges on supplementaries	16,224	10,000	(6,224)	-38.36%
Rates from Supplementary Valuations	150,000	149,861	(139)	-0.09%
Total Rates and charges	26,702,000	27,515,145	813,146	3.05%

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.

	2018/19	2019/20
Total Rates (Excl Cult. & Rec.)	\$23,348,100	\$24,068,295
Number of rateable properties (Excl Cult. & Rec.)	12,287	12,387
Base Average Rate	\$1,862.74	\$1,929.49
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$1,900.23	\$1,943.03
Maximum General Rates and Municipal Charges Revenue	\$23,348,100	\$24,127,249
Budgeted General Rates and Municipal Charges Revenue	\$23,348,100	\$24,068,295
Budgeted Supplementary Rates	\$190,680	\$149,861
Budgeted Total Rates and Municipal Charges Revenue	\$23,538,780	\$24,218,156

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 (2019-20: estimated \$149,861. The 2018-19 actual: \$148,474. Full year equivalent for 2018-19 would be \$190,680)
- 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.
- Revenues in lieu of rates will be impacted by the exact timing for the commissioning of wind turbines at the Murra Warra windfarm

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 0.3527% (0.3527 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.5000% (0.5000 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5000% (0.5000 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 2018-19 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 2018-19 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 2018-19 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			
	2018/19	2019/20	\$'000	%
Infringements and costs	144	60	(84)	-58.33%
Perin court recoveries	53	46	(7)	-13.21%
Issue of certificates	15	15	-	0.00%
Local law s - permits & licences	23	27	4	17.39%
Tow n planning	145	145	-	0.00%
Health registrations	104	108	4	3.85%
Total statutory fees and fines	484	401	(83)	-17.15%

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

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

4.1.3 User fees

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
Animal control	393	403	10	2.54%
Building approvals	179	126	(53)	-29.61%
Community services	12	6	(6)	-50.00%
Administration charges	145	135	(10)	-6.90%
Home and community care services	867	749	(118)	-13.61%
Peforming arts charges	1,124	1,105	(19)	-1.69%
Immunisations	6	6	-	0.00%
Livestock operations	486	510	24	4.94%
Parking meter fees	430	390	(40)	-9.30%
Passive recreation	5	5	-	0.00%
Roadside revegetation	10	10	-	0.00%
Sports complexes	93	106	13	13.98%
Transfer station and landfill charges	2,379	2,360	(19)	-0.80%
Visitor information centre income	33	36	3	9.09%
Total user fees	6,162	5,947	(215)	-3.49%

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 3.5% or \$0.215 million over 2018-19. The main reduction of \$118k is in the Home and community care services area due to reduction in delivery of services and subsequent income.

Building approvals are forecast to reduce by \$53k, in line with the new contract in place for this service. 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 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	10,991	14,204	3,213	29%
State funded grants	4,822	5,954	1,132	23%
Total grants received	15,813	20,158	4,345	27%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Grants Commission - General allocation	3,920	4,357	437	11%
Grants Commission - Road Construction & Maintenance	2,141	2,241	100	5%
Environmental Health	33	37	4	12%
Home & Community Care Services	850	750	(100)	-12%
Recurrent - State Government				
Art Gallery	90	90	-	0%
Art Gallery Education Program	33	33	-	0%
Community Facilities	16	16	0	3%
Disability Awareness & Capacity	129	-	(129)	-100%
Home & Community Care Services	166	149	(17)	-10%
Horsham Town Hall Operations	75	80	5	7%
Library	173	174	1	1%
Maternal & Child Services - Universal	401	473	72	18%
Roadside Vegetation Management	54	-	(54)	-100%
School Crossing Supervision	38	38	-	0%
Wesley Operations	5	-	(5)	-100%
Total recurrent grants	8,124	8,438	314	4%
Non-recurrent - Commonwealth Government				
Grampians Peak Trail	3,159	5,676	2,517	80%
Non-recurrent - State Government				
Community Engagement	109	33	(76)	-70%
Environmental Health	6	6	-	0%
Miscellaneous	6	55	49	817%
Road Maintenance	25	-	(25)	-100%
Street Lighting	660	200	(460)	-70%
Community health	240	240	-	0%
Total non-recurrent grants	4,205	6,210	2,005	48%
Total operating grants	12,329	14,648	2,319	19%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	888	1,143	255	29%
Total recurrent grants	888	1,143	255	29%
Non-recurrent - State Government				
Buildings	256	300	44	17%
Footpaths and cycleways	340	292	(48)	-14%
Office furniture and equipment	50	-	(50)	-100%
Other infrastructure	-	1,490	1,490	0%
Recreation, leisure and community facilities	200	290	90	45%
Roads	1,250	1,995	745	60%
Waste management	500	-	(500)	-100%
Total non-recurrent grants	2,596	4,367	1,771	68%
Total capital grants	3,484	5,510	2,026	58%
Total Grants	15,813	20,158	4,345	27%

Grants - operating (\$2.3 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 19% or \$2.3 million compared to 2018-19, this is due to the increased funding for Grampians Peak Trail project.

There is an expected decrease in Home and community services grants of \$100k and known reduction in rural disability access grant of \$129k. The 2018-19 budget street lighting grant related to a grant for CBD revitalisation, whereas the grant listed for 2019-20 relates to lighting the region stage 2 street lighting.

Grants Commission funding has been budgeted in 2019-20 at a 3% increase, which incorporates the actual increase received for 2018-19 funding, plus a 1% expected increase for the 2019-20 allocation.

The Grampians Peak Trail grant will increase by \$2.5 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.

Grants - capital (\$2.0 million increase)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 58% or \$2.026 million compared to 2018-19.

The new Roads to Recovery program will see additional funding being received from 2019-20; the extra funding shows an increase of 29% or \$255k. Significant one-off funding was budgeted in 2018-19 for Horsham Transfer Station for facility improvements of \$.5m.

Roads funding for 2019-20 will potentially increase by \$745k, with grants from Fixing Country Roads for Drung Jung Rd \$550k, \$120k for fire access subsidy scheme and \$75k for McLachlan St & Firebrace St Roundabout upgrade.

Other infrastructure grants in 2019-20 include funding for Horsham Regional Livestock roof \$1.49m.

4.1.5 Other income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Interest	524	588	64	12%
Interest on rates	40	40	-	0%
Aerodrome	38	40	2	5%
Art gallery	32	38	6	19%
Caravan park	62	63	1	2%
Childrens hub	131	131	-	0%
Commercial property rent	190	197	7	4%
External works	205	184	(21)	-10%
Human resource services	70	-	(70)	-100%
Lease/rental income	87	86	(1)	-1%
Vicroads main roads maintenance	566	566	-	0%
Wimmera business centre	147	147	-	0%
Wimmera intermodal freight terminal	105	105	-	0%
Other	164	188	24	15%
Total other income	2,361	2,373	12	1%

Other income (\$0.012 million increase)

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

Other income is forecast to increase by 1% or \$0.012 million compared to 2018-19. The major increase is from interest earned from investments \$64k. A significant reduction in this area is loss of income from a recoup of HR services and advertising costs from a neighbouring council of \$70k.

4.1.6 Employee costs

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
Wages and salaries	17,038	18,537	1,499	9%
Workcover	260	365	105	40%
Superannuation	1,570	1,670	100	6%
Less amounts capitalised in non-current assets constructed by Council	(898)	(1,392)	(494)	55%
Total employee costs	17,970	19,180	1,210	7%

Employee costs (\$1.21 million increase)

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

Employee costs are forecast to increase by 7% or \$1.21 million compared to 2018-19.

FTE has grown this year by 13.6 FTE due to additional staffing:

- 1 FTE Maternal & Child Health enhanced family co-ordinator (Grant funded),
- 1 FTE Youth Program Co-ordinator (previously contracted out),
- 0.3 FTE Accounts Payable (additional resource)
- 0.3 FTE Youth, Early Years & Immunisation (additional resources)
- 5 FTE from the 2018 Restructure: Co-ordinator Governance, Co-ordinator Open-space, Assets Engineer, Assets & GIS Officer & Co-ordinator Strategic Planning,
- 1 FTE Project Management Officer (previously or a new project officer),
- 3 FTE Outdoor Operational staff (previously funded from external salaries)
- 1 FTE Waste Management (previously funded from external salaries)

4.1.7 Materials and services

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
Advertising	210	214	4	1.90%
Building service contractors	333	280	(53)	-15.92%
Contract cleaning	381	352	(29)	-7.61%
Donations	349	360	11	3.15%
External plant hire	259	231	(28)	-10.81%
External salaries	311	422	111	35.69%
Fringe benefit tax	134	146	12	8.96%
General materials	869	917	48	5.52%
Grampians Peak Trail	3,160	5,676	2,516	79.62%
Initiative projects	2,503	1,274	(1,229)	-49.10%
Insurances	450	448	(2)	-0.44%
IT expenditure	489	509	20	4.09%
Library membership	495	518	23	4.65%
Management aquatic centre	259	260	1	0.39%
Management youth centre	144	-	(144)	-100.00%
Performing events expenses	831	843	12	1.44%
Plant operating costs	1,555	1,732	177	11.38%
Power, light & heating	843	873	30	3.56%
Provision of meals on wheels	162	167	5	3.09%
Sustainability projects	200	-	(200)	-100.00%
Telephone	192	210	18	9.38%
Waste management expenses	3,512	4,483	971	27.65%
Water rates	275	286	11	4.00%
Winmera Development Association membership	204	208	4	1.96%
Contracts less than \$100,000	1,930	1,780	(150)	-7.77%
Materials and services less than \$100,000	450	411	(39)	-8.67%
Total materials and services	20,500	22,600	2,100	10.24%

Materials and services (\$2.1 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 10.24% or \$2.1 million compared to 2018-19. This area also includes expenditure on initiatives (decreased by \$1.2 million) see appendix A for detailed listing, decreased external management of youth centre \$144k (service now provided in house by Council). Operating Sustainability projects have decreased by \$200k.

Increased expenditure on Grampians Peak Trail \$1.2m, plant operating costs \$.18m and increased utilities costs \$0.12 million. There has been an increase in waste management expense of \$0.97 million for rehabilitation costs in 2019-20 and introduction of increased recycling services approx. cost \$400k.

4.1.8 Depreciation and amortisation

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property	1,518	1,600	82	5.40%
Plant & equipment	985	1,220	235	23.86%
Infrastructure	8,397	8,352	(45)	-0.54%
Total depreciation and amortisation	10,900	11,172	272	2.50%

Depreciation and amortisation (\$0.27 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 are expected in this area with increases in plant and equipment depreciation due to new plant purchases during 2018-19 and 2019-20.

4.1.9 Other expenses

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Auditors' remuneration - VAGO - audit of financial statements, performance statements & grant acquittals	49	52	3	6.12%
Fees for other services provided by auditors	25	25	-	0.00%
Councillors' allowance	203	206	3	1.48%
Operating lease rentals	-	37	37	0.00%
Total other expenses	277	320	43	15.52%

Other expenses (\$0.04 million increase)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Council will be entering into new operating leases for printing services in 2019-20 for approx. \$37k.

4.2 Balance Sheet

4.2.1 Assets

Current Assets (\$6.2 million decrease) and Non-Current Assets (\$11.0 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other highly liquid investments with short-term maturities of three months or less. Financial assets are term deposits with a maturity term of greater than 3 months. These balances are projected to decrease by \$6.0 million during the year mainly to fund the capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are expected to remain at similar levels to 2018-19. 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 (\$20.36 million of new, upgraded and renewed assets), depreciation of assets (\$11.1 million), the sale of property, plant and equipment (\$0.45 million) and an increase associated with the revaluation of land and buildings at the end of 2019-20.

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 2020 Council will have cash and investments of \$23.68 million. Council has always taken a strong stance to maintain cash backed reserves with the exception of the Industrial Estates Reserve. The analysis of the unrestricted cash position is depicted in the following table:

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Total cash and cash equivalents	10,956	4,990	(5,966)	-54.45%
Other financial assets	17,800	17,800	-	0.00%
Restricted cash and investments				
- Statutory reserves	295	330	35	11.86%
- Cash held to fund carry forward capital works	-	-	-	0.00%
- Trust funds and deposits	550	561	11	2.00%
Unrestricted cash and investments	29,601	23,681	(5,920)	-20.00%
- Discretionary cash reserves	(13,900)	(11,687)	2,213	-15.92%
- Staff provisions	(5,400)	(5,365)	35	-0.65%
- Landfill and quarry provisions	(2,600)	(4,000)	(1,400)	53.85%
Unrestricted cash adjusted for discretionary reserves & provisions	8,251	3,190	(5,061)	-61.34%

Explanation of items in above table:

Statutory reserves (\$0.3 million)

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

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

Carried forward works have not been included in the budget at this point in time due to their uncertain nature and amount. It is anticipated there could be approx. \$3m of uncompleted projects at 30th June 2020. These projects will be identified early in the new financial year.

Unrestricted cash and investments (\$23.68 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 (\$11.69 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 2019-20 year \$3.305 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 (\$5.4 million)

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

Landfill and quarry provisions (\$4.0 million)

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

Balance available for unrestricted cash adjusted after discretionary reserves and provisions (\$3.2 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, trade payables estimated at 30th June 2020, 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 (\$1.62 million decrease) and Non-Current Liabilities (\$.27 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease by \$1.9 million. Interest bearing loans are budgeted to decrease by \$.481m.

Provisions include accrued long service leave, annual leave, sick leave gratuity, quarry and landfill restorations. These liabilities are budgeted to increase by \$2.021m with increases in landfill rehabilitation.

4.2.3 Borrowings

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

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	5,872	5,391
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(481)	(482)
Amount of borrowings as at 30 June	5,391	4,909

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 2019-20 budget.

4.3 Statement of changes in Equity

4.3.1 Reserves

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

CBD and Car Park Development Reserve (30 Jun 20 Balance \$1.78 million)

This reserve is funded mostly by the annual transfer of the profit in the operation of Council's parking meters. Contributions from developers in lieu of car parking spaces are also transferred to this reserve. Parking meters fines generally cover the cost of employing parking officers. The account is maintained to develop car parking in the CBD; to purchase new and replacement meters; and has been to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham. Council has applied for a Central Business District grant which if received will require a matching contribution from Council. This reserve will contribute \$.842m during 2019-20 towards this project including building, recreation and infrastructure improvements. This reserve will also partly fund the Street Lighting, Lighting the Regions Stage 2 grant application of \$250k. The parking plan of \$40k will also be funded from this reserve during 2019-20.

Wimmera Business Centre Reserve (30 Jun 20 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.

Information Technology Reserve (30 Jun 20 Balance \$0.22 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. \$0.467m will be drawn from this reserve in 2019-20 to fund capital works.

Plant Replacement Reserve (30 Jun 20 Balance \$3.99 million)

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

The rationale for this account is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, it allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure

has no effect on the annual budget. This account is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing five-year plant program is prepared in Council's Fleet Management Program, which clearly shows that this reserve account does not fall in value in the long term. The net value of plant purchases funded from this reserve in 2019-20 budget is \$1.776m.

Waste Management Reserve (30 Jun 20 Balance \$1.14 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 2019-20 financial year, \$3m will be drawn from this reserve. Major items funded include construction of Johns Putrescible Cell 3 \$1.36m, Ladlows Stage 2b Cell 2 Hard waste Construction \$840k, waste gasification plant investigation \$100k, and \$440k used for rehabilitation at Dooen landfill.

Contingency Reserve (30 Jun 20 Balance \$0.25 million)

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

Wimmera Regional Library Corporation Asset Replacement Reserve (30 Jun 20 Balance \$0.03 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.

Major Capital Projects Reserve (30 Jun 20 Balance \$0.86 million)

This reserve is to provide for future asset replacements for major strategic projects.

Infrastructure Gap Reserve (30 Jun 20 Balance \$0.17 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.

Open Spaces Contribution Reserve Account (30 Jun 20 Balance \$0.30 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 20 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 20 Balance \$0.18 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. 2019-20 financial year will see \$30k of savings fed back into this reserve with an additional funding allocation of \$113k as well. \$100k will be utilised in 2019-20 to match a sustainability grant, which becomes available in July 2019.

Commercial Properties (Firebrace Street) Reserve (30 Jun 20 Balance \$0.68 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.

Aquatic Centre Reserve (30 Jun 20 Balance \$0.92 million)

This reserve has been established to set aside funds to meet future asset renewal requirements at the Centre in accord with its Business Plan. \$150k will be used to replace the indoor pool concourse in 2019-20.

Industrial Estate Reserve (30 Jun 20 Balance \$5.097 million)

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

Loan Fund Reserves (30 Jun 20 Balance \$2.03 million)

Funds of \$162,162 held in this reserve are to assist offset of repayments for projected borrowings for major projects in the next 1-2 years. Other balances to this reserve are sinking fund instalments for the interest only loans now been sourced through the MAV Funding Vehicle. This reserve balance will increase until 2025-26, in that year Council will repay the \$4.3m loan in full.

Aerodrome Reserve (30 Jun 20 Balance \$0.49 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 20 Balance \$0.018 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. \$200k will be drawn from this reserve to assist funding the Roofing over the selling area. A grant of \$1.49m has been received, and \$1.34m will be sourced from internal reserve borrowings to complete this project in 2019-20.

Drainage Head-works Reserve (30 Jun 20 Balance \$0.59 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 20 Balance \$0.68 million)

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

Unfunded Superannuation Reserve (30 Jun 20 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 20 Balance -\$2.140 million)

Council has determined to utilise cash held in lieu of external loan borrowings for two projects. \$900k was borrowed from reserves to assist in funding the completion of the Horsham North Children's Hub in 2018-19 and \$1.340m will be borrowed in 2019-20 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. Both internal loans will be repaid over a 10-year period

4.3.2 Equity

Equity (\$6.02 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 (\$1.62 million increase)

The increase in cash inflows from operating activities of \$1.62 million results from increases in receipts of \$4.9 million in grants, \$0.8m from rates and charges and \$4.7 million increase in payments.

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

Investing activities (\$5.07 million increase)

There is an increase in payments for investing activities for 2019-20 of \$5.07 million, which reflects the increase in the capital works program for 2019-20 as compared to the 2018-19 forecast. Carry-forward works are not included in these numbers.

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

Financing activities (\$.12 million decrease)

For 2019-20 the total of principal repayments is \$0.548 million and finance charges is \$0.23 million without any additional borrowings. Council is in its fourth 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 2019-20 the amount transferred to reserve is \$0.42 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019-20 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 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	1,437	1,700	263	18.30%
Plant and equipment	2,053	2,680	627	30.54%
Infrastructure	11,565	15,977	4,412	38.15%
Total	15,055	20,357	5,302	35.22%

Property: The 2019-20 budget reflects a small increase of \$.262m in buildings being carried out. The 2019-20 budget includes \$600k for the Wimmera River/Central Activity District Precinct Building Activation, Stage 1 project.

Infrastructure: WIFT industrial precinct project of \$2.5m is included, as well as increased roadworks. Increased capital works in waste management with construction of new cell 3 putrescible works \$1.37m and construction of a new hard-waste cell \$840k have also been included in 2019-20.

Major works on the Outdoor pool and wet-deck area of \$1.3m were included in the 2018-19 budget.

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,700	987	418	295	300	35	1,365	-
Plant and equipment	2,680	629	1,944	107	-	25	2,655	-
Infrastructure	15,977	7,239	7,518	1,220	5,210	116	10,651	-
Total	20,357	8,855	9,880	1,622	5,510	176	14,671	-

Property

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

The most significant projects include \$0.60 million for the Wimmera River/Central Activity District Precinct Building Activation, Stage 1 project, \$0.15 million Aquatic Centre indoor pool concourse replacement, \$0.10 million on depot short term works, \$0.10 million on solar panels for Horsham Town Hall.

Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.7 million), and new plant of \$0.53 million. IT includes \$0.17million for Host and Storage Replacement, \$0.10 million for phone system upgrade, \$0.03 million for internal Wi-Fi upgrade.

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 at \$7.87 million (including \$1.81m on roadworks at WIFT), with other expenditure as follows: Waste \$2.20 million, Bridges \$0.27 million, and footpath and cycle-ways \$1.03 million, livestock exchange \$3.03m, recreation expend of \$0.59 million. (Full details see 4.5.2 below).

Asset renewal (\$9.88 million), new assets (\$8.86 million) and upgrade (\$1.62 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 – 2019-20

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 CHAMBERS, MEETING & RECEPTION ROOM ACOUSTICS ISSUES	25,000		25,000								25,000									
CASUARINA KINDERGARTEN WORKS - REPLACEMENT OF FASCIAS	25,000	25,000									25,000							25,000		
TOWN HALL HERITAGE FLOOR REPLACEMENT	20,000	20,000									20,000							20,000		
ACOUSTIC TREATMENT HERITAGE HALL	50,000		50,000								50,000									
AQUATIC CENTRE MISC PROVISION	10,000			10,000							10,000									
AQUATIC CENTRE INDOOR POOL CONCOURSE REPLACEMENT	150,000	150,000								150,000							150,000			
MAY PARK TOILETS SCREENING	40,000		40,000								40,000									
HORSHAM COMMUNITY SPORTS PAVILION PAINTING - EXTERNAL	28,000	28,000									28,000							28,000		
HORSHAM COMMUNITY SPORTS PAVILION - BUILDING AND DRAINAGE WORKS	17,000			17,000							17,000									
DUDLEY CORNELL CHANGEROOMS - CONCEAL VISIBILITY TO SHOWERS FROM OUTSIDE	5,000		5,000								5,000									
SUNNYSIDE PAVILION CHANGEROOMS - CONCEAL VISIBILITY TO SHOWERS FROM OUTSIDE	5,000		5,000								5,000									
WIMMERA RIVER/CAD PRECINCT BUILDING ACTIVATION STAGE 1	600,000			600,000	300,000					300,000										
BASKETBALL STADIUM CANTEEN WORKS, FLOORING UPGRADE CABINETRY, RANGEHOOD	35,000	35,000					35,000							35,000						
GENERAL DISABILITY ACCESS PROVISION	10,000		10,000								10,000									
DEPOT SHORT TERM WORKS	100,000			100,000							100,000									
SUSTAINABILITY PROJECTS - SOLAR PANELS HORSHAM TOWN HALL	100,000			100,000						100,000										
BUILDINGS PROJECT MANAGEMENT (INTERNAL)	359,574	120,000	119,574	120,000							359,574									120,000
BUILDINGS EXTERNAL PROJECT DESIGN & SCOPING	120,000	40,000	40,000	40,000							120,000									40,000
Sub-Total - Buildings	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574						150,000	73,000	160,000	
TOTAL PROPERTY	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574						150,000	73,000	160,000	

ASSET DESCRIPTION	TOTAL COST	FUNDING SOURCE FOR ALL CAPITAL PROJECTS										FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
		RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	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	1,693,000	1,693,000						447,000	1,246,000						447,000	1,246,000			
FLEET GPS	120,000			120,000					120,000										
SINGLEPASS WASTE TRUCK (LANDFILL WASTE AND	410,000			410,000					410,000										
PUBLIC ART PROJECTS	25,000			25,000						25,000									
ART GALLERY ART COLLECTIONS	25,000			25,000				25,000											
Sub-Total - Plant & Machinery	2,273,000	1,693,000		580,000				447,000	1,776,000	25,000					447,000	1,246,000			
Furniture, Computers and Telecommunications																			
IT HARDWARE UPGRADES	20,300		20,300						20,300										
IT SOFTWARE UPGRADES	12,000		12,000						12,000										
HOST AND STORAGE REPLACEMENT	170,000	170,000							170,000							170,000			
UPS UPGRADES	5,000	5,000							5,000							5,000			
COUNCIL WAN AND LAN INFRASTRUCTURE UPGRAD	10,000	6,000		4,000					10,000							6,000			
REPLACEMENTS OF AGED WORKSTATIONS AND LAPTOPS	20,000	20,000							20,000							20,000			
HRCC INTERNAL WIFI UPGRADE	30,000	10,000	15,000	5,000					30,000							10,000			
CIVIC CENTRE FURNITURE, EQUIP	20,000		20,000							20,000									
PHONE SYSTEM UPGRADE	100,000	40,000	40,000	20,000					100,000							40,000			
COMMUNITY SAFETY UNIT 6 LAPTOPS, DOCKS, GPS	20,000			20,000					20,000										
Sub-Total - Furn & Equip	407,300	251,000	107,300	49,000					387,300	20,000						251,000			
TOTAL PLANT AND EQUIPMENT	2,680,300	1,944,000	107,300	629,000				25,000	447,000	2,163,300	45,000				447,000	1,497,000			

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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
INFRASTRUCTURE																				
Roads																				
URBAN ROAD CONSTRUCTION 2019/20 ROAD COMP																				
MINOR SEAL EXTENSIONS	10,000			10,000							10,000									
CONSULTANCY/DESIGN	20,000			20,000							20,000									
ALBERT ST, HENNESSY TO HUTCHINSON ST	220,000	220,000									220,000							220,000		
DON ST, HAZEL ST TO END	90,000	90,000									90,000							90,000		
FEDERATION AVE, MCDOWELL CRT TO MINTERN CR	190,000	190,000									190,000							190,000		
JACKSON ST, BARNES BLVD TO LANDY ST	175,000	175,000									175,000							175,000		
JOHNSON ST, CATHCART TO CULLIVER ST	160,000	160,000									160,000							160,000		
JOHNSON ST, TUCKER TO CATHCART ST	150,000	150,000									150,000							150,000		
MARGARET ST, BAILLIE TO RENNISON ST	115,000	115,000									115,000							115,000		
DISABLED VEHICLE ACCESS CIVIC CENTRE	30,000			30,000							30,000									
MCLACHLAN ST & FIREBRACE ST ROUNDABOUT																				
UPGRADE	150,000		150,000								75,000									
BAKER/O'CALLAGHAN/URQUHART ROUNDABOUT																				
DESIGN	20,000		20,000								20,000									
URBAN LOCAL RDS FINAL SEALS	110,000	110,000									110,000									110,000
INTERSECTION TREATMENTS URBAN	20,000		20,000								20,000									
KERB & CHANNEL																				
FEDERATION AVE, MCDOWELL CRT TO MINTERN CR	30,000	30,000									30,000									30,000
JOHNSON ST, CATHCART TO CULLIVER ST	40,000	40,000									40,000									40,000
URBAN RDS INFRA PROJECT MANAGEMENT (INTERN	115,000			115,000							115,000									
URBAN RDS EXTERNAL DESIGN & SCOPING	20,000	20,000									20,000									20,000

ASSET DESCRIPTION	TOTAL COST	FUNDING SOURCE FOR ALL CAPITAL PROJECTS										FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
		RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	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
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads																			
OTHER																			
WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS	1,814,688			1,814,688	1,250,000				564,688										
RURAL CONSTRUCTION 2019/20																			
INTERSECTION/TRAFFIC IMPROVEMENT	15,000		15,000							15,000									
CONSULTANTS	5,000			5,000						5,000									
MINOR SEAL EXTENSIONS	10,000			10,000						10,000									
VEGETATION CLEARANCE RD RECONSTRUCTION	50,000	50,000								50,000									50,000
GREEN LAKE RD, SEAL CHANGE TO ARNOTTS RD	130,000	130,000				115,000				15,000		115,000							15,000
GREEN LAKE RD, ARNOTTS TO ROCKLANDS																			
OUTLET CHANNEL CROSSING	238,000	238,000								238,000								238,000	
LONGERENONG RD, FRED'S RD TO SEAL CHANGE																			
NEAR FIELD DAYS RD	427,000	427,000				330,000				97,000		330,000						97,000	
WAIL KALKEE RD, 2.40 - 3.58 SEAL CHANGE TO SEAL CHANGE	282,000	141,000	141,000			282,000						141,000							
ASPLINS RD, JOHNS TO LANES AVE	236,000	118,000	118,000			100,000				136,000		100,000						18,000	
FIELD DAYS RD, INTERSECTION REALIGNMENT																			
LONGERENONG RD	77,000	23,100	53,900							77,000									23,100
DRUNG JUNG RD, 2 KMS NRTH OF BRIDGE FIXING																			
COUNTRY ROAD	583,000	349,800	233,200		550,000					33,000	349,800								
EMMERSON RD UPGRADE GRAVEL EXTENSION	126,000		126,000				65,000			61,000									
2020 FIRE ACCESS RD SUBSIDY SCHEME PROGRAM	155,000			155,000	120,000					35,000									
RURAL LOCAL RDS FINAL SEALS	370,000	370,000								370,000									370,000
RURAL RDS INFRA PROJECT MANAGEMENT (INTERN	115,000	69,000	46,000							115,000									69,000
RURAL RDS EXTERNAL DESIGN & SCOPING	20,000	20,000								20,000									20,000
REHABILITATION WORKS																			
URBAN RESEALS	110,000	110,000								110,000									110,000
RURAL RESEALS	430,000	430,000								430,000									430,000
RURAL RD SHOULDER RESHEETING/RECONSTRUC	517,000	517,000								517,000								517,000	
RURAL GRAVEL RESHEETING	497,490	497,490				170,000				327,490		170,000						517,000	107,745
Sub-Total - Roads	7,873,178	4,790,390	923,100	2,159,688	1,995,000	997,000	65,000			564,688	4,251,490	349,800	856,000					2,189,745	1,394,845

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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Bridges & Major Culverts																			
LONGERENONG RD 9.9 WIDENING BOTH SIDES	80,000	40,000	40,000			80,000							40,000						
LONGERENONG RD 10.43 WIDENING BOTH SIDES	80,000	40,000	40,000			65,717				14,283		40,000							
STAEHRS RD 12.48 REPLACE GUARD RAILS	39,000	39,000								39,000								39,000	
EASTGATE DRVE, WOTANGA BASIN REPLACE ROCK	10,000	10,000								10,000								10,000	
BRIMP-LAHARUM RD 13.9 CLEAN REPAINT STEEL RA	15,000	15,000								15,000								15,000	
HSM LUBECK RD 14.39 DESIGN CONCRETE OVERLA	10,000	10,000								10,000								10,000	
HSM LUBECK RD 14.67 REPLACE DECK JOINTS	25,000	25,000								25,000								25,000	
HSM WAL WAL RD 8.33 REPLACE DECK JOINTS	15,000	15,000								15,000								15,000	
Sub-Total - Bridges	274,000	194,000	80,000			145,717				128,283		80,000						114,000	
Footpaths and Cycleways																			
BIKEPATHS FINAL SEALS	50,000		50,000							50,000									
FOOTPATH REHABIL - DISABILITY STRATEGY UPGRAD	50,000		50,000							50,000									
FOOTPATH BACKLOG PROGRAM	150,000	150,000								150,000								150,000	
WINIFRED ST, EDITH TO HUTCHINSON ST	34,000	34,000								34,000								34,000	
FIREBRACE ST PEDESTRIAN CROSSING @ ROBERTS AVE	30,000		30,000							30,000									
WALKING PATH LIGHTS - AS PART OF SAFETY INITIATIVE ACROSS CITY	90,000			90,000						90,000									
RIVER ROAD FOOTPATH -MCLEAN DRIVE TO CHURCH	21,000			21,000		10,500				10,500									
PEDESTRIAN CROSSING BALLIE ST HOSPITAL	25,000			25,000						25,000									
WIMMERA RIVER/CAD PRECINCT INFRASTRUCTURE ACTIVATION STAGE 1	585,000			585,000	292,500					292,500									
Sub-Total - Footpaths and Cycleways	1,035,000	184,000	130,000	721,000	292,500	10,500				292,500	439,500							184,000	
Drainage																			
MCPHERSON ST BOX CULVERTS & PIPES	30,000	30,000								30,000								30,000	
WAWUNNARD PIPE	10,000	10,000								10,000								10,000	
OAK COURT PIPE	15,000	15,000								15,000								15,000	
DIMBOOLA RD PIPE	30,000	30,000								30,000								30,000	
Sub-Total - Drainage	85,000	85,000								85,000								85,000	

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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Off Street Car Parks																				
HAVEN CARPARK - CONSTRUCTION	80,000		80,000								40,000									
OLGA AVE CARPARK - INSTALL PARKING BAY MARKIN	7,000		7,000																	
Sub-Total - Off Street Car Parks	87,000		87,000								40,000									
Recreational, leisure and community facilities																				
KAYAK ACCESS POINT ON WIMMERA RIVER	30,000			30,000	20,000															
WIMMERA RIVER PRECINCT PLAN IMPLEMENTATION	68,000			68,000	20,000															
WIMMERA RIVER/CAD PRECINCT RECREATION ACTIVATION STAGE 1	500,000			500,000	250,000					250,000										
Sub-Total - Rec, leisure and community facilities	598,000			598,000	290,000					250,000	58,000									
Parks, open space and streetscapes																				
PLAYGROUND EQUIPMENT REPLACEMENT HSM & N	30,000	30,000																		30,000
Sub-Total - Parks, open space and streetscapes	30,000	30,000									30,000									30,000
Waste Management																				
LADLOWS STAGE2B CELL 2 PHASE 1 CONSTRUCTION	840,000	840,000								840,000										
CELL 3 PUTRESCIBLE CONSTRUCTION JOHNS	1,364,500	1,364,500								1,364,500										
Sub-Total - Waste Management	2,204,500	2,204,500								2,204,500										
Aerodromes																				
AERODROME GENERATOR UPGRADE	30,000	30,000									30,000									30,000
Sub-Total - Aerodrome	30,000	30,000									30,000									30,000
Other Infrastructure																				
HORSHAM REGIONAL LIVESTOCK EXCHANGE ROOF	3,030,000			3,030,000	1,490,000			1,340,000		200,000										
CITY ENTRANCE SIGNAGE/BRANDING IMPLEMENTAT	50,000			50,000							50,000									
WIFT PRECINCT ESTABLISHMENT RETARD BASIN	230,520			230,520						230,520										
WIFT PRECINCT ESTABLISHMENT POWER/WATER SU	450,000			450,000						450,000										
Sub-Total - Other Infrastructure	3,760,520			3,760,520	1,490,000			1,340,000		880,520	50,000									
TOTAL INFRASTRUCTURE	15,977,198	7,517,890	1,220,100	7,239,208	4,067,500	1,142,717	115,500	1,340,000		4,192,208	5,119,273	349,800	936,000				2,204,500	2,572,745	1,454,845	
TOTAL NEW CAPITAL WORKS 2018/19	20,357,072	9,879,890	1,621,974	8,855,208	4,367,500	1,142,717	175,500	1,340,000	447,000	6,905,508	5,978,847	349,800	936,000	35,000		447,000	3,851,500	2,645,745	1,614,845	

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	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574			35,000				150,000	73,000	160,000
PLANT AND EQUIPMENT	2,680,300	1,944,000	107,300	629,000			25,000		447,000	2,163,300	45,000					447,000	1,497,000			
INFRASTRUCTURE	15,977,198	7,517,890	1,220,100	7,239,208	4,067,500	1,142,717	115,500	1,340,000		4,192,208	5,119,273	349,800	936,000				2,204,500	2,572,745	1,454,845	
TOTAL CAPITAL WORKS	20,357,072	9,879,890	1,621,974	8,855,208	4,367,500	1,142,717	175,500	1,340,000	447,000	6,905,508	5,978,847	349,800	936,000	35,000		447,000	3,851,500	2,645,745	1,614,845	

Percentage Spend against each type of works	49%	8%	43%
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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
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.78%	-4.27%	-4.02%	-3.41%	-2.91%	-3.82%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	338%	266%	248%	252%	238%	240%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	11%	16%	10%	7%	7%	5%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	23%	24%	18%	16%	22%	38%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.90%	3.13%	2.59%	2.37%	1.04%	1.46%	+
Indebtedness	Non-current liabilities / own source revenue		26%	23%	23%	21%	25%	37%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	83%	76%	88%	85%	74%	104%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	53%	55%	53%	59%	60%	61%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		62%	64%	62%	63%	64%	64%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$4,177	\$4,251	\$4,524	\$3,818	\$3,866	\$3,933	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,845	\$1,692	\$2,242	\$2,291	\$2,342	\$2,393	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		11.53%	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 slightly decreasing over the period of the SRP, as unrestricted cash held is decreasing whilst current liabilities is increasing.

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 38% in 2022-23 (18% in 2019-20) which is still below the upper limit recommended by the Auditor General of 60%. This measure and the indebtedness ratio will be over-stated due to the new MAV Funding Vehicle arrangements that will see Council's borrowings being taken out on an interest only basis with principal repayments being provided for internally by way of a reserve account. This reserve account will not directly be offset against the loan liability.

5. Asset renewal

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

6. Rates concentration

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

Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Non-capital Initiatives	66
B	Community Grants	67
C	Fees and Charges	69
D	Significant Capital Works Details	85

Appendix A Non-capital Initiatives

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Goal 2 Sustaining the Economy	50,000	(40,000)	10,000
Economic Development			
Small Business Assistance Program	10,000		10,000
Parking and Traffic Mgt			
Parking Plan	40,000	(40,000)	
Goal 3 Asset Management	6,078,711	(5,736,406)	342,305
Sports and Recreation			
Grampians Peak Trail Parks Victoria expenditure	5,676,406	(5,676,406)	
Sports Outdoors Project Management Internal	64,305		64,305
Sports Outdoors Project Design and Scoping	40,000		40,000
Commercial Activities			
Gas Pipeline To WIFT Investigation	60,000	(60,000)	
Strategic Asset Management			
Rural Road Network Plan	50,000		50,000
Disaster Asset Evidence Photography	88,000		88,000
Asset Management System Rollout	100,000		100,000
Goal 4 Governance and Business Excellence	221,550	(11,550)	210,000
Management & Admin			
Towards a paperless HRCC	3,550	(3,550)	
Information Technology			
Mobile Device Management	8,000	(8,000)	
Governance			
Horsham Municipality Community Plan	40,000		40,000
Community Engagement Tools	20,000		20,000
Replacement Electronic Document Management System	150,000		150,000
Goal 5 Natural and Built Environments	600,000	(600,000)	
Sustainability			
Street Lighting - Lighting Regions Stage 2	450,000	(450,000)	
Waste Gasification Plant Investigation	100,000	(100,000)	
Waste Management Services			
Dooen Landfill Master Plan	50,000	(50,000)	
Grand Total	6,950,261	(6,387,956)	562,305

Appendix B

COMMUNITY GRANTS AND DONATIONS 2019/2020		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
SPORT AND RECREATION			
AFL Wimmera Mallee	Fitness Equipment for Umpires		425
Central Wimmera Clay Target Club	Kitchen upgrade		3,000
Drung Golf Club	Upgrade 18 sandscrapes		700
Horsham & Dist Equestrian Sports Club	Indoor Equestrian surface		5,000
Horsham Golf Bowls Club	Three additional toilets		7,000
Horsham Lawn Tennis Club	Irrigation system		3,000
Horsham Little Athletics Centre	Upgrade hurdles		4,980
Horsham Motorsports Club	Transponder race timing equip & software		4,830
Horsham Table Tennis Assn	Building repairs and kitchen appliances		3,000
Horsham West Bowling Club	Replace kitchen carpet with vinyl		750
Kalimna Park Croquet club	Learn to play croquet program		750
Laharum Sports Inc.	Resurface two netball/tennis courts		9,500
Moor Park Golf Club	Installation Solar Panels		2,100
Natimuk & District Field and Game	Two replacement traps		4,500
Natimuk Golf Club	Upgrade & irrigation of tees		2,000
Noradjuha Recreation Reserve Com	Improve irrigation of oval for cricket		5,590
Pimpinio Recreation Reserve	Safety fencing and bollards		3,008
Quantong Recreation Reserve Com	Oval upgrade to irrigation and top soil		2,244
Riding for Disabled Assoc	4 mounting ramps		720
Riverside Recreation Reserve	Pressure pump to water arena		2,000
Toolondo Golf Club	Fuel trailer and tanks		2,500
Horsham Flying Club	Oxygen equipment		1,758
Annual Allocation to assist funding applications		15,000	
Sport & Recreation Advisory Committee Contingency			
Specific Donation - Horsham Basketball Stadium (Lea		15,500	
Community maintained Recreation Reserve maintenance allocation			
Clear Lake		510	
Dock Lake		12,100	
Dooen Recreation Reserve		510	
Laharum		12,100	
Kalkee		6,050	
Pimpinio		6,050	
Quantong		12,100	
Riverside (Equestrian Outdoor Surface)		510	
Noradjuha		3,000	
Natimuk Showgrounds		6,050	
Toolondo		510	
Coughlin Park (HRCC allocation of outdoor staff resources)		12,100	
TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION		102,090	69,355
HALLS INFRASTRUCTURE			
Dooen Public Hall	Replace doors & new enclosed foyer space		5,500
Laharum Hall Committee	Internal blinds		500
Mitre Public Hall	Ingredients for community meals		1,200
Taylors Lake Hall	Speakers and security system		1,900
Telangutuk East Hall	Lighting external toilets		1,078
Insurance levy for Public Halls		15,000	
(Brimpaen, Dadswells Bridge, Dooen, Haven, Jung, Kanagulk, Laharum, Mitre Natimuk, Noradjuha, Riverside, Sailors Home Hall, Taylors Lake, Telangutuk Toolondo, Wonwondah, Clear Lake School, Hamilton Lamb Hall)			
TOTAL COMMUNITY GRANTS FOR HALLS		15,000	10,178
KINDERGARTENS			
Bennett Rd Kindergarten	5 raised garden beds		2,249
Green Park Casuarina Kindergarten	Veggie patch		2,150
Natimuk Pre-School	Veggie garden		3,140
Maintenance Grants of \$850 for Council's 6 Kindergartens		5,100	
TOTAL COMMUNITY GRANTS FOR KINDERGARTENS		5,100	7,539
GENERAL WELFARE AND COMMUNITY SERVICES			
Christian Emergency Food Centre Inc	Food Hampers	2,290	
Horsham College Chaplaincy Committee		5,600	
Wimmera River Imp Committee		8,200	
Wimmera River Imp Committee-Police paddock		2,400	
Wimmera Toy Library	Replacement Toys	990	
TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES		19,480	0

COMMUNITY GRANTS AND DONATIONS 2019/2020		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
ORGANISATIONS			
3rd Horsham Brownie Guides	Upgrade hall garden		848
Arapiles Historical Society	Restoration/repainting main entrance		2,250
Centre for Participation	Sons & daughters West Program		10,000
Centre for Participation	Defibrillator		1,500
Dadswell Bridge CFA	2 folding tables		150
Haven Bush Playgroup	Play equipment		960
Haven Community Enterprise	Road base to improve parking area		2,000
Horsham Arthritis Support Group	Interactive seminar and workshop		900
Horsham Arts Council	Airconditioner for foyer		2,521
Horsham Dog Obedience Club	Dog agility/dog sport workshop		800
Horsham East Landcare Ag Group	Bird Sign at Taylors Lake		2,000
Horsham Fire Brigade	Shutters ext windows Park Drive		3,411
Horsham Lions Club	Switchboard upgrade		2,500
Horsham Mens Shed	Solar Panels		1,950
Horsham Patchwork Quilters Inc	Accuquilt fabric cutter		500
Horsham Paws	Microchip reader		900
Natimuk Community Energy	Initial phase grid connection study		9,361
Natimuk Mens Shed	Concrete flooring, lighting improvements		1,000
Natimuk Showgrounds Management Committee	Airconditioning for pavilion		2,000
North West Grampians Lions Club of Horsham	Green Lake seating Driver Reviver Stop		2,500
Oasis Wimmera	Support Activities - Jubilee Hall		2,000
The Salvation Army	Shade cover and paths for community garden		2,440
U3A Horsham & District Inc.	Support of Tai Chi program		1,000
Uniting Vic Tas	Tri-State Games Uniform, Council logo		800
Voices of Wimmera	Uniforms and headset system		910
Wimmera Association for Genealogy	Annual support	320	
Wimmera Filipino-Australian Club Inc	Zumba Classes		1,000
Wimmera Mobility Group	Support Group excursion		750
Wimmera Parent Support Network	Guest speaker resilience & mental health		3,000
Wimmera Southern Mallee LLEN	Lets Read program		2,000
Wonwondah Fire Brigade	Road base & gravel McKenzie Creek		2,412
Horsham City Pipe Band	Support of Council events	1,710	
Horsham Rural City Brass Band	Support of Council events	1,710	
Natimuk Brass Band	Support of Council events	1,710	
Dadswells Bridge Hall - newsletter	Newsletter		260
Natimuk & District Progress Association	Monthly newsletter		1,550
North West Grampians Newsletter	Monthly newsletter		1,550
Wonwondah North Hall - Newsletter	Newsletter		260
Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)		10,400	
Federation University Horsham Campus - Nursing award		300	
Longerenong Citizenship Prize		300	
Horsham Secondary College Senior Achievement Award		200	
Horsham College - Alternate Pathways Achievement Award		200	
St Brigid's College Senior Achievement Award		200	
Holy Trinity Lutheran College Senior Achievement Award		200	
Rural Toilet allocation		2,500	
TOTAL COMMUNITY GRANTS TO ORGANISATIONS		23,370	64,363
EVENTS			
Arapiles Community Theatre Nati Frinj	Biennial Nati Frinj		6,500
Art Is Festival	Event support		6,900
Horsham Calisthenics College	Annual Calisthenics Competition		1,100
Horsham Christian Ministers Association	Carols by Candlelight	3,600	
Horsham Fishing Competition Inc.	Support of fishing competition		5,000
Horsham Mother's Day Classic	Support Mothers Day Classic event		1,000
Horsham Rockers	Band hire Rockers event		2,400
Horsham Urban Landcare	Event and workshops at the Patch		2,000
Kannamaroo Committee of Management	Friday/Saturday evenings		5,500
Natimuk Agricultural & Pastoral Society	Family entertainment for show		1,000
Northfest Committee	Family Fun Day		4,000
North West Grampians Lions Club of Horsham	Christine Middleton performance		800
Operation 19:14 Action Team	Children's activities		3,465
Rotary Club of Horsham East	Support Wimmera Science & Engineering		6,000
Volleyball Hsm	Annual volley competition		900
Wimmera & Southern Mallee Careers Expo	Hire new marquee health industry focus		2,500
Wimmera Croquet Assoc	Regionals 2020 event		800
Wimmera Music Eisteddfod	Eisteddfod annual event		4,000
TOAL COMMUNITY GRANTS FOR EVENTS		3,600	53,865
SUB - TOTALS		168,640	205,300
GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2018/2019			373,940

Appendix C Fees and Charges Schedules

This appendix presents the fees and charges of a statutory and non-statutory nature that are charged in respect to various goods and services provided during the 2019-20 year.

Service Description		Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
<i>charges listed do not include gst unless otherwise stated.</i>					
REGIONAL LIVESTOCK EXCHANGE					
Associated agents general fee		Annual	62,500.00	64,000.00	2018/19
Truck wash-	Purchase Avdata Key		40.00	40.00	2010/11
	Occasional users - tray trucks/trailers	per 3 mins min charge 3 mins	7.40	7.60	2018/19
	Coin in the slot	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	12.30	12.60	2018/19
Bulls		Per Head/Day	12.30	12.60	2018/19
Calves		Per Head/Day	4.60	4.70	2018/19
Sheep		Per Head/Day	0.83	0.88	2018/19
Goats		Per Head/Day	0.83	0.88	2018/19
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	0.30	0.31	2018/19
Goats		Per Head/Day	0.30	0.31	2018/19
Cattle		Per Head/Day	3.50	3.60	2018/19
Weighing Fee					
Cattle (Other than for sale)		Per Head	5.80	6.00	2018/19
Holding Paddock Fee					
sheep and lambs		Per Head/Day	0.30	0.31	2018/19
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	32.00	33.00	2018/19
Eartagging - Cattle		Per Head	32.00	33.00	2018/19
Eartagging - Sheep & Goats		Per Head	2.00	2.10	NEW 18/19
CITY OVAL					
Ground Rentals					
Horsham Cricket Association (For cricket season)		Annual	5,400.00	5,550.00	2018/19
Horsham Football Club		Annual	10,600.00	10,900.00	2018/19
Horsham District Football League	Ord Final			1,500.00	NEW 19/20
Wimmera Football League	Ord Final if League provides clean-up			1,500.00	NEW 19/20
** \$750 charge applies if League does not provide clean-up					
Horsham District Football League	Grand Final		3,100.00	3,200.00	2018/19
Wimmera Football League	Grand Final		3,100.00	3,200.00	2018/19
** \$1000 charge applies if League does not provide clean-up					
Clubroom Cleaning Charges					
Horsham Football Club (cleaning new showers & toilet facilities - bond \$250)					
Football Season		F/night	190.00	195.00	2018/19
Cricket Season		F/night	85.00	87.50	2018/19

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
RESIDENCES				
Botanic Gardens (rental set at market value)	Weekly	235.00	240.00	2018/19
AERODROME				
Hangar Site Rental - Non Commercial (as per current lease 3.0% increase)	Annual	836.08	861.16	2018/19
Hangar Site Rental - Commercial (as per current lease 3.0% increase)	Annual	1,393.46	1,435.26	2018/19
Refuelling rights (Air BP) - as per current lease 3.0% increase	Annual	1,998.54	2,058.50	2017/18
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	465.00	480.00	2018/19
Horsham Flying Club	Annual	930.00	960.00	2018/19
Horsham Aviation Services	Annual	1,461.25	1,508.45	2018/19
Stewart Aviation	Annual	4,650.00	4,800.00	2018/19
Horsham Aero Club	Annual	930.00	960.00	2018/19
Regular non-hangar site user fee	Annual	210.00	220.00	2018/19
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	170,579.52	
33 Firebrace Street - Undercover Lingerie	Annual	15,146.52	15,146.52	2016/17
35 Firebrace Street - George & Co.	Annual	18,381.72	18,381.72	2016/17
37 Firebrace Street - Chisholm Hi Fi	Annual	17,704.68	17,704.68	2016/17
39 Firebrace Street - Tasty Express	Annual	22,270.20	22,270.20	2017/18
41 Firebrace Street - Mackays Jewellers	Annual	30,999.00	30,999.00	2014/15
47 Firebrace Street - Ccamhia P/L	Annual	16,315.20	16,315.20	2016/17
49 Firebrace Street - Optus World	Annual	18,142.44	18,142.44	2017/18
51-53 Firebrace Street - Specsavers Pty Ltd	Annual	31,619.76	31,619.76	2017/18
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.				
45 Firebrace Street - Horsham PAWS	Monthly	860.00	880.00	2018/19
Notice Board - Horsham & District Funerals	Annual	75.00	80.00	2018/19
Notice Board- Wimmera Funerals	Annual	75.00	80.00	2018/19
OTHER PROPERTIES				
NC2 Multipurpose Room rental				
Group A	Daily	170.00	175.00	2018/19
- Businesses, government agencies and other users	Half Day	95.00	100.00	2018/19
	Nightly	65.00	70.00	2018/19
Group B	Daily	65.00	70.00	2018/19
- Not-for-profit community groups and Natimuk businesses	Half Day	32.50	35.00	2018/19
	Nightly	13.00	14.00	2018/19
Wimmera Business Centre hire & rental				
Meeting Room hire	Half Day		60.00	
	Full Day		100.00	
	Evening		65.00	
Interview Room hire	Hourly		15.00	
	Full Day		100.00	
Office spaces for rent start at \$125.00 plus GST per week plus a monthly fee of \$80.00 plus GST				
Jubilee Hall hire				
Noah's Ark Room	Hourly		5.00	
	4 Hourly		15.00	
	8 Hourly		30.00	
	Weekly		n/a	
Front Studio	Hourly		10.00	
	4 Hourly		30.00	
	8 Hourly		50.00	
	Weekly		250.00	
Rear Studio	Hourly		15.00	
	4 Hourly		45.00	
	8 Hourly		80.00	
	Weekly		400.00	

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Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
BUILDING AND ASSET MANAGEMENT				
Council System Key - Key issue	Each	42.50	45.00	2018/19
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	75.00	80.00	2018/19
Contractor Induction (Single Department)	Each	40.00	42.50	2018/19
Contractor Induction (Multiple Departments)	Each	70.00	75.00	2018/19
Replacement Induction Card	Each	24.00	26.00	2018/19
Security Alarm Response (False Alarm / Accidental Activation)	Each	80.00	85.00	2018/19
Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% administrator	Each	At cost	At cost	new 16/17

DOG/CAT CONTROL

Dog/Cat Fees to be set for year commencing 10th April, 2019

Dogs over three months	- Entire	Annual	132.00	138.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	44.00	46.00	2018/19
	- Working	Annual	44.00	46.00	2018/19
Pensioner Concession	- Entire	Annual	66.00	69.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	22.00	23.00	2018/19
	- Working	Annual	22.00	23.00	2018/19
Cats over three months	- Entire	Annual	132.00	138.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	44.00	46.00	2018/19
Pensioner Concession	- Entire	Annual	66.00	69.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	22.00	23.00	2018/19
Dog – Dangerous. If first registered in municipality after 1 July 2016.		Annual	220.00	230.00	2018/19
Dog – Restricted Breed. If first registered in municipality after 1 July 2016.		Annual	220.00	230.00	2018/19
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

The Domestic (Feral and Nuisance) Animals Act 1994 operative April 1996 requires that Council fix a maximum fee for dogs/cats that applies to all dogs/cats except :-

Desexed Dogs/Cats.

Dogs/Cats over 10 years old.

Dogs kept for working stock.

Dogs/Cats kept for breeding by the proprietor of a domestic animal business conducted on registered premises.

Dogs that have undergone obedience training which complies with the regulation.

Dogs/Cats registered with the Victorian Canine Association/Feline control Council.

(\$2.50 per dog and \$1.00 per cat of fee paid to Bureau of Animal Welfare)

The maximum fee must be three times the reduced fee.

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			100.00	105.00	2018/19
Pound - Second release fee - Dog/Cat			100.00	105.00	2018/19
Pound - Third and subsequent release fee - Dog/Cat			210.00	220.00	2018/19
Additional release fee if dog involved in attack			145.00	155.00	2018/19
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)			0.00	0.00	2012/13
Daily feeding and cleaning charges - Per weekday after first 24 hours	per day		26.00	27.00	2018/19
Daily feeding and cleaning charges - Per weekend/public holiday	per day		52.00	54.00	2018/19
Additional charge if animal is required to be kept in quarantine at Pound.	per day		29.00	30.00	2018/19
Additional charge if animal is required to be kept in quarantine with Veterinarian.	per day		At cost	At cost	2016/17
Plus 30% administration and transport fee.					
Surrendered Animal - If animal surrendered to Pound.	Each		40.00	45.00	2018/19
Surrendered Animal - If animal found at large and subsequently surrendered.	Each		85.00	90.00	2018/19
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.			At cost	At cost	2016/17
Transport Costs to deliver and retrieve animal from Veterinarian.	Each		30.00	32.50	2018/19
Hire Charge – Cat Trap (Each). First two weeks.	Two Weeks		0.00	0.00	2016/17
Hire Charge – Cat Trap (Each). After first two weeks.	Week		15.00	15.00	2016/17
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each		35.00	40.00	2018/19
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Two Weeks		0.00	0.00	2016/17
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Week		20.00	22.50	2018/19
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each		35.00	40.00	2018/19
Registration/Renewal of a Domestic Animal Business. ((\$10.00 of fee paid to Bureau of Animal Welfare)			270.00	280.00	2018/19

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Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
PARKING CONTROL				
Parking Fines (Set by Act)				
Expired Meter (Minimum \$28 Maximum \$70)*		65.00	65.00	2017/18
On a footpath, etc. (Set by Act) [#]		97.00	99.00#	2018/19
No Stopping Area (Set by Act) [#]		161.00	163.00#	2018/19
* Council may set a fee of b/n 0.2 & 0.5 Penalty Units [#] estimated amount - to increase with CPI				
Parking Meter Charges				
*includes GST	Per hour	*1.00	*1.00	2011/12
Allocated on Street Car Parking Fee (per Bay)	Monthly	100.00	100.00	2014/15
Low cost all-day parking	Per day	*2.00	*2.00	2017/18
Parking Bay Closed Off / Not Available.	Per day.	25.00	25.00	2016/17
Hire charge – Traffic Cones. Bond may be required.		7.00	7.00	2016/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation.	Per cone	0.00	0.00	2016/17
HEALTH FEES				
Food Premises				
*Class One - Premises - Base fee	Annual	390.00	400.00	2018/19
*Class Two - Premises - Base fee	Annual	390.00	400.00	2018/19
Full time equivalent employees - greater than 5	Each	34.00	35.00	2018/19
Class Two Accommodation Meals (B&B)	Annual	130.00	135.00	2018/19
Class Two - School Canteens	Annual	37.00	39.00	2018/19
Class Two - Food Vehicle	Annual	290.00	300.00	2018/19
Class Two - Community Group (unlimited events)/Low volume home caterer	Annual	95.00	100.00	2018/19
Class Two - Temporary Event	Each	52.00	55.00	2018/19
Class Three - Premises	Annual	260.00	270.00	2018/19
Class Three - Accommodation Meals (B&B)	Annual	110.00	115.00	2018/19
Class Three - Community Group (unlimited events)/Low volume home caterer	Annual	90.00	95.00	2018/19
Class Three - Food Vehicle	Annual	260.00	270.00	2018/19
Class Three - Temporary Event	Each	42.00	45.00	2018/19
Health Premises				
Registered premises - Annual	Annual	290.00	300.00	2018/19
Registered premises - Ongoing Initial	Ongoing/Each	290.00	300.00	2018/19
Registered premises - Ongoing Renewal	Ongoing/Each	90.00	95.00	2018/19
Registered premises - Ongoing Transfer	Each	120.00	125.00	2018/19
Accommodation	Annual	290.00	300.00	2018/19
	*Maximum fee	3,550.00	3,700.00	2018/19
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 Instal	Each	480.00	490.00	2018/19
Permit to Alter	Each	240.00	250.00	2018/19
Permit Extension / Amend Permit	Each	65.00	70.00	2018/19
Service Fee				
Inspection by request	Per hour	125.00	130.00	2018/19
Influenza vaccinations	Per dose	20.00	20.00	2014/15
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	10.00	2015/16
Disabled Parking Permit - Issue fee	Per Permit	6.00	6.00	2010/11
Home Maintenance Handyman - Home Safety	Per Hour	17.00	17.00	2015/16

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase	
SUNDRY CHARGES					
Weddings at Gardens - Hire Charge	GST inclusive	Each Time	80.00	85.00	2018/19
Booking fee for wedding photographs	GST inclusive		80.00	85.00	2018/19
Emergency Bore Water Charge					
- all water in excess of 20,000 KL per year - \$1.00 per additional KL			1.00	1.00	2009/10
Community Local Law No. 3					
Permit to Burn		each permit	45.00	50.00	2018/19
Permit to collect firewood from Council road/place		each permit	22.50	25.00	2018/19
Permit to display vehicle or goods for sale		each permit	145.00	150.00	2018/19
Footpath Advertising Permit			145.00	150.00	2018/19
Footpath Display Table Permit			145.00	150.00	2018/19
Footpath Table & Chairs Permit - per chairs - unlicensed premise			24.00	26.00	2018/19
Footpath Table & Chairs Permit - per chairs - licenced premise			46.00	49.00	2018/19
Hazard and Unslightly 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	270.00	280.00	2018/19
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	270.00	280.00	2018/19
Permit Administration Fee		Each	10.00	10.00	New 17/18
Road Opening Fees & Re-Instatement Charges					
Permit Fee			70.00	75.00	2018/19
Opening Gravelled Surface		Permit Fee	70.00	75.00	2018/19
Opening Bitumen or Concrete Footpath		Permit Fee	70.00	75.00	2018/19
Opening Removal of Kerb & Channel		Permit Fee	70.00	75.00	2018/19
Opening Sealed Roadways		per sq m	70.00	75.00	2018/19
Opening Tap into Stormwater drain		Permit Fee	70.00	75.00	2018/19
Boring Boring Under Road (No disturbance to pavement)		Permit Fee	70.00	75.00	2018/19
Vehicle Construction of Kerb Crossing - permit fee		Permit Fee	70.00	75.00	2018/19
Crossings					
Public	Ruling charges as varied from		to be advised		
Authorities	time to time by MAV				
Special Work	Minimum Charge		45.00	50.00	
	Road closure, etc.				
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'					
Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific					
Drainage Headworks Levy					
- per hectare - Urban areas			18,800.00	19,250.00	2018/19
- per hectare - Rural Residential Areas*			18,800.00	19,250.00	2018/19
*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					

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Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
SUNDRY CHARGES continued				
Offences Under Local Law No. 3				
2.18 & 6.6 (b) Toy Vehicles				
Impounding Release Fee				
-1st Offence	each time	50.00	52.50	2018/19
-2nd Offence	each time	120.00	125.00	2018/19
-3rd & Subsequent Offences	each time	230.00	240.00	2018/19
2.17 & 6.6 (b) Shopping Trolleys				
Impounding Release fee plus removal costs	each trolley	115.00	120.00	2018/19
Impounded abandoned vehicles release fee plus costs	each vehicle	230.00	240.00	2018/19
Impounded release fee - other Items where permit and fee applies but neither permit obtained nor fee paid and item displayed illegally. Plus costs associated with removal	each item	120.00	125.00	2018/19
Fire Hazard Removal by Contractor - Council Admin. Fee (Failure to adhere to Fire Prevention Notice)		270.00	280.00	2018/19
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	9.00	10.00	2018/19
Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company.	Each	19.00	21.00	2018/19
Regulatory Services Administration Fee. Plus costs.	Each	75.00	80.00	2018/19
Photocopying Charge - per copy				
A4	BW/Colour	*0.65/*0.70	*0.70/*0.75	2018/19
A3	BW/Colour	*0.75/*0.80	*0.80/*0.85	2018/19
A2	BW/Colour	*8.50/*9.00	*9.00/*9.50	2018/19
A1	BW/Colour	*14.00/*15.00	*15.00/*16.00	2018/19
A0	BW/Colour	*20.00/*22.00	*22.00/*24.00	2018/19
*includes GST				
Provision of sales data to Valuers and Real Estate Agents:-				
Urban & Rural	per property	0.85	0.90	2018/19
Rural Only	per property	1.00	1.05	2018/19

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
WASTE MANAGEMENT FEES				
TRANSFER STATIONS AND RURAL LANDFILLS				
* All waste management fees listed include GST				
WASTE ITEM	CHARGE			
	UNIT			
General Waste				
Car Boot/240 litre bin	Min. charge	14.00	14.50	2017/18
6 x 4 Trailer, Utility	(approx 1m3)	21.00	21.50	2017/18
6 x 4 Trailer with sides	(approx 1.5m3)	31.50	32.00	2017/18
Tandem Trailer	2m3	42.00	43.00	2017/18
Light Trucks	3m3	63.00	64.50	2017/18
Dead Animals - per carcass		20.00	21.00	2017/18
Green Waste (Sorted-Clean)				
Up to 2 cm (loose)	per load	8.00	8.00	2011/12
Trucks/Large Loads/Tandem Trailer	per load	20.00	20.00	2011/12
6 X 4 Trailer (clean, green)	per load	6.00	6.00	2011/12
Recyclables				
Paper / Cardboard / Polystyrene	} free if sorted			
Bottles / Glass / Cans				
Steel/W. Goods / Fencing / Tanks				
Car Batteries		no charge	no charge	
Car Bodies		no charge	no charge	
Empty Gas Cylinders		no charge	no charge	
Mattresses (Single)		16.00	17.00	2015/16
Mattresses (Double or larger)		32.00	34.00	2015/16
Light Tyres		24.00	24.00	2015/16
Heavy Tyres		42.00	42.00	2015/16
Heavy Tyres (Truck)		77.50	77.50	2015/16
Heavy Tyres (Tractor, etc)		165.00	165.00	2015/16
Waste Oil (non-commercial only)		no charge	no charge	
T.V. (monitor) screens, etc.		no charge	no charge	
Chemical Drums (must be triple rinsed)		no charge	no charge	
Sale of chipped greenwaste (if available)				
Trailer 6 X 4	Load	15.00	15.00	2008/09
Tandem Trailer	Load	23.00	23.00	2008/09
Truckload	Load	29.50	29.50	2008/09
Loading (To max. \$5.00*)	per m3	2.00	2.00	2007/08
Commercial Waste	Large loads not accepted			
Asbestos Waste	Not Accepted			
Builders Waste / Concrete / Spoil	In excess of 3xm3 take to Dooen by arrangement at Dooen			
Builders Waste / Concrete / Spoil	If dumped at Transfer Station 156.75* per m3 plus \$11.00* per m3 cartage = 167.75/m3 (ie. For 3 x m3 = \$503.25)			
All accounts must be authorised by General Manager Technical Services and a bank cheque/guarantee may be requested as security.				

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2019/20)				
DOOEN LANDFILL				
* All waste management fees listed include GST				
(Based on EPA Landfill levies of \$33.03 per tonne for Municipal and \$57.77 per tonne for Industrial/Commercial waste, \$70.00 per tonne for Low Level Contaminated Waste and \$33.03 for Asbestos)				
<u>WASTE ITEM</u>	<u>CHARGE</u>			
	<u>UNIT</u>			
General Waste				
Not accepted unless by arrangement - use Transfer Station				
All Loads (Min. 3 tonne)	Min 3.0 tonne	375.60	382.80	2017/18
Excess above 3.0 tonne	tonne	125.20	127.60	2017/18
Green Waste (Sorted) & Recyclables				
Not accepted - use Transfer Station				
Putrescible Waste				
Municipal - other Councils within waste group area	tonne	125.20	127.60	2017/18
Municipal - other Councils outside waste group area	tonne	153.75	156.75	2017/18
HRCC		113.85	116.05	2017/18
Hard Waste				
(Builders Rubble, etc.)	tonne	153.75	156.75	2017/18
Commercial Waste				
(From approved Commercial Waste Operators)	tonne	153.75	156.75	2017/18
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	9.70	10.00	2017/18
Animal Carcass				
(Larger than sheep)	each carcass	20.00	21.00	2017/18
Clean Concrete				
(Suitable for crushing)	tonne	5.00	5.00	2008/09
Asbestos	tonne	287.00	291.50	2017/18
(Only accepted with EPA approval)				
Grain Waste				
(GMO waste DNRE approval needed)	tonne	153.75	156.75	2017/18
Low Level Contaminated Soil (Cat. C)	tonne	287.00	291.50	2017/18
Sale of Crushed Concrete (subject to availability)				
Non Council	tonne			2010/11
Council	tonne	12.00	12.00	2010/11
Approved Contributing Recyclers	tonne			2010/11

(excludes GST unless otherwise stated)

Clause	Service Description	Unit of Measure	Charge 2018/19	Proposed 2019/20	Area
LOCAL LAWS GENERAL FEES & CHARGES					
Street Activities Permits					
2.26(g)	Permit to Busk	Each	0.00	0.00	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Non-Profit Organisation)	Each	0.00	0.00	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Other Organisations)	Each	50.00	55.00	PE
2.7	Permit to Work on a Vehicle on a Road or Public Place	Each	50.00	55.00	PE
2.2(f)	Permit to Place a Bulk Rubbish Container (<i>Skip Bin</i>)	Each	75.00	80.00	PE
3.10	Permit to Camp in a Public Place (<i>includes camping in a tent, caravan, car, or any other temporary structure</i>)	Each	0.00	0.00	PE
2.29	Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each	75.00	80.00	CS
2.27	Permit to Leave a Trailer or Caravan for more than Seven Days	Each	50.00	55.00	PE
2.26(i)	Permit to Conduct a Circus, Carnival, or other Similar Event	Each	75.00	80.00	TS
2.26(h)	Permit to Conduct a Street Party or Festival	Each	50.00	55.00	TS
2.26(a)	Permit to Place or Display a Vehicle or Goods for Sale	Each	145.00	150.00	PE
2.26(b)	Permit to Display Goods (<i>Footpath Advertising</i>)	Each	145.00	150.00	PE
2.26(d)	Permit to Place a Structure to Sell Goods or Services	Each	145.00	150.00	PE
2.26(e)	Permit Sell Goods Carried on the Person or a Moveable Thing (<i>includes ice cream trucks and coffee carts, etc.</i>)	Each	145.00	150.00	PE
2.8	Permit to Collect Wood From a Council-Managed Road or Public Place	Each	22.50	25.00	TS
2.25	Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each	0.00	0.00	TS
Burning and Fire Permits					
3.8	Permit to Burn	Each	45.00	50.00	PE
3.9	Permit to Light an Incinerator in a Built Up Area or Residential Area	Each	50.00	55.00	CS
7.4	Permit to conduct fireworks	Each	50.00	55.00	PE
Road and Infrastructure Permits					
2.2(a)	Permit to Occupy or Fence Off Part of a Pubic Place	Each	75.00	80.00	TS
2.2(b)	Permit to Erect Scaffolding, Hoarding or Overhead Protective Awning	Each	75.00	80.00	TS
2.2(c)	Permit to Use a Mobile Crane or Travel Tower	Each	75.00	80.00	TS
2.2(d)	Permit to Remove or Prune a Street Tree	Each	0.00	0.00	TS
2.2(e)	Permit to Plant a Tree or Shrub or Landscape an Area	Each	0.00	0.00	TS
2.6	Permit to Use a Prohibited Vehicle	Each	75.00	80.00	TS
2.11	Permit to Hold a Rally, Procession, or Demonstration	Each	0.00	0.00	TS
7.9	Permit to leave vehicle standing on aerodrome movement area	Each	0.00	0.00	TS
Animal Permits					
4.1	Permit to Keep More than the Number of Permitted Types of Animals	Each	75.00	80.00	PE
4.2	Permit to Keep More than the Permitted Number of Animals	Each	75.00	80.00	PE
4.5	Permit to Keep More than the Permitted Number of Birds	Each	75.00	80.00	PE
5.1	Permit to Drove	Each	50.00	55.00	TS
5.5	Permit to Graze	Each	50.00	55.00	TS

Department Area

PE = Planning and Economic

TS = Technical Services

CS = Community Services

		(excludes GST unless otherwise stated)	
Class	Service Description	Charge 2018/19	Proposed 2019/20
PLANNING SCHEME AMENDMENTS			
Stage	Subdivision fees		
1	For:	2,929.30	2,929.30
	a) considering a request to amend a planning scheme; and		
	b) taking action required by Division 1 of Part 3 of the Act; and		
	c) considering any submissions which do not seek a change to the amendment; and		
	d) if applicable, abandoning the amendment		
2	For:		
	a) considering		
	i) <i>up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or</i>	14,518.60	14,518.60
	ii) <i>11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or</i>	29,008.80	29,008.80
	iii) <i>Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and</i>	38,778.00	38,778.00
	b) providing assistance to a panel in accordance with section 158 of the Act; and		
	c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and		
	d) considering the panel's report in accordance with section 27 of the Act; and		
	e) after considering submissions and the panel's report, abandoning the amendment.		
3	For:		
	a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		
	b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and		
	c) giving the notice of the approval of the amendment required by section 36(2) of the Act.		
4	For:		
	a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	426.20	426.20
	b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	426.20	426.20

		(excludes GST unless otherwise stated)	
Class	Service Description	Charge 2018/19	Proposed 2019/20
PLANNING APPROVALS			
Class	Planning Permit / Planning Permit Amendment Fees		
	Type of planning application		
1	Use only	1,265.60	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	192.00	195.10
	>\$10,000 to \$100,000	604.40	614.10
	>\$100,000-\$500,000	1,237.10	1,257.20
	\$500,000-\$1,000,000	1,336.70	1,358.30
	\$1,000,000-\$2,000,000	1,436.20	1,459.50
	<i>(Other than VicSmart, subdivisions or consolidated land)</i>		
7	VicSmart application Up to \$10,000	192.00	195.10
8	VicSmart application >\$10,000	412.40	419.10
9	VicSmart application to subdivide or consolidate land	192.00	195.10
	To Develop land (other than single dwelling per lot) where the estimated cost is:		
10	<\$100,000	1,102.10	1,119.90
11	>\$100,000 - \$1,000,000	1,486.70	1,510.00
12	>\$1,000,000 - \$5,000,000	3,277.70	3,330.70
13	>\$5,000,000 - \$15,000,000	8,354.80	8,489.40
14	>\$15,000,000 - \$50,000,000	24,636.20	25,034.60
15	>\$50,000,000	55,372.70	56,268.30
16	To subdivide an existing building (other than a class 9 permit)	1,265.60	1,286.10
17	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	1,265.60	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)	1,265.60	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>	1,265.60	1,286.10
20	To:	1,265.60	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	1,265.60	1,286.10
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	1,265.60	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.	1,265.60	1,286.10
3	Amendment to a class 2 permit	192.00	195.10
4	Amendment to a class 3 permit	604.40	614.10
5	Amendment to a class 4 permit	1,237.10	1,257.20
6	Amendment to a class 5 or class 6 permit	1,336.70	1,358.30
7	Amendment to a class 7 permit	192.00	195.10
8	Amendment to a class 8 permit	412.40	419.10
9	Amendment to a class 9 permit	192.00	195.10
10	Amendment to a class 10 permit	1,102.10	1,119.90
11	Amendment to a class 11 permit	1,486.70	1,510.00
12	Amendment to a class 12, 13, 14 or 15 permit	3,277.70	3,330.70
13	Amendment to a class 16 permit	1,265.60	1,286.10
14	Amendment to a class 17 permit	1,265.60	1,286.10
15	Amendment to a class 18 permit	1,265.60	1,286.10
16	Amendment to a class 19 permit <i>(per 100 lots created)</i>	1,265.60	1,286.10
17	Amendment to a class 20 permit	1,265.60	1,286.10
18	Amendment to a class 21 permit	1,265.60	1,286.10

Class	Service Description	(excludes GST unless otherwise stated)	
		Charge 2018/19	Proposed 2019/20
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.	3,839.40	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.	924.30	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 additional fee under c) below		
c)	If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit		
13	For a combined application to amend permit The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		
14	For a combined permit and planning scheme amendment Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		
15	For a certificate of compliance	312.80	317.90
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	632.80	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	312.80	317.90
	Extension of time to Planning Permit (First)	120.00	120.00
	Extension of time to Planning Permit (Second)	210.00	210.00
	Extension of time to Planning Permit (Third and subsequent)	280.00	280.00
	Secondary Consent for Planning Permits – Minor	120.00	120.00
	– Major	280.00	280.00
	Amendment to Planning Permit not otherwise listed	160.00	160.00
	Planning Permit History (GST incl)	135.00	135.00
	Notice of Planning Permit – Application in Newspaper (GST incl)	200.00	200.00
	Placing of Planning Permit Application Notice on Site	110.00	110.00
	Notice of Planning Permit – by mail if more than 10 letters (per letter)	6.50	6.50
	Copy of Title and Title Plan	44.00	44.00
	Copy of Covenant/Section 173	32.00	32.00
	Request for Council consent (i.e. Liquor Licence) where no P/P required	137.00	137.00
	Application for Council signing and scaling Section 173 Agreement	290.00	290.00
	Inspection Fee	150.00	150.00
	Request for Planning Information in writing	72.50	72.50
Reg.	Subdivision fees		
6	For certification of a plan of subdivision	167.80	170.50
7	Alteration of plan under section 10(2) of the Act	104.60	108.40
8	Amendment of certified plan under section 11(1) of the Act	135.10	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	(excludes GST unless otherwise stated)		
	Unit of Measure	Charge 2018/19	Proposed 2019/20
BUILDING CONTROL FEES AND CHARGES			
Domestic Building Work (Class 1 and 10)			
Works value less than \$5,000	Each	435.00	455.00
New Dwelling, Extension, Alterations			
Value of Works \$5001 to \$10,000	Each	620.00	650.00
Value of Works \$10,001 to \$20,000	Each	790.00	830.00
Value of Works \$20,001 to \$50,000	Each	970.00	1,020.00
Value of Works \$50,001 to \$100,000	Each	1,305.00	1,370.00
Value of Works \$100,001 to \$150,000	Each	1,630.00	1,710.00
Value of Works \$150,001 to \$200,000	Each	1,960.00	2,060.00
Value of Works \$200,001 to \$250,000 *	Each	2,330.00	2,445.00
Value of Works \$250,001 to \$300,000 *	Each	2,660.00	2,790.00
Value of Works \$300,001 to \$350,000 *	Each	2,982.00	3,130.00
Value of Works above \$350,000 *	Each	3,210.00	3,370.00
<i>(to a maximum of)</i>			
* excludes work performed by a Registered Building Practitioner			
Owner/Applicants Engaging a Registered Building Practitioner (New Dwellings / Extensions Only)			
Value of Works \$200,001 to \$340,000	Each	1,960.00	2,060.00
Value of Works \$340,001 to \$550,000	Each	2,180.00	2,289.00
Value of Works above \$550,000	Each	2,690.00	2,825.00
<i>(to a maximum of)</i>			
Miscellaneous Approvals			
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	660.00	690.00
Swimming Pool (Fence Only)	Each	270.00	500.00
Swimming Pool and All Fences	Each	490.00	620.00
Restumping (Work must be performed by a Registered Builder)	Each	680.00	715.00
Re-erection of Dwelling (Resiting)	Each	1,300.00	1,470.00
Demolish / Remove Building	Each	540.00	620.00
Commercial Building Work (Class 2-9)			
New Building, Extension, Alterations			
Value of Works up to \$10,000	Each	760.00	800.00
Value of Works \$10,001 to \$50,000	Each	970.00	1,020.00
Value of Works \$50,001 to \$100,000	Each	1,410.00	1,480.00
Value of Works \$100,001 to \$150,000	Each	1,895.00	1,990.00
Value of Works \$150,001 to \$200,000	Each	2,330.00	2,450.00
Value of Works \$200,001 to \$250,000	Each	2,765.00	2,900.00
Value of Works \$250,001 to \$300,000	Each	3,210.00	3,370.00
Value of Works \$300,001 to \$500,000	Each	3,695.00	3,880.00
Value of Works above \$500,000 or (negotiated with Council)	Each	(Value of works ÷ 150)	
Community Group (Not-for Profit) Building Works	Discount	(Permit fee x 50%)	
<i>(Discount on Permit fees only. State Government Levy still applies)</i>			
Minor Works	Each	735.00	750.00
<i>(Refurbishment, Fit Out, Change of Use, Essential Safety Measure, Minor Alterations)</i>			
Demolish / Remove Building	Each	660.00	695.00
Levies / Bonds			
Building Administration Fund Levy (State Levy)	Each	(value of work x 0.00128)	
<i>(Applies to all building work over \$10,000)</i>			
Bond / Guarantee for Re-erection of buildings	Each	The lesser of the cost of the building work or \$5,000	
Council Infrastructure (Asset) Protection Deposit	Each	700.00	700.00
<i>(Fee amount set by Local Law)</i>			
Inspections			
Additional / Other / Miscellaneous Inspection (Minimum one-hour charge)	Hour	155.00	155.00
Inspections for Private Building Surveyors (Minimum one-hour charge)	Hour	270.00	270.00

Service Description	(excludes GST unless otherwise stated)		
	Unit of Measure	Charge 2018/19	Proposed 2019/20
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	20.00	25.00
File Retrieval / Search <i>(for example, Permit History)</i>	Each	80.00	85.00
Amended Building Permit			
Amended Building Permit – Minor Alterations	Each	130.00	135.00
Amended Building Permit – Major Alterations <i>(+ additional inspections)</i>	Each	200.00	210.00
Time Extension – Building Permit <i>(amended permit required - first request)</i>	Each	200.00	210.00
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	165.00	170.00
Refunds			
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	280.00	280.00
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			
Event Fees & Charges are GST inclusive			
Place of Public Entertainment (POPE) Occupancy Permit	Each	390.00	395.00
Temporary Siting Approval or Temporary Structure Inspection	Each	250.00	255.00
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	15.00	20.00

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

Service Description	Unit of Measure	(excludes GST unless otherwise stated)					
		2018/19 charge			2019/20 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	1,875.00	1,428.00	750.00	1,970.00	956.25	765.00
Auditorium Theatre (500)	4 hrs	1,040.00	780.00	416.00	1,092.00	530.50	425.00
Auditorium Rehearse/Bump In/Out	8 hrs	1,248.00	936.00	500.00	1,310.00	655.00	510.00
Auditorium Rehearse/Bump In/Out	4 hrs	730.00	545.00	290.00	767.00	383.50	296.00
Auditorium Conference/forum	8 hrs	1,662.00			1,745.00		
Auditorium Conference/forum	4 hrs	936.00			983.00		
Auditorium Season Blackout Charge	Per Day				200.00	200.00	200.00
Foyer	8 hrs	484.00	363.00	195.00	509.00	254.50	199.00
Foyer	4 hrs	242.00	181.00	97.00	254.00	127.00	99.00
Town Hall Seated (350)	8 hrs	880.00	630.00	525.00	924.00	462.00	535.50
Town Hall Seated (350)	4 hrs	440.00	315.00	315.00	462.00	231.00	321.50
Town Hall Theatre/Expo (700)	8 hrs	1,100.00	787.50	525.00	1,155.00	577.50	535.50
Town Hall Theatre/Expo (700)	4 hrs	660.00	472.50	315.00	693.00	346.50	322.00
Town Hall Rehearsals	8 hrs	340.00	260.00	260.00	357.00	265.00	265.00
Town Hall Rehearsals	4 hrs	175.00	157.50	157.50	184.00	160.00	160.00
Town Hall event set up (build day prior)	8 hrs	350.00	262.50	262.50	368.00	268.00	268.00
Town Hall event set up (build day prior)	4 hrs	175.00	157.00	157.00	184.00	161.00	161.00
Town Hall Balcony Room	4 hrs	300.00	225.00	120.00	315.00		123.00
Education Room Seated (40)	8 hrs	440.00	330.00	176.00	462.00	231.00	179.50
Education Room Seated (40)	4 hrs	220.00	165.00	88.00	231.00	115.50	90.00
Education Room Seated (40)	2 hrs	110.00	82.50	44.00	116.00	58.00	45.00
Green Room or Meeting Room Seated (25)	8 hrs	352.00	264.00	140.00	370.00	269.00	143.00
Green Room or Meeting Room Seated (25)	4 hrs	176.00	132.00	70.00	185.00	135.00	71.50
Green Room or Meeting Room Seated (25)	2 hrs	88.00	66.00	35.00	93.00	67.50	36.00
Meeting Room (8)	4 hrs	100.00	75.00	40.00	105.00	76.00	41.00
Meeting Room (8)	2 hrs	50.00	37.50	20.00	52.50	38.00	21.00
Art Gallery	4 hrs	386.00		161.00	406.00		169.00
Art Gallery	2 hrs	200.00		80.00	210.00		84.00
Town Hall Kitchen	8 hrs	350.00	252.00	135.00	367.50		138.00
Town Hall Kitchen	4 hrs	175.00	126.00	67.00	184.00		69.00
Piano Hire	per hire	150.00	150.00	150.00	157.50		
Piano Tuning	per hire	200.00	200.00	200.00	210.00		
APRA Licence	per event	100.00	100.00	100.00	105.00		
Additional Cleaning	per hour	100.00	100.00	100.00	105.00		

Service Description	Unit of Measure	(excludes GST unless otherwise stated)	
		2018/19 charge	2019/20 proposed charge
OTHER HORSHAM TOWN HALL FEES			
Additional Staff Rates			
Duty Manager/Front of House	per hour	43.00	43.95
Casual Box Office staff	per hour	40.00	41.00
Casual Ushers, Bar Staff & Merch sellers	per hour	40.00	41.00
Supervising Technician	per hour	57.00	57.00
Casual technical staff	per hour	40.00	41.00
Ticketing & Associated Fees			
Commercial Ticket fees		\$4.40/ticket	\$4.40/ticket
Community Ticket fees		\$1.50/ticket	\$1.50/ticket
Complimentary Tickets Issuing fee		\$1.50/ticket	\$1.50/ticket
Additional Performances/Days (per ticketed schedule)		40.00	40.00
Specialised & Complex Seating Plans		\$40/plan	\$40/plan
Credit card fee		1.00%	0.01
Change to price structure after sales commence		40.00	50.00
Cancellation of booking after on-sale		\$40 + \$2/ticket	\$40 + \$2/ticket
Postage fees (registered/express/regular)		\$10.00/\$7.50/\$3.50	8.50
Seat Exchange fee		\$1.50/ticket	\$1.50/ticket
Ticket Reprint fee		\$1.50/ticket	\$1.50/ticket
Comission on Merchandise		10.00%	10.00%
Radio Mics		\$55 per day	\$55 per day
Haze Machine		\$120 per day + Fluid	\$120 per day + Fluid
Projector 6000 Lumen		\$300 per day	\$300 per day
Projector 3300 Lumen		\$100 per day	\$100 per day
2400 x 1200 Riser (Beartrap 400mm)		\$30 Per Day	\$30 Per Day
2400 x 1200 Riser (Beartrap 600mm)		\$30 Per Day	\$30 Per Day
Tablecloth Hire		\$10/cloth	\$12/cloth
Chair Cover Hire		\$2/cover	\$2/cover

	(excludes GST unless otherwise stated)			
	Charged 2018/19		Proposed 2019/20	
	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
Interview Room	15.00	8.00	<i>to be removed</i>	
Half Day Rate				
Multipurpose Room	125.00	55.00	125.00	55.00
Meeting Room	44.00	20.00	44.00	20.00
Specialist/Consulting Room	44.00	20.00	44.00	20.00
Gauwirr Room (New 2019)			44.00	20.00
Interview Room	30.00	16.00	<i>to be removed</i>	
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
Interview Room	50.00	25.00	<i>to be removed</i>	
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 2019-20 Draft Budget

TABLE OF CONTENTS

Council Plan Goal 1 – Community and Cultural Development	87
Horsham Town Hall – Heritage Hall	87
Kayak Access Point on Wimmera River	88
Council Plan Goal 2 – Sustaining the Economy and Environment	89
WIFT Precinct Establishment.....	89
Aerodrome Generator Upgrade	90
Council Plan Goal 3 – Asset Management	91
Horsham Community Sports Pavilion.....	91
Footpaths, Pedestrian Crossings and Cycle ways	92
Plant and Equipment	93
Project Management.....	94
Roads Rural.....	95
Roads Urban	96
Rural Bridges.....	97
Horsham Regional Livestock Exchange Roof	98
Depot Short Term Works.....	99
Wimmera River/CAD Precinct Activation	100
Aquatic Centre Indoor Pool Concourse Replacement.....	102
City Entrance Signage / Branding Implementation	103
May Park Toilets Screening	104
Haven Carpark – Construction.....	105
ICT – Hardware and Software Upgrades	106
Council Plan Goal 4 – Governance and Business Excellence	107
ICT - Host and Storage Replacement.....	107
ICT - Internal Wi-Fi Upgrade	108
Phone System Upgrade	109
Council Chambers, Meeting and Reception Room Acoustics Issues.....	110
Council Plan Goal 5 – Natural and Built Environments.....	111
Single pass Waste Truck (Landfill Waste and Recycling)	111
Solar Panels Horsham Town Hall	112

Title:	Horsham Town Hall - Heritage Hall
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	\$20,000	\$50,000		\$70,000
External Grants				
Contributions				
Reserves				
Total	\$20,000	\$50,000		\$70,000

Project background

Patrons attending the Heritage Hall have experienced some difficulty in hearing what is happening on stage, due to the acoustic properties of the venue.

Also sections of the Heritage Hall floor have been found to be suffering from old age and wear and tear. This together with problematic foundations means that replacement of stumps and floor boards may now be the preferred means of management.

What are the proposed works?

A report from audio and acoustic experts Marshall Day has been obtained, recommending a range of measures to improve audibility in the space. However, the intended works will be subject to an assessment of other potential infrastructure works to be conducted in the Hall before the acoustic improvements are carried out.

Investigations will be carried out into the potential replacement of sections of the Town Hall Heritage Floor, as required. Prior to the works proceeding, an assessment will be made regarding the underpinning of adjacent south and east walls, should that be necessary.

Why are we doing it?

To improve audio intelligibility and increase the viability of the venue for hirers by reducing reverberation in the Heritage Hall.

The replacement of the floor is required after investigations early in 2018 identified multiple issues with the floor.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Kayak Access Point on Wimmera River
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Sport and Recreation
Asset category:	Infrastructure - Rec, leisure and community facilities

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$10,000	\$10,000
External Grants			\$20,000	\$20,000
Contributions				
Reserves				
Total			\$30,000	\$30,000

Project background

The community has requested additional locations from which to launch kayaks and other watercraft.

What are the proposed works?

Installation of kayak access point - location to be determined; suggested to be in conjunction with existing pontoons or ramps.

Why are we doing it?

Safe access and close parking to a kayak access point in the Wimmera River will contribute to increased participation and user safety. Wimmera Catchment Management Authority is providing funding for Council to modify an existing fishing ramp to also enable the launching of kayaks and other such watercraft.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Source – Wimmera Catchment Management Authority website

Title:	WIFT Precinct Establishment
Council Plan Goal:	Council Plan Goal 2 – Sustaining the Economy
Service:	Industrial Estates
Asset category:	Infrastructure – Other Infrastructure

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

Project background

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

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

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

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

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

- Power / Water Supply \$450,000
- Roadworks / Drains \$1,814,688
- Retardation Basin \$230,520

Why are we doing it?

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

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

When is it likely to happen?

Infrastructure works are proposed to commence in the second half of 2019 with completion of the project to occur in mid-2020.

Title:	Aerodrome Generator Upgrade
Council Plan Goal:	Council Plan Goal 2 – Sustaining the Economy
Service:	Aerodrome operations
Asset category:	Infrastructure - Aerodromes

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$30,000			\$30,000
External Grants				
Contributions				
Reserves				
Total	\$30,000			\$30,000

Project background

Development of the Air Ambulance Transfer building at Horsham Aerodrome has increased the functionality of the site for emergency situations. However the current generator no longer has the capacity to power all necessary items in the event of a power outage. Additionally the current generator has insufficient output to power lights on both runways if mains power is unavailable. This limits operational use and introduces a higher level of risk for Air Ambulance and other aviation operations.

What are the proposed works?

Replace the current backup generator with a new unit of greater capacity.

Why are we doing it?

To reduce risk for aerodrome operations and increase functionality for the Air Ambulance facility.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Horsham Community Sports Pavilion
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Sport and Recreation
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$28,000		\$17,000	\$45,000
External Grants				
Contributions				
Reserves				
Total	\$28,000		\$17,000	\$45,000

Project background

The building was relocated on to the College Oval site in 2016-17 and provides a valuable community facility for sporting clubs and after school care programs run by the YMCA.

What are the proposed works?

Building and Drainage Works \$17,000

- Improvement works to the community pavilion building and drainage works to Horsham College oval; includes external painting of the pavilion.

Painting External \$28,000

- External painting of the Horsham community sports pavilion.

Why are we doing it?

Small improvement works to the community pavilion building (addition of balustrade to outdoor deck, construction of memorabilia cabinet) plus remedial drainage works to Horsham College oval to stop ground soakage/constant building substructure adjustments.

The painting will complete the final works associated with the relocation of the building and is in line with the ongoing facility maintenance program.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

Title:	Footpaths, Pedestrian Crossings 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	\$185,000	\$130,000	\$125,500	\$440,500
External Grants				
Contributions				
Reserves			\$10,500	\$10,500
Total	\$185,000	\$130,000	\$136,000	\$451,000

Project background

Each year Council funds works on cycle ways and footpaths. The extent of the works is influenced by individual grants that may be received. This year an extra \$150,000 has been included from General Revenue to address many of the outstanding backlog of maintenance and renewal works.

What are the proposed works?

- Footpath Backlog Program \$150,000
- Footpath Rehabilitation – Disability Strategy Upgrade Projects \$50,000
- River Road Footpath – McLean Drive to Church \$21,000
- Footpath Winifred Street, Edith to Hutchinson Street \$35,000
- Pedestrian crossing - Firebrace Street at Roberts Avenue \$30,000
- Pedestrian crossing - Baillie Street Hospital \$25,000
- Bike Path final seals \$50,000
- Walking path lights – safety initiative across the city \$90,000



Why are we doing it?

Bike paths: Unsealed bike paths tend to deteriorate faster, creating a renewal and maintenance burden on Council. Use of \$50,000 to progressively seal some of the unsealed bike paths will result in significant benefit by extending the life of the asset and reducing the maintenance demand.

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

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

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

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

When is it likely to happen?

Majority of these works will be undertaken by Council's in-house construction crew, but at times contractors are used to help complete the program. Most of these projects will be completed between October 2018 and April 2019 (construction season).

Title:	Plant and 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	\$1,246,000		\$120,000	\$1,366,000
Asset Sales	\$447,000			\$447,000
Total	\$1,693,000		\$120,000	\$1,813,000

Project background

Purchases of plant equipment are 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 seven-year plant program is prepared in Council's Fleet Management Program which clearly shows that this reserve account does not fall in value in the long term.

What are the proposed works?

Replacement and ongoing renewal for fleet cars, major and minor plant to the value of \$1,713,000 including \$120,000 for a fleet GPS system.

Why are we doing it?

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

Fleet GPS - Install GPS for all major and minor plant. This will help us to record and monitor plant usage so that we can manage it better. This will help us to improve safety for our staff as well which is a priority.

When is it likely to happen?

Plant purchases take place during the year between 1 July 2019 and 30 June 2020 based on a detailed plant replacement schedule.



Title:	Project Management
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Building and Asset Management
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$180,000	\$159,574	\$275,000	\$614,574
External Grants				
Contributions				
Reserves				
Total	\$180,000	\$159,574	\$275,000	\$614,574

Project background

Project management costs have not previously been accounted for separately. During the 2018 Organisational Restructure a Project Office was established with the role to plan and manage Council's capital projects moving forward. A part of that process is the development, design and scoping of new and proposed works in future years and the management of existing year's projects.

Commencing from 2020-21 all of these costs will be recorded against specific identified projects but for 2019-20 it is not yet possible to identify the individual project management costs associated with them. As a result the overall costs of the new Project Office have been recorded as a capital cost against both the buildings area \$479,574 and the infrastructure area \$135,000.

What are the proposed works?

The proposed works will be detailed design and development of future projects and project management of existing projects at this point in time the costs have been identified as:

- Buildings External Project Design and Scoping \$120,000
- Buildings Project Management (internal) \$359,574
- Urban Roads External Design and Scoping \$20,000
- Urban Roads Infrastructure Project Management (internal) \$115,000



Why are we doing it?

In 2017-18 Council had a capital works program of \$18.28 million and at the end of the financial year \$6.5 million of works were not completed and had to be carried forward in to 2018-19 for delivery. The reasons for non-delivery are varied and involve a mix of uncertain funding, contractor availability and capacity of existing staff resources to deliver.

Establishing a Project Office that is adequately resourced will ensure that over time projects are planned more appropriately and are then delivered on time and on budget. 2019-20 is a transitional year which sees the Project Office costs shown as single line budget items in the capital works program, beyond this year all costs will be fully recovered against planning for future projects or delivery of existing projects.

When is it likely to happen?

1 July 2019 and 30 June 2020

Title:	Roads Rural
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	\$2,344,590	\$422,100	\$50,000	\$2,816,690
External Grants (R2R)	\$1,035,800	\$311,000	\$120,000	\$1,466,800
Contributions				
Reserves				
Total	\$3,380,390	\$733,100	\$170,000	\$4,283,490

Project background

Each year Council allocates funding towards rural road construction, funded from a mix of general revenues, from the infrastructure renewal reserve and receives funds mostly through the Federal Government Roads to Recovery program. This year \$2,551,490 has been funded from Council funds which is a 10.1% increase on the 2018-19 funding. Additional to the increase in funding from Council General Revenues there has this year also been a significant increase of \$670,000 from one-off specific purpose grants and \$251,000 from the Roads to Recovery Program.

What are the proposed works?

- 2020 Fire Access Road Subsidy Program Scheme \$155,000
- Asplins Road, Jahn Ave to Lanes Avenue \$236,000
- Drung Jung Road, 2 km north of bridge Fixing Country Road \$583,000
- Emmersons Road Upgrade Gravel Extension \$126,000
- Field Days Road, Intersection Realignment Longerenong Road \$77,000
- Green Lake Road, Arnotts to Rocklands Outlet Channel Crossing \$238,000
- Green Lake Road, Seal Change to Arnotts Road \$130,000
- Longerenong Road, Freds Road to Seal Change near Field Days Road \$427,000
- Rural Gravel Re-sheeting \$497,490
- Rural Local Roads Final Seals \$370,000
- Rural Road Shoulder Re-sheeting / Reconstruction \$517,000
- Rural Roads Infrastructure Project Management (Internal) \$115,000
- Rural Reseals \$430,000
- Vegetation Clearance Road Reconstruction \$50,000
- Wail Kalkee Road, 2.40 – 3.58 Seal Change to Seal Change \$282,000



Why are we doing it?

Council's rural roads comprise 93.6% of our total road network. Capital expenditure on rural roads is 26.8% of our total infrastructure capital budget in 2019-20 and is 49.8% 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. Council has increased the funding for the renewal of our road assets by tagging a set percentage of rates for this purpose each year, this is an initiative that has been in place for the last 11 years and now allocates \$2.6 million for renewal in 2019-20.

When is it likely to happen?

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



Title:	Roads Urban
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	\$1,410,000	\$115,000	\$175,000	\$1,700,000
External Grants		\$75,000		\$75,000
Contributions				
Reserves				
Total	\$1,410,000	\$190,000	\$175,000	\$1,775,000

Project background

Each year Council allocates funding towards urban road construction which includes final seals, minor seal extensions and general works. This is funded from a mix of general revenues, the infrastructure renewal reserve and the Federal Government Roads to Recovery Program. This year \$1,775,000 has been funded which is 21.4% up on the 2018-19 funding of \$1,462,359.

What are the proposed works?

- Albert Street, Hennessy to Hutchinson Street \$220,000
- Baker / O’Callaghan / Urquhart Roundabout Design \$20,000
- Disabled Vehicle Access Civic Centre \$30,000
- Don Street, Hazel Street to End \$90,000
- Federation Avenue, McDowell Court to Mintern Crescent \$190,000
- Jackson Street, Barnes Boulevard to Landy Street \$175,000
- Johnson Street, Cathcart to Culliver Street \$160,000
- Johnson Street, Tucker to Cathcart Street \$150,000
- Kerb and Channel – Johnson Street, Cathcart to Culliver Street \$40,000
- Kerb and Channel – Federation Avenue, McDowell Court to Mintern Crescent \$30,000
- Margaret Street, Baillie to Rennison Street \$115,000
- McLachlan Street and Firebrace Street Roundabout Upgrade \$150,000
- Urban Local Roads Final Seals \$110,000
- Urban Roads External Design and Scoping \$20,000
- Urban Roads Infrastructure Project Management (Internal) \$115,000
- Urban Reseals \$110,000

Why are we doing it?

There are 188 km of urban roads in the municipality, which is only 6.3% of our road network. Capital expenditure on urban roads is 11.1% of our total infrastructure capital budget in 2019-20 and is 33.2% of our infrastructure capital expenditure from general revenues.

Council has increased the funding of our road assets by tagging a set percentage of rates for this purpose for the past 11 years and now allocates \$2.6 million for renewal in 2019-20.

When is it likely to happen?

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

Title:	Rural Bridges
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	\$88,283	\$40,000		\$128,283
External Grants R2R	\$105,717	\$40,000		\$145,717
Contributions				
Reserves				
Total	\$194,000	\$80,000		\$274,000

Project background

Funding for bridge works until 2016-17 was provided largely through the state government funded program of Country Roads and Bridges which had funded Council \$1 million. When this programme ceased bridge works had to be completed within our General Revenue and Roads to Recovery funding and therefore compete with other priorities across the road network. [We now get some funding through the Feds, which has introduced the Bridges Renewal Program. But this is project specific and usually larger projects. None of the below were eligible for this year's funding round.]

What are the proposed works?

Brimpaen – Laharum Road 13.9 Clean Repaint Steel Rails \$15,000
 Eastgate Drive, Wotonga Basin Replace Rock Beaching \$10,000
 Horsham Lubeck Road 14.39 Design Concrete Overlay \$10,000
 Horsham Lubeck Road 14.67 Replace Deck Joints \$25,000
 Horsham Wal Wal Road 8.33 Replace Deck Joints \$15,000
 Longerenong Road 10.43 Widening Both Sides \$80,000
 Longerenong Road 9.9 Widening Both Sides \$80,000
 Staehrs Road 12.48 Replace Guard Rails \$40,000

Why are we doing it?

Council has over 75 bridges and major culverts across the municipality (excluding footbridges) and these must be maintained to a standard that allows agricultural business to be carried out and for transport needs to be met with limited restrictions on load limits.

When is it likely to happen?

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

Title:	Horsham Regional Livestock Exchange Roof
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Economic Development
Asset category:	Infrastructure – Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$10,000	\$10,000
External Grants			\$1,490,000	\$1,490,000
Contributions				
Reserves			\$200,000	\$200,000
Internal Loan			\$1,330,000	\$1,330,000
Total			\$3,030,000	\$3,030,000

Project background

Horsham Regional Livestock Exchange (HRLE) is Victoria's fourth largest sheep/lamb market, with sales in excess of 500,000 animals per year.

The \$3.03 million roofing project will ensure that the HRLE remains a modern and competitive facility, generating \$70 million of stock sales annually.

What are the proposed works?

Modular designed roofing covering the entire sale yard area of 23,400m² with;

- Skylights
- LED lighting
- Solar Panels
- Water capture and storage



Why are we doing it?

Secures the long term future of the livestock exchange and an annual economic output of \$70 million per year for the regional economy;

- Increase in sales output due to the improved presentation of sheep in a roofed facility in accordance with industry best practice
- Roofing to protect equipment and infrastructure
- Improved safety for all users
- Improved welfare of livestock
- Cost/Benefit ratio of 9.74 (IRR 5%) indicating strong economic outcomes over the 50 year life of the asset
- Water savings –the new 500 kL storage system will capture water from the roof to supply all on-site water consumption
- Reduction in annual operating costs through installation of LED lighting, reduction in cleaning costs and use of on-site solar power
- Solar power feed-in-tariff income stream

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

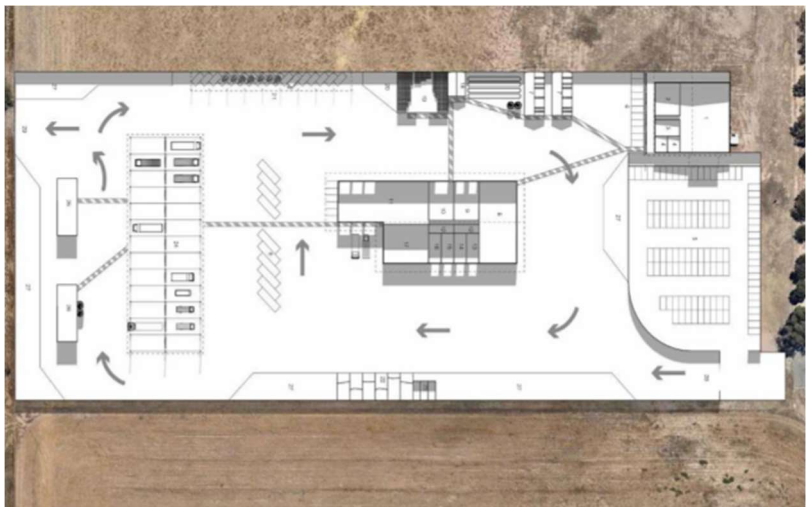
Title:	Depot Short Term Works
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management
Asset category:	Property Buildings
Project Leader:	

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

Project background

The current depot is located in a prime residential area within (adjacent to?) the CBD and also close to waterways. It is not an appropriate location for these operations. Work has already started to undertake an environmental assessment of the current site and to determine initial costs estimates for a new depot.

Council has explored several potential locations but a decision on a new site has not been reached. Likewise, there have been some initial early design concepts developed. In the short term the current depot still needs to function and operate efficiently.



What are the proposed works?

A number of modifications are to be undertaken to current sheds and facilities.

Why are we doing it?

The depot will ultimately be moved to a new site but as the exact site is yet to be determined and planned for, the existing site is likely to still be in use for a number of years. These works will assist operations at the site to function in an efficient and effective manner in the short term.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

Title:	Wimmera River/CAD Precinct Activation
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Parks and Gardens/Sport and Recreation/Open space
Asset category:	Property, Buildings, Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$48,000	\$48,000
External Grants			\$862,500	\$862,500
Contributions				
Reserves			\$842,500	\$842,500
Total			\$1,685,000	\$1,685,000

Project background

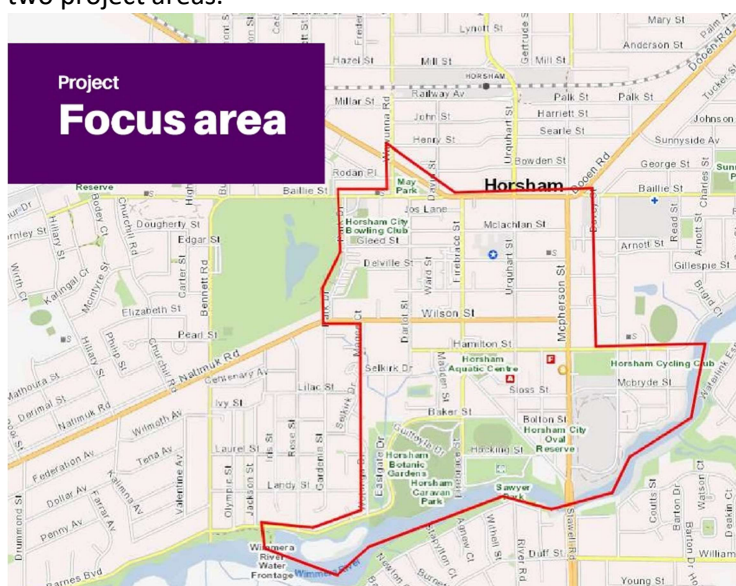
The Horsham Central Activity District (CAD) and adjoining Wimmera River Precinct are located north of the Wimmera River. Horsham’s CAD is a hub of retail, commercial, entertainment, hospitality, recreation, sporting, cultural and community activity and services with a catchment far greater than the Council 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 liveability 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 cities. 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 actions 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?

Works will be delivered in two key areas and will include:

CAD to River connection works include:

- Re-prioritise junction at Firebrace and O’Callaghans Parade to enhance bike and pedestrian links to the River from the CAD.
- Enhance streetscape: re-organise parking and drop off, create strong visual link to river and city, including signage.

Central Riverfront works include:

- Enhancing the Riverfront as a “Destination” with over-water dining, event and market space
- Waterfront themed attraction e.g. quality water play
- Enhance riverfront walkways
- Indigenous culture interpretation, sculpture trail and art walk



Why are we doing it?

The project will deliver infrastructure required to support the Vision set out in the Wimmera River and CAD Framework Plan.

This is needed in order to:

- Attract investment and create jobs in Horsham and support economic revitalisation
- Enhance 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?

Stage 1: Development of detailed concept plans and site investigations. Including but not limited to; feature surveys, geotechnical investigations, (August 2019)

Stage 2: Detailed design of all components including urban design and landscape architecture plans, stakeholder engagement, and preparation of formal construction contract (late 2019)

Stage 3: Public Tender (Early 2020)

Stage 4: Construction of public realm improvements, river edge works, paths and trails and streetscape works (Mid. 2020)

Title:	Aquatic Centre Indoor Pool Concourse Replacement
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Sport and Recreation
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$150,000			\$150,000
Total	\$150,000			\$150,000

Project background

The work is part of an ongoing program to replace and upgrade floor coverings at the venue.

What are the proposed works?

Replacement of the indoor concourse floor covering at the Aquatic Centre.

Why are we doing it?

The concourse has worn significantly since its installation when the indoor pool first opened over a decade ago. Replacing the concourse will update the floor in the indoor area and bring it in line with the new works happening outside.

When is it likely to happen?

Between 1 January 2020 and 31 March 2020.



Title:	City Entrance Signage / Branding Implementation
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Streetscape and Public Conveniences
Asset category:	Infrastructure – Other Infrastructure

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

Project background

The entrances to the city have been an issue to be addressed in Council’s plan for several years now. This funding will add to funding allocations from previous years which have been set aside and now total \$62,000.

What are the proposed works?

To implement city entrances based on proposals and consultation resulting from branding, Wimmera River and Central Activity District (CAD) Visioning Project.

Why are we doing it?

To market and promote Horsham as a destination for visitors and new residents.

When is it likely to happen?

Between 14 December 2019 and 14 June 2020.

Title:	May Park Toilets Screening
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Streetscape and Public Conveniences
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$40,000		\$40,000
External Grants				
Contributions				
Reserves				
Total		\$40,000		\$40,000

Project background

The May Park toilets were constructed in 2017-18 to replace the old and ageing facilities that were in place and to create a “changing places facility” in close proximity to the Western Highway. However the design meant that the wash basins to the toilets which were constructed to the side of the facility and are not always obvious to users and the doors to the toilets are not screened, creating possible privacy issues for users.

What are the proposed works?

Installation of a veranda over the external wash basins and perforated privacy screens in the front of the doors to the toilets. The new screen may also provide an opportunity for public art to be incorporated into the works.

Why are we doing it?

To make the facility more user friendly and safe for all users. The works will also provide more privacy for users and improve the aesthetics of the park.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Haven Car Park - Construction
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Urban – Off-street Car Parks
Asset category:	Infrastructure – Off-street Car Parks

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$40,000		\$40,000
External Grants				
Contributions		\$40,000		\$40,000
Reserves				
Total		\$80,000		\$80,000

Project background

This is a highly used facility, including for the monthly Haven market, and sealing it would improve its function and provide some safety benefits to better demarcate cars from pedestrians.

What are the proposed works?

Design and install car park with directional flow and signage between Haven School and Tennis Courts

Why are we doing it?

To make the facility more user friendly and safe for all users and to better delineate the areas for car parking used by the school and various sports. Generally improving the aesthetics of the Recreation Reserve.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	ICT – Hardware and Software Upgrades
Council Plan Goal:	Council Plan Goal 4 – Governance & Business Excellence
Service:	Community Safety
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$31,000	\$13,800	\$24,000	\$68,800
Total	\$31,000	\$13,800	\$24,000	\$68,800

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

- Community Safety Unit 6 Laptops, Docks and GPS devices \$20,000
- Upgrades to our WAN Infrastructure to offer greater reliability and service to our remote offices. \$10,000
- Miscellaneous IT Hardware and Software Upgrades \$13,800
- Replacement of Aged Workstations and Laptops \$20,000
- Upgrades to Uninterruptible Power Supplies (UPS) \$5,000

Why are we doing it?

To improve efficiency both labour saving and expedient services to the customer in the Community Safety Unit.

Upgrades to WAN and LAN Infrastructure at remaining remote offices (Horsham Regional Livestock Exchange, Animal Pound, Cemetery, Kalkee Road Children’s Hub, Natimuk Offices, Dooen Landfill, Horsham Waste Transfer Station, Wimmera Business Centre, Botanic Gardens works office. This will:

- Create common wireless network with full access to Council resources across all 11 sites.
- Decommission old Telstra ADSL service prior to the cut-off date and remove large costs associated with these services.
- Improve speed for remote sites.

Upgrades to UPS's need to be taken periodically to prevent failure and to reduce risk to hardware and loss of time and to improve business continuity.

When is it likely to happen?

Between 1 July 2019 and 1 August 2019 (Community Safety Unit)

Between 1 July 2019 and 30 June 2020 (WAN and LAN)

Between 1 March 2020 and 30 April 2020 (UPS upgrades)



Title:	ICT - Host and Storage Replacement
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$170,000			\$170,000
Total	\$170,000			\$170,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Replacement of council's ICT Network - Production Host Servers and Storage Hardware.

Why are we doing it?

The purpose of the project is to update our storage hardware that interconnects with our server hosts as part of an ongoing replacement cycle. Historically Server Hosts and Storage were replaced on a separate cycle. This has caused hardware to be using old technology at implementation. Replacing both items together will ensure that all items work efficiently and effectively together.

Aim and benefits will be:

- Faster storage technology (Include more solid state storage).
- Improved risk mitigation
- Bring replacement schedules in line for both server hosts and data storage to avoid mismatched hardware and technologies.
- Retire old out of support server hosts
- Increased storage capacity to accommodate future projects and expansion.

When is it likely to happen?

Between 1 May 2020 and 1 July 2020.

Title:	ICT - Internal Wi-Fi Upgrade
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$10,000	\$15,000	\$5,000	\$30,000
Total	\$10,000	\$15,000	\$5,000	\$30,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Upgrade existing wireless access points at the Civic Centre and Horsham Town Hall (HTH) and to fill in any black spots within those facilities.

Why are we doing it?

Upgrade existing wireless access points will:

- Resolve high security risks with current setup identified in penetration testing
- Reduce risk of having a central controller/single point of failure
- Common wireless network for council buildings (HTH, Kalkee Road Children’s and Community Hub [KRCC], Civic Centre, Council Depot, Animal Pound, Horsham Regional Livestock Exchange [HRLE], Horsham Waste Transfer Station, Dooen Landfill, Wimmera Business Centre [WBC], Horsham Cemetery, Natimuk office, Information Centre and Botanic Gardens office. This will allow HRCC employees to work seamlessly at all sites.
- Improved speed and reliability.
- Provide service to Wi-Fi black spots across council operations
- Easier management of wireless networks for IT Staff.
- Integration with new wired network hardware.



When is it likely to happen?

Between 1 July 2019 and 30 August 2019.

Title:	Phone System Upgrade
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$40,000	\$40,000	\$20,000	\$100,000
Total	\$40,000	\$40,000	\$20,000	\$100,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Project is to replace councils ageing internal Voice Over IP phone system and handsets. Will increase capacity of the system to meet growing demand and solve a number of impending issues with our phone system such as:

- ISDN removal/migration to SIP.
- Assessment/Plan for physical controllers.
- Softphone implementation to reduce costs on physical handsets.
- Simplification and streamlined licensing.
- More teleworker phones in remote offices.
- Replacement of old 100Mbps handsets.

Why are we doing it?

New equipment will solve a number of impending issues with our Voice over IP phone system:

- Prevent loss of phone service once copper lines are decommissioned by Telstra.
- Softphone implementation to reduce costs on physical handsets - mobile phones to have Mitel functionality with no need for a desk phone for some users.
- Simplification and streamlined licensing
- More teleworker phones in remote offices and deal with the retirement of PSTN/Copper lines at remote sites e.g. Doon Landfill, Horsham Waste Transfer Station, Horsham Regional Livestock Exchange, Botanic Gardens office.
- Replacement of old obsolete handsets and reduce the bottleneck that they cause on our internal networks. (Will increase the speed of the internal network from 100Mbps to 1Gbps).

When is it likely to happen?

Between 1 July 2019 and 31 December 2019.

Title:	Council Chambers, Meeting and Reception Room Acoustics Issues
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Governance and Leadership
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$25,000		\$25,000
External Grants				
Contributions				
Reserves				
Total		\$25,000		\$25,000

Project background

The acoustics in the Council Chambers have been an issue of concern largely when the air-conditioning service is running which is obviously needed most of the time. Changes were made to better utilize the chambers and reception rooms in 2015-16 but this did not address the noise issues.

What are the proposed works?

To undertake modifications to the air conditioning system and any other remediation techniques to address the acoustics issues in the Council chambers, meeting and reception rooms.

Why are we doing it?

Recent upgrades to audio and visual technology whilst helping for larger council meetings does not address the issue for smaller regular meetings in the 3 meeting spaces individually. This project will help to address the issues and provide quieter meeting rooms for staff, councillors and the community.

When is it likely to happen?

Between 1 November 2019 and 29 February 2020.

Title:	Single pass Waste Truck (Landfill Waste and Recycling)
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Waste Management
Asset category:	Plant and Equipment – Plant and Machinery

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$410,000	\$410,000
Total			\$410,000	\$410,000

Project background

Kerbside collection of waste and recycling is a significant cost in the overall waste management function of council. Currently no one truck can take both recycling and waste at the same time which means that for recycling services to be provided requires the use of two trucks over two separate waste runs.

What are the proposed works?

Purchase of new waste and recycling collections vehicle that is capable of undertaking the kerbside municipal solid waste collection, whilst simultaneously collecting the comingled recycling. It is proposed that this collections vehicle will replace one of the existing waste collection vehicles in the fleet.

Why are we doing it?

The intention of this project is to improve the collection efficiency of Council's rural kerbside collection runs. This efficiency gain will be achieved by completing collections of both current kerbside material streams simultaneously, rather than with separate trucks. For rural areas receiving both garbage and recycling services, this vehicle will effectively halve the amount of travel required for collections. This may also potentially lead to the expansion of the recycling service to other areas of the municipality and thereby reduce product to landfill.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020

Title:	Solar Panels Horsham Town Hall
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Sustainability
Asset category:	Property – Buildings

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

Project background

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

What are the proposed works?

To place the maximum allowable number of solar panels on the Horsham Town Hall roof.

Why are we doing it?

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



When is it likely to happen?

Between 1 July 2019 and 20 December 2019.