

# AGENDA

SPECIAL MEETING OF THE  
**HORSHAM RURAL CITY COUNCIL**

on

**25 June 2018**

**5.00pm**

at

Civic Centre

**HORSHAM**

**COUNCILLORS are respectfully requested to attend the Special Council Meeting of the Horsham Rural City Council to be held in the Municipal Chambers, Civic Centre, Horsham at 5.00pm on 25 June 2018 to adopt the Council Plan 2018-2022, 2018/2019 Budget, Rates Strategy and Recycling Collection Contract.**

**Order of Business**

1. READING OF PRAYER AND THE ACKNOWLEDGEMENT OF COUNTRY STATEMENT
2. WELCOME TO DISTINGUISHED GUESTS OR PERSONS IN THE PUBLIC GALLERY
3. APOLOGIES AND REQUEST FOR LEAVE OF ABSENCE
4. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)
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CLOSE



SUNIL BHALLA  
Chief Executive Officer

Appropriate statutory notice of the calling of this Special Meeting was given in the Wimmera Mail Times newspaper on 15 June, 2018.

## **5. PRESENTATION OF REPORTS**

### **5.1 COUNCIL PLAN 2018-22**

G Harrison

File Ref: F19/A11/000001

#### **Purpose**

To present the draft Horsham Rural City Council's, Council Plan 2018-22 for adoption.

#### **Background**

In December 2017 a Strategic meeting was held with Councillors and Executive Management Group to discuss updates to the current Council Plan as a part of the annual budget development process.

There were some minor amendments completed which were reported at the Council meeting on 7 May 2018. This resulted in some changes that required Council to call for public submissions under section 125 (9) of the *Local Government Act 1989*.

Council at its meeting on 7 May 2018, resolved to endorse the draft Council Plan and issue a public notice inviting written submissions in accordance with section 223 and 125(3) of the *Local Government Act (1989)*.

Under Section 126(3) of the *Local Government Act (1989)*, Council must adopt the Council Plan by the 30 June each year.

#### **Issues**

No submissions were received.

#### **Consultation/Communication**

A Public "drop in" information session was held on 23 May 2018, in conjunction with the 2018-19 Draft Budget and the 2018-19 Draft Rates Strategy. Other engagement activities that took place during May 2018 included on-line information on council's website, Flyers at public counters at the Civic Centre Horsham and Natimuk Offices, static displays at the Civic Centre, Councillor Listening Posts and a Facebook question and answer session.

#### **Financial**

The Council Plan directly informs Council's budget.

#### **Links To Council Plans, Strategies, Policies**

The Council Plan is the key planning document for Council as described in Councils Planning and Budgeting Framework.

## Recommendation

That Council adopt the Horsham Rural City Council, Council Plan 2018-2022 **Appendix “5.1A”**, in accordance with section 125(8) of the *Local Government Act (1989)*, and advise the Minister accordingly.

## 5.2 2018/19 BUDGET, STRATEGIC RESOURCE PLAN AND RATES STRATEGY 2018/19

G Harrison

File Ref: F27/A01/000001

### Purpose

To adopt the Horsham Rural City Council Budget 2018-19, including the Strategic Resource Plan 2018-19 to 2021-22 and the Rates Strategy 2018-19.

### Background

Council has prepared a budget, strategic resource plan and rates strategy, which were on public exhibition from 7 May to 5 June 2018, in accordance with Section 223 of the Local Government Act. These documents have been available for review at the Civic Centre Horsham, NC2 Offices Natimuk and on the Council’s website.

The draft budget document **Appendix “5.2B”** is in an easy to read format made up of the following three sections:

#### i. **Mayors Introduction and Executive Summary (Pages 3 to 12)**

This provides a very high level “snapshot” view of the budget and is intended to be readable by members of the community that do not have any financial background. If only this section is read it will give the reader an understanding of the key elements and issues within the budget.

#### ii. **Budget Reports (Pages 14 to 63)**

This section includes all statutory disclosures of information and detailed budget numbers. It includes:

- Explanation of the linkages with the Council Plan
- Service summaries and indicators for councils 35 service groups and 87 separate services including comparison’s with last year’s figures
- Service performance outcome indicators
- Financial statements, grants, borrowings, capital work and rates information.
- Notes to further expand on individual lines within the financial statements
- Financial performance indicators

#### iii. **Appendices (Pages 64 to 103)**

This section provides additional supporting information on community grants, operational initiatives, fees and charges and a document highlighting key capital works.



Whilst the budget document presents Council's budget on an accrual basis, the goal is to bring to balance the budget on a cash basis. This means considering the operating cash revenues and expenditures as well as the capital cash revenues and expenditure. On a cash basis the budget has been balanced.

The Rates Strategy is a separate self-explanatory document, **Appendix "5.2C"** which sets out the key principles and policies that council has applied and considered when looking at the rate structure for the municipality.

### **Issues**

During the community consultation period from 7 May to 5 June, Council received eight submissions in total, four via the form on Council's website and four received in writing to Council. Two of the submitters were heard by Council at its meeting on 6 June 2018. All submissions are provided in the **Appendix "5.2D"**.

Council discussed, at a briefing session on 6 June 2018, the submissions received and issues arising from them and the community engagement that was undertaken.

### **Consultation/Communication**

Council has embarked on a detailed public engagement during the period since adopting the draft budget. The detailed analysis of the engagements undertaken are provided in **Appendix "5.2E"**. Responses to the specific budget submissions received are as follows:

Contact Name	Summary of submission	EMG Proposed Budget Action
Rebecca Greiger	Request the erection of a bus shelter near the corner of Young Street & Vine Avenue.	Will review this in association with PTV and bus route revisions. Would fund from existing allocation in 19-20 if it is OK to proceed.
Neville McIntyre	Farm rate increases are too high and the residential sector should not be receiving a rate decrease. The farm differential needs to be increased	Council has indicated that an independent review of its Rating Strategy will be undertaken during 2018-19 in time for consideration of the 19-20 Budget.
Peter Jackman	Rates too high - need a means of capping individual ratepayers increases so no-one pays above a certain percentage	Council has indicated that an independent review of its Rating Strategy will be undertaken during 2018-19 in time for consideration of the 19-20 Budget.
Wimmera River Imp. Com.	More funding for the Wimmera river improvement committee	Council to fund an additional \$4,000 from the community grant contingency in 2018-19.
Keegan Duff	Bleakley Street road, gutters, footpaths and the school bus stop safety concerns .	The condition of road pavement varies from 5 to 6. Kerb and channel are approaching the end of their life at the last section between Delta and Rasmussen Road (condition 7). Currently this section is planned for renewal in 2020/21. There are a lot of other streets in Horsham in similar or worse condition. There is to be a review of all streets and new condition ratings, later this calendar year. This will provide us the updated priorities.  Council officers will raise the issue of child safety at the next review with PTV.
Zakk Taylor	Need footpaths, kerbing and gutters in regent Street, Natimuk, is hazardous to children and the elderly.	Will work on a Natimuk wide plan for footpaths, kerbing and gutters to assess relative priorities within the community. This will require detailed community engagement.
Peter Henry	Question in relation to the amount of spending that Council undertakes in the local community.	Council officers will work with Fleet Management to specifically demonstrate spend in this specific area, and more broadly will undertake some analysis for communication of all local spending by Council.
Colin Warrick	Questions re a number of issues: Council's administration costs and staffing, Council's service delivery, rural roads (roadside vegetation, road surfaces, safety Polkemmett Rd)	Costs have always been a focus for Council. Rate increases have reduced significantly over the last Issues raised are part of ongoing local review and are being managed in a priority order.

Letters will be written to submitters detailing these actions following the adoption of Council's budget.

### Financial

All matters under discussion impact on the 2018-19 Council Budget and four-year Strategic Resource Plan.

### Links To Council Plans, Strategies, Policies

The budget has been prepared having reference to delivering the draft Council Plan 2018-2022 which is also for adoption by council at this meeting. Preparation of the prepared budget is a statutory requirement.

**Recommendation**

That Council:

1. Adopt the Horsham Rural City Council Rates Strategy 2018-19 as attached in **Appendix "5.2C"**.
2. Adopt Horsham Rural City Council Budget 2018-19 as attached in **Appendix "5.2B"**, pursuant to Section 130 (1) of the Local Government Act (1989) and that Council give public notice of this decision to adopt such Budget, in accordance with Section 130 (2) of the Local Government Act 1989.
3. Adopt the Horsham Rural City Council Strategic Resource Plan 2018-19 to 2021-22 as depicted in section 3 "Financial Statements" of the attached budget document **Appendix "5.2B"**.
4. Adopt the Horsham Rural City Council Rates and charges as depicted in section 4 of the attached budget document **Appendix "5.2B"**.

**5.3 KERBSIDE RECYCLING COLLECTION CONTRACT – VARIATION IN TERMS**

John Martin      File Ref:

**Recommendation**

That Council refer this item to the confidential briefing part of the meeting to consider the report from the Director Technical Services in accordance with Section 89(2) (d) contractual matters of the Local Government Act, 1989.

**6 URGENT BUSINESS**



# **COUNCIL PLAN**

## **2018-2022**

**Horsham Vision** – A vibrant, inclusive community to live, work, play and invest

If you would like to receive this publication in another format, please contact Reception at the Civic Centre Municipal Office on telephone (03) 5382 9777 or email us on [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

If you require an interpreter service, please contact the Translating and Interpreter Service (TIS National) on 131 450 and ask them to contact Horsham Rural City Council Reception on telephone (03) 5382 9777.

Our business hours are 8.30am to 5.00pm Monday to Friday.

**Designed and Illustrated by:**  
Adelle Rohrsheim



### Recognition of our land's traditional owners

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

### Horsham Rural City Council

Civic Centre Municipal Office  
18 Roberts Avenue (PO Box 511)  
Horsham Vic 3402

**P:** (03) 5382 9777

**F:** (03) 5382 1111

**E:** [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

**W:** [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

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## MESSAGE

### FROM THE MAYOR, CR PAM CLARKE

Welcome to the 2018-2022 Council Plan for the Horsham Rural City Council.

Following the election of our new Council in November 2016, we undertook an extensive review of the Council Plan in accordance with the requirements of the *Local Government Act 1989*.

This four-year rolling plan sets the strategic direction for Council and highlights priorities for new and existing services, capital works, maintenance and advocacy on behalf of our community.

The Council Plan contains five long-term community goals:

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

Council services are linked to these goals and performance measures are in place so that we can track our progress and performance.

It is important that the Council Plan is considered as part of the annual budget process. A key component of this document is the Strategic Resource Plan which translates the requirements of the Council Plan into a four-year forward projection of Council's financial position.

The Council Plan is an important document that provides direction to management, indicating where and how the available resources will be allocated.

I encourage you to read the Council Plan and familiarise yourself with the strategic direction of your Council. We welcome your feedback at any time.

**Cr Pam Clarke**  
Mayor



# OUR COUNCILLORS

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote with the most recent election held on 22 October 2016.

The Mayor is elected for a one-year period each November and is voted in by the Councillors.

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the Horsham Rural City Council, policy development, identifying service standards and monitoring performance across the organisation. Councillors have a portfolio of local committees that they attend, providing a valuable link between community and Council.

## ABOUT COUNCIL

Council meetings are held on the first and third Monday of every month (excluding January) at the Civic Centre Municipal Offices in Horsham, commencing at 5.30pm. Meetings are open to the general public and new employees are encouraged to attend to familiarise themselves with Council operations.

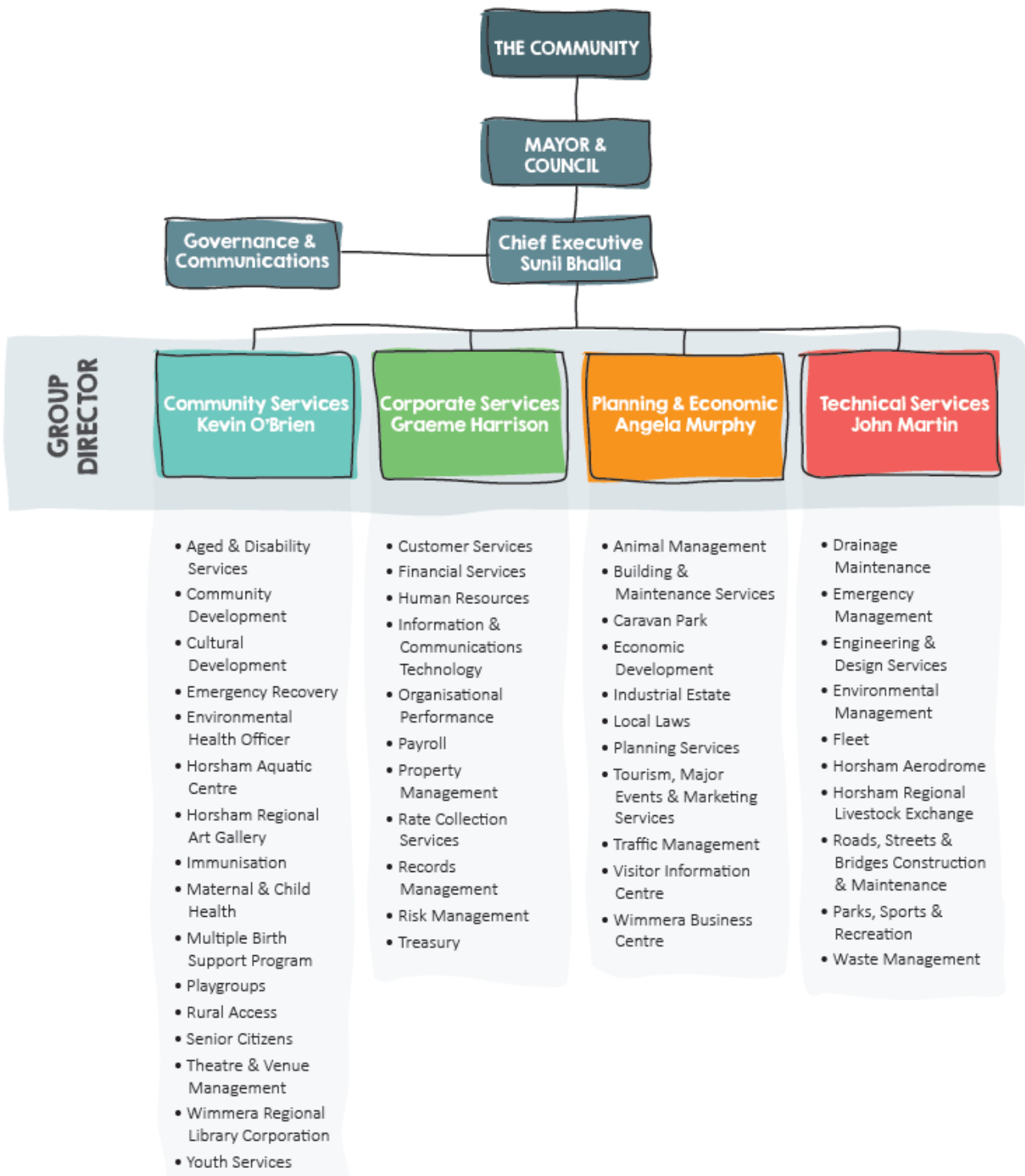
Directors and Managers consult with Councillors and develop reports that are presented to Council meetings for deliberation and determination by Councillors.

Details about meeting dates are advertised in the press, on Facebook, and can be found on the Horsham Rural City Council website. Copies of the agenda for each meeting of Council can be obtained by contacting the Executive Assistant to the Chief Executive. Agendas and minutes are also published on the Horsham Rural City Council website.



**From top to bottom:** Mayor Cr Pam Clarke, Cr David Grimble, Cr Josh Koenig, Cr Les Power, Cr Mark Radford, Cr John Robinson, Cr Alethea Gulvin.

# ORGANISATIONAL STRUCTURE



## VISION

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

## 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 natural environment

## VALUES – we will be ...



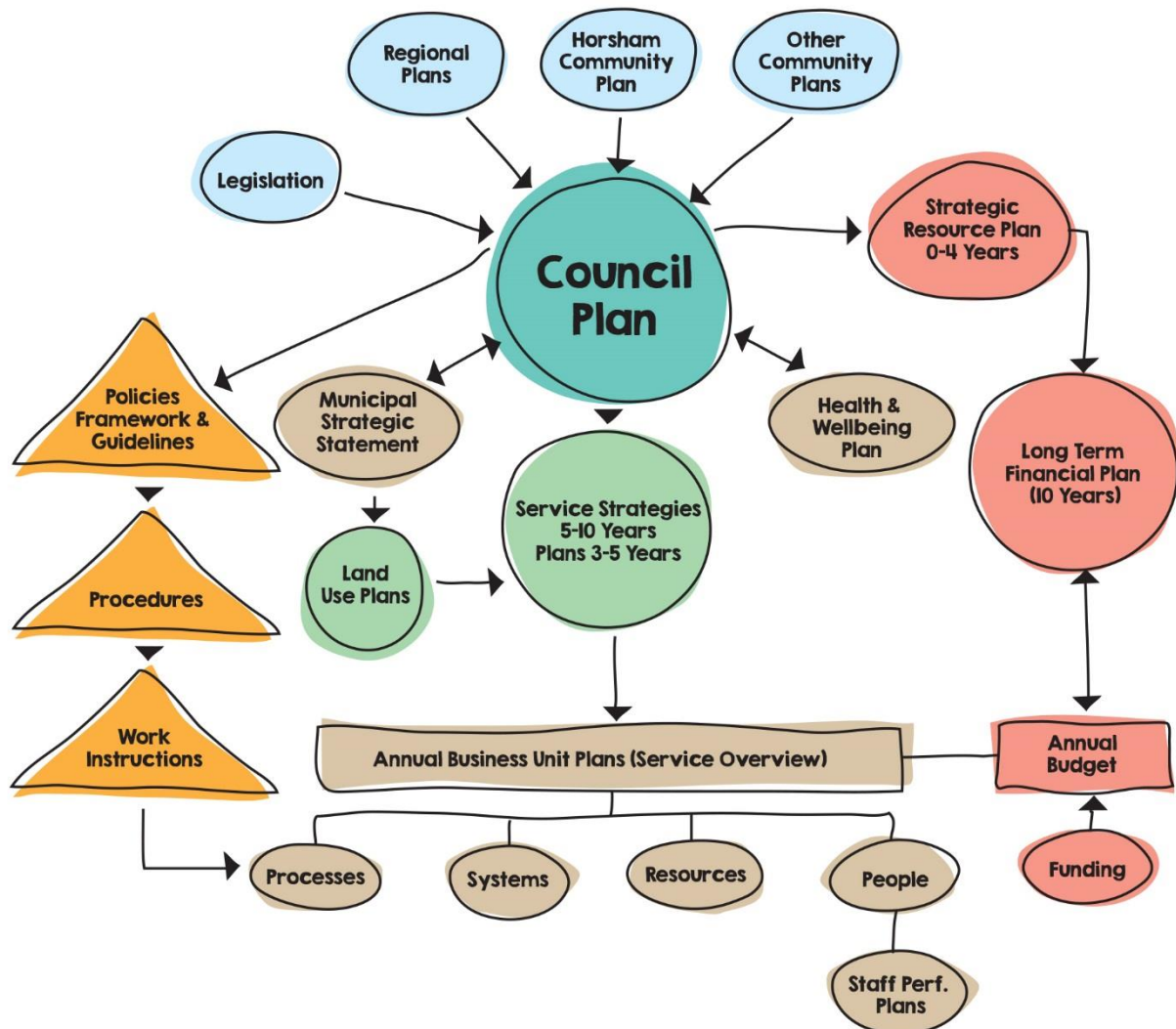
# ABOUT THE COUNCIL PLAN

The *Local Government Act 1989* requires all Victorian Councils to produce a four year Council Plan which must be reviewed annually. The 2018–2022 Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to Long-term

community goals, Four-year outcomes and Four-year priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators that Council will use to deliver key outcomes.

The Horsham Rural City Council Plan contains the following five goals:

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





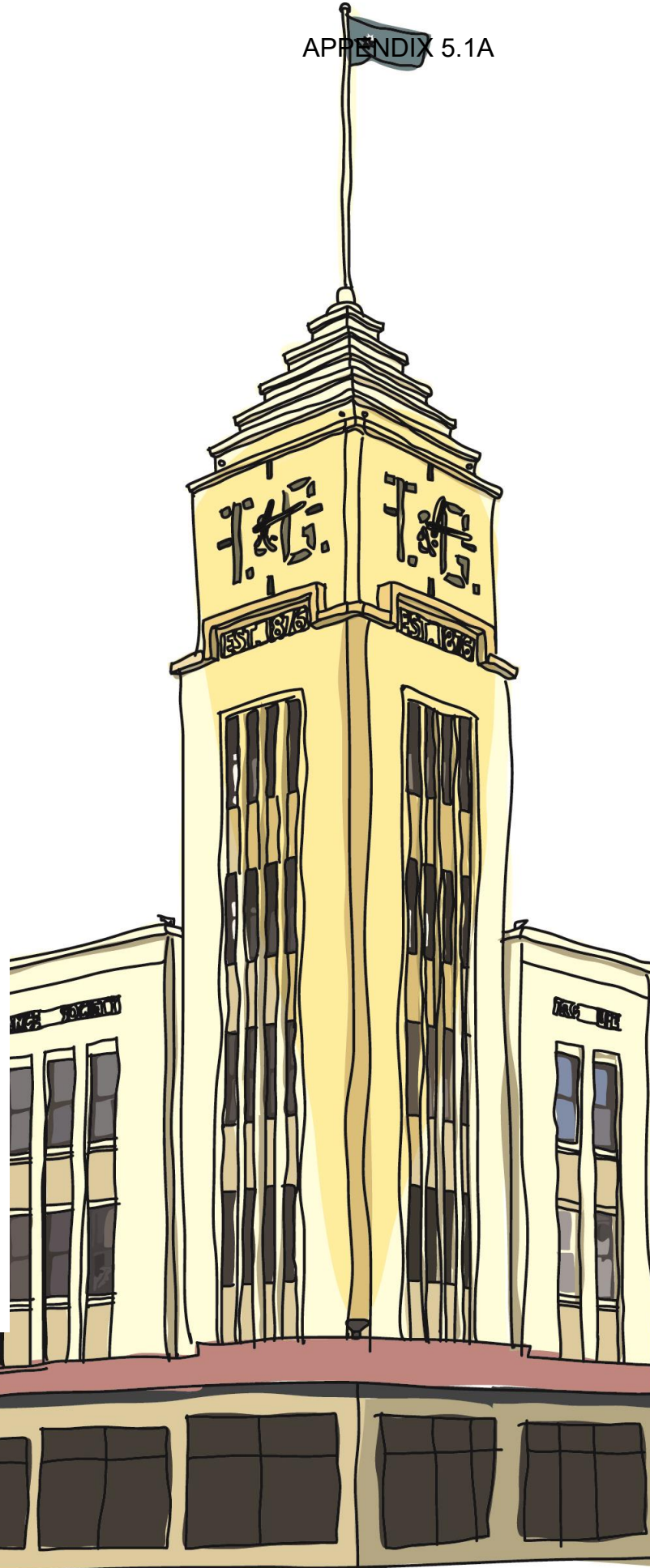
Council has taken the approach to have a four-year rolling Council Plan that is reviewed and revised on an annual basis for the following four years. The report distinguishes between specific four-year outcomes and priorities that can be directly linked to services that Council deliver and are essentially ongoing in nature. Council services have also been linked to each of the goals, and performance measures have been articulated as to how Council will track our progress against these measures.

There are a number of guiding principles that sit across each of the five goals as well as information on the external factors that are influencing our current plan. The Local Government Performance Reporting Framework has also been incorporated into the Council Plans reportable measures.

A key component of the Council Plan is how this relates to Council's yearly budget process. As part of that budget, a Strategic Resource Plan has been developed, which translates the requirements of the Council Plan in to a four-year forward projection of Council's financial position and results. The Strategic Resource Plan is included as part of this Council Plan.

Other important documents in Council's Planning Framework are the Municipal Strategic Statement which is a requirement of the *Planning and Environment Act 1987*, and outlines Councils objectives for the future growth, development and management of land in the municipality, and sets out strategies to achieve these objectives.

The Health and Wellbeing Plan is another important document that helps guide Councils decision making processes. It is a requirement under the *Public Health and Wellbeing Act 2008* and outlines goals and actions that guide Council in creating a local community in which people can achieve maximum health and wellbeing.



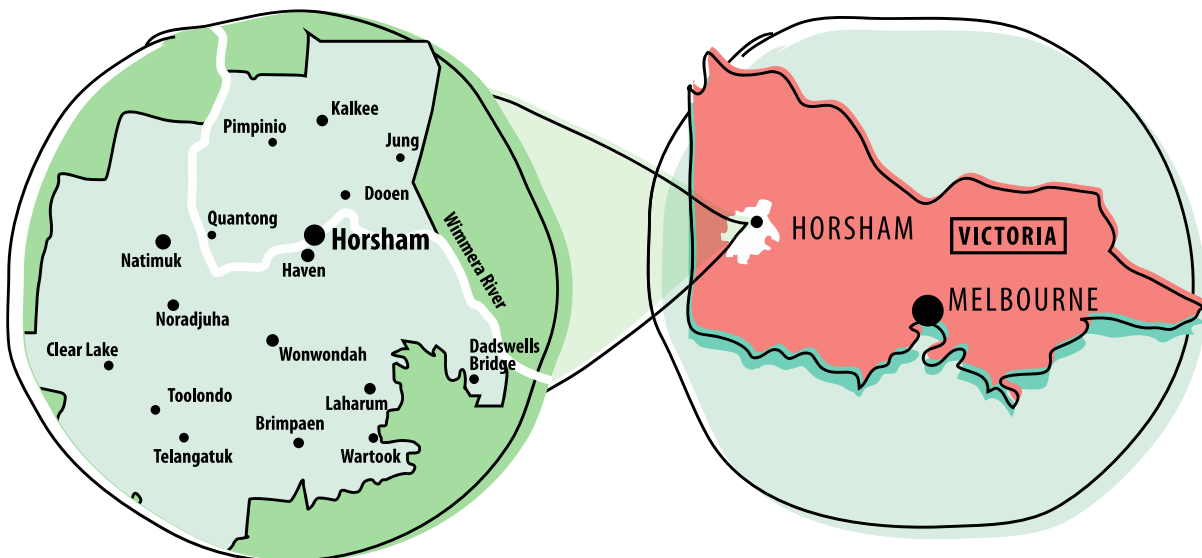
# OUR MUNICIPALITY

Horsham Rural City is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham Rural City Council has a population of 19,801 (June 2017) and covers an area of 4,267 square kilometres. Almost three quarters of residents live in the urban area of Horsham.

Horsham is the major provider of retail, community and government services in the Wimmera, with dryland and broadacre agriculture being our major industry. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham. There are a range of quality educational and health care facilities including secondary colleges, a university and an

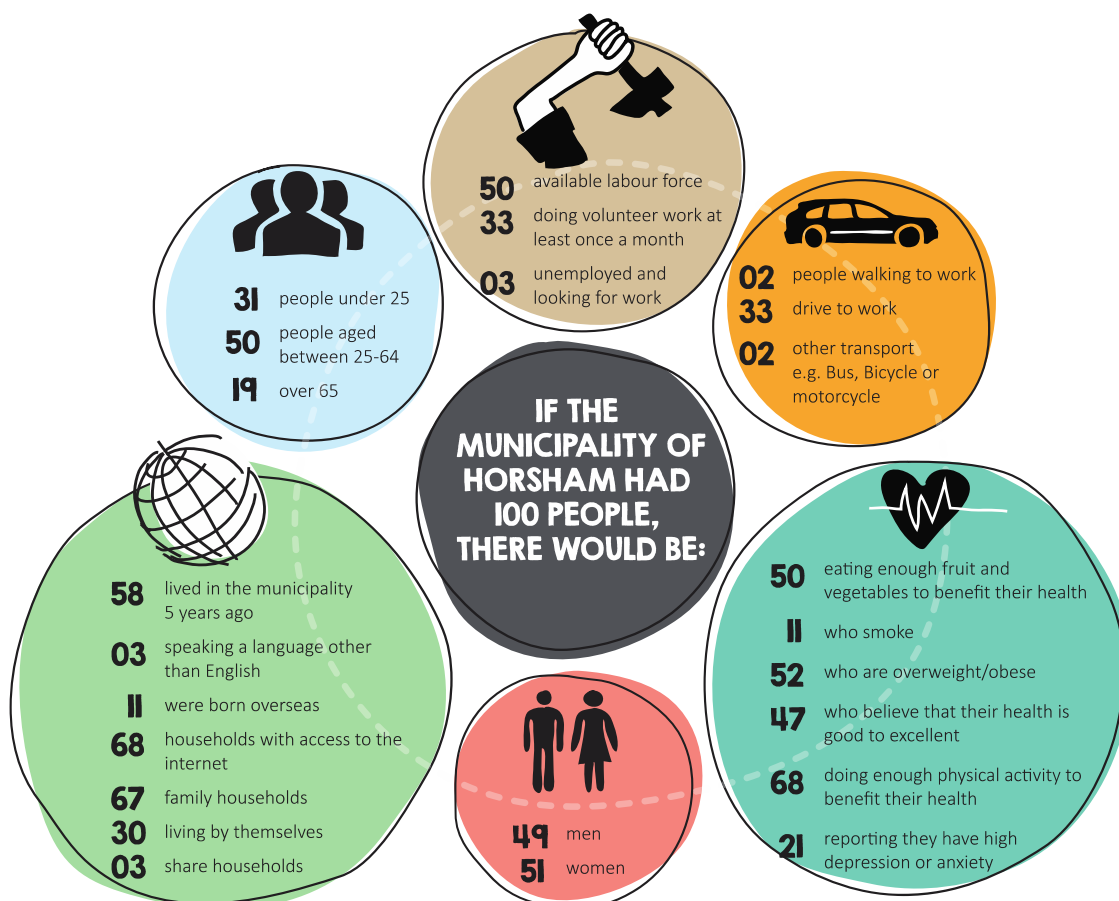
agricultural college. We also have a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley and the Grampians National Park is nearby.

Horsham Rural City Council includes the major centres of Horsham and Natimuk, and the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.



# AT A GLANCE

<b>Population</b>	<b>19,801 (June 2017)</b>
<b>Area</b>	4,267 square kilometres
<b>Road Length</b>	2,946 kilometres
<b>Number of Council Employees</b>	184.7 EFT
<b>Number of Councillors</b>	7
<b>Rateable Properties</b>	12,276
<b>Total Revenue (including grants)</b>	\$55,547,000
<b>Rate and Charge Revenue</b>	\$22,080,000
<b>Major Employment Sector in Municipality</b>	Agriculture, Retail, Health Care and Social Assistance



## Data sourced from:

Department of Health, Regional Health Status Profiles Grampians Region, 2012

Regional Development Australia, Grampians, 2013

Health.vic.gov.au, 2013

Vic Health Survey results, 2014

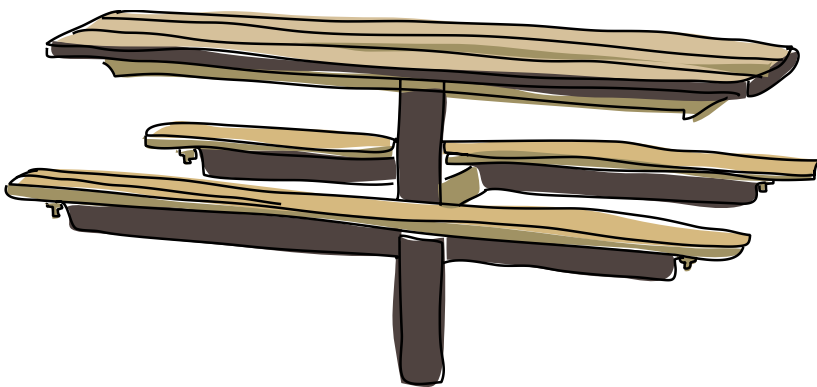
Department of Employment, 2016

# GUIDING PRINCIPLES

The following principles inform the work that Council undertakes.

## Horsham Rural City Council will:

- Recognise our place and importance as a regional centre
- Recognise the significance of our agricultural community
- Consult, engage and work transparently with the community
- Recognise and support the important role of volunteers in our community
- Liaise with Federal and State Government Ministers, Parliamentary representatives and neighbouring municipalities
- Monitor changes in Federal and State Government policies and their impact on the funding of Council service delivery
- Participate in appropriate peak state and regional level forums
- Recognise the important and ongoing place that all indigenous people hold in our community
- Foster an environment that embraces diversity as an integral part of our community
- Promote and protect human rights
- Protect and promote the municipality as a safe place to live
- Continue to work with the community and community groups to address gender inequality issues
- Attract and retain youth, professionals and people from all cultures to the municipality
- Provide information to the community in a variety of formats using plain language where possible
- Respect and protect our natural environment
- Consider the impact of climate change in our key programs
- Provide accessible and quality services in a timely and efficient manner
- Comply with all statutory requirements
- Provide accountable financial management and reporting
- Evaluate refurbishment of appropriate Council assets before construction of new facilities
- Value our local heritage and history
- Seek creative, innovative solutions for continuous improvement in line with our vision for the future
- Work with our community, government and agencies to deliver quality outcomes
- Adopt standards before they become mandatory
- Recognise the importance of economic growth and development
- Promote and protect the rights of all children

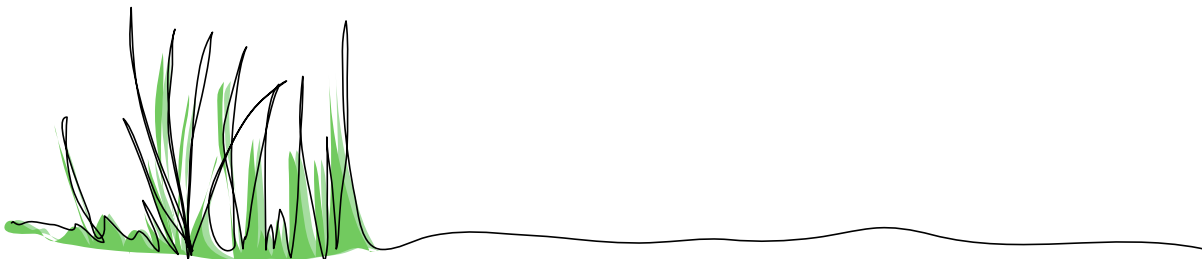




# ADVOCACY

**Advocacy on behalf of the Horsham and wider Wimmera community is an important role for Council. We strive to work hard on a wide number of advocacy issues with our goal for the 2018-2022 Council Plan to advocate for the following:**

- Improved education and health outcomes for the community
- Total mobile phone coverage across the municipality
- The retention of recreational lakes or other recreational water facilities with the purpose of securing water based recreational opportunities in the municipality
- Improved facilities at Horsham Police Station
- Improved residential aged care facilities – particularly high need care
- More flexibility and less onerous conditions in compliance with Environment Protection Authority requirements for landfill
- Support upgrade of facilities and infrastructure at Longerenong College – shearing, chemical, class rotation, administration
- Encourage the establishment of a passenger air service from Horsham to Melbourne and Adelaide
- Affordable housing and social housing
- Review of Council funding system by State and Federal Governments
- Develop incentives program to attract in-demand skills to the region
- Work with our regional partners to increase collaboration between communities, industry, businesses and government to address the most important challenges and opportunities in our region
- Duplication of the Western Highway to Stawell and improved safety through to the South Australia border
- Return of passenger rail
- Horsham Road Bypass (alignment) and construction
- Actively pursue the retention and further development of rail freight services for the region and lobby for containerised transport subsidy
- Relocation of Horsham North School to the Kalkee Road Children’s Hub area
- Family violence support and safety hub in Horsham
- Alcohol and Drugs Rehabilitation Clinic
- Attracting services: Medical, aged care, early years etc.
- Wimmera Health Care Group Laundry redevelopment
- Funding for second river road crossing
- Electric vehicle charging points
- Road funding for flood impact





# EXTERNAL FACTORS THAT INFORM THE COUNCIL PLAN



**Our economy is evolving**

- The farming sector is diversifying as new technologies and practices are being adopted to adapt to global economic and climate changes
- The continued consolidation of farming enterprises to create larger corporate entities
- Mining in the municipality may increase, providing economic activity and employment opportunities
- Horsham is leading the way in cropping research
- We are a service centre for the region – cultural, health etc.
- Rollout of the national broadband network will provide opportunities for the business and community sectors
- Changing technology will provide us with more innovative business opportunities especially around online retailing, e-commerce and social media
- Water savings from the Wimmera Mallee pipeline providing more economic, business, recreation and tourism opportunities
- The Wimmera Intermodal Freight Terminal and surrounding precinct will provide numerous economic opportunities
- Changes to the Local Government Act
- Increase in Regulatory oversight
- Availability of contractors from time to time

**Our community is changing**

- The municipality is continuing to experience some population increase, mainly with people moving to Horsham from surrounding areas
- Our population is living longer and baby boomers are looking to retire to a place that meets their needs
- There is an increase in people from diverse cultures moving to our municipality
- Volunteer groups need help to be sustainable
- A need to create community infrastructure which is more accessible
- Effects of technology
- Aged care reform
- Visitor economy is changing
- Increased rates of family violence
- Community awareness and attitude towards non-acceptance of violence against women

**To attract and retain people in our municipality, quality services and cultural activities are needed including:**

- A range of public and private education facilities (from early years through to tertiary and lifelong learning)
- High quality acute, allied health, mental health and residential aged care services
- A choice of specialist health services and preventative health care programs
- Appropriate and affordable housing
- State-of-the-art cultural venues and events
- Opportunities for sport, recreation and physical activity
- Efficient and effective public transport within Horsham and connecting to larger centres
- Opportunities for social connection
- Importance of early years services

**For the municipality to be a good place to live and preserve our natural environments we need to:**

- Have connected and accessible urban and rural environments
- Make greater use of assets such as the Wimmera River and recreational lakes
- Maintain and develop assets that meet the community's needs
- Better manage our green and hard waste and educate the community on recycling and energy efficiency
- Plan for the impacts of climate change

# GOALS



# GOAL 1

## Community and Cultural Development

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

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	<b>Community and Cultural Development</b>	
The Council's four-year outcomes	<p><b>1.1</b> Contribute to building a vibrant, diverse and resilient community</p> <p><b>1.2</b> Develop a safe, active and healthy community, encouraging participation</p> <p><b>1.3</b> Contribute to cultural activities that enhance our community</p> <p><b>1.4</b> Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities</p>	<p>100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018</p> <p>Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017</p> <p>Work with the Horsham Historical Society to plan for and scope a new Heritage Centre</p> <p>Securing funding for CBD Revitalisation Project Stage 1 - improved urban design</p> <p>Develop plans for a Town Square by December 2018</p>

### What we'll do

#### The Council's four-year priorities

<b>1.1</b>	<b>Contribute to building a vibrant, diverse and resilient community</b>
1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North
1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan
1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum
1.1.04	Facilitate ongoing development of community facilities at Haven Recreational Reserve
1.1.06	Implement Volunteer Management Framework
1.1.07	Develop and implement an Indigenous Reconciliation Action Plan
1.1.08	Review future use of all kindergartens and Maternal and Child Health, post the Horsham North Children's Hub
1.1.09	Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub
1.1.10	Support our local communities in developing community plans and strategies

**What we'll do – continued...****The Council's four-year priorities**

<b>1.2</b>	<b>Develop a safe, active and healthy community, encouraging participation</b>
1.2.01	Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct
1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds
1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study
1.2.06	Support family violence prevention programs and initiatives
1.2.07	Development of Positive Ageing initiatives
1.2.08	Review of Youth services in consultation with other agencies and develop a strategy
1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)
1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River – from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities
1.2.11	Improve presentation, lighting and walking track condition around the racecourse
1.2.12	Encourage the development of a riverside café
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy
1.2.14	Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally
<b>1.3</b>	<b>Contribute to cultural activities that enhance our community</b>
1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River
1.3.02	Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC
1.3.04	Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator
1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre
1.3.06	Support the Arapiles Historical Society with the Natimuk Museum development
1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality
<b>1.4</b>	<b>Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities</b>
1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme
1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design
1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square
1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham
1.4.05	Review the Domestic Animal Management Plan



### Strategies and plans that support this goal: (Council will implement selected recommendations)

Active Communities, Positive living, Planning for Longevity in the Wimmera 2009-29  
 Arts and Cultural Plan  
 Community Action Plans  
 Community Development Framework  
 Community Plans (Dadswells Bridge, Horsham, Laharum/Wartook, Natimuk)  
 Disability Access and Action Plan

Early Years Plan  
 Health and Wellbeing Plan  
 Horsham Rail Corridor Masterplan  
 Municipal Emergency Management Plan  
 Municipal Fire Management Plan  
 Public Arts Implementation Plan  
 Sport and Recreation Strategy

### Services and ongoing activities that support this goal:

#### **Animal Management**

#### **Aged and Disability**

Meals on Wheels  
 Home and Community Care Services

#### **Health and Wellbeing**

Environmental Health

#### **Community Development**

Community Arts  
 Community Engagement  
 Community Facilities  
 Disability Awareness and Capacity  
 Youth Services

#### **Community Safety**

Admin of Community Local Law 3  
 Fire Hazard Enforcement

#### **Early Years**

Supported Play Group  
 Maternal and Child Services – Universal

#### **Library**

#### **Performing Arts**

Horsham Town Hall Operations  
 Wesley Operations

#### **Visual Arts**

Art Gallery  
 Art Gallery Education Program  
 Art Gallery Exhibitions Program

#### **Emergency Management**

SES Support  
 Wimmera Emergency Management  
 Resource Sharing

**Horsham Rural City Council on an ongoing basis will:**

Support the community with governance and management arrangements for community sport and recreation assets

Support sporting and community organisations to develop and upgrade community sport and recreation facilities through relevant funding programs in accordance with the Sport and Recreation Plan and other Council plans

Provide municipal emergency management services in accordance with Council's Municipal Emergency Management Plan and Emergency Recovery Plan

Continue to work in partnership with Police and community safety organisations to create a safe, equal and respectful society for everyone

Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC

Encourage and support appropriate festivals, events and cultural activities within the municipality including those that celebrate and promote cultural and religious diversity and provide funding for marketing support

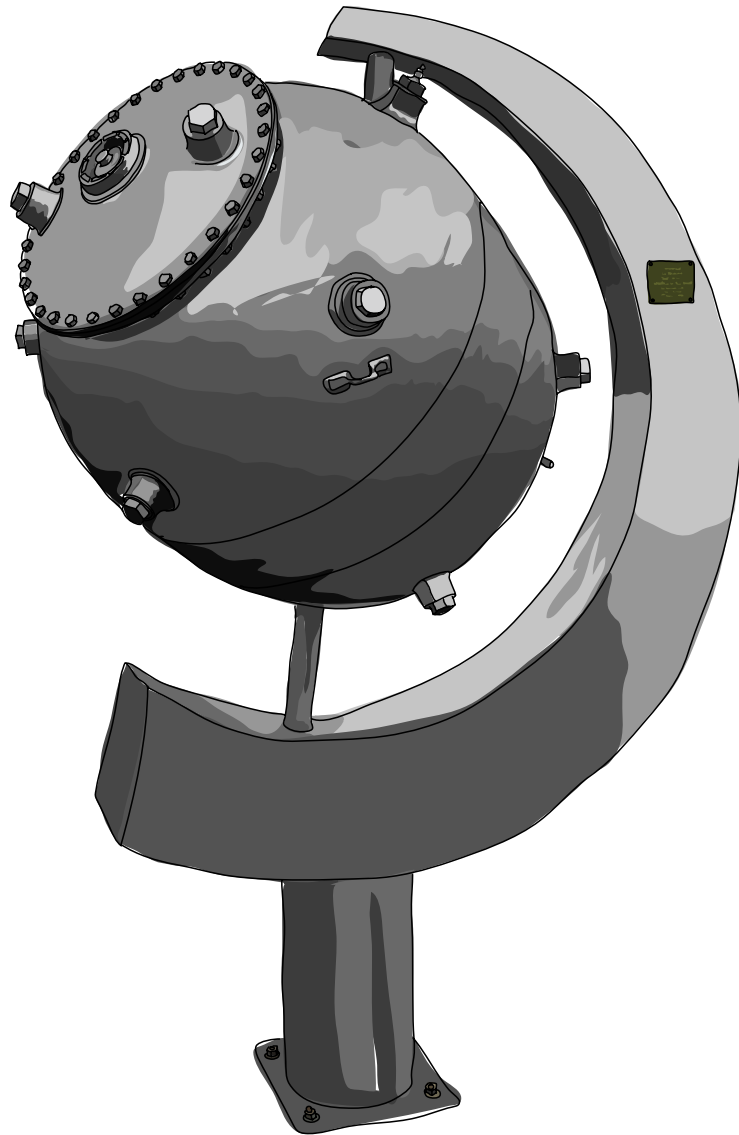
Participate in the sustainability Victoria "Sustainable Communities" Award program

Encourage cultural and diverse community activities and festivals to promote the municipality and encourage the use of our community spaces

Maintain support as a signatory for Communities of Respect and Equality Alliance (CoRE)







## Goal 2

### Sustaining the Economy

Lead in sustainable growth and economic development

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	<b>Sustaining the Economy</b>	
The Council's four-year outcomes	<p><b>2.1</b> Cultivate opportunities for the municipality to prosper and pursue possibilities for new development</p> <p><b>2.2</b> Support initiatives for improved transport services in and around the municipality</p> <p><b>2.3</b> Increase visitors to the municipality</p> <p><b>2.4</b> Promote Horsham as a regional city</p>	<p>Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by May 2019</p> <p>Implement the outcomes from the Visitor Information Centre review by 30 June 19</p>

## What we'll do

### The Council's four-year priorities

#### 2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development

- 2.1.01 Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector
- 2.1.02 Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities
- 2.1.04 Support development opportunities facilitated by the Wartook Valley strategy
- 2.1.05 Facilitate further development of the Aerodrome Industrial Estate
- 2.1.06 Develop partnerships with industry groups and government
- 2.1.07 Support investigations into the community service station at Natimuk

#### 2.2 Support initiatives for improved transport services in and around the municipality

- 2.2.01 Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets
- 2.2.02 Support a Western Highway by-pass of Horsham
- 2.2.03 Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)
- 2.2.04 Investigate the impacts of the relocation of the rail line out of the town area
- 2.2.06 Implementation of the roads service (2016-2017), to encompass levels of service, construction and maintenance methods (including cost efficiency)
- 2.2.07 Horsham Integrated Transport Strategy completed, including:
  - Stage 1 – Strategic road network, including regional highways, railway and Horsham Bypass
  - Stage 2 – Horsham urban area
  - Stage 3 – Rural areas of municipality
- 2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River (including location) and determine the timing when this should be constructed
- 2.2.09 Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)
- 2.2.10 Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection

**What we'll do** *continued...*

**The Council's four-year priorities**

**2.3 Increase visitors to the municipality**

2.3.01 Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct

2.3.02 Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity

2.3.03 Support the development of the Grampians Peak Trail

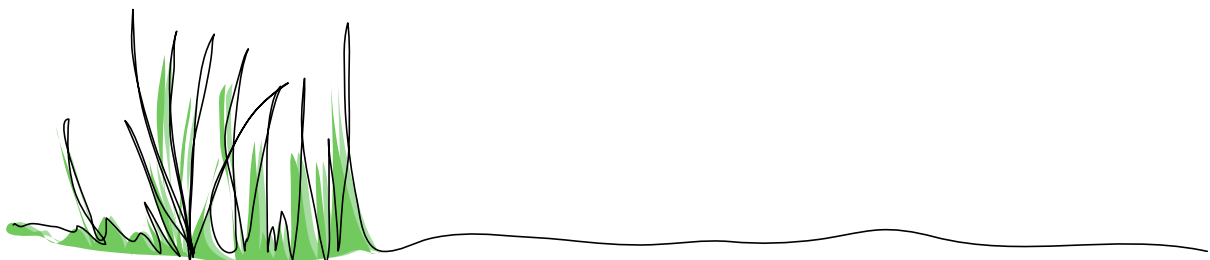
2.3.04 Explore opportunities from the 2017-18 Australian and International Motor Cross Events

2.3.05 Investigate marketing and funding through the RMIT for the Zero to Nhill Trail

2.3.06 Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins

**2.4 Promote Horsham as a regional city**

2.4.01 Support the WDA initiative to promote a Grains Centre of Excellence



### Strategies and plans that support this goal: (Council will implement selected recommendations)

Bicycle and Shared Path Plan	Municipal Parking Strategy
Economic Development Strategy	Municipal Strategic Statement
Electric Power Line Operational Clearance Plan	Sustainability Strategy
HRCC Tourism Masterplan 2016-2020	Wimmera Intermodal Freight Terminal
Mt Arapiles Tooan State Park Study	Precinct Structure Plan

### Services and ongoing activities that support this goal:

#### Management and Admin

Planning and Promotional Management and Admin  
 Planning and Economic Development Services

#### Economic Development

Business Development  
 Industrial Estates  
 Wimmera Business Centre  
 Wimmera Development Association  
 Wimmera Intermodal Freight Terminal

#### Parking and Traffic Management

Parking Control  
 School Crossing Supervision

#### Promotions and Tourism

Caravan Park  
 Tourism Development  
 Visitor Information Centre  
 Promotions of Festivals and Events

### Horsham Rural City Council on an ongoing basis will:

Encourage the growth opportunities for specific sectors including manufacturing, mineral sands, retail, viticulture, agriculture, horticulture and grains research

Support the Wimmera Mining Sector Plan to maximise long term economic and social benefits

Encourage business opportunities from water available from the Wimmera Mallee Pipeline system

Consider targeted trade and economic opportunities associated with business and economic sectors in the municipality utilising modern and emerging technology

Support and actively participate in the Wimmera Development Association

Support future operations and opportunities for the Wimmera Business Centre through the Committee of Management to reinforce its ongoing viability and effectiveness in fostering new business enterprises

Encourage linkages with local business and tourism associations to assist growth and prosperity of the retail, commercial and tourism sectors

Support investigation of localised renewable energy generation facilities

Encourage development of private vacant, unserviced land in the industrial zones and for Council to pursue the development of additional industrial sites

Pursue opportunities for the establishment of suitable enterprises at Burnt Creek Industrial Estate and Horsham Enterprise Estates

Actively participate in the Regional Living Expo and program

Promote and attract conferences to Horsham

Facilitate the attraction of major sporting events

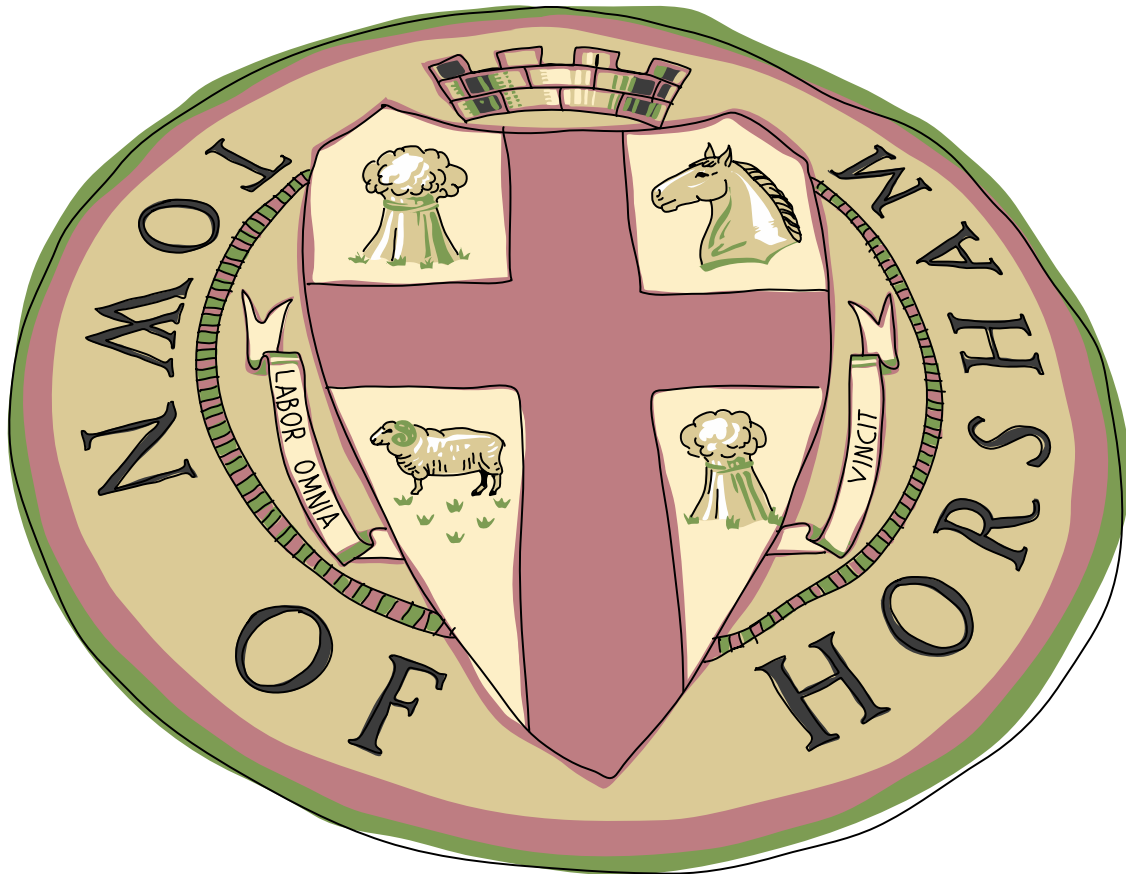
Promote and encourage safe bicycle use as a sustainable alternate mode of transport, including provision of bicycle parking facilities

Continue resourcing tourism, event and festival funding through the Tourism Advisory Committee

Work with Governments to improve the quality of preschool, primary, secondary and tertiary educational services to attract and retain families in the municipality

Continue to develop sustainable water reuse projects including reuse of storm water





## Goal 3

### Asset Management

Meet community and service needs through provision and maintenance of infrastructure

	What we'll aim for:	We'll track progress in terms of:
<b>Long-term community goal</b>	<b>Asset Management</b>	
<b>The Council's four-year outcomes</b>	<p><b>3.1</b> Determine infrastructure needs and expectations through consultation with developers and the community</p> <p><b>3.2</b> Ensure projected financial and physical programs reflect infrastructure needs</p> <p><b>3.3</b> Maintain asset management systems that will assist planning asset maintenance and capital renewal</p> <p><b>3.4</b> Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety</p>	<p>Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by April 2018</p> <p>Finalise preparation of asset management plans for all main asset groups by December 2018</p> <p>Implement improved asset management and maintenance management systems by December 2018</p> <p>Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year</p>

## What we'll do

### The Council's four-year priorities

<b>3.1</b>	<b>Determine infrastructure needs and expectations through consultation with developers and the community</b>
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership
3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development
3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome
3.1.05	Develop a prioritised plan for upgrade of community recreation facilities
3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality
3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre
3.1.08	Develop improved park and street tree policy as an 'urban forest plan'
3.1.09	Identify and develop new off street parking areas on CBD fringe
3.1.10	Develop a master plan of streetscape themes and service levels for existing streets and new developments
<b>3.2</b>	<b>Ensure projected financial and physical programs that reflect infrastructure needs</b>
3.2.01	Implementation of the Civic Centre Redevelopment Plan
3.2.02	Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff
<b>3.3</b>	<b>Maintain asset management systems that will assist planning asset maintenance and capital renewal</b>
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings
3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities
<b>3.4</b>	<b>Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety</b>
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)
3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture
3.4.03	Develop and review the Sports and Recreation Strategy
3.4.04	Develop additional off leash areas for dogs
3.4.05	Develop improved entrances to all towns (street signage and landscapes)
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade

**Strategies and plans that support this goal: (Council will implement selected recommendations)**

Asbestos Management Plan

Asset Management Plan

Asset Management Improvement Strategy

Horsham Aerodrome Business Plan

Horsham South Drainage Strategy

Road Management Plan

**Services and ongoing activities that support this goal:**

**Management and Admin**

Technical Services Management and Admin

Asset Management – Customers, Internal, EMG, Council

**Building Asset Management**

**Business Activities**

Aerodrome Operations

Livestock Exchange Operations

Private Works Recharged

**Operations Management**

Operations Management

Fleet Management

**Rural Infrastructure**

Bridge Maintenance

Road Construction

Road Maintenance

Quarry Management

**Parks and Gardens**

Playgrounds

Open Spaces

Community Housing

Street Cleaning

**Streetscapes and Public Conveniences**

City Centre

Public Conveniences

Street Lighting

Street Signage

Other Street Assets

Tree Maintenance

**Sports and Recreation**

Aquatic Service

Sports Complexes Indoor – Maintenance

Sports Complexes Outdoor – Ovals, Turf and Grass

Major Projects

**Urban Infrastructure**

Footpaths

Walking Trails/Paths

Stormwater Drainage

Off Street Car Parks

Road Construction

Road Maintenance



**Horsham Rural City Council on an ongoing basis will:**

Continue the Horsham central business district upgrade of streetscaping

Continue to support the Horsham Bypass implementation

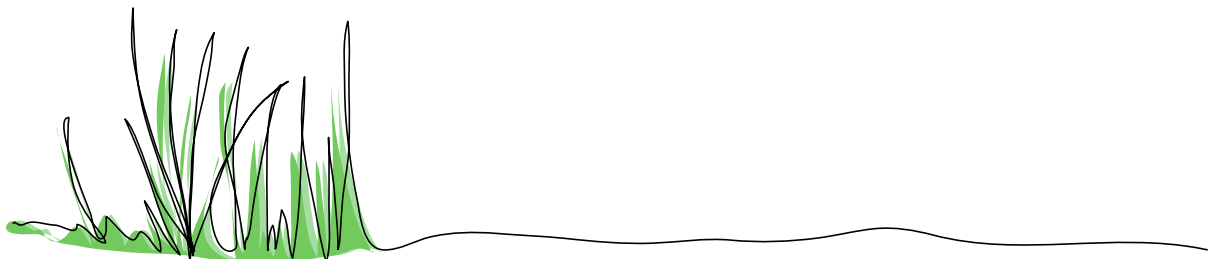
Continue construction and implementation of drainage infrastructure for Horsham North and Horsham South

Prioritise risk and condition reports for all assets

Continue to actively pursue initiatives to reduce the infrastructure renewal funding gap

Encourage greater use of information technology systems for asset and risk management, including the Geographic Information System

Improve and enhance facilities in Horsham including the Visitor Information Centre, Horsham Aquatic Centre and Botanical Gardens to attract more visitors to the municipality



# Goal 4

## Governance and Business Excellence

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

	What we'll aim for:	We'll track progress in terms of:
<b>Long-term community goal</b>	<b>Governance and Business Excellence</b>	
<b>The Council's four-year outcomes</b>	<p><b>4.1</b> Continuously improve communication and engagement with the community through effective consultation</p> <p><b>4.2</b> Manage risk to the organisation</p> <p><b>4.3</b> Be an employer of choice</p> <p><b>4.4</b> Achieve high standards of organisational performance</p>	<p>Complete an engagement process by 30 June 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the "why" of council services</p> <p>Maintain staff turnover rates at under 10%</p> <p>Increase overall score in the Community Satisfaction Survey</p>



**What we'll do:****The Council's four-year priorities****4.1 Continuously improve communication and engagement with the community through effective consultation**

4.1.01 Review the rates strategy and implement

4.1.02 Feedback to community clearly explaining "why" Council delivers the services that it does

4.1.03 Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity

4.1.04 Review our communications methods with a view to increasing electronic engagement with our customers and the community

**4.2 Manage risk to the organisation**

4.2.01 Review programs for savings/cancellation of services

4.2.02 Implement a robust financial and performance management system

4.2.03 Respond to emerging risks through the strategic risk register and internal audit

**4.3 Be an employer of choice**

4.3.01 Investigate opportunities for participating in employee exchange programs

4.3.02 Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment

**4.4 Achieve high standards of organisational performance**

4.4.01 Widen the implementation of the Merit Customer Service request tracking system across the organisation

4.4.02 Develop an ICT Strategy for Council including GIS capabilities

4.4.03 Develop a Management Strategy for Council's record and data management systems

4.4.04 Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation

4.4.05 Review sister city relationships as a means of facilitating business, educational and cultural networks and exchanges

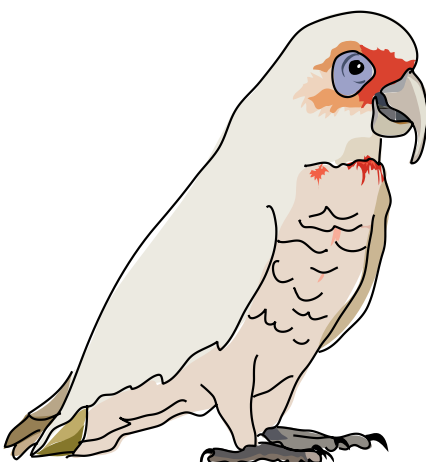
4.4.06 Review the Name and Address Register (NAR) database to create single name and address database

4.4.08 Manage the implementation of the major revision to the Local Government Act

4.4.10 Work with surrounding Shires to identify opportunities for shared services

4.4.11 Support training and programs relating to family violence and gender equality

4.4.12 Support cultural awareness training and programs



**Strategies and plans that support this goal: (Council will implement selected recommendations)**

Audit Committee Charter	Rates Strategy
Business Continuity Plan	Risk Management Strategy
Customer Service Charter	Service Overview
Digital Communication Strategy	Strategic Audit Plan
Internal Audit Program/Plan	Strategic Risk Management Framework
Occupational Health and Safety Plan	Strategic Resource Plan
Risk Management Plan	Volunteer Manual

**Services and ongoing activities that support this goal:**

**Management and Admin**

Building Operations  
Corporate Service Management  
General Office Operations

**Financial Services**

Treasury Management  
Financial Reporting  
Receivables Management – Debtors

**Governance and Leadership**

CEO Operations  
Council, Mayor and Councillors  
Media and Communications

**Organisational Development**

Human Resources  
Occupational Health and Safety

**Rates and Property Services**

Rates  
Valuation and Property Services

**Information and Technology**

IT Support  
Software/Hardware

**Horsham Rural City Council on an ongoing basis will:**

Maintain relationships with other levels of Government and peak bodies including continued participation in the Regional Cities Group and Wimmera Development Association

Foster improved organisation probity, practices and risk management through the effective operation of Council's Audit Committee

Promote staff wellbeing and fitness

Continue to improve performance reporting and regular management reporting across all areas of Council

Continue to participate in cadetship/scholarship programs

Apply continuous improvement and review all Council's processes and services

Strengthen business unit planning to enhance overall organisational planning and performance

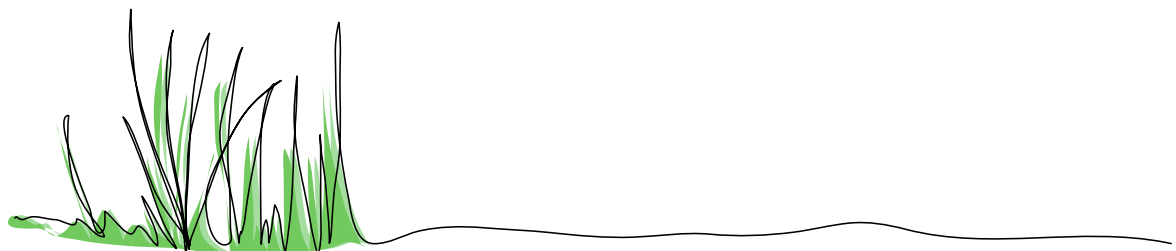
Encourage Councillors to participate in professional development

Implement Council's Risk Management Strategy and Risk Action Plan under the guidance of the Risk Management Committee

Maintain a detailed strategic risk register and prudent financial and risk management controls in accordance with the Risk Management Strategy

Ensure that Council has in place systems and processes to comply with relevant legislation requirements and obligations

Provide regular reporting to Council on the status of Key Stakeholder, advocacy and significant relationships



## Goal 5

### Natural and Built Environments

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

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

	What we'll aim for:	We'll track progress in terms of:
<b>Long-term community goal</b>	<b>Natural Environment</b>	
<b>The Council's four-year outcomes</b>	<p><b>5.1</b> Promote sustainability by encouraging sound environmental practice</p> <p><b>5.2</b> Plan for rural and urban land use to create a sustainable municipality for the future</p>	<p>Update and promote our Sustainability Strategy by June 2018</p> <p>Install solar panels on at least two Council buildings by June 2018</p> <p>90% of planning permits issued within the 60 day statutory period</p> <p>Complete at least one major strategic planning review prior to 30 June 18</p>

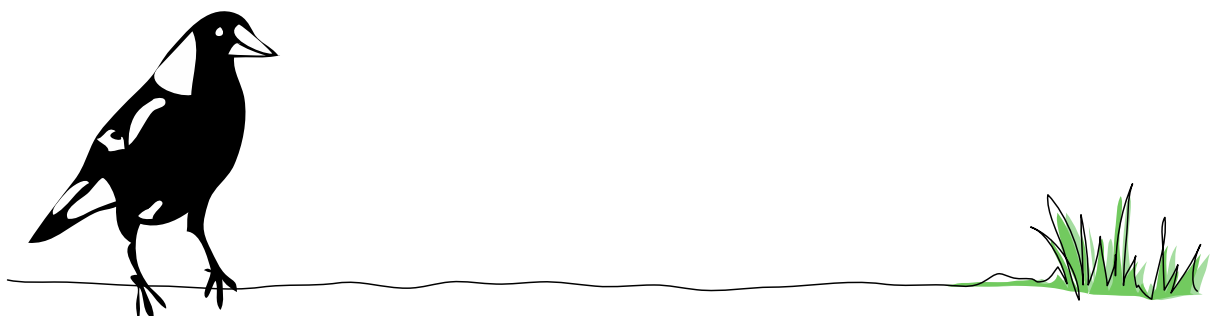


**What we'll do:****The Council's four-year priorities****5.1 Promote sustainability by encouraging sound environmental practice**

- 5.1.01 Investigate opportunities for the use of Renewable energy for Council facilities including Solar Panels where feasible on Council buildings and facilities
- 5.1.02 Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment
- 5.1.03 Develop a Climate Change Response Strategy for Council operations
- 5.1.04 Support the Natimuk Community Energy Project
- 5.1.05 Establish a sustainability reserve for the ongoing funding of sustainability related projects.
- 5.1.06 Develop and implement a Waste Management Strategy
- 5.1.07 Explore GWM recycled water use within the community
- 5.1.08 Optimise use of water basins - capturing storm water
- 5.1.09 Investigate and support renewable energy opportunities throughout the municipalities
- 5.1.10 Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality

**5.2 Plan for rural and urban land use to create a sustainable municipality for the future**

- 5.2.01 Complete the Horsham South Structure Plan
- 5.2.02 Complete the Rural Land Use Strategy
- 5.2.03 Complete the Public Open Space Strategy
- 5.2.04 Complete the Wimmera River Corridor Strategy
- 5.2.05 Review and further develop planning controls for heritage items through the completion of heritage studies
- 5.2.06 Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve
- 5.2.07 Amend the Planning Scheme to implement the recommendations from flood investigations



### Strategies and plans that support this goal: (Council will implement selected recommendations)

Environment Management Plan  
 Environment Sustainability Strategy  
 Roadside Vegetation Management Plan  
 Street Tree Strategy

Sustainable Water Usage Plan  
 Wartook Valley Strategy  
 Wimmera River Improvement Plan

### Services and ongoing activities that support this goal:

#### Building Services Regulatory

Building Approvals

#### Planning Services

Statutory Planning

#### Waste Management Services

Garbage Services

Recycling

Transfer Stations and Landfills

#### Parks and Gardens

Waterways, Foreshores and Wetlands

#### Natural Resource Management

Fire Protection Works

Other Street Assets

Roadside Vegetation Management

### Horsham Rural City Council on an ongoing basis will:

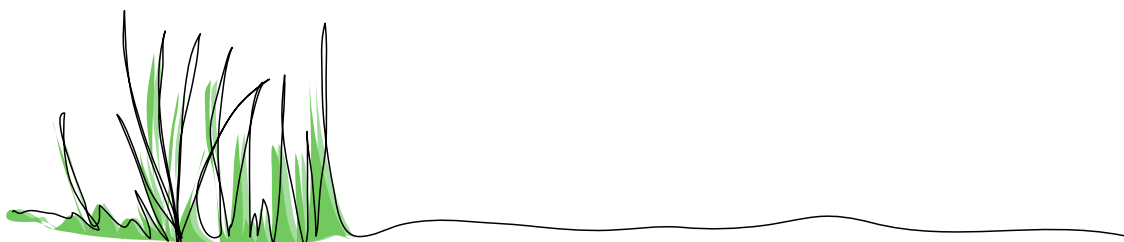
Look to reduce Council's carbon footprint and lead through example with energy efficiency initiatives

Support the Wimmera Mining Sector Plan to minimise environmental impacts for the municipality

Support investigation of localised renewable energy generation facilities

Promote and encourage safe bicycle use as a sustainable alternate mode of transport, including provision of bicycle parking facilities

Continue to develop sustainable water reuse projects including reuse of storm water





# Achievements

## Four-year priorities completed during the term of this Council

### Goal 1

- 1.1.05 Complete construction of the Kalkee Road Children’s and Community Hub and commence operations
- 1.2.03 Complete a detailed feasibility study for a multipurpose/indoor sports and community facility
- 1.2.05 Development of the Health and Wellbeing plan 2017
- 1.3.03 Develop a public art action plan

### Goal 2

- 2.1.03 Develop an Economic Development Strategy
- 2.2.05 Review Municipal Parking Strategy

### Goal 3

- 3.1.01 Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers
- 3.2.03 Review and update Road Management plan

### Goal 4

- 4.4.07 Renew HRCC external website
- 4.4.09 Review need for more HR resources

### Goal 5



# How we will report on our performance

## Local Government Performance Reporting Framework

The Victorian Government has been working with Councils to develop and continually review the Local Government Performance Reporting Framework (LGPRF) which ensures that all Councils are measuring and reporting on their performance in a consistent way.

The *Local Government Amendment (Performance Reporting and Accountability) Act 2013*, came into operation on 18 April 2014, and amended the *Local Government Act 1989* in preparation for Victoria's new performance reporting framework.

The new legislation and framework improves public accountability, strategic and financial planning, and reporting requirements across local government.

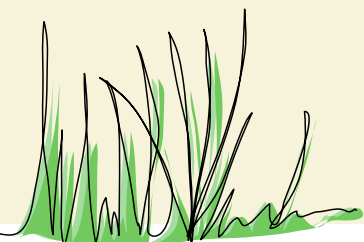
From July 2014, the LGPRF became mandatory for implementation by Councils as part of the planning and reporting cycle for the 2014-2015 financial year.

Councils report against a standard set of indicators that allow benchmarking of results. This gives the community better access to information about how their Councils are performing across a range of areas. Results are published each year via [www.knowyourcouncil.vic.gov.au](http://www.knowyourcouncil.vic.gov.au).

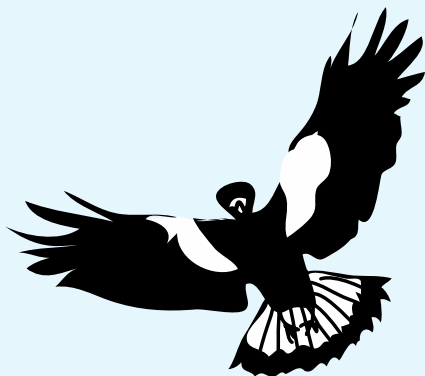
A comprehensive range of service areas were initially considered with the list currently refined to nine common local government services plus five optional service areas. Horsham Rural City Council can also voluntarily develop indicators surrounding further service areas.

A Governance and Management checklist also forms part of the framework to ensure Horsham Rural City Council have appropriate Policies, Plans and Frameworks in place surrounding areas such as Risk, Emergencies, Assets, Fraud, Community Engagement and Financial Management.

<b>Governance</b>	<b>Food Safety</b>
<b>Statutory Planning</b>	<b>Maternal and Child Health</b>
<b>Roads</b>	<b>Home and Community Care (optional)</b>
<b>Libraries</b>	<b>Economic Development (optional)</b>
<b>Aquatic Centre</b>	<b>Sports Grounds (optional)</b>
<b>Waste Collection</b>	<b>Immunisation (optional)</b>
<b>Animal Management</b>	<b>Street Sweeping (optional)</b>



# Strategic Resource Plan



# How we will resource our plan

## Strategic Resource Plan

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2018-2022. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities. It also helps to establish a basis from which to measure Council's adherence to its policies and strategies and to plan for long-term financial sustainability for the municipality.

## Development of the plan

The four-year Council Financial Plan has been prepared in accordance with the requirements of the *Local Government Act 1989*. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan. The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, Statement of Human Resources, four-year Capital Works Expenditure and a Summary of planned Human Resources Expenditure.

The Strategic Resource Plan is revised annually as part of the annual review of the Council Plan and is also informed through the annual budget process. Projections are based on Council's four-year priorities and ongoing service delivery levels.

## Economic environment and key financial assumptions

The Strategic Resource Plan is prepared and revised annually based on the latest economic and financial information available at the time of its preparation. As economic and financial variables change over time, the plan is adjusted accordingly to take account of these movements. The key financial assumptions underpinning the Strategic Resource Plan are detailed in Table 1.

**Table 1:** Financial assumptions of Strategic Resource Plan

	2018-2019	2019-2020	2020-2021	2021-2022
Rates increase	2.25%	2.2%	2.2%	2.2%
CPI	2.0%	2.0%	2.0%	2.0%
Total revenue increase	0.5%	-2.1%	12.9%	4.4%
Total cost increase	6.1%	0.4%	-3.1%	1.6%
Investment returns	2.2%	2.2%	2.2%	2.2%

## The Strategic Resource Plan was developed through a rigorous process, and is based on the following key information:

- Audited financial statements as at 30 June 2017
- 2018-19 Council Budget
- A range of assumptions about changes in future income and expenditure associated with meeting current levels of services
- Economic environment - financial indicators based on external sources
- The need to comply with the principles of sound financial management as contained in the Act
- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information

## Key objectives of the financial plan

### The key objectives that underpin the financial plan include:

- maintain the existing range and level of service provision and where possible develop the capacity to grow and add new services
- maintain a strong cash position, ensuring that Council remains financially sustainable in the long term
- a trend towards an underlying operating surplus
- maintain debt levels below prudential guidelines
- continue to pursue recurrent grant funding for strategic capital funds from the state and federal governments
- provide for rate increases that establish a sustainable funding level, including increasing capital funding for asset renewal
- a rate increase contained within the State Governments Rate Cap for 2018/19 of 2.25% with the assumption that the cap will remain at 2%. This reflects expected minimal general cost increases but does not allow for continued growth in service demand across the municipality. Any growth will need to be met through improving efficiencies in existing operations and services
- ensure critical asset renewal items are funded annually over the timeframe of the plan
- rating strategy that provides stability in the rate burden



The Council recognises the need for long-term financial planning and will embark on the development of a 10-year financial plan in future updates.

**Table 2:** Key financial indicators of the Strategic Resource Plan

Key Financial Indicators	Budget	Strategic Resource Plan		
	2017-18 (\$000's)	2018-19 (\$000's)	2019-20 (\$000's)	2020-21 (\$000's)
Underlying Surplus/(deficit)	1,475	171	8,403	10,169
Total Revenue	52,489	51,384	58,407	60,590
Total Operating Expenditure	51,014	51,213	49,644	50,421
Gross Capital Expenditure	15,055	16,737	27,583	22,939
Cash Inflow/(Outflow)	(2,635)	(701)	(726)	358
Cash Assets	10,956	10,255	9,531	9,890
Asset Renewal Ratio <sup>1</sup>	0.76	1.09	1.15	0.91

<sup>1</sup> Asset Renewal Ratio = Capital Expenditure (Renewal) / Depreciation

# Strategic resource plan

Horsham Rural City Council comprehensive income statement for the four years ended 30 June 2022

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Income</b>				
Rates and garbage charge	26,702	27,443	28,200	28,994
Grants - Operating (recurrent)	8,123	8,286	8,451	8,620
Grants - Operating (non recurrent)	4,205	3,292	230	230
Grants - Capital (recurrent)	888	995	995	995
Grants - Capital (non recurrent)	2,596	451	10,130	10,374
User charges and other fines	6,162	6,285	6,411	6,539
Other income	2,361	2,411	2,476	2,541
Contributions - cash	70	204	200	540
Contributions - non monetary	900	900	900	900
Statutory fees and fines	484	504	524	544
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(42)	558	(525)	258
Fair value adjustments for investment property	10	25	25	25
Share of net profits of associates	30	30	30	30
<b>Total income</b>	<b>52,489</b>	<b>51,384</b>	<b>58,047</b>	<b>60,590</b>
<b>Expenses</b>				
Employee costs	17,970	18,366	18,770	19,183
Materials and services	20,500	20,268	17,978	18,026
Borrowing costs	295	260	365	510
Depreciation	10,900	11,060	11,220	11,380
Bad and doubtful debts	72	76	80	84
Other expenses	277	283	331	338
Written down value of assets disposed	1000	900	900	900
<b>Total expenses</b>	<b>51,014</b>	<b>51,213</b>	<b>49,644</b>	<b>50,421</b>
Surplus (deficit) for the year	1,475	171	8,403	10,169
<b>Other comprehensive income</b>				
Net asset revaluation increment	5,000	5,000		10,000
<b>Comprehensive result</b>	<b>6,475</b>	<b>5,171</b>	<b>8,403</b>	<b>20,169</b>

The above comprehensive income statement should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council balance sheet for the four years ended 30 June 2022

	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
<b>Current assets</b>				
Cash and Cash equivalents	10,956	10,255	9,531	9,890
Trade and other receivables	1,615	2,000	2,410	2,582
Financial assets	17,800	17,800	17,800	17,800
Other assets	955	974	993	1,000
Inventories	700	714	728	736
Non-current assets held for sale	350	350	350	350
<b>Total current assets</b>	<b>32,376</b>	<b>32,093</b>	<b>31,812</b>	<b>32,358</b>
<b>Non-current assets</b>				
Trade and other receivables	200	178	156	134
Investment property	2,500	2,525	2,550	2,575
Investments in associates	1,308	1,338	1,368	1,398
Property, infrastructure, plant and equipment	468,282	478,074	490,973	511,982
<b>Total non-current assets</b>	<b>472,290</b>	<b>482,115</b>	<b>495,047</b>	<b>516,089</b>
<b>Total assets</b>	<b>504,666</b>	<b>514,208</b>	<b>526,859</b>	<b>548,447</b>
<b>Current liabilities</b>				
Trade and other payables	6,550	6,772	6,850	7,051
Interest-bearing loans and borrowings	546	806	809	851
Provisions	4,901	4,921	4,803	5,048
<b>Total current liabilities</b>	<b>11,997</b>	<b>12,499</b>	<b>12,462</b>	<b>12,950</b>
<b>Non-current liabilities</b>				
Provisions	2,499	3,118	2,975	2,607
Interest-bearing loans and borrowings	5,738	8,988	13,416	14,715
<b>Total non-current liabilities</b>	<b>8,237</b>	<b>12,106</b>	<b>16,391</b>	<b>17,322</b>
<b>Total liabilities</b>	<b>20,234</b>	<b>24,605</b>	<b>28,853</b>	<b>30,272</b>
<b>Net assets</b>	<b>484,432</b>	<b>489,603</b>	<b>498,006</b>	<b>518,175</b>
<b>Equity</b>				
Accumulated surplus	237,543	238,711	247,643	257,260
Reserves - asset replacement	18,333	17,336	16,807	17,359
Reserves - asset revaluation	228,556	233,556	233,556	243,556
<b>Total equity</b>	<b>484,432</b>	<b>489,603</b>	<b>498,006</b>	<b>518,175</b>

The above balance sheet should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council statement of changes in equity for the four years ended 30 June 2022

	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019</b>			
Balance at beginning of the financial year	233,166	223,556	21,235
Surplus for the year	1,475		
Net asset revaluation increment		5,000	
Transfer to Reserves	(4,132)		4,132
Transfer from Reserves	7,034		(7,034)
<b>Balance at end of the financial year</b>	<b>237,543</b>	<b>228,556</b>	<b>18,333</b>
<b>2020</b>			
Balance at beginning of the financial year	237,543	228,556	18,333
Surplus for the year	171		
Net asset revaluation increment		5,000	
Transfer to Reserves	(4,332)		4,332
Transfer from Reserves	5,329		(5,329)
<b>Balance at end of the financial year</b>	<b>238,711</b>	<b>233,556</b>	<b>17,336</b>
<b>2021</b>			
Balance at beginning of the financial year	238,711	233,556	17,336
Surplus for the year	8,403		
Net asset revaluation increment			
Transfer to Reserves	(4,132)		4,132
Transfer from Reserves	4,661		(4,661)
<b>Balance at end of the financial year</b>	<b>247,643</b>	<b>233,556</b>	<b>16,807</b>
<b>2022</b>			
Balance at beginning of the financial year	247,643	233,556	16,807
Surplus for the year	10,169		
Net asset revaluation increment		10,000	
Transfer to Reserves	(4,132)		4,132
Transfer from Reserves	3,580		(3,580)
<b>Balance at end of the financial year</b>	<b>257,260</b>	<b>243,556</b>	<b>17,359</b>

The above statement of changes in equity should be read in conjunction with the accompanying other information.



# Strategic resource plan

Horsham Rural City Council statement of cash flows for the four years ended  
30 June 2022

	2018/19 Inflows / (Outflows) \$'000	2019/20 Inflows / (Outflows) \$'000	2020/21 Inflows / (Outflows) \$'000	2021/22 Inflows / (Outflows) \$'000
<b>Cash flows from operating activities</b>				
<b>Receipts</b>				
General rates and charges	26,627	27,368	28,110	28,894
Statutory fees and fines	464	484	504	514
User Charges and other fines (incl. GST)	5,862	6,085	6,211	6,339
Contributions (inclusive of GST)	30	164	160	500
Interest	445	485	525	531
Government grants operations (incl. GST)	11,641	11,178	8,281	8,450
Government grants capital (inclusive of GST)	3,284	1,246	10,925	11,169
Other revenue (inclusive of GST)	3,734	4,080	4,123	4,202
<b>Total Receipts</b>	<b>52,087</b>	<b>51,090</b>	<b>58,839</b>	<b>60,599</b>
<b>Payments</b>				
Employee costs	(17,270)	(18,066)	(18,470)	(18,883)
Materials and consumables	(19,800)	(19,568)	(17,778)	(17,826)
Other expenses	(1,977)	(2,283)	(2,331)	(2,338)
<b>Total Payments</b>	<b>(38,833)</b>	<b>(39,698)</b>	<b>(38,358)</b>	<b>(38,824)</b>
<b>Net cash provided by (used in) operating activities</b>	<b>13,040</b>	<b>11,173</b>	<b>20,260</b>	<b>21,552</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(15,055)	(16,737)	(27,583)	(22,939)
Proceeds from property, infrastructure, plant and equipment	214	1,614	2,531	914
<b>Net cash provided by (used in) investing activities</b>	<b>(14,841)</b>	<b>(15,123)</b>	<b>(25,052)</b>	<b>(22,025)</b>
<b>Cash flows from financing activities</b>				
Finance Costs	(295)	(260)	(365)	(510)
Repayment of borrowings	(542)	(546)	(806)	(809)
Proceeds from borrowings		4,055	5,237	2,150
<b>Net cash provided by (used in) financing activities</b>	<b>(837)</b>	<b>3,249</b>	<b>4,066</b>	<b>831</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2,638)</b>	<b>(701)</b>	<b>(726)</b>	<b>358</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>	<b>13,594</b>	<b>10,956</b>	<b>10,257</b>	<b>9,532</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>10,956</b>	<b>10,255</b>	<b>9,531</b>	<b>9,890</b>

The above statement of cash flow should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council statement of capital works for the four years ended  
30 June 2022

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Property</b>				
Land			1,000	
Buildings	1,437	4,955	14,335	11,438
<b>Total Property</b>	<b>1,437</b>	<b>4,955</b>	<b>15,355</b>	<b>11,438</b>
<b>Plant and equipment</b>				
Plant, equipment and other	1,759	1,759	1,759	1,759
Furniture and office equipment	294	100	100	100
<b>Total Plant and equipment</b>	<b>2,053</b>	<b>1,859</b>	<b>1,859</b>	<b>1,859</b>
<b>Infrastructure</b>				
Road assets	6,940	5,608	5,704	7,262
Bridges	210	220	130	130
Footpaths and cycleways	1,007	600	500	410
Drainage		100		
Recreational, leisure and community facilities	1,346	200	50	450
Waste management	1,090	2,145		405
Parks, open space and streetscapes	51	150	3,470	70
Off street car parks	40	15	15	15
Other infrastructure	681	885	500	900
<b>Total Infrastructure</b>	<b>11,565</b>	<b>9,923</b>	<b>10,369</b>	<b>9,642</b>
<b>Total capital works expenditure</b>	<b>15,055</b>	<b>16,737</b>	<b>27,583</b>	<b>22,939</b>
<b>Represented by:</b>				
Asset Renewal	8,330	12,030	12,880	10,371
Asset Upgrade	1,895	1,942	5,309	5,077
New Assets	4,830	2,765	9,394	7,491
<b>Total capital works expenditure</b>	<b>15,055</b>	<b>16,737</b>	<b>27,583</b>	<b>22,939</b>

The above statement of capital works should be read in conjunction with the accompanying other information.

## Funding sources

### Represented by:

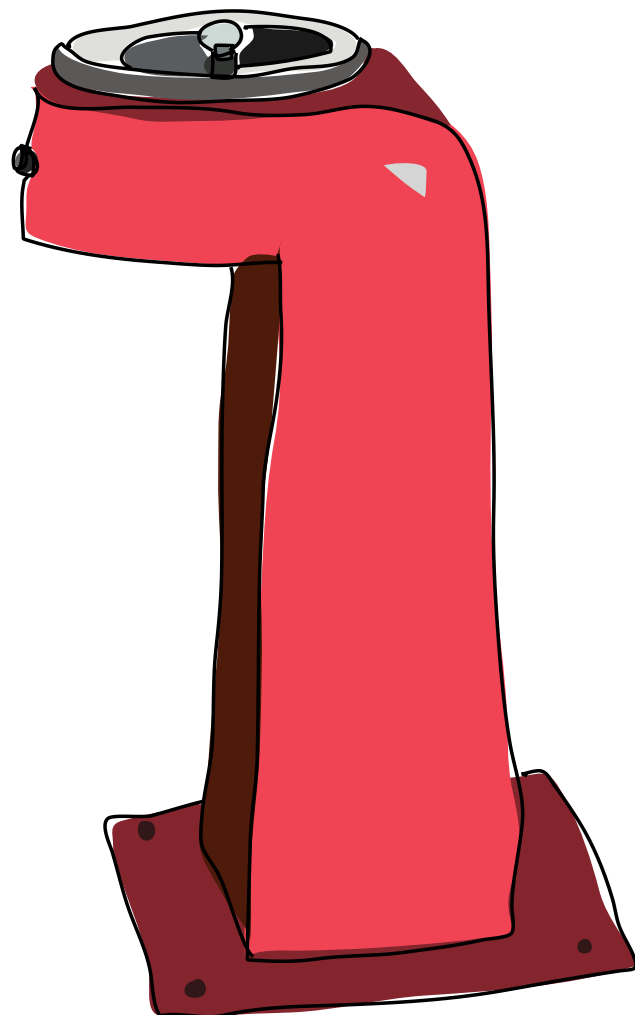
Grants	3,484	1,446	11,125	11,369
Contributions to Capex	55	204	200	540
Council cash	11,516	11,032	11,021	8,880
Borrowings		4,055	5,237	2,150
<b>Total capital works expenditure</b>	<b>15,055</b>	<b>16,737</b>	<b>27,583</b>	<b>22,939</b>

# Strategic resource plan

Horsham Rural City Council statement of human resources for the four years ended  
30 June 2022

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Staff expenditure</b>				
Employee Costs - Operating	17,970	18,366	18,770	19,183
Employee Costs - Capital	898	916	935	953
<b>Total staff expenditure</b>	<b>18,868</b>	<b>19,282</b>	<b>19,705</b>	<b>20,136</b>
<hr/>				
Employees	202	202	202	202
Total staff numbers	202	202	202	202

The above statement of human resources should be read in conjunction with the accompanying other information.



# Strategic resource plan

Horsham Rural City Council summary of planned resources expenditure for the four years ended 30 June 2022

	2018/19 \$'000	Permanent Full time \$'000	Permanent Part Time \$'000
Community and enterprise services	4,400	2,294	2,106
Corporate services	3,649	3,051	598
Planning and economic services	2,141	1,915	226
Technical services	8,678	8,488	190
<b>Total staff expenditure</b>	<b>18,868</b>	<b>15,748</b>	<b>3,120</b>

	2018/19 FTE	Permanent Full time	Permanent Part Time
Community and enterprise services	45	20	25
Corporate services	35	28	7
Planning and economic services	22	18	4
Technical services	100	98	2
<b>Total permanent staff</b>	<b>202</b>	<b>164</b>	<b>38</b>



# Definitions

## **Active Communities, Positive Living, Planning for Longevity in the Wimmera plan**

– A joint strategy aimed at ensuring that the Wimmera continues to be a region where residents are able to age well and remain active within their local communities.

**Advocacy** – Series of actions taken and issues highlighted to change ‘what is’ into ‘what could be’

**Agency** – An organisation that has been established to provide a particular service in the community.

**Best Value Program** – A State Government policy which is applied to services provided by Council based on six principles. For example, quality and cost standards, responsiveness, accessibility, continuous improvement and consultation.

**Burnt Creek Industrial Estate** – Restricted serviced large lot industrial land at Burnt Creek situated four kilometres south of Horsham.

**Central Activity District Strategy** – A strategy that provides guidance about land use and development.

**Changing Places Toilet Facility** – Accessible toilets with extra features and more space including: a height adjustable adult-sized changing bench, a tracking hoist system, space and a safe and clean environment.

**Climate Change** – A significant and lasting change in the statistical distribution of weather patterns over time ranging from decades to millions of years.

**Commitments** – Objectives that are a specific, measurable statement of what will be done to achieve our goals.

**Community Engagement Strategy** – A strategy developed by Council to plan how we are going to conduct community consultation. It helps us work out who we need to consult with and what the best way of consulting is.

**Council Plan** – Outlines Council’s process of defining its strategy/direction and making decisions on allocating resources to pursue this strategy/direction.

**Cultural Development Plan** – A plan aimed at enriching the Horsham community by creating a diverse and inclusive arts environment where contemporary and heritage cultures are celebrated.

**Disability Access and Action Plan** – A plan developed by Council that identifies goals and actions to reduce barriers created by attitudes with practices and structures to ensure that all people can participate equally in the life of our community.

**Environment Sustainability Strategy** – A strategy developed by Council that focuses on environment sustainability practices.

**Geographic Information System** – A system designed to capture, store, manipulate, analyse, manage and present all types of geographical data.

**Grampians Peak Trail** – A long distance walking track through the Grampians National Park.

**Grampians Way** – A proposed tourist route around the Grampians National Park.

**Guiding Principles** – Principles that inform the work that Council undertakes.

**Health and Wellbeing Plan** – Outlines goals and actions that guide Council creating a local community in which people can achieve maximum health and wellbeing.

**Horsham City Framework for Managing Growth** – A strategic land use planning study to manage the growth of the municipality.

**Horsham Enterprise Estate** – Serviced industrial land between Golf Course Road and Plumpton Road, Horsham.

**Infrastructure Renewal Funding Gap** – The annual shortfall in spending needed to maintain Council infrastructure.

**Key Direction** – The strategic objective or desired future such as achievement of a goal or a solution to a problem.

**Key Performance Indicators** – A type of performance measurement used to evaluate progress towards strategic goals.

**Local Government Act** – Legislation which provides a framework for the establishment and operation of Councils in Victoria.

**Makers Studio** – A community facility funded by Horsham Rural City Council which includes a large studio space and gallery located adjacent to the Horsham Library.

**Mission** – A statement of purpose. A Mission should guide the actions of the organisation and spell out its overall goal, provide a path and guide decision-making.

**Mt Arapiles Tooan State Park study** – A study that explores the opportunity for sensitive development of visitor facilities at Mt Arapiles to help attract longer stays in the region and provide economic benefits for the area.

**Municipal Early Years Plan** – A plan that outlines early years services and opportunities for children in the municipality aged 0 to 8 years.

**Municipal Emergency Management Plan and Emergency Recovery Plan** – A plan that outlines emergency management and recovery processes for the municipality.

**Municipality** – A city, town, or village, incorporated for local self-government.

**Municipal Bicycle Plan** – A plan developed by Council that encourages active travel in the municipality.

# Definitions

## **Municipal Strategic Statement –**

Outlines objectives for the future growth, development and management of land in the municipality and sets out strategies to achieve these objectives

**Planning Framework –** Sets out the broad principles required to guide the Horsham Rural City Council Planning process.

**Public Art –** Artworks that have been planned and executed with the specific intention of being sited or staged in the physical public domain, generally outdoors and accessible to all.

**Regional Character Study –** A study that identifies the valued characteristics of residential areas in the region.

**Regional Cities Group –** Includes the municipalities of Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Greater Shepparton, Wangaratta, Warrnambool and Wodonga – the 10 largest cities outside of metropolitan Melbourne.

**Regional Living Expo –** An expo held at the Melbourne Convention and Exhibition Centre each year that showcases the outstanding opportunities available in regional and rural Victoria.

## **Regional Waste Management**

**Strategy –** A regional waste management strategy for the Grampians Regional Waste Management Group which comprises of the municipalities of Horsham Rural City, Ararat Rural City, Yarriambiack Shire and Northern Grampians Shire Council.

**Risk Management Strategy –** A strategy developed by Council that promotes an organisation wide approach to risk management.

**Road Management Plan –** A plan that establishes procedures and systems for the maintenance of public roads in the municipality.

## **Roadside Vegetation Management**

**Strategy –** A strategy developed by Council to assist in the management of roadside vegetation.

**Special Charges Scheme –** Legislation under the Local Government Act (1989) that allows Councils to recover the cost of works from property owners who will gain special benefits from that work.

**Sport and Recreation Advisory Committee –** An advisory committee of Council whose role is to provide advice on sport and recreation matters.

**Sport and Recreation Plan –** A five-year strategy that aims to increase and maintain participation in sport and recreation in the municipality.

**Strategic Resource Plan –** Outlines the resources required to achieve Council's commitments as detailed in the Council Plan.

**Urban Design Framework –** A framework that deals with the design of buildings, public spaces, pedestrian and vehicle access and landscape themes.

**Tourism Advisory Committee –** A Statutory Committee of Council whose role is to advise Council on innovative ways to promote the municipality ensuring that existing and potential retail, commerce, tourism, art and cultural enterprises receive maximum exposure.

**Tourism and Major Events Master Plan –** A plan adopted by the Tourism Advisory Committee that aims to increase visitation, economic growth and sustainability through the provision of quality event support, regional marketing and customer service to visitors, businesses and the community.

**Values –** Our principal or standards - what is important to the organisation.

**Vision –** An aspirational description of what the organisation would like to achieve or accomplish in the mid to long term.

**Western Highway –** The Western Highway is part of the principal route linking Melbourne and Adelaide, with a length of approximately 314 kilometres.

**Wimmera Mining Sector Plan –** A plan that informs Councils, regional businesses and communities, potential investors and property owners about new opportunities through exposure to a potential increase in mining activities in the region.

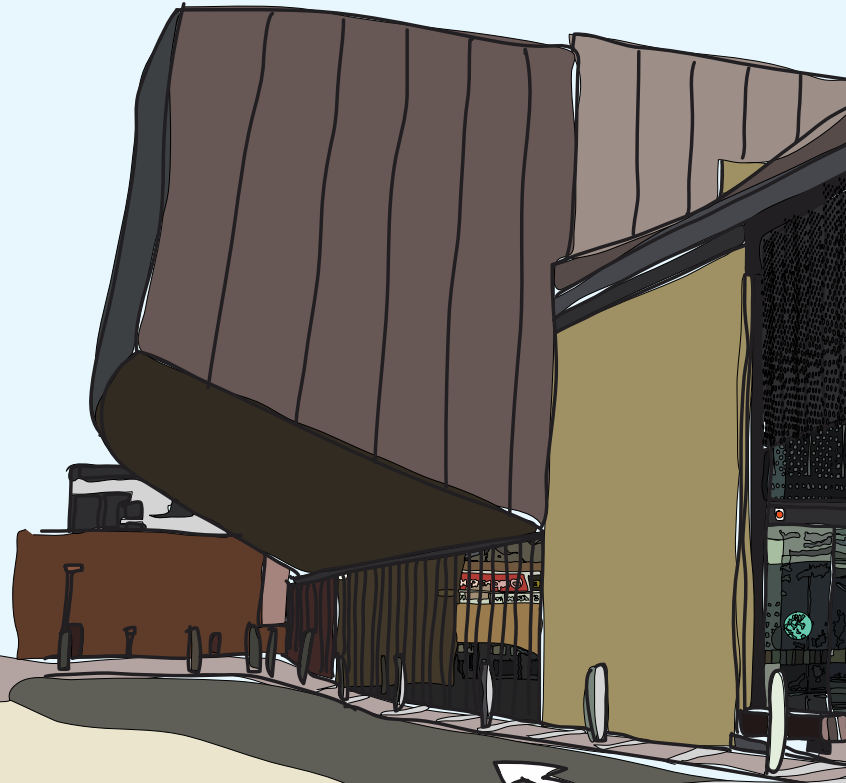
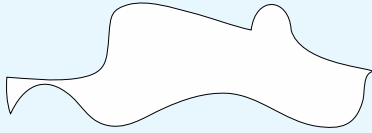
**Wimmera Intermodal Freight Terminal –** A 23.5 hectare terminal at Doon that provides a central location for grain storage facilities and grain export processors, access to freight depots, grain silos and processing plants and builds on the region's nationally significant and export focused grains industry.

**Wimmera Southern Mallee Regional Strategic Plan –** Outlines the strengths, challenges and a way forward for communities, businesses and the unique environment of the Wimmera Southern Mallee region which encompasses the municipalities of Buloke, Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack.

**Wimmera Southern Mallee Regional Growth Plan –** Provides a regional approach to land use planning in the Wimmera Southern Mallee. It covers the municipalities of Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack and identifies opportunities for encouraging and accommodating growth and managing change over the next 30 years.

**Wimmera Development Association –** The peak economic development organisation for the Wimmera Southern Mallee region.

**Workforce Strategy –** A strategy that has determined what Council's workforce will need to look like in the future to deliver long-term strategic objectives.



## Council Offices

### **HORSHAM:**

Civic Centre, 18 Roberts Avenue,  
Horsham 3400

**P:** (03) 5382 9777

**F:** (03) 5382 1111

**E:** [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

**W:** [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

Monday to Friday – 8.30am to 5pm

### **Postal Address:**

PO Box 511, Horsham 3402

### **DEPOT:**

Selkirk Drive, Horsham 3400

**P:** (03) 5382 9600

**F:** (03) 5382 5358

Monday to Friday – 7.30am to 4.30pm

### **NATIMUK:**

Natimuk Community Centre,  
62 Main Street, Natimuk 3402

**P:** (03) 5387 1304

Thursdays only – 9am to 12pm







HORSHAM RURAL CITY  
**COUNCIL**  
**BUDGET**

2018 – 2019



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## **Disclaimer**

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

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

## Mayor's Introduction

I am pleased to introduce the 2018-19 Horsham Rural City Council budget to the community. The Budget has been out for public comment and submissions from 7 May until 5 June.

The budget has been written in the context of the Draft 2018-2022 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 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 understand your priorities. This year, Council will have again been undertaking a range of activities to engage with the community via councillor listening posts, budget drop-in sessions, website information and an on-line Q&A via Facebook. 8 Submissions were received and considered by council.

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

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

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

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

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

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

**Cr Pam Clarke**  
Mayor

## Executive summary

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

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

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

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

### 1. Key things we are funding:

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

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

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

#### a) Operational initiatives:

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

##### Community Services

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

### Corporate Services

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

### Planning and Economic Services

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

### Technical Services

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

### **b) Capital Works:**

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

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

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

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

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

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

#### **Council Plan Goal 1 – Community and Cultural Development**

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

#### **Council Plan Goal 2 – Sustaining the Economy and Environment**

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

#### **Council Plan Goal 3 – Asset Management**

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

#### **Council Plan Goal 4 – Governance and Business Excellence**

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

### Council Plan Goal 5 – Natural and Built Environments

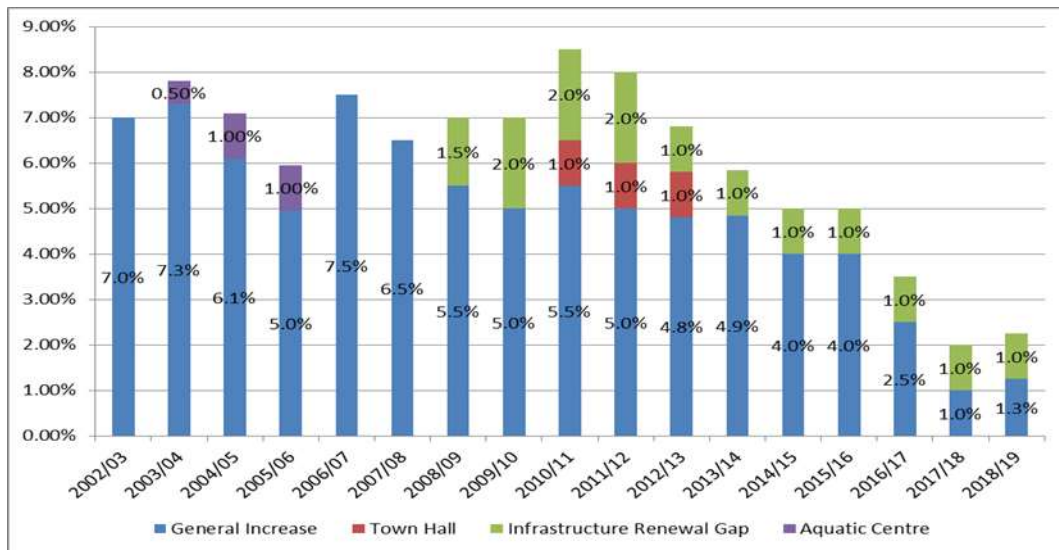
- \$1.00 million (Renewal & Upgrade works) Waste Transfer Station Improvements - Kenny Road Transfer station upgrade of facility (Grant Dependent)
- \$0.20 million (New works) Sustainability Projects such as, double glazing, solar panels and other energy efficiency projects across council facilities

## 2. Summary of Budget on a Cash Basis

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

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

### 3. The Rate Rise



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

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

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

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

### 4. Garbage Charges

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

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

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

### 5. Valuations

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



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

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

## 6. Key Statistics

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

## 7. Key Budget Influences

### External Influences

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

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

### Internal Influences impacting on the Council Budget:

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

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

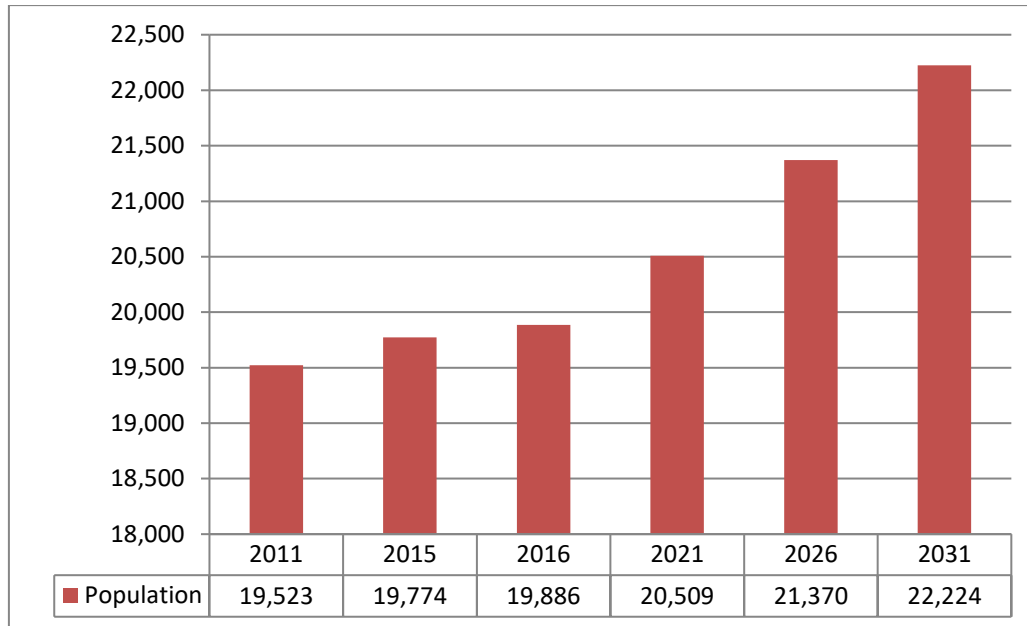
Our current Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years from 2008-09 to 2011-12. For the years from 2012-13 to 2015-16 only a 1% rate increase was tagged to contribute to the renewal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

## 8. Budget wish list

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

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

## 9. Population Growth



### How are we travelling against population projections?

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

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

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

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

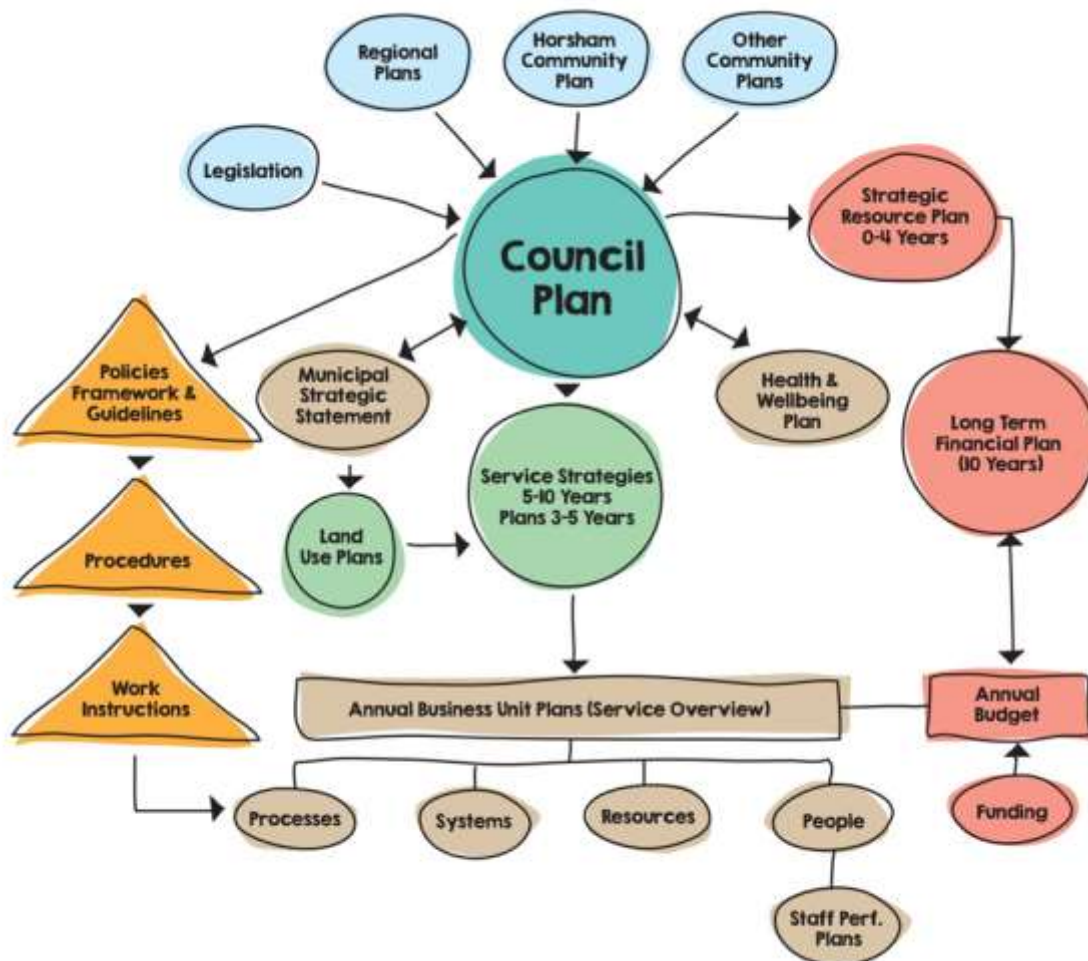
In all there is a predicted population change for Horsham Rural City of 2,701 residents over the 20 year period of 2011-2031 or an average annual of 0.6% per annum.

## 1. Link to the Council Plan

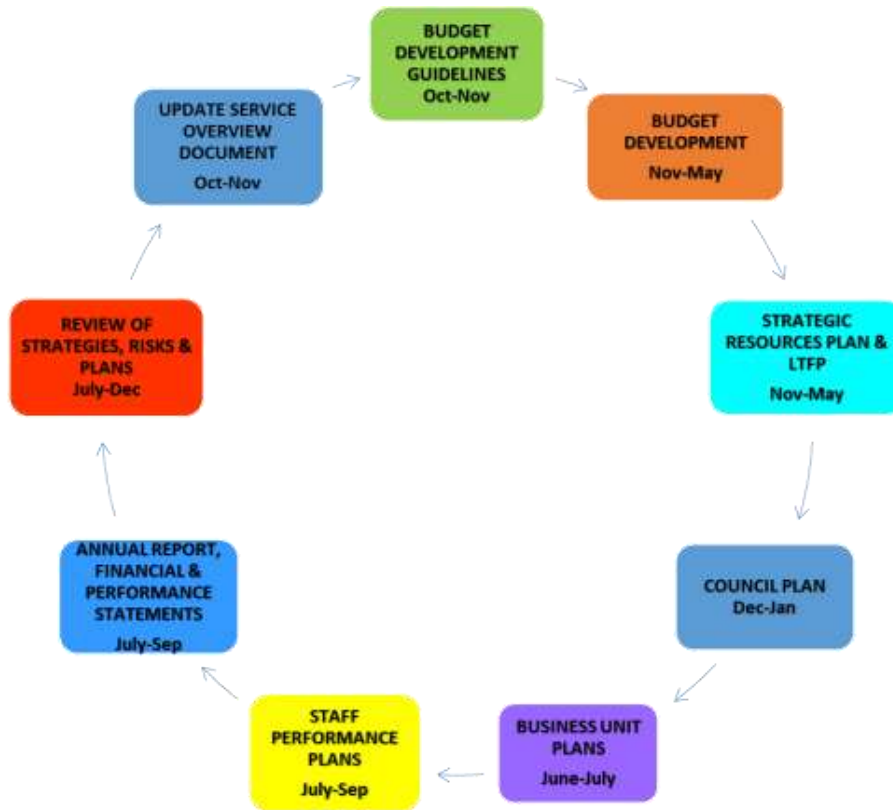
This section describes how the Annual Budget links to the achievement of the Council Plan within councils overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget)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

### 1.1 Planning and accountability framework

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



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



## 1.2 Our purpose

### Our vision

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

### Our mission

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

### Our values

We will be





### 1.3 Goals (Strategic objectives)

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

Goals	Description
1. Community and Cultural Development	<b>Develop Horsham and the municipality as a diverse, inclusive and vibrant community.</b> 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	<b>Lead in sustainable growth and economic development.</b> 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	<b>Meet community and service needs through provision and maintenance of infrastructure.</b> 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	<b>Excel in communication, consultation, governance, leadership and responsible use of resources.</b> 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	<b>Lead in environmental best practise, create a municipality for the future, and plan for the impacts of climate.</b> Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practises that minimise our environmental footprint and contribute to a sustainable future.

## 2. Services and initiatives and service performance outcome indicators

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

## 2.1 Goal 1 - Community and Cultural Development

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

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

#### Services

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



### Service area breakout

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

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

## Major Initiatives and Capital Works

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

## Service Performance Outcome Indicators \*

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

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

## 2.2 Goal 2 - Sustaining the Economy

### Lead in sustainable growth and economic development.

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

We continue to promote and develop sustainable projects.

### Services

Service area	Description of service areas		2017/18	2018/19
			Budget	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>	599	522
		<i>Rev</i>	277	281
		<i>NET</i>	322	241
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	<i>Exp</i>	557	554
		<i>Rev</i>	-	-
		<i>NET</i>	557	554
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	<i>Exp</i>	376	352
		<i>Rev</i>	713	634
		<i>NET</i>	(337)	(282)
Promotions and Tourism	This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals.	<i>Exp</i>	637	640
		<i>Rev</i>	95	97
		<i>NET</i>	542	543
<b>Net Cost to Council for Goal 2 - Sustaining the Economy</b>			<b>1,084</b>	<b>1,056</b>

### Service area breakout

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

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

### Major Initiatives and Capital Works

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

## 2.3 Goal 3 – Asset Management

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

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

#### Services

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

### Service area breakout

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

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

## Major Initiatives and Capital Works

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

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

## Service Performance Outcome Indicators

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

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

## 2.4 Goal 4 – Governance and Business Excellence

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

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

#### Services

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



**Service area breakout**

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

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

## Major Initiatives and capital Works

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

## Service Performance Outcome Indicators

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

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

## 2.5 Goal 5 – Natural and Built Environments

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

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

#### Services

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

### Service area breakout

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

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

### Major Initiatives

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

### Service Performance Outcome Indicators

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

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

## 2.6 Service Performance Outcome Indicators

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

## 2.7 Reconciliation with budgeted operating result

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

### 3. Financial statements

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

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

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

## Comprehensive Income Statement

For the four years ending 30 June 2022

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



## Balance Sheet

For the four years ending 30 June 2022

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

## Statement of Changes in Equity

For the four years ending 30 June 2022

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

## Statement of Cash Flow

For the four years ending 30 June 2022

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

## Statement of Capital Works

For the four years ending 30 June 2022

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

## Statement of Human Resources

For the four years ending 30 June 2022

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

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

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

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

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

## 4. Notes to the financial statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

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

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

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

#### 4.1.1(a) Reconciliation of Rates

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

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

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

#### 4.1.1(b) Rate in the dollar

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

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

#### 4.1.1(c) Total Rate Revenue from General Rates

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

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

#### 4.1.1(d) Assessment numbers

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

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

#### 4.1.1(e) Basis of valuation

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

#### 4.1.1(f) Valuation by Type

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

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



#### 4.1.1(g) Municipal Charge per assessment

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

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

#### 4.1.1(h) Total revenue from municipal charge

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

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

#### 4.1.1(i) Garbage Charges

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

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

#### 4.1.1(j) Total revenue from garbage charges

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

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

#### 4.1.1(k) Rates & Charges - Summary

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

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

#### 4.1.1(l) Fair Go Rates System Compliance

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

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

Council's reconciliation to the rate cap increase:

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

#### 4.1.1(m) Significant changes

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

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

#### 4.1.1(n) Differential rates

##### Rates to be levied

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

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

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

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

### **Farm land**

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

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

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

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

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

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

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

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

### **Other Concessional Rates - Culture and Recreational Land**

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

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

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

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

### 4.1.2 Statutory fees and fines

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

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

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

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

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

#### 4.1.4 Grants

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

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

**Grants - operating (\$0.043 million decrease)**

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

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

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

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

**Grants - capital (\$0.706 million increase)**

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

Additional funding was received for Roads to Recovery grant in 17/18, whereas the budget in 18/19 reflects the standard yearly allocations, resulting in a \$1.103million decrease. Significant one-off funding was received in 17/18 Horsham North Children's Hub (\$1.65m), and livestock exchange RFID \$.040m. New grant funding for 18/19 includes development at Wimmera freight terminal \$1.25m and potential grant at Horsham Transfer Station for facility improvements of \$.5m.

**4.1.5 Other income**

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

**Other income (\$0.25 million increase)**

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

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



#### 4.1.6 Employee costs

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

#### Employee costs (\$0.78 million increase)

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

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

#### 4.1.7 Materials and services

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

**Materials and services (\$1.79 million increase)**

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

**4.1.8 Depreciation and amortisation**

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

**Depreciation and amortisation (\$0.10 million increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Minimal change is expected in this area with increases due to the construction of the new children's hub and revaluation of council's buildings taking effect from 1<sup>st</sup> July 2018.

**4.1.9 Other expenses**

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

**Other expenses (\$0.05 million decrease)**

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

## 4.2 Balance Sheet

### 4.2.1 Assets

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

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

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

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

#### Restricted and unrestricted cash and investments

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

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

Explanation of items in above table:

#### Statutory reserves (\$0.3 million)

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

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

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

**Unrestricted cash and investments (\$29.6 million)**

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

**Discretionary cash reserves (\$13.09 million)**

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

**Staff provisions (\$5.4 million)**

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

**Landfill and quarry provisions (\$2.6 million)**

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

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

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

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

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

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

### 4.2.3 Borrowings

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

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

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

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



### 4.3.2 Equity

#### Equity (\$6.47 million increase)

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

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

### 4.4 Statement of Cash Flows

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

##### Operating activities (\$3.55 million decrease)

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

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

##### Investing activities (\$1.37 million decrease)

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

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

##### Financing activities (\$1.04 million increase)

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

### 4.5 Capital works program

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

#### 4.5.1 Summary by Class of asset

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

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

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

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

### Property

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

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

### Plant and equipment

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

### Infrastructure

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

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

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

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

### Carried forward works

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

4.5.2 Capital Works – 2018-19

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

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

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

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

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

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

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



## 5. Financial performance indicators

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

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

### Key to Forecast Trend:

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

### Notes to indicators

#### 1. Adjusted underlying result

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

#### 2. Working Capital

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

#### 3. Unrestricted Cash

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

#### 4. Debt compared to rates

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

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

#### **5. Asset renewal**

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

#### **6. Rates concentration**

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

## Appendices

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

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

The contents of the appendices are summarised below:

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

## Appendix A Non-capital Initiatives

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

## Appendix B

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

<b>COMMUNITY GRANTS AND DONATIONS 2018/2019</b>		<b>COUNCIL DONATIONS \$</b>	<b>COUNCIL GRANTS \$</b>
<b>ORGANISATIONS</b>			
3rd Horsham Brownie Guides	Repairs to Roof		1,548
Arapiles Community Theatre	Community workshops/exhibitions		1,000
Horsham 2nd Scouts	Security lighting		2,500
Horsham Historical Society	Binding of local newspapers		2,550
Horsham Urban Landcare Group	Support of Landcare events		2,000
North West Grampians Lions Branch	Christine Middleton performance		1,000
Oasis Wimmera	Support Activities - Jubilee Hall		3,000
UBA Horsham & District Inc.	Support of Tai Chi program		600
Wimmera Association for Genealogy	Annual support	310	
Wimmera Live Steam & Model Engineering Society	Safety improvements		5,000
Wimmera Filipino-Australian Club Inc	Bowling Tournament		1,000
Wimmera Mobility Group	Support Group excursion		600
Wimmera Pride Project	Support group program/activities		4,000
Horsham City Pipe Band	Support of Council events	1,670	
Horsham Rural City Brass Band	Support of Council events	1,670	
Natimuk Brass Band	Support of Council events	1,670	
Dadswells Bridge Hall - newsletter	Newsletter	250	
Natimuk & District Progress Association	Monthly newsletter	1,500	
North West Grampians Newsletter	Monthly newsletter	1,500	
Wonondah North Hall - Newsletter	Newsletter	250	
Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)		10,400	
Federation University Horsham Campus - Nursing award		300	
Longerenong Citizenship Prize		300	
Horsham Secondary College Senior Achievement Award		200	
Horsham College - Alternate Pathways Achievement Award		200	
St Brigid's College Senior Achievement Award		200	
Holy Trinity Lutheran College Senior Achievement Award		200	
Rural Toilet allocation (includes Clear Lake Recreation Reserve \$515)		2,500	
<u>General Contingency</u>			17,000
<b>TOTAL COMMUNITY GRANTS TO ORGANISATIONS</b>		<b>23,120</b>	<b>41,798</b>
<b>EVENTS</b>			
Arapiles Cycling Event Committee	Re-useable signage for Event		450
Art Is Festival	Event support		6,800
Business Horsham	Community guest speaker		3,500
Horsham & District Orchid Society	Hire of college hall for event		840
Horsham Calisthenics College	Annual Calisthenics Competition		1,100
Horsham Christian Ministers Association	Carols by Candlelight	3,500	
Horsham Fishing Competition Inc.	Support of fishing competition		5,000
Horsham Flying Club	Equipment/Advert support 2 events		5,000
Horsham Mother's Day Classic	Support Mothers Day Classic event		1,000
Horsham Motorcycle Club	Ambulance for World Junior MX		6,000
Horsham Patchwork Quilters Inc.	Cover Town Hall Hire for exhibition		3,608
Kannamaroo Committee of Management	Friday/Saturday evenings		5,000
Natimuk Agricultural & Pastoral Society	Factory MC Freestyle performance		4,000
Natimuk Farmers Market Plus	Musician at Market (4 markets)		900
Operation 19:14 Action Team	Children's activities		3,630
	Support Wimmera Science &		
Rotary Club of Horsham East	Engineering Challenge		7,820
Wimmera & Southern Mallee Careers Expo	Support of key note speaker		4,000
Wimmera Growers of Australian Plants Inc	12th FJC Rogers Seminar 3 days		3,400
Wimmera Rockers Danceworld	Support band hire		2,200
<b>TOAL COMMUNITY GRANTS FOR EVENTS</b>		<b>3,500</b>	<b>64,248</b>
<b>SUB - TOTALS</b>		<b>172,540</b>	<b>192,999</b>
<b>GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2018/2019</b>			<b>365,539</b>

## Appendix C Fees and Charges Schedules

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

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

*charges listed do not include GST unless otherwise stated*

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



*charges listed do not include GST unless otherwise stated*

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

*charges listed do not include GST unless otherwise stated*

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

*charges listed do not include GST unless otherwise stated*

Service Description	Charge Frequency	Charge 2017/18	Charge 2018/19	Year of last increase
<b>PARKING CONTROL</b>				
Parking Fines ( Set by Act)				
Expired Meter (Minimum \$28 Maximum \$70)*		65.00	65.00	2017/18
On a footpath, etc. (Set by Act) <sup>#</sup>		95.00	97.00#	2017/18
No Stopping Area (Set by Act) <sup>#</sup>		155.00	160.00#	2016/17
* Council may set a fee of b/n 0.2 & 0.5 Penalty Units <sup>#</sup> 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
<b>HEALTH FEES</b>				
<b>Food Premises</b>				
*Class One - Premises - Base fee	Annual	380.00	390.00	2017/18
*Class Two - Premises - Base fee	Annual	380.00	390.00	2017/18
Full time equivalent employees - greater than 5	Each	33.00	34.00	2017/18
Class Two Accommodation Meals (B&B)	Annual	125.00	130.00	2017/18
Class Two - School Canteens	Annual	35.00	37.00	2017/18
Class Two - Food Vehicle	Annual	280.00	290.00	2017/18
Class Two - Community Group (unlimited events)/Low volume home caterer	Annual	90.00	95.00	2017/18
Class Two - Temporary Event	Each	50.00	52.00	2017/18
Class Three - Premises	Annual	250.00	260.00	2017/18
Class Three - Accommodation Meals (B&B)	Annual	105.00	110.00	2017/18
Class Three - Community Group (unlimited events)/Low volume home caterer	Annual	85.00	90.00	2017/18
Class Three - Food Vehicle	Annual	250.00	260.00	2017/18
Class Three - Temporary Event	Each	40.00	42.00	2017/18
<b>Health Premises</b>				
Registered premises - Annual	Annual	280.00	290.00	2017/18
Registered premises - Ongoing Initial	Ongoing/Each	280.00	290.00	2017/18
Registered premises - Ongoing Renewal	Ongoing/Each	85.00	90.00	2017/18
Registered premises - Ongoing Transfer	Each	115.00	120.00	2017/18
Accommodation	Annual	280.00	290.00	2017/18
<b>*Maximum fee</b>		3,400.00	3,550.00	2017/18
<b>Transfer of Registration</b>	50% of full fee			
<b>Late Fees</b>	After 31 December each year 10% of the full fee is added.			
<b>Septic Tank Fees</b>				
Permit to Install	Each	460.00	480.00	2017/18
Permit to Alter	Each	230.00	240.00	2017/18
Permit Extension / Amend Permit	Each	60.00	65.00	2017/18
<b>Service Fee</b>				
Inspection by request	Per hour	120.00	125.00	2017/18
Influenza vaccinations	Per dose	20.00	20.00	2014/15

*charges listed do not include GST unless otherwise stated*

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

*charges listed do not include GST unless otherwise stated*

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



*charges listed do not include GST unless otherwise stated*

Service Description	Charge Frequency	Charge 2017/18	Charge 2018/19	Year of last increase
<b>WASTE MANAGEMENT FEES</b>				
<b>TRANSFER STATIONS AND RURAL LANDFILLS</b>				
<b>WASTE ITEM</b>	<b>* All waste management fees listed include GST</b>			
	<b>CHARGE UNIT</b>			
<b>General Waste</b>				
Car Boot/240 litre bin	Min. charge	13.50	14.00	2017/18
6 x 4 Trailer, Utility	(approx 1m3)	20.00	21.00	2017/18
6 x 4 Trailer with sides	(approx 1.5m3)	30.00	31.50	2017/18
Tandem Trailer	2m3	40.00	42.00	2017/18
Light Trucks	3m3	60.00	63.00	2017/18
Dead Animals - per carcass		19.00	20.00	2017/18
<b>Green Waste (Sorted-Clean)</b>				
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
<b>Recyclables</b>				
Paper / Cardboard / Polystyrene	}	free if sorted		
Bottles / Glass / Cans				
Steel/W. Goods/Fencing/Tanks				
Car Batteries		No charge	No charge	
Car Bodies		No charge	No charge	
Empty Gas Cylinders		No charge	No charge	
Mattresses (Single)		15.00	16.00	2015/16
Mattresses (Double or larger)		30.00	32.00	2015/16
Light Tyres		24.00	24.00	2015/16
Heavy Tyres		42.00	42.00	2015/16
Heavy Tyres (Truck)		77.50	77.50	2015/16
Heavy Tyres (Tractor, etc.)		165.00	165.00	2015/16
Waste Oil (non-commercial only)		No charge	No charge	
T.V. (monitor) screens, etc.		No charge	No charge	
Chemical Drums (must be triple rinsed)		No charge	No charge	
<b>Sale of chipped green waste (if available)</b>				
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
<b>Commercial Waste</b>	Large loads not accepted			
<b>Asbestos Waste</b>	Not Accepted			
<b>Builders Waste/Concrete/Spoil</b>	In excess of 3xm3 take to Dooen by arrangement at Dooen			
<b>Builders Waste/Concrete/Spoil</b>	If dumped at Transfer Station \$153.75* per m3 plus \$11.00* per m3 cartage = \$164.75/m3 (i.e.. For 3 x m3 = \$494.25)			
All accounts must be authorised by General Manager Technical Services and a bank cheque/guarantee may be requested as security.				

*charges listed do not include GST unless otherwise stated*

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

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

**Department Area**

PE = Planning and Economic

TS = Technical Services

CS = Community Services



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

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

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

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



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

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

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

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

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

#### Kalkee Road Children's & Community Hub

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

#### Office Rental (all inclusive)

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

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

\*All prices listed are exclusive of GST



**Appendix D**



**Capital Works Program**  
**Highlights from the 2018-19 Draft Budget**

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$69,700			\$69,700
External Grants				
Contributions				
Reserves				
<b>Total</b>	<b>\$69,700</b>			<b>\$69,700</b>

#### Project background

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

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



#### What are the proposed works?

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

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

#### Why are we doing it?

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

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

#### When is it likely to happen?

Between 31 August 2018 and 30 September 2018.

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

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

#### Project background

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

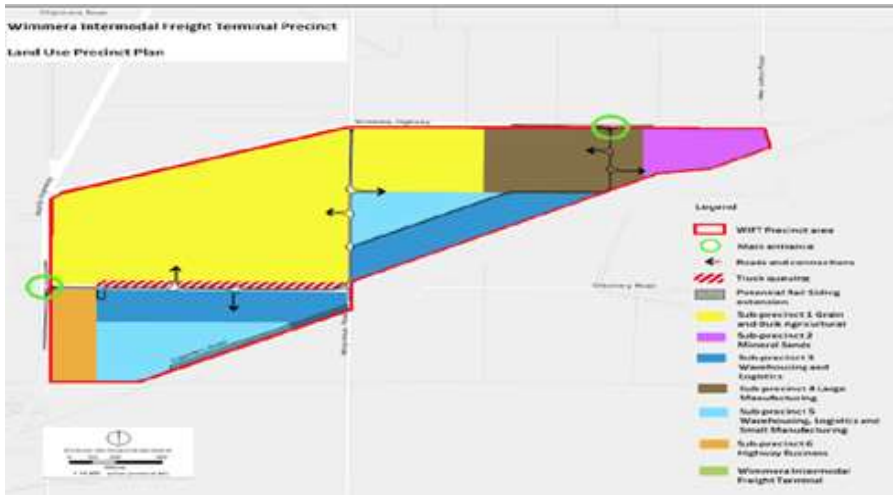
The \$16.75 million WIFT project was completed in August 2012 on 23.5 hectares. This important strategic investment for the Wimmera region will provide vital freight infrastructure for the Wimmera region for the next 50+ years. The relocation of the terminal from central Horsham removed heavy vehicle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

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

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

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

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



**What are the proposed works?**

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

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



**Why are we doing it?**

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

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

**When is it likely to happen?**

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

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

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

### Project background

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



### What are the proposed works?

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

### Why are we doing it?

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

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

### When is it likely to happen?

August 2018 to December 2018.

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

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

### Project background

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

### What are the proposed works?

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

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



### Why are we doing it?

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

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

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

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

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

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

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



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

**When is it likely to happen?**

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

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$160,000	\$160,000
<b>Total</b>			\$160,000	\$160,000

**Project background**

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

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

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





### **What are the proposed works?**

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

### **Why are we doing it?**

The intended outcomes of the proposed project are as follows:

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

### **When is it likely to happen?**

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

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

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

Stage 3: Public Tender (Estimated late 2018)

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

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

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

#### Project background

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

#### What are the proposed works?

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



#### Why are we doing it?

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

#### When is it likely to happen?

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

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

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

#### Project background

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

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

#### What are the proposed works?

The following works are included in the overall program:

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



#### Why are we doing it?

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

**When is it likely to happen?**

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

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$1,035,000			\$1,035,000
External Grants				
Contributions				
Reserves	\$322,000			\$322,000
<b>Total</b>	<b>\$1,357,000</b>			<b>\$1,357,000</b>

#### Project background

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

#### What are the proposed works?

The following works are included in the overall program:

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



#### Why are we doing it?

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

#### When is it likely to happen?

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

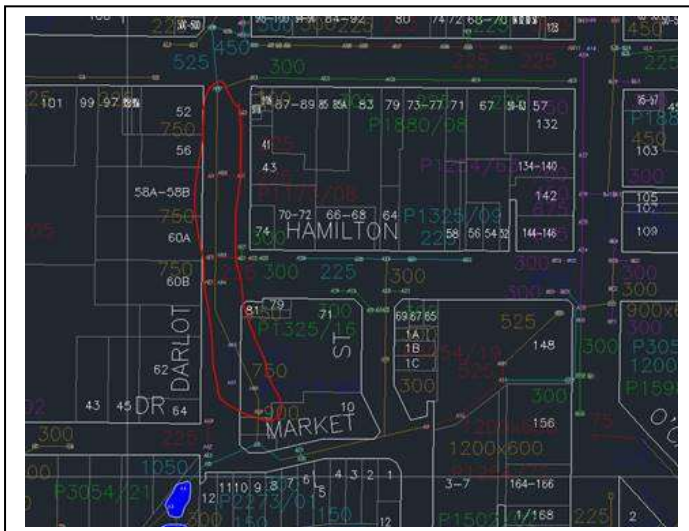


<b>Title:</b>	<b>Darlot Street Drain</b>
<b>Council Plan Goal:</b>	Council Plan Goal 3 – Asset Management
<b>Service:</b>	Technical Services – Renewal Works
<b>Asset category:</b>	Road Drainage – Infrastructure – Urban
<b>Project Leader:</b>	Director Technical Services (John Martin)

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$300,000			\$300,000
<b>Total</b>	<b>\$300,000</b>			<b>\$300,000</b>

**Project background**

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



**What are the proposed works?**

Rehabilitation of stormwater drain under Darlot Street. This is an old brick drain 750mm diameter. The proposal is to undertake the fibre glass lining of this drain to restrengthen the drain and prevent the leakage without disturbing the traffic on the road.

**Why are we doing it?**

Rehabilitation of drainage network (renewal).

**When is it likely to happen?**

October 2018 to March 2019.

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$200,000	\$200,000
External Grants				
Contributions				
Reserves				
<b>Total</b>			\$200,000	\$200,000

#### Project background

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

#### What are the proposed works?

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



#### Why are we doing it?

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

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

#### When is it likely to happen?

March/April 2019.

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$90,000	\$90,000
Contributions				
Reserves			\$90,000	\$90,000
<b>Total</b>			<b>\$180,000</b>	<b>\$180,000</b>

**Project background**

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

**What are the proposed works?**

Construction of an aesthetically pleasing public toilet.

**Why are we doing it?**

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

**When is it likely to happen?**

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

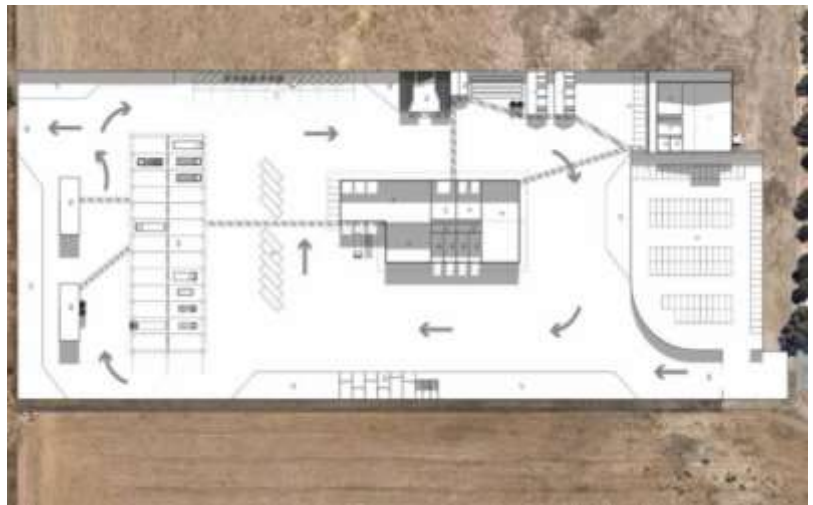
<b>Title:</b>	<b>Depot Relocation Design and Cost Estimates</b>
<b>Council Plan Goal:</b>	Council Plan Goal 3 – Asset Management
<b>Service:</b>	Operations Management - Depot
<b>Asset category:</b>	Buildings
<b>Project Leader:</b>	Director Technical Services (John Martin)

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves		\$50,000	\$50,000	\$100,000
<b>Total</b>		\$50,000	\$50,000	\$100,000

**Project background**

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

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



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

**What are the proposed works?**

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

**Why are we doing it?**

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

**When is it likely to happen?**

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

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

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

#### Project background

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

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

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

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

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



#### What are the proposed works?

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



**Why are we doing it?**

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

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

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

**When is it likely to happen?**

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

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



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

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

#### Project background

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

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

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

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

#### What are the proposed works?

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

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

#### Why are we doing it?

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



#### When is it likely to happen?

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$80,000	\$160,000	\$260,000	\$400,000
External Grants				
Contributions				
Reserves				
<b>Total</b>	<b>\$80,000</b>	<b>\$160,000</b>	<b>\$260,000</b>	<b>\$400,000</b>

**Project background**

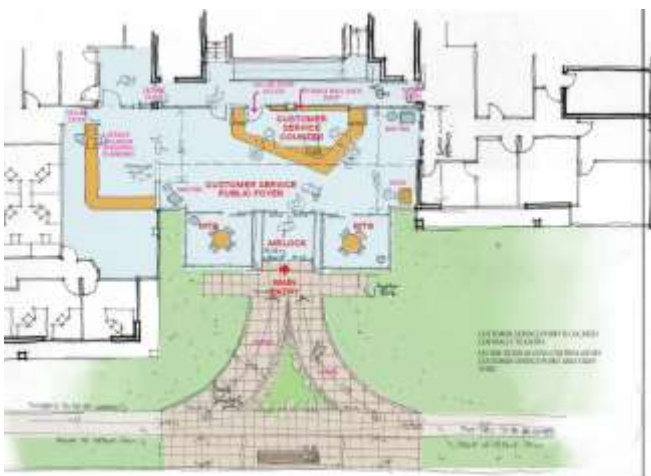
The Civic Centre was constructed in the 1960s and was built to accommodate the two Councils of Horsham City and Wimmera Shire. These two Councils were amalgamated in 1996.

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

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

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

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



**What are the proposed works?**

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

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

**Why are we doing it?**

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

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

**When is it likely to happen?**

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

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

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$50,000	\$50,000
<b>Total</b>			\$100,000	\$100,000

#### Project background

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



#### What are the proposed works?

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

#### Why are we doing it?

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

#### When is it likely to happen?

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$80,000	\$80,000
<b>Total</b>			\$80,000	\$80,000

#### Project background

Following recent refurbishments to the Council chamber and reception meeting spaces, there has been a need identified to improve the public sound system in the Council chamber during meetings.

This includes the installation of a hearing loop and options for video conferencing to occur across the meeting rooms.

#### What are the proposed works?

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

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

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

#### Why are we doing it?

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



#### When is it likely to happen?

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

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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants		\$500,000		\$500,000
Contributions				
Reserves	\$300,000	\$200,000		\$500,000
<b>Total</b>	<b>\$300,000</b>	<b>\$700,000</b>		<b>\$1,000,000</b>

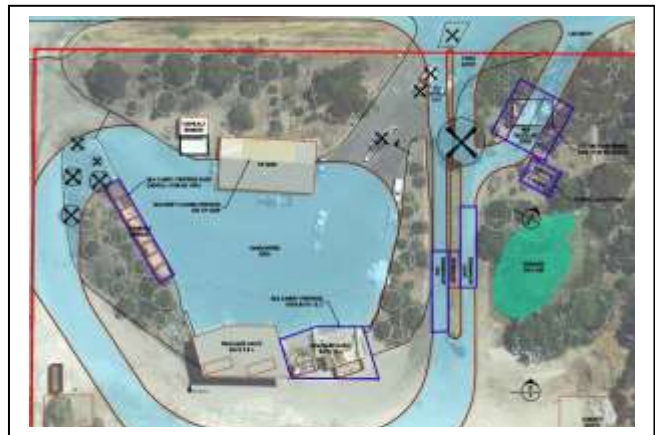
### Project background

Improvements to facilitate better recycling of waste.

### What are the proposed works?

The key infrastructure upgrades are:

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



### Why are we doing it?

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

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

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

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

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

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

**When is it likely to happen?**

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

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

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



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

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$100,000	\$100,000
Contributions				
Reserves			\$100,000	\$100,000
<b>Total</b>			\$200,000	\$200,000

#### Project background

Council introduced Goal 5 in to the Council Plan in 2016-17 to improve the focus on environmental and planning matters, rather than just including these items with in our Economic Development goal. Council had not until recently implemented alternative energy options or energy efficiency options in the municipality. In 2016-17 Council installed 99kwh's of solar panels on the roof of the Civic Centre.

Sustainability Victoria has advised Council that it will receive \$100,000 in funding for energy efficiency and renewable energy upgrades on high-consuming assets, providing Council also invests \$100,000 for this purpose.

#### What are the proposed works?

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

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



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

#### Why are we doing it?

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

#### When is it likely to happen?

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



# RATES STRATEGY

## 2018-19



# HRCC Rates Strategy 2018-19

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## Appendices

### 1. Extracts from the Local Government Act 1989

## 1 EXECUTIVE SUMMARY

The Local Government Act 1989 does not require Council to develop a Rating Strategy; however it has been strongly encouraged for Council to implement a Strategy and make it available to the public through the budget process.

The State Government in 2016-17 introduced the “Fair Go Rates System” that places a cap on rates for all 79 Councils across the state. The cap for 2018-19 was set by the Minister at a maximum increase of 2.25% unless a variation was applied for to the Essential Services Commission. Council did not apply for a variation for 2018-19. Council did apply for a variation in 2016-17 and was successful in obtaining an additional 1% increase to continue its program of infrastructure renewal. Council has however still continued to set aside 1% of rate income to fund additional infrastructure renewal but has done this within the 2.25% rate cap, by making savings and efficiencies in operations.

This Rates Strategy balances the need to fund the various Council services available to ratepayers with the need to consider equity in the levying of rates and services provided. To this end rates are levied based on property capital improved values, with consideration of a differential for the farming sector, a flat municipal charge, and user charges for garbage services. User fees are charged where a service provides a specific benefit to a group or particular individuals, as opposed to “public goods”, these being services providing a broad benefit to the community. In the case of public goods it is often difficult or impractical to exclude non-payers from the benefits or to attribute costs.

During 2013-14 Council undertook a significant review of this Rates Strategy. It considered all aspects of the current rating strategy to ask the question as to whether the current policy in place is still appropriate in terms of the key equity and efficiency principles. Council also called for submissions from the public and submissions received through the process were considered in the drafting of the final strategy.

Council has again considered each of the policy positions within the Rates Strategy, during the 2018-19 budget development process. In doing so it believes that the current strategy provides a fair and equitable approach to the distribution of the rate burden within the community.

Council continues to fully understand the need to maintain stability in the rate burden and that equity principles are always considered.

## 2 SUMMARY OF CHANGES TO STRATEGY IN 2018-19

The Rates Strategy has remained unchanged for 2018-19. The following issues were discussed at more length with the following decisions:

### 1) Municipal Charge

Council will increase the municipal charge from \$281 to \$287 for the 2018-19 year. This is a 2.14% increase which is in close alignment with the capped rate rise of 2.25%. (see sections 3.3 & 4.6).

### 2) Differential Rates – Farm Sector

Council proposes to continue with a differential for the farm sector 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.

Council will maintain the farm differential at 80% of the General Rate but will review this in detail later in 2018 for the 2019-20 Budget Planning cycle.

## 3 LEGISLATIVE FRAMEWORK

### 3.1 Rating Objectives set out in Legislation

Council Objectives in the Local Government Act 1989 (The Act) Section 3C (2) (f) require the “equitable imposition of rates and charges”.

Section 136 (2) (b) requires Council to pursue spending and rating policies that are consistent with a “reasonable degree of stability in the level of rates burden”. (See Appendix 1)

### 3.2 Property Rates and Local Government

Current Victorian legislation originates from the *English Ratings Act*, including the *Poor Relief Act 1601*, the *Poor Rate Act 1801* and the *Rating and Valuation Act 1925*. It is the accepted philosophy that “property” benefits in a particular way from the services provided by local government, and therefore “property” should contribute to the cost of local government. From a tax system perspective, it is very practicable as the rate payer does not have to keep records or lodge a return.

### 3.3 Available Rating Options

#### 3.3.1 General Rate (or Ad valorem rate)

A general (or Ad valorem) rate is struck based on cents in the dollar of each property’s valuation. Under Section 157 of The Act Council can use one of three valuation methods, capital improved value (CIV), net annual value (NAV) or site value (SV). Valuations occurring up to January 2018 were undertaken on a two year basis, with supplementary valuations able to be done where there are sales in subdivisions and consolidations, as well as following the construction and demolition of buildings.

Changes were made to the Valuation of Land Act during 2017 that from 2019 it will be compulsory for Council’s valuations to be undertaken through the Valuer General’s Office and that valuations will be undertaken on an annual basis.

#### 3.3.2 Differential Rates

Section 161A of The Act allows Council to strike a different rate in the dollar for separate property classes, if Council uses CIV as the system of valuation. Section 161 (2) states that Council must specify the characteristics of the land which are the criteria for declaring a differential rate and the objectives of the differential rate. These objectives must include: a definition of the types and classes, a statement of the reasons for the level of the rate and the identification of the types or classes of land.

Section 161 (5) of The Act states the highest differential rate must be no more than 4 times the lowest differential rate.

Under Section 161 (2A) Council must have regard to any Ministerial Guidelines made before declaring a differential rate. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be “carefully considered”. Geographic Location may also be considered as a basis for the use of a differential. The guidelines summarize the following types and classes of land that may be considered for a differential:

**“Must give consideration”** to reducing the rate burden through a reduced differential rate

- Farm land
- Retirement villages

**“Appropriate”** for differential rates

- General land
- Residential land
- Farm land
- Commercial land
- Industrial land
- Retirement villages
- Vacant land
- Derelict land
- Cultural & recreational

**“Carefully considered”** as to whether they are appropriate for a differential rate

- Holiday Rental
- Extractive
- Landfill
- Dryland farming
- Irrigation farm land
- Automobile manufacturing land
- Petroleum Production
- Aluminium Production

**“Would not be appropriate”** to declare a differential

- Electronic gaming venue
- Liquor licensed venues
- Business premises defined by hours of trade
- Fast food franchises

### 3.3.3 Municipal Charges

Under Section 159 of the Act Council may issue a flat rate Municipal charge “to cover some of the administrative costs of Council”. The total revenues raised from a Municipal Charge cannot be more than 20% of the total raised from the combination of municipal charge and general rates, and there are also provisions which allow exemptions for farmland making up single farm enterprises. The Local Government Act defines a “single farm enterprise” as being 2 or more rateable properties which are farmland and are farmed as a single enterprise and occupied by the same person or persons, whether or not they are contiguous.

Alternatively, a “single farm enterprise” can be 2 or more properties if all except one are farmland that is farmed as a single enterprise occupied by the same person or persons and one which is contiguous with at least one of the other properties is the principal place of that person or one of those persons.

The Act provides for a person to apply for exemption on such land providing it is not claimed for at least one other rateable property in that enterprise and, where a farm enterprise is occupied by more than one person, an exemption is not claimed for more than one principal place of residence.

Using criteria applied since 1996 in accordance with the above, separate properties making up a single farm enterprise, with or without one principal place of residence, pay one charge only and for every additional principal place of residence within that farming enterprise another charge is made.

### 3.3.4 Service Rates and Service Charges

Section 162 of The Act allows Council to set a service rate or charge across a broad range of Council services. In determining if services should be funded by specific charges or through rates, Council has to consider the aspect of whether services are either entirely or partially “public goods”, these being services providing a broad benefit to the community rather than a particular benefit to individuals or groups. In the case of public goods it is often difficult or impractical to exclude non-payers from the benefits or to attribute costs.

Where possible, Council sets user charges based on the cost of provision of those services where there is clearly a direct benefit to users, such as the garbage collection service, in which the revenue from the charges for household garbage services and others are set to meet the total cost of all waste services, including collection, treatment and disposal.

At the same time small scale services or those where it would be difficult to attribute costs or collect fees are funded through rates.

### 3.3.5 Special Rates and Charges

A Special Rate or Charge may be applied under Section 163 of The Act. Council may declare a special rate if Council considers that a specific project “is or will be of special benefit to the persons required to pay the special rate”. This section of the Act has been the subject of many challenges as to what is a “special benefit”. A 1999 VCAT ruling said “if a benefit accrues to the land so as to make it more desirable and therefore more valuable for sale, the owner derives a special benefit even if his or her present use of the land does not provide it there and then”.

### 3.3.6 Other Rating System Considerations

- Payment options – use of a variety of payment options can be considered but quarterly options must be offered
- Incentives can be offered for prompt or early payment
- Rebates and concessions can be offered under Section 169
- Waivers and deferrals can be granted under Section 171
- Interest is charged on late payments under Section 172
- Council debt collection policies
- The ability to sell properties to recover unpaid rates under Section 181

## 3.4 Accepted Rating Principles

A Rating Strategy must allow Council to carry out its functions efficiently, simply and transparently with Council striking a balance between the following competing objectives. How we balance between these conflicting goals is largely a political decision and needs to take into account the views and opinions of the community.

As rates are based on property values it is essentially a wealth based tax. There is a direct relationship between property holdings and disadvantage – less wealthy people tend to own lower valued housing stock. Property owners with higher valued assets generally have a greater capacity to pay.

### 3.4.1 Equity

Issues of equity are judgemental in nature and are complex and subjective. There are a number of key aspects of equity that need to be considered:

**Horizontal equity** - ratepayers in similar situations should pay similar amounts.

**Vertical equity** – the view that those better off should pay more than those worse off.

However, these can conflict with the next two equity principles, the benefit or “user pays” principle and that of capacity to pay.

**Benefit principle** points to the fact that some groups may have more access to Council services.

**Capacity to pay principle** is that some will have a greater or lesser capacity to pay the assessed rates, particularly as property value is unrealized wealth and a ratepayer may be asset rich and cash poor.

### 3.4.2 Simplicity

All reviews of taxation have argued that simplicity is a critical goal. Certainly the simpler the rating system is the easier it is for ratepayers to understand, although the simplicity goal can often conflict with other goals.



### 3.4.3 Efficiency and Effectiveness

Efficiency can be defined as the ratio of ends produced (outputs) to means used (inputs). Being more efficient, means that the burden on ratepayers can be reduced or ratepayer's utility can be increased by limited resources being diverted to more productive areas. Effectiveness is measured in the ability of Councils to achieve specific objectives. For services where users are price sensitive, direct charging can influence demand patterns and thus lead to greater allocative efficiency.

## 4 HISTORICAL ANALYSIS

In 2005 Council developed a Rating Strategy, which was adopted in conjunction with the adoption of the 2005-06 Budget. Council has annually reviewed this strategy as part of its budget process, but in 2013-14 as a response to budget submissions received, it undertook to do a more detailed review of its entire Rating Strategy in order to investigate the concerns raised by some sectors within the community. Further to this the Victorian Auditor General's Report into the results from the 2012-13 audits highlighted the need for Council's to "apply a robust and strategic approach to the collection and use of revenue through rates and charges" and to improve the quality of the Rates Strategy and to implement a rating policy.

Council during the 2013-14 review looked in depth at the various elements of its current rating package, the objective being to consider ways in which these could be varied to "more equitably and efficiently distribute the rates burden in the municipality".

In determining if services should be funded by specific charges or through rates, Council has to consider the aspect of whether services are either entirely or partially "public goods", these being services providing a broad benefit to the community rather than a particular benefit to individuals or groups. In the case of public goods it is often difficult or impractical to exclude non-payers from the benefits or to attribute costs.

Where possible, Council sets user charges based on the cost of provision of those services where there is clearly a direct benefit to users, such as the garbage collection service, in which the revenue from the charges for household garbage services are set to meet the total cost of all waste services, including collection, treatment and disposal (but excluding Council overheads).

At the same time small scale services or those where it would be difficult to attribute costs or collect fees are funded through rates.

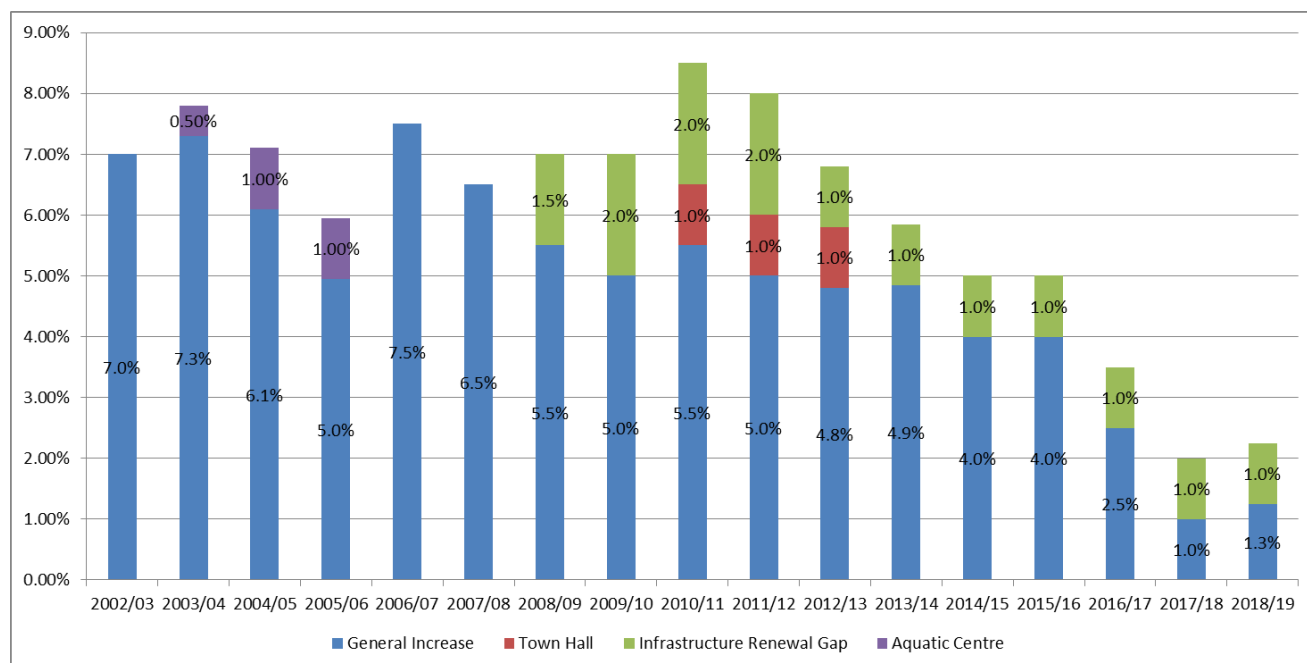
The system currently in use in Horsham Rural City Council consists of the following:

- Differential Rates based on Capital Improved Valuations multiplied by specified rates in the dollar, being General (Residential, Commercial & Industrial) and Farm rates.
- A flat Municipal Charge levied on all rateable properties, with exemptions for properties making up single farm enterprises and cultural and recreational lands.
- Cultural and Recreational Rates levied on recreational land based on Capital Improved Valuations at concessional rates in the dollar.
- Rate exempt status for specified charitable and other properties, both as required by legislation and under Council discretion.
- Garbage Service charges based on the type and size of the services provided, with a discretionary service for those outside the residential urban areas of Horsham and Natimuk, including the provision of a free-to-user recycling service for residential garbage service recipients.
- Deferments and/or waivers of rates and charges in specific hardship cases.
- Rebates and Concessions are offered in some circumstances as set out in legislation such as for the State funded Pensioner Rebate Scheme but also as per Council policy and other agreements.

## 4.1 Council Rate Changes

Council in 2018-19 is expected to raise 44.5% of its total revenue from rates. In 2003-04 the percentage was 36.5%. Individual years in between may have varied slightly due to specific non-recurrent grants which may distort this measure.

Council Rate increases since 2002-03 are shown in the following graph:



## 4.2 Valuations

Council currently chooses to rate properties based on the Capital Improved Value (CIV) method, on the basis that this more accurately reflects the true value of the property, and also under the Act it allows Council to be able to apply differential rates when they believe they are applicable. Council undertakes its valuations over a two year cycle in accordance with the Valuation of Land Act 1960 and has appointed the Valuer General as the Valuation Authority who in turn employs an independent contract Valuer.

The last revaluation was undertaken effective January 2018, and in future will occur each year rather than every second year, following legislative changes introduced in to parliament in 2017.

Analysing property valuation changes is complex as individual properties will change differently within a sector and the overall valuations are influenced by development within individual sectors also. That said, the change between property values at the 2018 valuations versus the 2016 Valuations are shown in the following table:

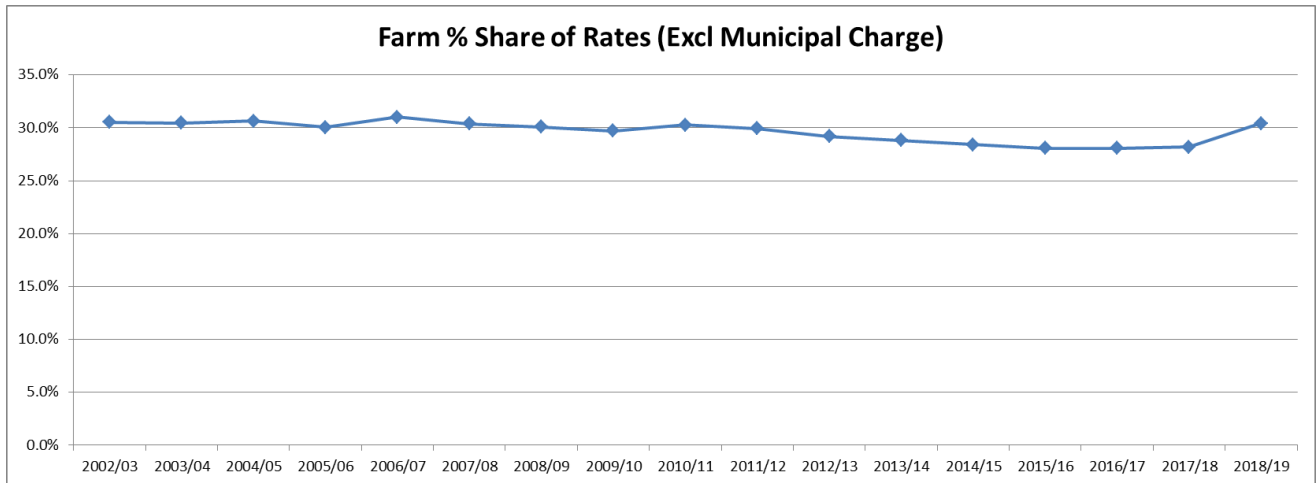
Suburb	Assess	2016 Valuations Budget 2017-18	2018 Valuations Budget 2018-19	Average % Valuation Increase / (Decrease)
01 Residential	9,186	2,265,659,000	2,361,734,500	4.24%
05 Commercial	524	293,645,000	328,949,500	12.02%
06 Industrial	418	156,201,000	167,600,500	7.30%
<b>General Sector</b>	10,128	2,715,505,000	2,858,284,500	5.26%
02 Farm	2,159	1,333,034,000	1,562,389,000	17.21%
03 Cult/Rec/Other	66	25,528,000	25,308,000	-0.86%
<b>Overall</b>	12,353	4,074,067,000	4,445,981,500	9.13%

The impact of the 2018 Revaluations were considered by Council when reviewing the farm differential for 2018-19. It is intended to review the farm differential further when looking at the Rates Strategy in time for the 2019-20 Budget cycle and as part of the Council Planning processes later in 2018.

During the period since 2002-03 there have been some years where the relative valuations have varied significantly between the farm sector and the general sector. In 2012 the General Sector rose on average by 7.6% whilst the Farm Sector only rose on average by 3.9%.

There are also often large variations between revaluation years and these are expected to be reduced due to revaluations occurring on an annual basis rather than every second year.

The valuation increase for the Farm Sector shows there has been significant growth in wealth (in terms of property values) for this sector relative to the general sector, however it also means that the Farm sector has increasingly had to shoulder a higher portion of the rate burden.



New property assessments and additional value has been created by way of new sub-divisions and constructions in the General Sector specifically but to a lesser extent in the Farm Sector as well. These new properties have helped contribute to rate revenue in total and have thus reduced the rate burden for all categories of properties.

### 4.3 The Municipal Charge

The municipal charge cannot be more than 20% of the total rates charged, Council’s 2018-19 charge of \$287.00 will raise 13.6% of this total.

The municipal charge is intended to cover some of the “administrative costs” of a Council, examples of which are elections, governance, valuations and corporate expenses. The present level in Horsham is the result of applying the charge of \$95.00 set at the time of municipal restructure in 1995 until 1997-98, after which changes in the amount of the charge have followed the annual rate percentage increases declared by Council, except for 2014-15 and 2015-16 when there was no increase to the municipal charge. Council determined in 2016-17 to again increase the charge in-line with the overall rate increase and this approach has been maintained.

For 2018-19 Council will also increase the Municipal Charge by 2.14% which is slightly below the 2.25% Rate Cap due to rounding to the nearest dollar.

## 4.4 Use of Differentials

Until the year 2000, Council levied a uniform rate in the dollar on all properties, whether they are residential, commercial, industrial or farm. It then resolved that the equity of the rating system would be enhanced if the different characteristics of the farming sector were recognized by applying a differential rate at 95% of the general rate applied to all other non-concessional rateable properties.

Taking the above into account the farm rate was determined in the year 2000 after noting the relative changes in valuations between the farming and residential sectors in particular following the 2000 revaluation, and the lower accessibility of the farming sector to some of the services provided in the municipality generally. In doing so Council was mindful that a concession granted to one sector has to be paid for by all others but it believes that the equity principle is furthered by the application of this differential.

In 2010-11, Council further reduced its differential rate to benefit the farming sector from 95% to 90% (of the general rate) having considered the outcomes of its biennial revaluation, the impact of low commodity prices on farming incomes and uncertainty about the continuation of the Exceptional Circumstances financial support (which was subsequently withdrawn). In doing so, it considered the issue of geographical distance from standard Council services and the ability of farmers to use and access those services.

In 2014-15, Council reduced its differential by a further 10% to 80% of the general rate, 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 farm differential has remained unchanged in the subsequent years since 2014-15.

## 4.5 Concessions and Rebates

The most important rate concession available to ratepayers is the Municipal Rates Pension Concession set at a maximum of half the rates and charges levied on eligible pensioners. This is fully funded by the State Government. Eligible pensioners will also be entitled to receive a concession on their Fire Services Property Levy. The total concession amounts for 16-17 were \$268.30. The 2017-18 concession amounts have not been released to date.

There are currently no known Councils that offer a rate rebate for Health Care Cards, and Council has decided not to offer any further rate concessions. No additional rebate is offered to pensioners as Council is mindful that a concession given to one sector has to be paid for by another.

Other concessions are given to the Office of Housing (Department of Human Services) 50% of their total general rates (excluding the Municipal charge) on the low value rental units, for disadvantaged sectors of the community. Council provides rebates for properties which are involved in Sport, Cultural & Recreational activities under the Culture and Recreational Rates Concession policy which was adopted with the 2015-16 Council Budget.

## 4.6 Payment of Rates

Rates may be paid by quarterly instalment or as a yearly lump sum payment in February. The Council also widely publicises the opportunity it allows for paying rates by arrangement throughout the year as it can be managed and encourages ratepayers who may be having difficulty to discuss payment arrangements with rates staff. Council considered moving to quarterly only payment options for the 2013-14 year and again in 2017-18, but elected to continue to offer a lump sum option in February, in consideration of the benefits specifically to the farm sector.

In accordance with the Local Government Act 1989, Council must, as far as practicable, levy all general rates, municipal charges, service rates and service charges which are declared in a financial year in the same financial year. Council have made a determination not to claim back rates on a property.

#### **4.7 Garbage and Recycling Services**

Council provides for the collection and disposal of household garbage, as well as providing for the depositing of industrial and other waste to landfill. A 240 litre bin service has been in existence since before municipal restructure, with weekly collection using bins supplied by the Council to householders in the urban area, and to commercial and industrial premises on request. The service is mandatory for all residential tenements in the urban areas of Horsham and Natimuk.

From the year 2000 Council has offered a residential 240 litre bin service to rural properties where this is feasible, as well as to residential properties in rural townships. The service is optional and the charge the same as in urban areas, although the provision cost is substantially greater due to the increased travelling involved in collection. However, Council's view is that rural dwellers should not be financially penalized to provide the service and that cross subsidization is justified in this case.

In 2001 Council extended the garbage service by providing an optional 120 litre service at a reduced charge, with the two-fold purpose of leading to a reduction of garbage going to landfill and to encourage recycling. Again some cross subsidization occurs as the collection costs are not substantially less for the small bins, but Council believes the strategy outlined justifies this.

Council resolved in 2002 to add a recycling bin service for residential users using distinctively coloured wheeled bins. Recycling bins are provided only on request. Not all rural users have been offered the service as it is not practical at this stage. The cost of the residential recycling service is included in the overall garbage charge and in 2018-19 this has increased by approximately \$30 due to national issues with recycling and contamination issues for the market of recyclable products in to China. Relevant state bodies are working with industry to look at alternative markets and products to keep these costs down in the future.

At the request of the occupiers of some commercial premises the Council agreed in 2008 to provide a recycling service. This chargeable service will be restricted to occupiers not using the Council's commercial garbage service, for which the recycling service is at no additional cost.

## 5 RATING PRINCIPLES AND COUNCIL POLICY

### 5.1 HORIZONTAL EQUITY

**Principle:** Council considers issues of horizontal equity when developing its rating strategy

**Rationale:** To ensure that people in similar economic circumstances are treated similarly

**Issues:**

- Levels of Government with more diverse taxing and investigative powers and resources struggle to achieve this and use a broad range of taxing instruments from income and assets tests, consumption versus income taxation etc. It is difficult to expect a property tax system alone to deal practically with this issue.

**Council Policy**

**Position:** Council will consider (where possible) issues of horizontal equity in its rating strategy.

### 5.2 VERTICAL EQUITY

**Principle:** Council considers issues of vertical equity when developing its rating strategy

**Rationale:** The amount of tax to be paid varies in accordance with an individual's economic circumstances.

**Issues:**

- Economic circumstances can be very subjective, depending upon how we define and measure this. Similar circumstances may be judged differently based on wealth, income and expenditure.
- Information around individual economic circumstances is not freely available to Council

**Council Policy**

**Position:** Council will consider (where possible) issues of vertical equity in its rating strategy.

### 5.3 USER PAYS PRINCIPLE

**Principle:** Council considers the "benefit" or "user pays" principle

**Rationale:** The benefit principle points to the fact that some groups may have more access to Council services.

**Issues:**

- More use of user charges, special rates and service charges lend themselves better to dealing with the issue of benefit.
- Another issue to consider here is that of the degree of "public" good in a service. A public good is something where it is difficult or impractical to exclude non-payers from the benefit. A user charge can be used where the benefit of a particular service can be mapped to an individual ratepayer.
- A comprehensive analysis of access to services is extremely costly, complex and difficult to determine with many subjective judgement calls to be made. In some ways arguing of the benefit principle with respect to Council rates is like trying to do the same for income tax that is used to fund a wide range of universally accessed services. It might be argued that a country ratepayer derives less benefit from library services or street lighting than their town counterparts but the reverse may be argued with respect to the cost of repairing rural roads that are seldom travelled on by the urban ratepayer.
- Many services are not location specific.
- Access is not synonymous with consumption.
- Residents can travel or use technology to access services.
- Services provided in different locations within the municipality have different costs e.g. waste collection in rural areas may be more costly than in urban areas etc.
- Rates are a property wealth tax based on valuation of properties and not based upon access to services.

- Services are available on a “whole of life” basis i.e. different services are accessed at different points during a person’s life.

**Council Policy**

**Position:** Council will consider user pays opportunities where-ever practicable.

**5.4 CAPACITY TO PAY**

**Principle:** Council considers issues of capacity to pay when developing its rating strategy

**Rationale:** Some groups may have a greater or lesser capacity to pay i.e. asset rich but income poor

**Issues:**

- Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity; however individuals may apply on hardship grounds to have their rates deferred or interest waived and in doing so need to provide Council with some of this information

**Council Policy**

**Position:** Council will consider (where possible) issues of capacity to pay in its rating strategy.

**5.5 RATE EXEMPTIONS FOR CHARITABLE AND OTHER PROPERTIES**

**Principle:** Rate exempt status for specified charitable and other properties, both as required by legislation and under Council discretion.

**Rationale:** The Local Government Act provides for limited exemption of certain categories of properties from rating, Section 154 sets out what land is non-rateable. Primarily those regarded as being used for charitable purposes, as well as specified types of property, such as those used for mining. Most Government and Council owned properties, including educational institutions and hospitals, are also included in non-rated categories.

**Issues:**

- Some degree of discretion needs to be applied when looking at some charities as they may often be almost commercial in nature.
- A detailed review of non-rateable assessments is undertaken on a regular basis.

**Council Policy**

**Position:** Council provides exemptions in accordance with Section 154 of the Local Government Act. Additional to this Council applies a policy (See Section 5.21) to refund rates payable by charities which are conducting revenue raising activities involving second hand retail shops (These facilities are specifically excluded from exemption under Section 154 (4)(c)). Council has made a submission to the State Government’s review of the Local Government Act seeking to have the exemption granted to the mining industry removed. The removal of this exemption has been included in the initial bill that was circulated to the community in early 2018. The final outcome of this will not be known until later in 2018 when and if the new Local Government Act passes in to legislation.

**5.6 FLAT MUNICIPAL CHARGE**

**Principle:** A flat Municipal Charge may be levied.

**Rationale:** A fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council i.e. its Administrative functions

**Issues:**

- The higher the municipal charge the more regressive the tax i.e. benefits higher valued properties
- The higher the municipal charge the greater is the benefit to farms with multiple assessments that are eligible for the “single farm enterprise” exemption.



- A municipal charge may be used by a council to collect a portion of revenue not linked to property value but paid equally by all ratepayers
- The charge cannot be more than 20% of total rates
- Because the municipal charge is a fixed charge, it is regressive, meaning that as the value of properties decrease, the municipal charge increases as a percentage of rates paid, thus the total burden is reduced on higher value properties.
  - A reduction in the level of the municipal charge would benefit lower valued properties, but any reduction would need to be balanced by an increase in the ad-valorem rate accordingly which would increase the rates on all properties across all sectors.
- Some Council's tie the municipal charge to specific administrative or governance costs and set it accordingly.
- Council has considered the effect of lowering the level of the charge and consequently raising the ad-valorem rate to compensate.

### Council Policy

**Position:** On the grounds of equity and transparency the Council has considered different levels of municipal charge and the effects on different classes of ratepayers and different valued properties. It has also looked at the great variation in municipal charges levied in neighbouring municipalities, some having no municipal charge at all. It has reviewed the level of administrative costs that this charge contributes towards and believes that the current rate does reflect a reasonable recovery of these fixed costs of Council, be it at the higher end of the scale across the state.

Council will increase the municipal charge from the current rate of \$281 for 2017-18 to \$287 for 2018-19, in accordance with the ad-valorem rate rise, as near as practicable to the nearest dollar.

## 5.7 CULTURAL AND RECREATIONAL EXEMPTIONS AND CONCESSIONS

**Principle:** Rates levied under the Cultural and Recreational Lands Act 1993 are levied at concessional rates of 0% and 50% of the general rate.

**Rationale:** Under the provisions of the Cultural and Recreational Lands Act 1963 most Councils levy rates on outdoor cultural and recreational facilities at concessional rates. These lands must be occupied by a body which exists for an outdoor recreational purpose and which applies its profits in promoting the furthering of this purpose. The lands must be owned by the body or owned by the Crown or Council to be eligible. Agricultural showgrounds are specifically included. Indoor bodies may be exempt as charities under Section 154 of the Local Government Act 1989, on the basis of providing a general community benefit.

Council during 2014-15 undertook a detailed review of culture and recreational assessments within the municipality and developed a policy to guide officers in applying the principles. This policy clearly defines eligibility criteria and reduces the previous 20% concessional rate to 0% i.e. no rates to be levied and the upper rate of 60% has been reduced to 50%. Council believes this recognises the role that Culture and Recreational groups play in the provision of services to the community. These groups do have access to some services in their own right but largely, themselves, are part of the cultural and recreational service provision within the community. This new policy reduces the rate burden on these groups within the community and attempts to clarify the grey areas in the decision process, to help provide consistency and fairness in the way in which Council approaches this matter.

**Issues:**

- The rates payable are to be determined by Councils according to the amount considered by them to be reasonable having regard to the services provided and the benefit to the community.
- Council sets rates which differentiate between those which have significant fund raising capacity and those which do not.

- The levels are discretionary and as a consequence have been reviewed so that the lower rate aligns with the full exemption that may be granted to groups under Section 154 of the Local Government Act.
- The upper rate has been reduced from 60% to 50% to provide some further concession to these groups in recognition of the general community benefit they provide.

**Council Policy**

**Position:** Rates are set at 50% (for those with significant revenue raising capacity) and 0% (for those with little revenue raising capacity) of the General rate. No municipal charge is made on these properties.

**5.8 VALUATION METHOD**

**Principle:** Rates are levied based on property Capital Improved Values (CIV)

**Rationale:** Recognises the impact of Capital improvements and hence is more progressive taxation.

**Issues:**

- Of the 79 Councils in the state 75 use CIV as the valuation method.
- Use of CIV allows the use of differential rates

**Council Policy**

**Position:** Council believes that using CIV values satisfies the equity principles and allows council to utilize differential rates within its strategy.

**5.9 CLASSIFICATION OF FARMING ASSESSMENTS**

**Principle:** Council uses the definition of “farm land” as set out in the Valuation of Land Act 1960

**Rationale:** Requirement is that land be not less than 2 hectares in area and be used primarily for grazing, dairying and other animal raising, horticulture, or the growing of crops of any kind and is used by a business with a significant commercial purpose or character, which seeks to make a profit from those activities. The classification is made by the Council Valuer during biennial revaluations.

**Issues:**

- Councils with a farm differential may introduce a policy whereby only farms that meet additional selection criteria are eligible for the farm rate differential.
- Council would need to consider minimum assessment size, how to take in to account single farm enterprises, how to take in to account leasing arrangements, provide a process for exceptions following written application from the ratepayer and any other factors that Council may wish to consider.
- Costs of administering such system would be high and therefore may only be justifiable were the differential to be significantly increased
- Council in 2015-16 undertook a significant review of all farm properties under 60 hectares to ensure that they were engaged in a business. 60 hectares was chosen as the lower limit due to it being the minimum lot subdivision allowable in the farm zone of Council’s planning scheme.

**Council Policy**

**Position:** Council believes that the current policy of linking the definition of Farm Land to what is contained in the Valuation of Land Act is consistent with other government policies and is easy and low cost to administer. Council requires further information to be provided regarding farm properties that are less than 60 hectares to confirm that they are in fact undertaking a farming enterprise.

**5.10 SUPPLEMENTARY VALUATIONS**

- Principle:** Supplementary valuations are completed during the year as required.
- Rationale:** The Valuation of Land Act allows for Councils to have its Valuer make regular inspections following sales in subdivisions and consolidations as well as following the construction and demolition of buildings so that the maximum financial benefit can be gained from development as it occurs in the municipality, while at the same time ensuring that rates are levied equitably and transparently on new and changed properties
- Issues:**
- there is some discretion as to what is an appropriate level of change in value upon which a supplementary valuation should be made.

#### **Council Policy**

- Position:** Council has the policy to undertake supplementary valuations on a regular basis throughout the year, where there is a significant change to the capital improvements or where there is a new assessment or property consolidation required. The additional revenue generated during the year assists in maintaining the rate in the dollar at the lowest level and is both transparent and satisfies the equity principles within the rating strategy.

### **5.11 DEFERMENTS DISCOUNTS AND/OR WAIVERS**

- Principle:** Deferments, discounts and/or waivers of rates and charges are available in specific hardship cases
- Rationale:** Section 169, 170 & 171 of the Act allows for people in designated groups to access this i.e. pensioner rate discount or for individual cases of hardship
- Issues:**
- Council has traditionally not granted waivers or discounts
  - Deferrals mean little lost revenue to Council and it picks up on the equity issue of capacity to pay, by delaying payment until assets are realised at a later date.

#### **Council Policy**

- Position:** Council has a separate and specific policy for the handling of hardship cases which allows deferment of all or part of rates for varying times depending on circumstances, interest may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment, which would generally continue until circumstances change, the land is sold or the person dies, when the rates and interest deferred would be taken from the sale proceeds. Council has in the past only granted interest waivers for hardship.

Council administers the state government funded pensioner rebate scheme.

In 2017-18 Council looked at whether a concession or rebate could be granted for Health Care Card holders but have not elected to do this.

In relation to the Rating of Granny Flats, where a flat that is constructed on land on which there had previously been one dwelling only and where such flat is occupied by the elderly or disabled pensioner relatives of the occupier of the adjacent house, Council will waive the rates and charges over and above the pensioner concession granted, providing the pensioners make an application for such a waiver each year before rate payment is due.

### **5.12 REBATES AND CONCESSIONS**

- Principle:** Rebates and Concessions may be offered for a number of reasons as defined in Section 169 of the Act.
- Rationale:** Primarily “to assist the proper development of the municipal district” or to assist the preservation and /or restoration of places “of historical or environmental interest”
- Issues:**
- Council may offer rebates and concessions as it deems appropriate, and as established through clear policy direction.
  - Council provides for the state funded pensioner rebate scheme
  - Other rate concession considered in the past were on land with Conservation Covenants issued by the Trust for Nature for landowners undertaking conservation of their land, which has been suggested by the Trust as being appropriate and desirable.
  - An option for a rebate or concession to be offered for relevant landholders in return for weed management has been discussed. However the administrative burden for such a scheme would be significant and outweigh the benefits.
  - A specific rebate has been granted under an historical agreement, to provide 50% general rate concession (excluding the Municipal charge) on the low value rental units owned by the Department of Human Services.

**Council Policy**

- Position:** Other concessional arrangements that are in place are covered off with specific contractual agreements.

Council determined in 1998 that no rate rebates or concessions would be granted to properties on which a conservation covenant has been executed. Such covenants would be incorporated into the attributes considered by the Valuer when determining the Capital Improved Value of the land.

**5.13 DIFFERENTIAL FARM RATES**

- Principle:** A differential may be offered for farming land
- Rationale:** A differential is considered appropriate for farm land under the Ministerial Guidelines for use of differentials, and it is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.
- Issues:**
- Whilst the Ministerial Guidelines say Council “must” consider farmland for a reduced differential, they also say that Dryland farming and Irrigation farm land needs to be “carefully considered” as to whether a differential is appropriate.
  - Can be based on a reduced access to services compared to residential properties, and this reduced access is not reflected in the property values.
  - In taking in to account the extent of usage of services or capacity to pay Council needs to satisfy itself that the situation is consistent across the majority of properties within a property class.
  - The extent to which relative property values may have varied between sectors may also be considered as an aspect that has made the rates burden inequitable for this particular sector
  - An excessive rate burden is applied on farmers due to their land holding having a significantly greater value than for other small businesses
    - A lower valuation base encourages land use consistent with farming activities and conservation of areas which are suited to agricultural pursuits.
  - Agriculture producers are unable to pass on increases in costs to prices
  - Farms are seen as more susceptible or fragile than other commercial or industrial operations
  - Rates are an allowable deduction for tax purposes and often include the principle place of residence

**Council Policy**

**Position:** Council will continue with a differential for the farm sector in recognition of 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 their rural isolation of the majority of the sector. The farm differential will remain at 80% of the General Rate, effective for 2018-19.

Council recognises the need to consider this matter in more detail later in 2018 for the 2019-20 planning cycle.

### 5.14 DIFFERENTIAL FOR RETIREMENT VILLAGES

**Principle:** A differential may be offered for Retirement Villages

**Rationale:** A differential is considered appropriate for Retirement Villages under the Ministerial Guidelines for use of differentials, and it is a specific requirement of these Guidelines for Council to consider a differential for this category of land use.

**Issues:**

- A lower differential for this class of properties may be considered appropriate, based on the reduced number of services accessed by residents of retirement villages.
- Savings in capital investment to council for roads, footpaths, drainage, street lighting, car parking and landscaping
- Council benefits from increased rate revenue because of the density of retirement village housing

#### Council Policy

**Position:** Council has reviewed the Retirement Villages within the Municipality and does not believe there is any basis on which to offer a differential. The average value of assessments within a Retirement Village is on the lower end of the scale and many of the services of Council are available to and utilised by tenants of Retirement Villages.

### 5.15 DIFFERENTIAL FOR OTHER CLASSES OF LAND USE

**Principle:** A differential may be offered for range of other classes of land use under the current Ministerial Guidelines (See section 3 “Legislative Framework” and Appendix 2)

**Rationale:** A differential may be offered under the Ministerial Guidelines.

**Issues:**

- A higher differential for other class of properties as defined in the Guidelines may be argued for a number of other policy reasons of Council.

#### Council Policy

**Position:** Council does not consider any other differential as appropriate for any of the other listed categories of land use within the Ministerial Guidelines.

### 5.16 DIFFERENTIAL FOR GEOGRAPHIC REASONS

**Principle:** A differential may be offered for definable Geographic areas

**Rationale:** A differential may be offered under the Ministerial Guidelines.

**Issues:**

- A lower differential for this class of properties may be considered appropriate based upon, the distance from Horsham and therefore the ability to access services.
- In practice this would be very difficult to measure as to where the line should be and how to administer.
- Council has attempted to undertake some modelling work on this aspect, but in doing so has identified many complicating factors that would make this concept difficult to implement in practice.

- In taking in to account the extent of usage of services Council needs to satisfy itself that the situation is consistent across the majority of properties within a property class.

#### **Council Policy**

**Position:** Whilst Council recognises the issue as being applicable to outer geographic areas of the Municipality the costs and inability to position and administer a suitable line on a map would outweigh the benefits of introducing such a differential.

### **5.17 GARBAGE & RECYCLING SERVICES – USER PAYS**

**Principle:** Garbage Services are compulsory for Natimuk and Horsham and are charged on a user pays principle. Recycling Services are included as part of the Garbage Services.

**Rationale:** Appropriate to have a user charge as the service can be clearly tagged to those that use it. The calculation is done on a cost recovery basis. Recycling is included to encourage recycling which helps reduce landfill costs. To charge separately may result in some people cancelling the service.

**Issues:**

- The calculation of the garbage charge is on a cost recovery basis but does not currently pick up on a contribution towards Council’s general administration or overhead.
- During 2017-18 the acceptable levels of contaminants in recyclable product delivered to China was reduced thereby impacting the recycling market. This resulted in a cost increase to council of approximately \$30 per recycling service. Council has passed this charge on though the garbage charge to those properties receiving the service, and is intending to provide a one-off tip voucher to partially compensate for this cost.

#### **Council Policy**

**Position:** Council will continue to charge Garbage and Recycling Service combined and on a cost recovery basis, with the exclusion of Council overheads.

Council will charge any increases in recycling costs only to those properties that receive a recycling service.

Council will provide a one-off yearly tip voucher to properties that receive the a recycling service.

### **5.18 SPECIAL RATES AND CHARGES**

**Principle:** Special rates and Charges may be utilised

**Rationale:** These have been utilised principally for drainage, footpaths and road schemes where the “benefit” to individual ratepayers can be clearly identified.

**Issues:**

- Greater use of Special Charges when there are clearly “special benefits” that can be identified would help address some of the Equity issues around the benefit principle.

#### **Council Policy**

**Position:** Council will continue to use special rates and charges wherever it believes these may be appropriate.

### **5.19 PAYMENT OPTIONS AND INTEREST CHARGES**

**Principle:** Payment options – we must offer quarterly instalments but may also offer other options such as a lump sum payment

**Rationale:** Lump sum payment option has remained in February largely due to the preference by the farming community to pay annually at this time. Interest can be charged on overdue payments.

- Issues:**
- Farming has changed in recent years and farm incomes are now often spread differently across the year.
  - Compulsory quarterly payments would offer opportunities for improved efficiencies in how the rates department operates and better debt management and cash-flow management for Council and potentially ratepayers alike.
  - Quarterly payments have been modelled to show there would be minimal extra costs to annual payers and can still be paid in full at the time of the first instalment on 30 Sept.
  - Council has a policy for the charging of interest on late payments in accordance with the Local Government Act provisions and in the interests of fairness and transparency.
  - Council authorises a credit management company to take prompt action where payment is not made by due dates or where payment arrangements are not followed by ratepayers.

#### **Council Policy**

**Position:** Payment method, current offering: In person, BPay, PostBillPay, credit card. Others not currently offered: direct debit, online, smartphone App, etc. Council will look to expand the options available for payment as and when possible.

Council in 2017-18 reviewed the February lump sum payment option and considered the benefits of moving to quarterly only payments, but did not elect to make a change at this point in time. This has not been reviewed in 2018-19.

### **5.20 EARLY PAYMENT DISCOUNTS**

**Principle:** Early payment discount may be offered if rates are paid early.

**Rationale:** Early payment benefits council by improvements to cashflow.

- Issues:**
- The question of a discount on early payment of rates has been looked at previously by Council. In a survey in 2003 few ratepayers indicated that they would be attracted by a discount.
  - The discount may be seen to benefit ratepayers in the community with greater cashflow
  - There is a cost to the discount itself, plus additional administrative and system costs.

#### **Council Policy**

**Position:** Council does not offer a discount for early payment.

### **5.21 RATING OF RETAIL PREMISES OF CHARITABLE ORGANISATIONS**

**Principle:** The Local Government Act provides in Section 154 (4) that any part of land used for the retail sale of goods cannot be regarded as used exclusively for charitable purposes and is thus ratable.

**Rationale:** These are commercial operations that are not charitable by nature and hence they should be rated.

- Issues:**
- These retail premises operate in order to both raise income for their charitable cause and also to provide a cheap source of recycled clothing which provides a social benefit to the community..

#### **Council Policy**

**Position:** For the purpose of charging rates, the Council Valuer be asked to separately value that part of land not rated which is occupied by a charitable organisation and used for the retail sale of goods so as to allow that part to be separately rated.

Council will then make an annual Community Donation / Grant equivalent to the rates charged to the charitable organisations so rated in accordance with this policy.



## Appendix 1

# Extracts from the Local Government Act 1989

## 3C. Objectives of a Council

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- (1) The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.
- (2) In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives—
  - (a) to promote the social, economic and environmental viability and sustainability of the municipal district;
  - (b) to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
  - (c) to improve the overall quality of life of people in the local community;
  - (d) to promote appropriate business and employment opportunities;
  - (e) to ensure that services and facilities provided by the Council are accessible and equitable;
  - (f) to ensure the equitable imposition of rates and charges;
  - (g) to ensure transparency and accountability in Council decision making.

**136. Principles of sound financial management**S. 13  
by N  
S. 71

- (1) A Council must implement the principles of sound financial management.
- (2) The principles of sound financial management are that a Council must—
  - (a) manage financial risks faced by the Council prudently, having regard to economic circumstances;
  - (b) pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
  - (c) ensure that decisions are made and actions are taken having regard to their financial effects on future generations;
  - (d) ensure full, accurate and timely disclosure of financial information relating to the Council.

## Division 1—Declaration of Rates and Charges

### 154. What land is rateable?

- (1) Except as provided in this section, all land is rateable.
- (2) The following land is not rateable land—
  - (a) land which is unoccupied and is the property of the Crown or is vested in a Minister, a Council, a public statutory body or trustees appointed under an Act to hold that land in trust for public or municipal purposes;
  - (b) any part of land, if that part—
    - (i) is vested in or owned by the Crown, a Minister, a Council, a public statutory body or trustees appointed under an Act to hold that land in trust for public or municipal purposes; and
    - (ii) is used exclusively for public or municipal purposes;
  - (c) any part of land, if that part is used exclusively for charitable purposes;
  - (d) land which is vested in or held in trust for any religious body and used exclusively—
    - (i) as a residence of a practising Minister of religion; or
    - (ii) for the education and training of persons to be Ministers of religion; or
    - (iii) for both the purposes in sub-paragraphs (i) and (ii);
  - (e) land which is used exclusively for mining purposes;
  - (f) land held in trust and used exclusively—
    - (i) as a club for or a memorial to persons who performed *service or duty* within the meaning of section 3(1) of the **Veterans Act 2005**; or

## Budget Submissions 2018-19 Submitted via the Website Form

APPENDIX 5.2D

No.	Date	Contact Name	Details
1	17-May-18	Zakk Taylor	Putting foot paths in Regent Street as parents walking their kids to the kinder on the road and to put in kerbing to fix the gutters from being hazardous to kids and also the elderly
2	24-May-18	Keegan Duff	<p>Bleakley Street road, gutters, footpaths and the school bus stop safety concerns</p> <p>The road is all uneven and rough, storm water pit lids not level looking like there collapsing with the gutters all up and down water laying in them for weeks after it rains there trip hazards for children, parents and grandparents dropping off children at the north school I've seen a few kids trip over as the gutters stick up in some places</p> <p>The bus stop is in the same place the children get dropped off buses and kids do not mix when there running in front of the bus as it's taking off unsure how to resolve this issue the whole street most likely needs to be restructured so there is more safety here as there will be a major accident or incident here that will not end good</p> <p>I hope this all makes sense</p>
3	30-May-18	Colin Warrick	<p>Councils run around patting themselves on the back claiming to have done a good job in reality they are truly despised by many in the community. Ladies and gentlemen this is not a sustainable long term budget strategy. Administration costs are completely out of hand. Reduce remuneration and staff numbers urgently. A detailed document that clearly shows many areas of non essential spending. Clearly this council has not got the message about reducing costs to ratepayers or delivering value for money to ratepayers. Town hall, Wesley performing arts centre, art gallery, library, aquatic centre and several sporting venues are a huge drain on council funds and should all have massive cuts in expenditure. Rural roads are becoming overgrown with regeneration trees, gravel surfaces are wearing thin, minor roads are getting zero maintenance and you expect rural ratepayers to pay vastly more per capita than urban ratepayers. Recent roadworks on the Polkemmet rd are a good example of thoughtless planning, fix one issue and create five significantly more dangerous areas. This now a really dangerous road and as some of the nearest residents we are waiting for the inevitable big bang and hoping we are not directly involved.</p>
4	04-Jun-18	Peter Hentry	<p>How much of your budget is spent with local businesses and local people? For example 1.709m is allocated to Plant and Equipment Replacements, Horsham and district sells tractors and other equipment. But I would like a run down for the entire budget, not just Plant and Equipment Replacements. This topic would make a good newspaper article too to demonstrate to the public your willingness to work with locals.</p>

**Graeme Harrison**

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**From:** Rebecca Grieger  
**Sent:** Friday, 25 May 2018 9:42 AM  
**To:** Council Support  
**Subject:** Bus shelter request for Vine Ave Horsham Budget 2018/2019

Dear Sir/Madam,

Under the Proposed Budget 2018/2019, may I please request a bus shelter be erected on the Vine Street bus stop - Near corner of Young Street and Vine Ave.

Many people stand and wait for buses, including elderly residents and students, during both hot and sunny, and cold, rainy and windy weather.

Your consideration for this matter would be greatly appreciated.

Kindest regards, Rebecca Grieger

Submission to HRCC 2018

I became involved with this Council's rates in the Kalkee rates spike of 2002 and have been involved ever since. I know what to look for. This year's draft budget is full of deception and mistakes. When I opened the Draft Budget papers 7 May 2018 I immediately asked myself what happened to the 845 Residential ratepayers, but when I got home and worked it out 845 Municipal charges did not disappear with them. This was a mistake. Secondly what struck me was how in the hell could the Residential Sector have a deficit. That is crap when every year \$½ million of new building valuations are added to this sector. I thought another obvious mistake. Surely this Council did not intend to give the Residential a \$1/2 million rate reduction. Then looking at Sector values the truth was revealed this Council does intend to give the householders a \$½ million rate reduction and not tell anyone.

Then looking at the total rates value of \$20 million bells rang – under a 2.25% rate cap Council can only collect an extra \$450,000 not the \$699,000 mentioned. \$249,000 more! I thought even making a slight adjustment for new buildings would only add an extra \$10,000. The Municipal Charges come in cost neutral. How does Council intend to get around the 2.25% rate cap with the extra \$250,000? This is a concern to me as a farmer – the Residential Sector will not have a rate increase – this over the rate cap \$250,000 is obviously included in the Farm Rate increase.

With the interim valuations we have there will be a 33% and 37% rate increases at Dadswells Bridge and 60% from a very unhappy farmer at Kalkee. This was bound to happen under a farm 11.8% rate rise to fund the -0.6 rate deficit of the Residential Sector.

To me Council only has two options this year – either increase the differential to 40% or forgot about land prices and differentials and apply the 2.25% rate cap to each sector as below.

Councillors you must pass a rate strategy you would be happy to explain to a meeting of farmers in any country hall.

\$540,000 Residential Rates Deficit

Councillors this year is a whole new ball game, never before have Council even considered giving the Residential Sector a deficit, let alone a \$½ million one. Then turn around and expect farmers to pay \$646,000 to pay for this deficit. Not on Councillors the Differential has to be increased to 40% when taking into account a similar situation occurred in 2016.

At the last Council meeting I gave Mr Harrison every opportunity to address what happened to the \$471,000 in rates received from the extra \$96 million in value from the Residential Sector. Why has this simple request not been met? Obviously it was absorbed as well to make up this -\$68,000 deficit. (Source: Page 39 Appendix 10.2C Budget papers 7 May 2018) It would be good for Mr Harrison to clarify this at the meeting.

The bottom line is Council will not receive one cent extra in rates from the \$96 million in new value from the Residential Sector plus lose the \$68,000 deficit already declared making a total rates loss of \$540,000. In 2016 rates of the General Sector rose \$537,000. Taking into account that new building valuations would have accounted for \$500,000 plus of these rates. I ask Councillors to consider how much did the existing General Sector actually rise if any in 2016, of which, farmers paid \$319,000 for.

Please new Councillors complete this exercise yourself, learn a little bit about rates for your own reference. The information I am supplying can be found on page 38 and 39 Appendix 10.2C May 7 Draft Budget.

A	Residential Valuation 2017	\$2,265,659,000	@ 2017 Rate 0.5146 =	\$11,659,066	
B	Residential Valuation 2017	\$2,265,659,000	@ 2018 Rate 0.4908 =	\$11,119,854	-\$539,212
C	Residential Valuation 2018	\$2,361,734,500	@2018 Rate 0.4908 =	\$11,591,393	-\$67,673

In the above table: A is the amount of rates raised in 2017.

B highlights the \$539,000 of rates lost by the Residential Sector with the 4.62% rate in the dollar drop.

C highlights what happened when the \$96 million (= \$471,000 in rates) in new valuations were added on to the above loss.

Have I now convinced you where the \$471,000 from the \$96 million residential value increase was lost to ie \$471,000 + the deficit of \$68,000 makes up this \$540,000 rate's deficit. Sure these rates are real and will be collected but as they are absorbed to increase the Residential Sector rate reduction they will not be a credit of the Residential Sector rates.

These \$540,000 of rates have all been blown – wasted – lost. Given away to the Residential Sector as a rate reduction. If this is not silly enough Council actually expects farmers to pay \$646,000 to cover this \$540,000 deficit in what is now forecast to be a drought year.

Councillors this \$540,000 deficit is an effective 8% rate reduction for the Residential Sector. You cannot expect ratepayers to accept this budget as is – the farm differential must be increased to 40% to compensate for the 2016 and 2018 valuations.

### **2.25% rate cap as applied to each sector.**

<b>Sector</b>	<b>Rates raised 2017</b>	<b>Amount raised @ 2.25% rate cap</b>
Residential	\$11,659,066	\$262,327
Commercial	\$1,511,097	\$33,998
Industrial	\$803,810	\$18,086
Culture & Rec	\$16,439	\$370
Farm Rate	\$5,468,101	\$123,482
Total	\$19,4787,514	\$438,263

### **The original intent of the State Government's rate cap.**

Applying the rate cap to each sector, equally, is a lot fairer way and besides under the 2.25% rate cap you are only allowed to collect \$440,000 anyway. Not the \$699,000 mentioned in your budget. I strongly urge Councillors to review these figures and ask more questions.

Neville McIntyre



05/06/2018

Submission to HRCC

Fairness with Rate Increases

As a rate payer I am quite happy to pay a fair share of the rates.

In our case our property valuations have increased up to 37% this year. It would be pleasing if this contributed to increased production and profit from our business, but this is not the reality.

For some years now Councils have had a rate cap of 2.2% and I do realise that some rate payers will pay more of an increase than this, and some will pay less.

However I think that if a rate payer's increase is excessively more than this, a Red Flag should pop up and their rates are reassessed to reflect no more than 5% increase from the previous year.

This is still higher than the 2.2% rate cap, but it does allow some leeway for increases in valuations that are a part of the rating system.

Not too many rate payers would complain with a small increase each year, but massive increases make it difficult to budget and not sustainable when running a small business.

You may think that dealing with each rate payer separately would be a huge amount of work for someone. I agree, but I think it would be worthwhile as I believe this approach would be well received by the community.

A 'fair' increase is all we are asking. I trust Council will give this due consideration.

Peter Jackman



Secretary WRIC

6 June 2018

Dear Sir,

**Wimmera River Improvement Committee  
Annual Allocations from Council**

At the recent meeting of the Wimmera River Improvement Committee (WRIC) a resolution was passed to request an increase to the Committee's annual funding allocations from Council.

The allocations are presently \$7800 pa for the General Account and \$2300 pa for the Police Paddock account. These amounts have not increased for approximately ten years during my term as Treasurer of the Committee.

To assist the WRIC to more readily achieve project works and undertake maintenance activities to improve the amenity of the River Corridor and the Police Paddock area, the Committee suggests an increase of 40 to 50 percent to the annual allocation would be appropriate.

Works carried out or funded by this group over the previous 5 to 6 years are as follows -

Construction of all timber walls and seating in both new shelters at Weir Park - (3 Volunteer tradesmen for 5 weeks at no cost).

Seasonal tree planting, trimming and clean-up of existing vegetation, clean-up damage after floods, repair and painting of picnic tables and seats, fencing repair and maintenance, track and general maintenance - (Many volunteer hours)

Purchase new Electric BBQ for east shelter area at Weir Park - \$8500

Resurface Burnt Creek Track south of Williams Road - \$4275

Pile Driving by Mintern Civil for retaining wall at low area on Tim's Track , Burnt Creek - \$7733

New storage shed for equipment at the Botanic Gardens yard - \$2100

Contribution for new Fishing Platforms - \$500

Supply and install Bollards at Police Paddock by Mintern Civil - \$1058

Resurfacing tracks at Police Paddock by Adams Earthworks - \$ 2400

Purchase Native Plants from Wimmera Native Nursery - \$656

Purchase Greenfield Ride on Mower - \$5000

Purchase Chain Saw & Trimmer - \$500

Ongoing costs of fuel and repairs - \$600

Works currently underway, planned, or in the pipeline -

Yearly tree planting.

Burning of summer clean-ups and ongoing maintenance activity.

Assist with forming of track on Southbank from downstream of new Swing Bridge to the Weir.

A new Boardwalk on a section of the above mentioned track.

A new Boardwalk at Walmer Crossing.

Formation of track from Williams Road to Waterlinks Estate on the East side of Burnt Creek

Surfacing of access road to the Police Paddock area.

It would be appreciated if this request can be given the Council's consideration during the current Budget deliberations

Thank you,

Ron Goudie, Treasurer WRIC, per

Max Burns, Secretary

## Report on Council Engagement re the Budget for 2018-19

### Purpose

To summarise the community engagement activities for the 2018-19 budget and the issues that have been raised.

### Background

As part of the 2018-19 Budget, Rates Strategy and Council Plan engagement the following activities have been undertaken:

Activity	Approx Numbers Engaged
Councillor Listening post at the Horsham Plaza – Saturday 19 May 10am to 12:30	28
Budget Drop-in session – Civic Centre 23 May 12 to 2pm	1
Budget Drop-in session – Civic Centre 23 May 5 to 7pm	0
Councillor Listening post at Horsham Plaza – Friday 25 May 10am to 2 pm	23
Facebook Q&A	34 Questions/Comments
	133 post shares/likes
	5,135 Views

To enhance participation in the budget consultation, Facebook's live video function was used for the first time in a question and answer session that streamed in real time.

The panel consisted of Mayor Pam Clarke, CEO Sunil Bhalla, Director Corporate Services Graeme Harrison and Director Technical Services John Martin. By using social media as a community engagement tool, Council was able to reach a different demographic compared to typical drop-in sessions held at the Civic Centre.

A Facebook post two days prior to the Q&A session invited questions to be submitted. About 15 community members posted relevant questions. This allowed staff the benefit of research time, and helped to provide detailed responses.

While real time comments during the video session were limited, more than 20 questions were lodged in the 48 hours after the session. These enquires were each answered via written comments on the Facebook post.

### Issues

The issues/questions raised during all of the above consultations have been summarised by service grouping as follows:

	Drop-in Session	Facebook Q&A	Formal Submission	Listening Post	Website Form	Grand Total
Roads		11		5	3	19
Footpaths, Walking trails & Cycleways	2	1		4	1	8
Parks & Gardens		4	1	2		7
Waste		5		1		6
General		3		1	1	5
Community Engagement		4		1		5
Non-council		4				4
Rates			2	2		4
Financial Management		1			2	3
Assets Generally		1		2		3
Recreation & Culture	1	2				3
Bridges		2				2
Parking				2		2
Youth & Early Years				2		2
Advocacy				1		1
Public Transport			1			1
Drainage				1		1
Community Safety				1		1
Council		1				1
Land Use Planning		1				1
Procurement					1	1
<b>Grand Total</b>	<b>3</b>	<b>40</b>	<b>4</b>	<b>25</b>	<b>8</b>	<b>80</b>

The largest of the comments were received around roads and this aligns generally with the Community Consultation sessions that are undertaken by council on a regular basis throughout the year.

Whilst there has been significant local media around rates matters and particularly the farm differential only 4 comments were received that were attributable to the rating system, of those two were from the formal submission process.

The top 4 categories have been further broken down in to topics in the following table:

	<b>No. of Comments</b>
<b>Roads</b>	<b>19</b>
Condition	5
Signage	3
General	3
Bypass	2
Roadside vegetation	2
Speed limits	1
Bridge across river	1
Safety	1
Kerb and Channel	1
<b>Footpaths, Walking trails &amp; Cycleways</b>	<b>8</b>
Footpath Condition	2
Compliment	2
walking track extension	1
Walking track bridge	1
River Frontage - Hamilton St	1
Natimuk	1
<b>Parks &amp; Gardens</b>	<b>7</b>
River Precinct	2
Wetlands	1
Shade	1
Natimuk trees	1
Improvements required	1
Playground Water Fountain	1
<b>Waste</b>	<b>6</b>
Green Waste	5
Tip vouchers	1
<b>Grand Total</b>	<b>40</b>