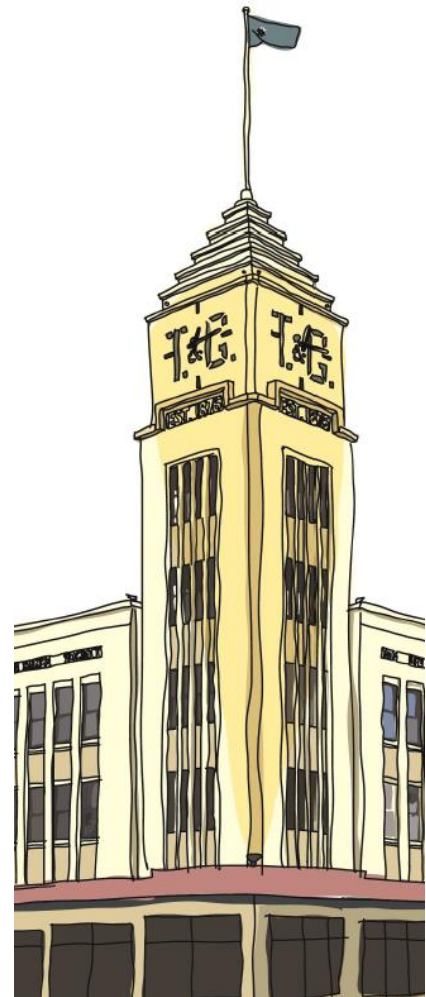




Horsham Rural City Council Budget – 2017/18



This Budget Report has been prepared with reference to The Chartered Accountants ANZ “Victorian City Council Model Budget 2017/2018” a best practice guide for reporting local government budgets in Victoria.

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Mayor's introduction

I am pleased to release the proposed 2017/18 Horsham Rural City Council budget to the community for comment and public submissions.

This proposed budget has been written in the context of the Draft 2017-2021 Council Plan, which is also currently out for public submissions. The Council Plan outlines our key strategic objectives and directions, as we work to build a better municipality by delivering improved services, facilities and opportunities for the community now under five goals. Council have revised goal two, to remove the environmental and planning components and create a new goal five. This will enable a more clear focus on both the economy and the environment. The goals now are:

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

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

As councillors, it is our job to listen to the community and understand your priorities. This year, Council will be again undertaking an on-line survey, holding community meetings and running some CBD info desks to help further inform the proposed budget.

This budget proposes a rate increase of 2.0%. This increase is in-line with the Fair Go Rates System rate cap announced by the Minister in December 2016. 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. However, for 2017/18 we have managed to fund a further 1% infrastructure levy contribution from within the 2% rate cap, whilst still maintaining the standard of delivery on all of our extensive services. This has been achieved through tight budgetary control, achieving some innovative efficiencies and the utilisation of rates growth funds from 2016/17.

In this proposed budget, \$18.28 million has been allocated in capital works expenditure. Of the 2017/18 program, \$8.49 million is for renewal works, \$2.53 million for asset upgrades and \$3.94 million for new assets. New assets include: \$2.15 million for the construction of the Kalkee Road Children's and Community Hub, \$1.56 million for further roadworks and drainage at the Wimmera Inter-modal Freight Terminal (WIFT) industrial precinct, with the balance being a range of buildings, drainage, roads and pathways.

The 1% infrastructure renewal fund will increase by \$0.22 million which when combined with Council's funding of renewal from general revenues which have also increased by a further \$0.14 million (from that budgeted in 2016/17), will see an overall increase of asset renewal of \$0.36 million or 4.4%.

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

Cr Pam Clarke
Mayor

Executive summary

Council has prepared a Budget for the 2017/18 financial year that sees rate increases remain within the state government imposed rate cap of 2%, 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.

This year the freeze in indexation of the Federal Assistance Grants was scheduled to end, however, based on uncertainty in the Federal Governments budgetary processes no indexation has been factored in to Council's 2017/18 budget. The freeze has resulted in estimated cumulative losses of \$0.50 million over the last 3 years and is steadily increasing the reliance of Council on rate income to meet its growing service delivery needs.

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 for 2016/17 was set by the Minister at a maximum increase of 2.5% and for 2017/18 2.0%. 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, but has met 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 \$3.07 million in grants and expenditure to fund the Grampians Peak Trail. This is a project being supported by Council, for which we will receive federal grants, however, these will be passed on in full to Parks Victoria who will 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 \$0.46 million of new initiatives to drive further efficiencies and improve our effectiveness.

These initiatives and more are detailed in Section 2.1 with the full list provided in Appendix B. Some highlights are:

\$156,900 (net of grants) in Community Services group:

- \$40,000 for the development of a Youth Strategy
- \$15,000 to develop an early years integrated service governance model
- \$29,500 for minor improvements and maintenance at the Horsham Town Hall
- \$40,000 for a replacement database in Environmental Health

\$124,800 (net of grants) in Planning and Economic group:

- \$85,000 in Building related projects (locking systems, asbestos audit, essential safety measures and inspections)
- \$20,000 for Firebrace Street heritage shop front incentive scheme

\$249,000 (net of grants) in Technical Services group:

- \$50,000 for a roof design at the Regional Livestock Exchange
- \$48,000 for the establishment of a sustainability reserve to fund future energy saving projects across the municipality
- \$60,000 for additional road clearance and tree clearing and pruning,
- \$30,000 for town entrances and streetscape refurbishments

The capital works program for the 2017/18 year is expected to be \$18.28 million. There will also be carried forward works uncompleted from 2016/17 but as yet these are not finalised or factored in to the budget. There is \$18.28 million of works which is funded from, \$6.72 million external grants, \$0.76 million from borrowings, \$0.02 million from general contributions and donations, with the balance of \$10.60 million from Council cash (\$5.48 million from operations, \$0.22 million from asset sales and \$4.89 million from reserves).

Renewal works total \$8.49 million or 46% of the overall program, \$2.17 million of this is from the tagged rate rises since 2008/09. New works total \$7.25 million or 39% and upgrade works \$2.53 million or 15%. Infrastructure makes up the largest segment of works \$12.62 million or 69%.

The capital expenditure program has been set and prioritised based on Council's Capital Evaluation Model. More detail on this year's program is provided in Section 2.1 with a full list in Section 6.1. This year Council has also included its draft capital works program on the Community Map on council's website. Some highlights are as follows:

Council Plan Goal 1 – Community and Cultural Development

- \$2.15 million for Kalkee Rd Children's and Community Hub Development. The Hub will deliver integrated family services including kindergarten, childcare, Maternal and Child Health, supported playgroup, early intervention services, visiting specialist consulting rooms and has a provision for a community meeting space. This project is funded in 2017-18 through grants from the State & Federal Governments \$1.65 million and Council borrowings \$0.50 million and will be completed in early 2018.
- \$0.10 for Town Hall Lighting And Audio Equipment, Auto Doors For Heritage Double Doors, Under Balcony Speakers For Hall and Under Balcony Dimmable Lighting

Council Plan Goal 2 – Sustaining the Economy and Environment

- \$2.09 million for WIFT Precinct Industrial Estate Development (Grant Dependent) roadworks, power/water supply and drainage.

Council Plan Goal 3 – Asset Management

- \$1.634 million for plant and equipment replacements
- \$0.88 million for Stage 1 of the Livestock Exchange roofing of the selling area (Grant Dependent)
- \$0.50 million for Pynsent/Roberts Ave/Wilson Stage 2 paving, footpath (Grant Dependent)
- \$0.40 million for the Livestock Exchange electronic tagging (RFID) Equipment For Loading Ramps (Grant Dependent)

- \$0.65 million for Laharum Camerons Oval change-rooms (to be funded \$0.35 million from infrastructure renewal reserve, \$0.12 million from grants and contributions and \$0.05 million from rates)
- \$0.20 million for the next stage of design for the Indoor Community Centre/Sports Stadium
- \$0.76 million for Rural Roadworks link reseals and final seals
- \$0.30 million for Aquatic Centre outdoor pool refurbishments stage 1
- \$0.08 million for Aquatic Centre replace vinyl floor in gym, upgrade air-conditioning in RPM room and audit heating in change rooms
- \$0.17 million for the construction of car parking in Park Drive for long vehicles
- \$0.06 million for extension works to Mibus Centre car park
- \$0.05 million for bicycle tracks final seals
- \$0.05 million for pedestrian, cycle/vehicle access Cornell Park linking Kalkee Children's Hub to Albert St

Council Plan Goal 4 – Governance and Business Excellence

- \$0.16 million for Civic Centre Office building minor works and refurbishments, office modifications re staff relocations, reception alterations/entrance, replace flashings on roof and Upstairs Carpet
- \$0.11 million for IT hardware and software capital replacements including local area network switches and office modifications
- \$0.03 million for Video Conferencing facilities in 3 rooms at the Civic Centre
- \$0.03 million for Natimuk Office NC2 building to alter the entrance stairs and landing ramp and handrails

Council Plan Goal 5 – Natural and Built Environments

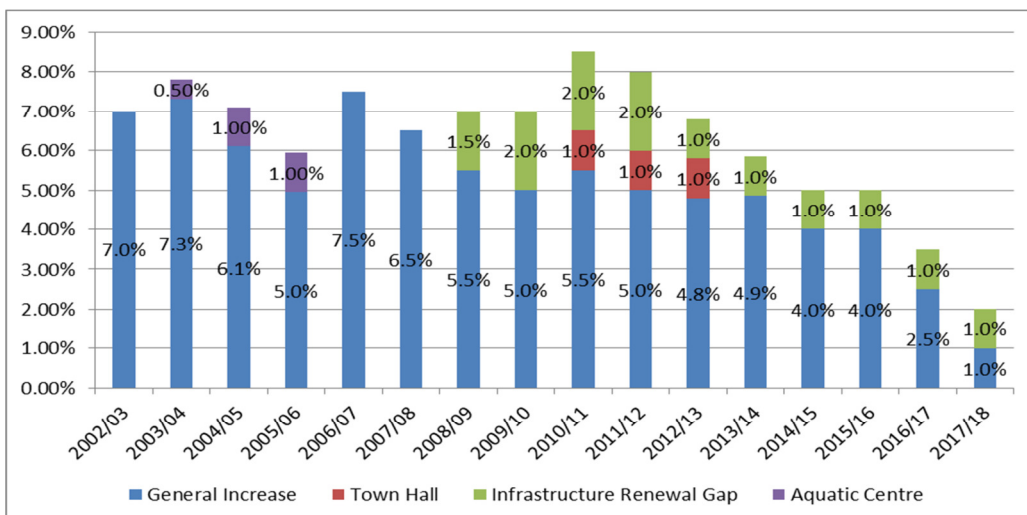
- \$1.00 million for Transfer station improvements upgrade of facility (Grant Dependent)
- \$0.82 million for New Putrescible Cell No. 2 at Dooen landfill

2. Summary of Budget on a Cash Basis

	2016-17 Budget	2017-18 Budget	Variance from Last Years Budget	
General Revenue Sources:				
Rates	-21,826,600	-22,579,760	-753,160	3.45%
Rates - Supplementary	-120,000	-140,000	-20,000	16.67%
Grants Commission - Federal Recurrent	-5,693,469	-5,804,717	-111,248	1.95%
Interest Earned	-555,000	-490,000	65,000	-11.71%
Miscellaneous	-114,426	-140,605	-26,179	22.88%
Total General Source Income	-28,309,495	-29,155,082	-845,587	2.99%
Service Delivery:				
Income	-13,565,723	-13,217,614	348,109	-2.57%
Salaries & Wages	16,266,391	16,819,271	552,880	3.40%
Non-Salary Expenses	17,209,674	17,178,393	-31,281	-0.18%
Total Service Delivery	19,910,342	20,780,050	869,708	4.37%
Other:				
Operational Initiatives	554,000	466,700	-87,300	-15.76%
Financing Costs	1,233,984	1,188,650	-45,334	-3.67%
Transfers to Reserves for Future capital	1,663,875	2,824,239	1,160,364	69.74%
Total Capital Expenditure	18,398,947	18,280,243	-118,704	-0.65%
Total Revenue for Capital (Inc Reserve Trf)	-13,456,586	-14,385,431	-928,845	6.90%
Total Other	8,394,220	8,374,401	-19,819	-0.24%
Net Result	-\$4,933	-\$631	\$4,302	

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 are equal to the net cash cost of the provision of services and the delivery of capital works. The net result is determined as the total expenditure less any specific revenue sources i.e. fees & charges, grants, etc., that may be received to fund specific operating services or capital works. Transfers to reserves are included as expenditure and transfers from reserves are included as revenue in the above analysis.

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.

2017/18 sees the general increase reduce from 2.5% to only 1.0% with the 1.0% Infrastructure Renewal component included within the overall 2.0% rate cap as set by the Minister.

Council has continued to see minor growth in its rate base with new supplementary rates raising \$0.23 million in the forecast year 2016-17. This is estimated at \$0.14 million for 2017-18. This rates growth in most years, helps contribute to the delivery of services for a growing population at 0.6% and helps with servicing new public open spaces arising from new sub-divisions. In 2017-18 this growth income has been utilised, in part, to balance the budget and allow Council to still fund the 1% infrastructure renewal reserve and yet still deliver on the same quantity, standard and level of service.

Valuations will be as per the General Revaluation dated 1 January 2016, and as amended by supplementary valuations so changes in valuation will not impact most ratepayers this financial year. 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 1.4%

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)

Refer Section 7 for further Rates and Charges details.

4. Key Statistics

- Total Revenue: \$52.4 million (2016/17 = \$50.8 million)
- Rates & Charges % of total Revenue: 48.8% (2016/17 = 49.0%)
- Total Expenditure: \$48.1 million (2016/17 = \$46.9 million)
- Salary Costs % of total excluding depreciation: 47.2% (2016/17 = 46.5%)
- Surplus/(Deficit)for the year: or (Accounting Result) \$4.36 million surplus (2016/17 = \$3.88 million surplus)

(Refer Income Statement in Section 3 and detailed analysis Section 10)

- Underlying operating result: \$1.70 million deficit (2016/17 = \$1.45 million deficit)

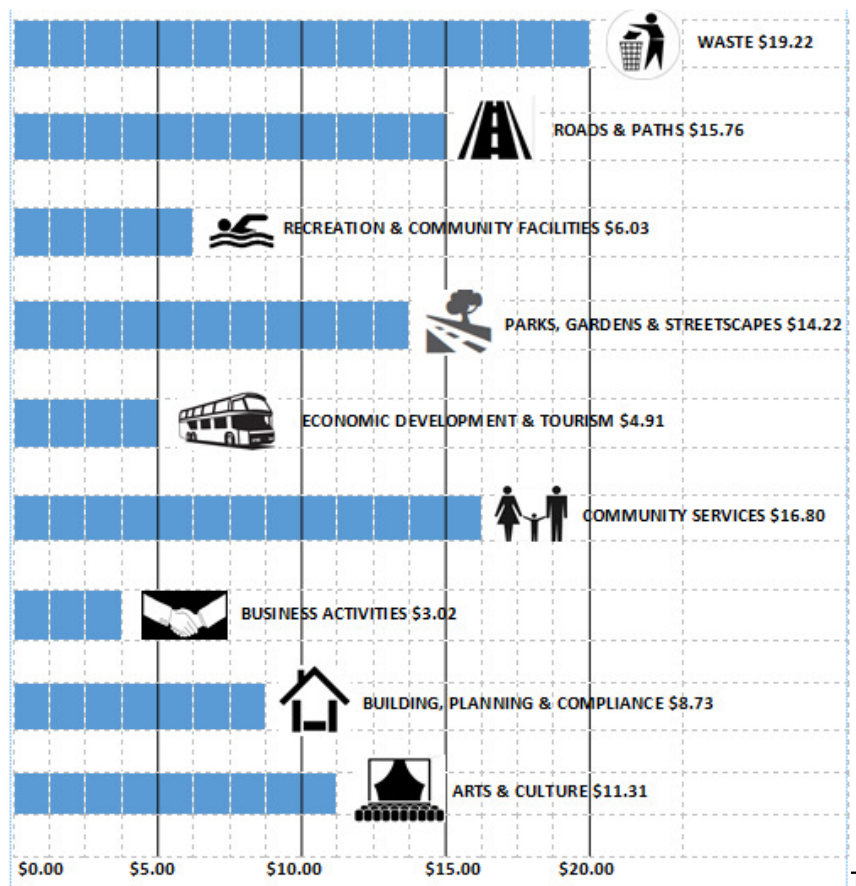
(Refer Analysis of operating Budget in Section 10.1)

(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)

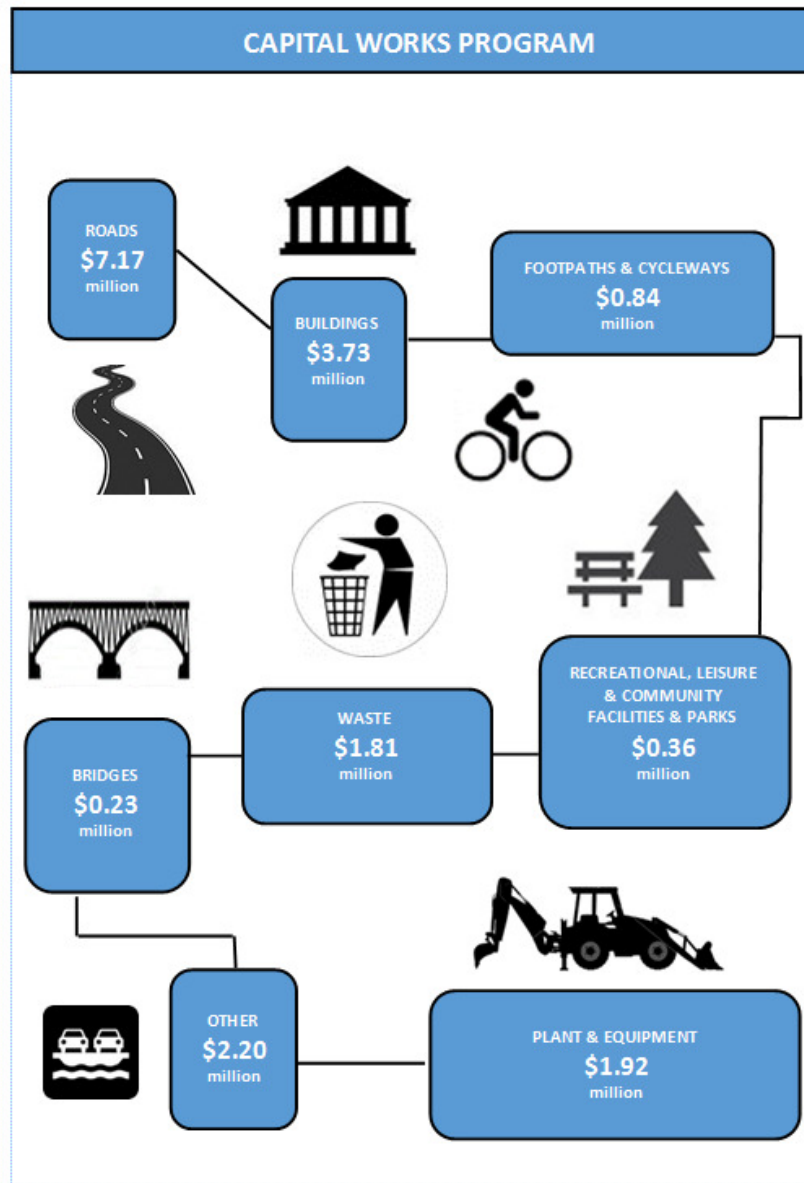
- Net Increase/(Decrease)in Cash: \$0.76 million increase (2016/17 = \$1.69 million increase) or Cash Result (Refer Statement of Cash Flows in Section 3)
-
- Total Capital Works Program (Excl carry forwards) \$18.28 million (2016/17 = \$15.75 million)
 - \$5.47 million from Council operations (Funded from rates and other general revenue)
 - \$0.76 million from borrowings
 - \$0.22 million from asset sales
 - \$6.72 million from external grants
 - \$4.89 million from cash reserves
 - \$0.20 million from contributions
- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$458 million (2016/17 = \$454 million)
- Staff Numbers

<u>Full-time Equivalents:</u>	196 FTE	(2016/17 = 192 FTE)
<u>Total Staff Numbers:</u>	248	(2016/17 = 242)

Costs per \$100 (Excludes capital works and Council overheads, governance costs and administrative costs have been proportionately allocated to external facing services) see pie chart Section 8.9 for a further split.



Summary of Capital Works Program \$18.2 million:



5. Key Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- Seasonal Conditions– 2015 was an extremely low rainfall year which had a significant impact on the general economy of the region and putting financial pressures not only on farming enterprises but all businesses. By contrast 2016 has been a higher than average rainfall season which looks likely to generate good farm production, but may not lead to significantly higher value for the community due to decreasing commodity prices.
- 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 Dec 2016 was 1.5% 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 Nov 2016 was 1.6%.
- Grants Commission - In 2014-15 the Federal Government ceased indexation of the Grants Commission funds thereby locking in a reduction in real terms. The freeze on indexation has applied for the years from 2014/15 to 2016/17. The cumulative impact over the 3 years is close to \$0.50m with an ongoing impact in the order of \$0.30m. It is not entirely certain that indexation will resume again in 2017-18, so no increase has been factored in and if it does it will be a lower level based on inflation forecasts.
- Statutory Superannuation – Statutory Superannuation contributions are locked in at 9.5% until 2021/22.
- Defined Benefits Superannuation - Council contributed \$2.9m from reserves in 2012/13 towards the defined benefits superannuation shortfall, and has been putting aside \$100k per annum for potential further contributions. It is anticipated that this will continue for the 2017/18 budget. The Vested Benefits Index for the fund was 102% of value as at the 30 Jun 2016. Should the value fall to 97% then Councils will be asked to make a further contribution.
- Utility Costs – Power and gas costs have stabilised over recent years although increases still tend to be in excess of CPI. 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.
- Interest Rates on Investments – Interest rates have been slowly falling over the last 12 months from 2.2% down to latest rates of 1.9%. This downward trend is expected to stabilise with rates remaining around the 2.0% mark.
- EPA Levies – Expected to rise higher than CPI at 1.8%.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget:

- Town Hall (Performing Arts) – when framing the 2017-18 budget we will have nearly 12 months of full operational data available on which to assess our operations. Operational adjustments are also underway that reflect our knowledge gained during the first 6 months of operations, which should lead to improvements in the overall cost of this service.
- Kalkee Road Children’s and Community Hub – construction will be finalised during 2017-18 with an anticipated completion date of November 2017. This is an additional facility that will require additional operational costs to be allocated for it to run successfully.
- Wage Movement: The Council’s EBA has been finalised for a further 3 years until 30 June 19 and the annual wage increase has been fixed at 2.1% or \$26 for each of the 3 years.
- Rating Strategy – The Council’s rating strategy was extensively reviewed in 2013/14 and no major changes were proposed in 2017/18.

- Revaluation – 2016 was a revaluation year and the first year with the new Council Valuer. There have been significant increases in values well above general CPI levels with overall values increasing by 10.8% and farm values on average increasing by 14.8%. This difference between the farm sector increases and all other sector increases has been a consistent trend over the past decade or more. Next revaluation will be in 2018.
- 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 the renewal gap shortfall. A 2% rate increase was tagged for the years from 2008/09 to 2011/12. For the years from 2012/13 to 2017/18 only a 1% rate increase was tagged to contribute to the renewal gap.

6. 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 in April 2017:

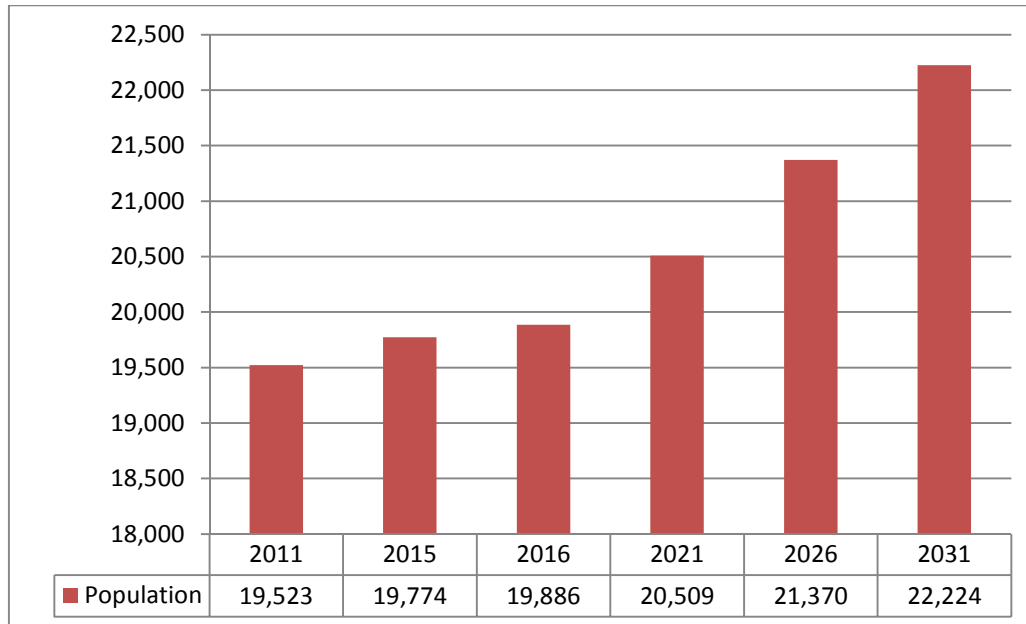
Project Description	Total Costs	Grant Certain	Grant not yet obtained
Kalkee Rd Childrens and Community Hub Development	2,150,000	-1,650,000	
Laharum Camerons Oval Changerooms	650,000	-100,000	
Livestock Exchange Rfid Equipment For Loading Ramp	400,000		-400,000
Livestock Exchange Roofing Selling Area	880,000		-700,000
Pynsent/Roberts Ave/Wilson Stage 2 Paving, Footpath	500,000		-330,000
Racecourse Fitness Stations Shade Sails	32,000		-16,000
Transfer station improvements upgrade of facility	1,000,000		-500,000
Tree Surrounds Rehab Urquhart (O'Callaghans)	50,000		-33,000
WIFT Precinct Industrial Estate Development	1,558,650		-1,000,000
CBD Revitalisation relocate powerlines underground	1,600,000		-1,056,000
Grampians Peak Trail Parks Victoria expenditure	3,068,046	-3,068,046	
Total	11,888,696	-4,818,046	-4,035,000

7. Cost Shifting

Cost shifting by state government continues to add pressure to Council's budget, libraries, SES, school crossings, Maternal and Child Health and Home care are all areas where the State Government has handed over services and then progressively withdrawn funding. Community expectations are high with respect to these services.

Fair and reasonable cost increases for the services provided to Council by State Government e.g. Victorian Electoral Commission costs of running elections, VAGO annual audit costs, EPA Landfill levies, Fire Services Levy. These costs have been increasing at a much higher rate than the 2.0% imposed cap on Local Government rates.

8. 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 new Estimated Resident Population (ERP) data for Horsham Rural City Council to June 2016 have just been released. The new figure for Horsham's ERP is 19,886 which is a net increase of 363 people since June 2011 or an increase of 0.4% 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 21,800 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.

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Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

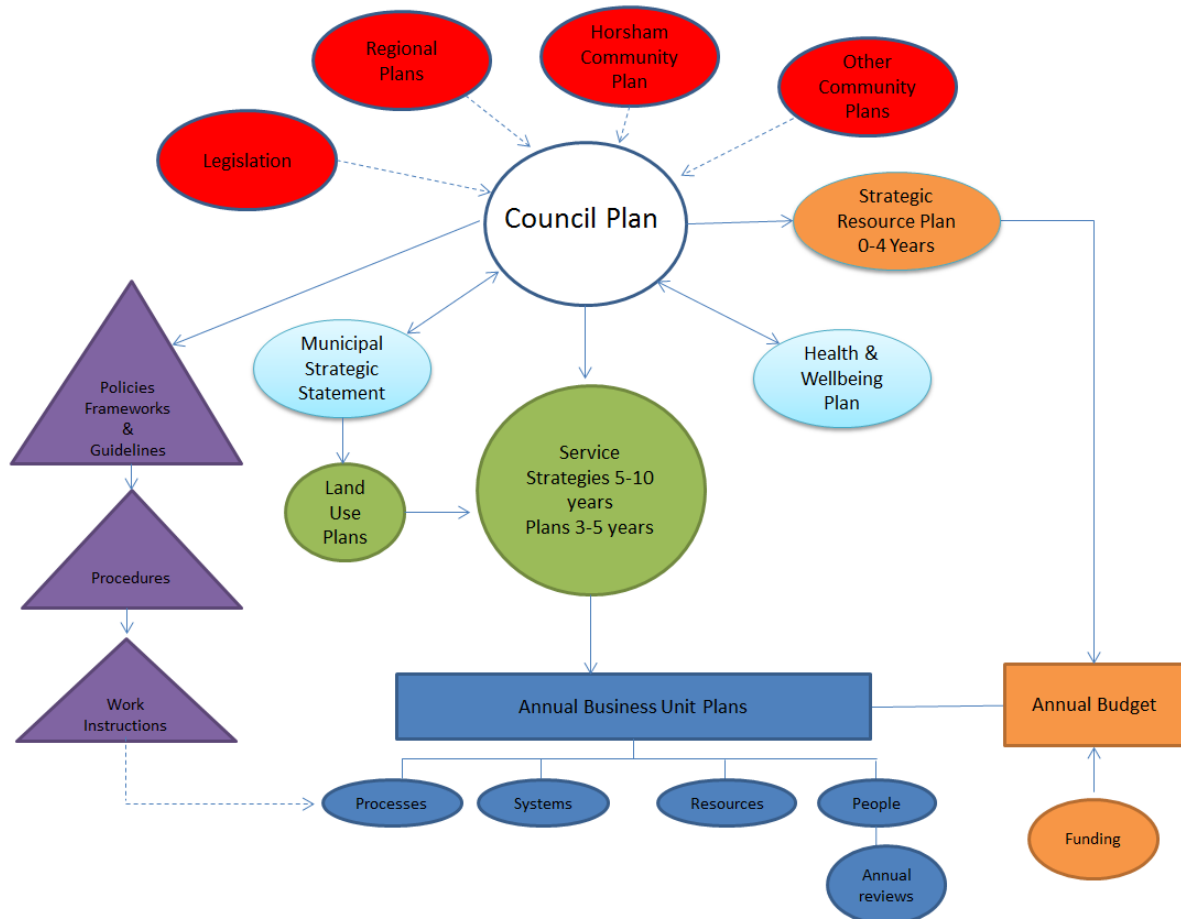
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning 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 then holding itself accountable (Audited Statements).

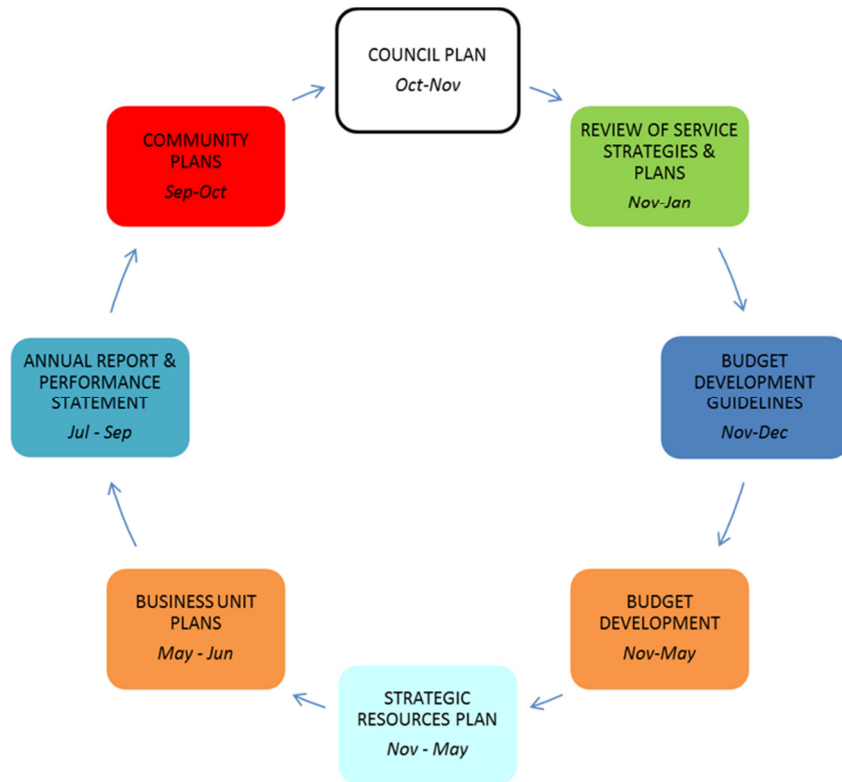
1.1 Planning and accountability framework

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 timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

Council’s planning cycle is broadly as 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 and 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 natural environment.

Our core values



1.3 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 2017-21. The following table lists the five Goals as described in the Council Plan.

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

2. Services, and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators.

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the below sections.

The following table summarises net service delivery expenditure (excluding initiatives and capital), by the 35 service groupings of Council:

NET SERVICE DELIVERY EXPENDITURE:

	Budget 16-17	Budget 17-18	% Inc/(Dec)
Goal 1 - Community and Cultural Development			
Aged & Disability	222,429	169,398	-23.8%
Animal Mgt	-56,458	-39,624	-29.8%
Community Development	675,430	755,469	11.9%
Community Safety	97,182	98,102	0.9%
Early Years	319,196	342,149	7.2%
Emergency Mgt	28,067	37,920	35.1%
Health & Wellbeing	150,665	209,866	39.3%
Library	539,521	558,427	3.5%
Mgt & Admin	399,050	405,490	1.6%
Performing Arts	322,060	483,666	50.2%
Visual Arts	394,493	406,462	3.0%
Goal 1 - Community and Cultural Development Total	3,091,635	3,427,325	10.9%
Goal 2 - Sustaining the Economy			
Economic Development	252,322	321,785	27.5%
Mgt & Admin	557,507	556,863	-0.1%
Parking & Traffic Mgt	-263,906	-337,489	27.9%
Promotions & Tourism	537,944	542,287	0.8%
Goal 2 - Sustaining the Economy Total	1,083,867	1,083,446	0.0%
Goal 3 - Asset Management			
Building Asset Mgt	251,948	233,241	-7.4%
Business Activities	17,289	49,522	186.4%
Mgt & Admin	1,980,763	2,023,508	2.2%
Operations Mgt	108,692	108,034	-0.6%
Parks & Gardens	1,352,353	1,373,991	1.6%
Rural Infrastructure	1,828,658	1,833,576	0.3%
Sports & Recreation	1,053,479	1,100,333	4.4%
Streetscapes & Public Conveniences	1,978,813	2,009,786	1.6%
Urban Infrastructure	1,421,308	1,484,325	4.4%
Goal 3 - Asset Management Total	9,993,303	10,216,316	2.2%
Goal 4 - Governance and Business Excellence			
Financial Services	11,729	11,805	0.6%
Governance & Leadership	1,206,679	1,059,188	-12.2%
Information & Technology	728,355	769,659	5.7%
Mgt & Admin	2,868,200	2,897,226	1.0%
Organisational Development	618,781	727,037	17.5%
Rates & Property Services	38,000	49,000	28.9%
Goal 4 - Governance and Business Excellence Total	5,471,744	5,513,915	0.8%
Goal 5 - Natural and Built Environments			
Building Services Regulatory	318,995	357,343	12.0%
Natural Resource Mgt	98,165	99,299	1.2%
Parks & Gardens	166,663	159,868	-4.1%
Planning Services	321,763	275,505	-14.4%
Waste Mgt Services	-650,793	-367,967	-43.5%
Sustainability	15,000	15,000	0.0%
Goal 5 - Natural and Built Environments Total	269,793	539,048	99.8%
Grand Total	19,910,342	20,780,050	4.4%

2.1 Council Plan Goal 1: Community and Cultural Development

To achieve our objective of Community and Cultural Development, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Aged & Disability

This service provides care to frail aged and disabled persons with Home Care, Personal Care, Respite Care and Property Maintenance services and disabled parking permits.

This service also provides meals on wheels to eligible community members.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Home & Community Care Services	1,835,797	-1,737,987	97,810
Meals on Wheels	278,167	-206,579	71,588
Service Delivery Total	2,113,964	-1,944,566	169,398
Grand Total	2,113,964	-1,944,566	169,398

Animal Management

This service deals with matters concerning **Animal Management** services for dogs and cats includes rehousing, microchipping and investigation of complaints and registrations.

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Animal Control	1,800		1,800
Initiatives Total	1,800		1,800
Service Delivery			
Animal Control	306,676	-346,300	-39,624
Service Delivery Total	306,676	-346,300	-39,624
Grand Total	308,476	-346,300	-37,824

Community Development

The purpose of community and cultural development is to strengthen the community, enhance connections between Council and the community, support community and cultural initiatives. Also includes a range of community facilities that assist community groups to operate within the municipality. Works closely with and supports arts and cultural organisations and arts workers including: arts festivals, Makers Gallery and Studio, Wesley Performing Arts Centre, Horsham Regional Art Gallery, Nexus, Barengi Gadgin Land Council, Horsham Regional Arts Association, and the Wimmera Regional Library Corporation.

This service provides maintenance, insurance and other ongoing costs for the municipalities' recreation groups and clubs. Includes community halls, the Cenotaph and War Memorials, Brass and Pipe Bands and the Sawyer Park Soundshell. Also included here under Community Facilities is the Sate Government Grampians Peak Trail project which is an on-off special initiative that council is auspicing.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Community Arts	25,000	0	25,000
Community Facilities	36,000	0	36,000
Capital Total	61,000	0	61,000
Initiatives			
Community Engagement	2,400		2,400
Youth Services	40,000		40,000
Initiatives Total	42,400	0	42,400
Initiatives - Special			
Community Facilities	3,068,046	-3,068,046	0
Initiatives - Special Total	3,068,046	-3,068,046	0
Service Delivery			
Community Arts	169,969	0	169,969
Community Engagement	334,847	-88,300	246,547
Community Facilities	193,942	-28,575	165,367
Disability Awareness & Capacity	141,951	-129,000	12,951
Youth Services	162,635	0	162,635
Service Delivery Total	1,003,344	-245,875	757,469
Grand Total	4,174,790	-3,313,921	860,869

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Public Arts Projects	25,000
Initiatives		Volunteers Software Program	2,400
Capital		Angling Clubroom /Soundshell Switchboard Infra Gap	16,000
Initiatives - Special	Major	Grampians Peak Trail Parks Victoria expenditure	3,068,046
Initiatives - Special		Grampians Peak Trail Parks Victoria Revenue	-3,068,046
Capital		Senior Citizens Building Fixture Repairs Asbestos	20,000
Initiatives		Youth Strategy	40,000

Community Safety

This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Admin of Community Local Law 3	84,155	-28,100	56,055
Fire Hazard Enforcement	42,047		42,047
Service Delivery Total	126,202	-28,100	98,102

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. It offers 10 free Key Ages and Stages consultations where parents are given the opportunity to discuss their concerns, parenting experiences, and how to optimise their child's health, growth and development.

Two centres operate through the Horsham Rural City and Council sponsors a Koori Service. Includes **Maternal & Child Health** services.

Supported Playgroup is a facilitated playgroup for health care cardholders to provide high quality care, play and stimulation to children between 6 weeks and 5 years of age, and provide opportunities for parents to learn about relevant local services. The small-talk parenting program and in home support are delivered to families to increase optimal parenting outcomes.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Kalkee Road Children's & Community Hub	2,259,000	-1,650,000	609,000
Capital Total	2,259,000	-1,650,000	609,000
Initiatives			
Kalkee Road Children's & Community Hub	20,000		20,000
Initiatives Total	20,000		20,000
Service Delivery			
Maternal & Child Services - Universal	566,818	-247,851	318,967
Supported Play Group	88,687	-88,200	487
Preschools	26,595	-3,900	22,695
Grand Total	2,961,100	-1,989,951	971,149

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Childrens Hub Information Technology Requirements	88,000
Initiatives		Early Activation Children's HUB Site	5,000
Initiatives		Early Years Integrated Services Governance Model Dev	15,000
Capital		Horsham North CCTV Surveillance/Cabling	21,000
Capital	Major	Kalkee Rd Childrens and Community Hub Development	-1,650,000
Capital	Major	Kalkee Rd Childrens and Community Hub Development	2,150,000

Emergency Management

This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
SES Support	22,920	0	22,920
Wimmera Emergency Mgt Resource	255,000	-240,000	15,000
Service Delivery Total	277,920	-240,000	37,920

Health & 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 pest control. This service also provides a variety of legislative based services and functions around Environmental Health Issues. Health registrations, inspection services, **Food Safety**, complaint investigation and enforcement.

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Environmental Health	40,000		40,000
Initiatives Total	40,000		40,000
Service Delivery			
Environmental Health	346,704	-136,838	209,866
Service Delivery Total	346,704	-136,838	209,866
Grand Total	386,704	-136,838	249,866

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Health Manager Data Base	40,000

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. This service covers a Community Arts Officer and is centred on activities within Public Art, the Cultural Centre (Mibus Centre) and the Wimmera Regional Library.

Budget 17-18			
	Expenditure	Income	Grand Total
Reserves			
Library	7,600	-6,151	1,449
Reserves Total	7,600	-6,151	1,449
Service Delivery			
Library	741,427	-183,000	558,427
Service Delivery Total	741,427	-183,000	558,427
Grand Total	749,027	-189,151	559,876

Management & Administration – Community Services

This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.

Budget 17-18		
	Expenditure	Grand Total
Service Delivery		
Community Services Management	405,490	405,490
Service Delivery Total	405,490	405,490
Grand Total	405,490	405,490

Performing Arts

This service surrounds the running of public halls, the Hamilton Lamb Hall and Horsham Town Hall and New Performing Arts Centre operations. Venue Management supports venue bookings and programming for the Horsham Town Hall and Wesley Performing Arts Centre. These venues aim to provide a space where people can see, present and explore the arts, ideas and events. The Town

Hall is the main venue in Horsham that presents shows and programs a variety of performing arts. The Wesley Performing Arts Centre is a smaller facility with a capacity of 265. These two venues are utilised to present a variety of events, exhibitions, theatre, concerts, performances, conferences, fundraising extravaganzas, cabaret balls, trade shows, wedding receptions, etc.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Horsham Town Hall Operations	105,383	0	105,383
Capital Total	105,383	0	105,383
Initiatives			
Horsham Town Hall Operations	54,500		54,500
Initiatives Total	54,500		54,500
Service Delivery			
Horsham Town Hall Operations	1,480,072	-1,019,305	460,767
Wesley Operations	68,599	-45,700	22,899
Service Delivery Total	1,548,671	-1,065,005	483,666
Grand Total	1,708,554	-1,065,005	643,549

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		ESM Inspections Town Hall 17/18 Year	25,000
Capital		Theatre Rows A & B Speakers Amp Cables Panel & Insta	7,762
Initiatives		Town Hall Accoustic Study	5,000
Initiatives		Town Hall Additional Maintenance Building 17/18	20,000
Capital		Town Hall Auto Doors For Heritage Double Doors	21,000
Initiatives		Town Hall Cables And Leads	4,500
Capital		Town Hall Lighting And Audio Equipment	57,000
Capital		Town Hall Under Balcony Dimmable Lighting	9,070
Capital		Town Hall Under Balcony Speakers For Hall	10,551

Visual Arts

This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery. The Art Gallery provides an important visual-art resource for the local community and visitors to Horsham. Ongoing development of the collection and the presentation of a diverse program of exhibitions, educational services and public events encourages creative endeavour and provides opportunity for engagement between patrons, artists and the objects they create.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Art Gallery	25,000	-25,000	0
Capital Total	25,000	-25,000	0
Service Delivery			
Art Gallery	425,393	-92,280	333,113
Art Gallery Education Program	60,087	-57,060	3,027
Grand Total	582,902	-176,440	406,462

Goal 1 - Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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 the 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
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

2.2 Council Plan Goal 2: Sustaining the Economy

To achieve our objective of Sustaining the Economy, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

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. This service also provides Land sales and acquisitions, along with tree plantation and land management costs for the Industrial Estates of, Burnt Creek, Enterprise Estates and the Wimmera Intermodal Freight Terminal.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Industrial Estates	2,089,170	-2,000,000	89,170
Capital Total	2,089,170	-2,000,000	89,170
Reserves			
Industrial Estates	1,003,270	-1,161,790	-158,520
Wimmera Intermodal Freight Terminal	75,685	0	75,685
Reserves Total	1,078,955	-1,161,790	-82,835
Service Delivery			
Business Development	53,777	0	53,777
Industrial Estates	101,720	-22,870	78,850
Wimmera Business Centre	159,549	-150,610	8,939
Wimmera Development Association	202,904		202,904
Wimmera Intermodal Freight Terminal	81,000	-103,685	-22,685
Service Delivery Total	598,950	-277,165	321,785
Grand Total	3,767,075	-3,438,955	328,120

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		WIFT Precinct Industrial Estate Development - Grant	-1,000,000
Capital	Major	WIFT Precinct roadworks & drainage	1,345,208
Capital		WIFT Precinct roadworks & drainage	213,442
Capital		WIFT Precinct Industrial Estate Power/Water Supply	300,000
Capital		WIFT Precinct Industrial Estate Retardation Basin	230,520
Capital		Developer Contributions	-300,000
Capital		Land Sales	-700,000

Management & Administration - Planning & Economic Services

This service provides general administration for all the areas of Planning, Building, Tourism and Economic services areas.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Planning & Economic Development Services	218,847	0	218,847
Planning & Promotional Mgt & Admin	338,016		338,016
Service Delivery Total	556,863	0	556,863

Parking & Traffic Management

This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.

This service also provides the supervision of school crossings and school crossing maintenance.

Budget 17-18			
	Expenditure	Income	Grand Total
Reserves			
Parking Control	408,805	0	408,805
Reserves Total	408,805	0	408,805
Service Delivery			
Parking Control	240,195	-649,000	-408,805
School Crossing Supervision	135,316	-64,000	71,316
Service Delivery Total	375,511	-713,000	-337,489
Grand Total	784,316	-713,000	71,316

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Reserves	Major	Transfer to CBD Reserve for Future Capital Works	408,805

Promotions & Tourism

This service provides information and support to visitors accessing the Visitor Information Centre. It provides visitors to the municipality with a comprehensive range of up to date information on tourism products within the Wimmera region. This area also covers tourism marketing and development as well as promotion for major events and festivals.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Caravan Park	5,000	-60,280	-55,280
Promotions of Festivals & Events	350,492	-1,000	349,492
Tourism Development	16,000	0	16,000
Visitor Information Centre	265,475	-33,400	232,075
Service Delivery Total	636,967	-94,680	542,287

2.3 Council Plan Goal 3: Asset Management

To achieve our objective of Asset Management, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Building 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). This service also includes maintenance and operations for all of Council's commercial properties and residences.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Building Asset Management	59,000	0	59,000
Capital Total	59,000	0	59,000
Initiatives			
Building Asset Management	98,000	-20,000	78,000
Initiatives Total	98,000	-20,000	78,000
Reserves			
Building Asset Management	53,568	0	53,568
Reserves Total	53,568	0	53,568
Service Delivery			
Building Asset Management	417,041	-183,800	233,241
Service Delivery Total	417,041	-183,800	233,241
Grand Total	627,609	-203,800	423,809

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Asbestos Auditing Additional 17/18	40,000
Initiatives		Building Assets Inspections 17/18	10,000
Initiatives		Council Properties 2nd Year Trainee Position	13,000
Capital		Hamilton Lamb Hall Replace Windows And Weatherboar	35,000
Initiatives		Locking Systems Council Buildings 17/18	15,000
Initiatives		Shop Front Enhancement and Shade Incentive Scheme	20,000
Capital		Unallocated Building Works (Funding from Infra Reserv	24,000
Reserves		Transfer to Commercial Properties Reserve for Capital	53,568
Initiatives		Transfer from CBD Reserve	-20,000

Business Activities

This service includes the 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 also includes the operations of the aerodrome which provides a regional airport for commercial and private aircraft.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Livestock Exchange Operations	1,280,000	-1,100,000	180,000
Capital Total	1,280,000	-1,100,000	180,000
Initiatives			
Livestock Exchange Operations	50,000	-50,000	0
Initiatives Total	50,000	-50,000	0
Reserves			
Aerodrome Operations	40,900	0	40,900
Livestock Exchange Operations	7,344	-180,000	-172,656
Reserves Total	48,244	-180,000	-131,756
Service Delivery			
Aerodrome Operations	99,366	-35,500	63,866
Livestock Exchange Operations	462,506	-469,850	-7,344
Private Works Recharged	197,900	-204,900	-7,000
Service Delivery Total	759,772	-710,250	49,522
Grand Total	2,138,016	-2,040,250	97,766

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Reserves		Transfer to Aerodrome Reserve for Future Capital	40,900
Initiatives		Transfer from Livestock Reserve for Roof Design	-50,000
Initiatives		Livestock Exchange Detailed Design Roofing Selling Area	50,000
Capital		Livestock Exchange Rfid Equip for Loading Ramps (Grant)	-400,000
Capital	Major	Livestock Exchange Rfid Equip for Loading Ramps	400,000
Capital		Livestock Exchange Roofing Selling Area (Grant)	-700,000
Reserves		Transfer from Livestock Reserve for Roofing	-180,000
Capital	Major	Livestock Exchange Roofing (Grant Dependent)	880,000

Management & Administration - Technical Services

This service provides administration and support services for the Technical Services Department.

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Asset Mgt - Customers, Internal, EMG, Counc	40,000		40,000
Initiatives Total	40,000		40,000
Reserves			
Asset Mgt - Customers, Internal, EMG, Counc	33,000	0	33,000
Reserves Total	33,000	0	33,000
Service Delivery			
Asset Mgt - Customers, Internal, EMG, Counc	143,676		143,676
Technical Services Mgt & Admin	1,914,332	-34,500	1,879,832
Service Delivery Total	2,058,008	-34,500	2,023,508
Grand Total	2,131,008	-34,500	2,096,508

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Stormwater Drainage Condition Audit	40,000
Reserves		Transfer to Reserve for future 3 yearly Road Survey	33,000

Operations Management

This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Operations Management	100,000	0	100,000
Plant & Fleet Management	1,634,000	-229,000	1,405,000
Capital Total	1,734,000	-229,000	1,505,000
Reserves			
Plant & Fleet Management		-1,405,000	-1,405,000
Reserves Total		-1,405,000	-1,405,000
Service Delivery			
Operations Management	108,034		108,034
Service Delivery Total	108,034		108,034
Grand Total	1,842,034	-1,634,000	208,034

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Depot Relocation Design & Estimates	100,000
Capital		Plant Purchase Income from Equipment Sales	-229,000
Capital	Major	Plant Purchase General Admin	1,634,000
Reserves		Plant Purchases - funding from Reserve	-1,405,000

Parks & Gardens

Provision of managed areas for sport, recreation and amenity- includes sportsgrounds, parks, gardens, Botanic gardens and playgrounds throughout the municipality.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Open Spaces	20,000	0	20,000
Playgrounds	51,000		51,000
Capital Total	71,000	0	71,000
Service Delivery			
Community Housing	59,400		59,400
Open Spaces	1,323,191	-8,600	1,314,591
Waterways, Foreshores & Wetlands	161,231	-1,363	159,868
Service Delivery Total	1,543,822	-9,963	1,533,859
Grand Total	1,614,822	-9,963	1,604,859

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Botanic Gardens Sprinkler Renewal Infra Gap	20,000
Capital		All Playgrounds Capital Equipment Replacement OHS	31,000
Capital		Off Lease Dog Exercise Areas x 2	20,000

Rural Infrastructure

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 Vic Roads maintenance contract (which excludes major Highways) and Quarry operations.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Bridge Maintenance	226,000	0	226,000
Road Construction	3,558,690	-1,990,890	1,567,800
Road Maintenance		0	0
Capital Total	3,784,690	-1,990,890	1,793,800
Reserves			
Quarry Management	10,650	-5,000	5,650
Reserves Total	10,650	-5,000	5,650
Service Delivery			
Quarry Management	49,000	-54,650	-5,650
Road Maintenance	2,430,588	-591,362	1,839,226
Service Delivery Total	2,479,588	-646,012	1,833,576
Grand Total	6,274,928	-2,641,902	3,633,026

There are a significant number of individual road and infrastructure capital works projects that are detailed in Section 6.

Sports & Recreation

Provision and maintenance of outdoor and indoor sport and recreation facilities, throughout the municipality and working with community groups and usage groups to increase participation, including the Horsham Aquatic Centre.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Aquatic Service	376,600	0	376,600
Sports Complexes Indoor - Maintenance	236,000	-36,000	200,000
Sports Complexes Outdoor - Ovals, Turf &	802,500	-266,000	536,500
Capital Total	1,415,100	-302,000	1,113,100
Reserves			
Aquatic Service	40,000	-316,600	-276,600
Reserves Total	40,000	-316,600	-276,600
Service Delivery			
Aquatic Service	583,500	0	583,500
Major Projects	13,880		13,880
Sports Complexes Indoor - Maintenance	38,150	-12,900	25,250
Sports Complexes Outdoor - Ovals, Turf &	528,630	-49,927	478,703
Service Delivery Total	1,164,160	-62,827	1,101,333
Grand Total	2,619,260	-681,427	1,937,833

Initiatives and Major Initiatives included in the 2017-18 Budget:			Expenditure / (Revenue)
Business Activity	Category	Project Description	
Capital		Aquatic Centre Audit Heating In Changerooms	7,700
Capital		Aquatic Centre Miscellaneous Provision	10,000
Capital		Aquatic Centre Replace Vinyl Floor In Gym Infra Gap	50,000
Capital		Aquatic Centre Upgrade Airconditioning In RPM Room	8,900
Capital	Major	Outdoor Pool Refurbishment (Notional)	300,000
Reserves	Major	Transfer from Aquatic Reserve for Pool Refurbishment works	-316,600
Reserves		Transfer to Aquatic Reserve for future capital works	40,000
Capital		Basketball Building Side Storage Room	36,000
Capital		Indoor Community Centre/Sports Stadium	200,000
Capital		Transfer from Basketball Stadium Reserve	-36,000
Capital		Cornell Park External Painting And Floor Covering Infra Gap	40,000
Capital		Hocking St Repair Eaves Remove Asbesto Infra Gap	25,000
Capital	Major	Laharum Camerons Oval Changerooms Infra Gap	-100,000
Capital	Major	Laharum Camerons Oval Changerooms Infra Gap	-150,000
Capital	Major	Laharum Camerons Oval Changerooms Infra Gap	650,000
Capital		Racecourse Fitness Stations Shade Sails (Grant Dependent)	-16,000
Capital		Racecourse Fitness Stations Shade Sails (Grant Dependent)	32,000
Capital		Racecourse Lighting for Racecourse Walking Track	30,000
Capital		Sunnyside Changerooms Replace External Wall Infra Gap	14,000
Capital		Sunnyside Park Safety Fencing Between Playground And Cathcart Street	11,500

Streetscapes & Public Conveniences

This service provides Street Tree maintenance, tree planting and removal along with city centre maintenance on lighting, signage and street furniture and Street cleaning. Climate Change initiatives such as the environmental footprint reduction program also fall within this service.

This service also provides operations and maintenance of the 6 public conveniences in Horsham, 1 in Natimuk and several rural facilities.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Public Conveniences	20,000		20,000
Tree Maintenance	50,000	-33,000	17,000
Capital Total	70,000	-33,000	37,000
Initiatives			
City Centre	130,000		130,000
Street Lighting	1,633,000	-1,633,000	0
Initiatives Total	1,763,000	-1,633,000	130,000
Reserves			
Tree Maintenance		-17,000	-17,000
Reserves Total	0	-17,000	-17,000
Service Delivery			
City Centre	872,492		872,492
Other Street Assets	91,681		91,681
Public Conveniences	257,573	-2,500	255,073
Street Cleaning	206,800		206,800
Street Lighting	177,000	0	177,000
Street Signage	410,740	0	410,740
Tree Maintenance		-4,000	-4,000
Service Delivery Total	2,016,286	-6,500	2,009,786
Grand Total	3,849,286	-1,689,500	2,159,786

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Hazardous Tree Removal	20,000
Initiatives		Road Clearances Tree Clearing/Pruning	60,000
Initiatives		Stawell Rd entrance median safety 17/18	20,000
Initiatives		Town Entrances Streetscape Refurbishment	30,000
Capital		Public Conven Disability Audit Actions Program	20,000
Initiatives	Major	CBD Revitalisation relocate powerlines underground	-1,056,000
Initiatives	Major	Transfer from CBD Reserve for Revitalisation Project	-577,000
Initiatives	Major	CBD Revitalisation relocate powerlines underground	1,600,000
Initiatives		Southbank Street Lighting Replace Globes	33,000
Capital		Tree Surrounds Rehab Urquhart - O'Callaghans (Grant)	-33,000
Reserves		transfer from CBD Reserve for Tree Surrounds	-17,000
Capital		Tree Surrounds Rehab Urquhart - O'Callaghans	50,000

Urban Infrastructure

This service provides maintenance and construction of **Roads**, streets, bridges and related assets to the required standards. Maintenance for bicycle tracks, drainage, footpaths and off street car parks.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Footpaths	842,000		842,000
Off Street Car Parks	235,000		235,000
Road Construction	2,057,000		2,057,000
Road Maintenance	0		0
Stormwater Drainage	25,000	-30,000	-5,000
Walking Trails / Paths		-330,000	-330,000
Capital Total	3,159,000	-360,000	2,799,000
Initiatives			
Road Maintenance	15,000		15,000
Reserves			
Off Street Car Parks		-235,000	-235,000
Stormwater Drainage	30,000	0	30,000
Walking Trails / Paths		-170,000	-170,000
Reserves Total	30,000	-405,000	-375,000
Service Delivery			
Off Street Car Parks	22,350		22,350
Road Maintenance	1,019,750	-3,000	1,016,750
Stormwater Drainage	67,600	0	67,600
Walking Trails / Paths	377,625	0	377,625
Service Delivery Total	1,487,325	-3,000	1,484,325
Grand Total	4,691,325	-768,000	3,923,325

There are a significant number of individual road and infrastructure capital works projects that are detailed in Section 6. The Capital section in the above table details the items by category of works.

Goal 3 - Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of pool facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
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

2.4 Council Plan Goal 4: Governance and Business Excellence

To achieve our objective of Business Excellence, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Financial Services

Provides financial services internally to all staff, Department Managers, Project Leaders, Council etc plus deliver 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. (The salary component of this service is not currently included here and is combined with Management and Administration – Corporate Services)

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Financial Reporting	59,805	-48,000	11,805
Service Delivery Total	59,805	-48,000	11,805
Grand Total	1,308,455	-7,295,322	-5,986,867

Governance & Leadership

This service manages and facilitates Council's **Governance** services, the implementation of Council decisions and policies and compliance with legislative requirements. It includes the office of the Mayor and Councillors, the Chief Executive and media.

Budget 17-18			
	Expenditure	Income	Grand Total
Reserves			
Council, Mayor & Councillors	35,000	0	35,000
Reserves Total	35,000	0	35,000
Service Delivery			
CEO Operations	436,572	0	436,572
Council, Mayor & Councillors	429,313	0	429,313
Media & Communications	193,303		193,303
Service Delivery Total	1,059,188	0	1,059,188
Grand Total	1,094,188	0	1,094,188

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Reserves		Transfer to reserve for future election costs	35,000

Information & Technology

Provides IT Hardware and IT Software systems, IT Support services to staff, Customer Services at Horsham and Natimuk and the Council's Records Management service. With the goal of providing efficient and effective access to the information needs of staff and the community and the management of the systems that support this and at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Software / Hardware	91,800		91,800
Capital Total	91,800		91,800
Reserves			
IT Support	203,950	-74,000	129,950
Reserves Total	203,950	-74,000	129,950
Service Delivery			
IT Support	720,659	0	720,659
Service Delivery Total	720,659	0	720,659
Grand Total	1,016,409	-74,000	942,409

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Reserves		Transfer from reserve to fund capital	-74,000
Reserves		Transfer to reserve for future capital	203,950
Capital		IT Capital Replacement IT Dept	78,000
Capital		IT Hardware Upgrades IT Dept	7,800
Capital		IT Software Licences/Upgrades IT Dept	6,000

Management & Administration - Corporate Services

This service contains a variety of organisational services that are provided both internally within Council but also to ratepayers. It includes salaries for Rates and Property Services, Financial Services,

Customer Service and the general support for the Corporate Services group. Also included here are the Civic Centre Administration and Building costs, this includes the maintenance and operational costs associated with the day to day operations of the Civic centre building in Roberts Avenue.

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Building Operations	251,100		251,100
Capital Total	251,100	0	251,100
Reserves			
Building Operations		-55,000	-55,000
Corporate Service Management	5,500		5,500
Reserves Total	5,500	-55,000	-49,500
Service Delivery			
Building Operations	717,655		717,655
Corporate Service Management	2,291,891	-65,500	2,226,391
General Office Operations	20,400	-70,220	-49,820
Service Delivery Total	3,029,946	-135,720	2,894,226
Grand Total	3,286,546	-190,720	3,095,826

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Civic Centre Office Office Modifications/Staff Relocation	100,000
Capital		Civic Centre Reception Alterations/Entrance	30,000
Capital		Civic Centre Reception Alterations/Entrance Furniture	5,000
Capital		Civic Centre Replace Flashings On Roof Infra Gap	15,000
Capital		Civic Centre Upstairs Carpet Infra Gap	15,000
Capital		Local Area Network Switches Incs Office Modification	20,000
Capital		Natimuk Office Alter Stairs Landing Ramp Handrails	31,100
Capital		Video Conferencing 3 Rooms	35,000
Reserves		Transfer from Reserve to fund capital works	-55,000

Organisational Development

This service is responsible for human resources, payroll, OH&S, 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.

Budget 17-18		
	Expenditure	Grand Total
Service Delivery		
Human Resources	625,541	625,541
Occupational Health & Safety	101,496	101,496
Service Delivery Total	727,037	727,037
Grand Total	727,037	727,037

Rates & 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, management of Council leases and licences. (The salary component of this service is not currently included here and is combined with Management and Administration – Corporate Services).

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Valuation & Property Services	49,000		49,000
Service Delivery Total	49,000		49,000

Goal 4 - 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 interest of the community)	[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]

Goal 5: Natural and Built Environment

To achieve our objective for the Natural and Built Environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

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.

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Building Approvals	20,000		20,000
Initiatives Total	20,000		20,000
Service Delivery			
Building Approvals	551,243	-193,900	357,343
Service Delivery Total	551,243	-193,900	357,343
Grand Total	571,243	-193,900	377,343

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		ESM Compliance Works	20,000

Natural Resource Management

This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Fire Protection Works	49,728	-4,000	45,728
Other Street Assets	37,858	-10,000	27,858
Roadside Vegetation Management	76,963	-51,250	25,713
Service Delivery Total	164,549	-65,250	99,299

Parks & Gardens (Beaches, Lakes & Rivers)

This service provides maintenance and beach cleaning for Green Lake and Lake Toolondo along with maintenance of boat ramps and buoyage systems. Provision of managed areas for lake and river foreshore recreation areas throughout the municipality.

Budget 17-18			
	Expenditure	Income	Grand Total
Service Delivery			
Waterways, Foreshores & Wetlands	161,231	-1,363	159,868
Service Delivery Total	161,231	-1,363	159,868

Planning Services

This provides **Statutory Planning** Services such as planning permits, notice of applications, information certificates, scheme appeals and subdivision costs. This also includes the function of Strategic Planning, which aims to strategically plan and facilitate the municipality's needs in relation to liveability, land supply, boundary management/regional planning, environmental planning and planning of activity centres. Includes the preparation of strategies, heritage studies and structure plans for the municipality.

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Statutory Planning	25,000	0	25,000
Initiatives Total	25,000	0	25,000
Service Delivery			
Statutory Planning	420,205	-144,700	275,505
Service Delivery Total	420,205	-144,700	275,505
Grand Total	445,205	-144,700	300,505

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Heritage Advisor Part Time Consultancy	20,000
Initiatives		Municipal Strategic Statement Amendment	5,000

Waste Management Services

This service manages the Dooen Landfill sites, Kenny Road Transfer Station, rural transfer stations, and **Waste Collection** and Recyclables Collection across both the urban and rural areas of the municipality. (Costs shown here reflect the net cost of the service ie what is collected from rate payers through the garbage charge).

Budget 17-18			
	Expenditure	Income	Grand Total
Capital			
Transfer Stations & Landfills	1,825,000	-500,000	1,325,000
Capital Total	1,825,000	-500,000	1,325,000
Reserves			
Garbage Services	535,850	-33,000	502,850
Transfer Stations & Landfills	285,117	-1,745,000	-1,459,883
Reserves Total	820,967	-1,778,000	-957,033
Service Delivery			
Garbage Services	1,386,975	-2,894,472	-1,507,497
Recycling	288,450		288,450
Transfer Stations & Landfills	3,163,880	-2,312,800	851,080
Service Delivery Total	4,839,305	-5,207,272	-367,967
Grand Total	7,485,272	-7,485,272	0

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Capital		Dooen Landfill Litter Fencing	10,000
Capital	Major	New Putrescible Cell No. 2 (Johns)	815,000
Capital	Major	Transfer station upgrade of facility (Grant)	-500,000
Capital	Major	Transfer station upgrade of facility (Grant Dependent)	1,000,000
Reserves	Major	Transfers to reserves for future capital works	820,967
Reserves	Major	Transfers from reserves to fund capital works	-1,778,000

Sustainability

This service manages a range of sustainability related projects and deliverable from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water efficiency projects. (Salaries of relevant staff are not yet shown against this service and are currently all included with Management & Administration – Technical Services).

Budget 17-18			
	Expenditure	Income	Grand Total
Initiatives			
Sustainability Planning & Projects	57,885	-24,885	33,000
Initiatives Total	57,885	-24,885	33,000
Reserves			
Sustainability Planning & Projects	48,000		48,000
Reserves Total	48,000		48,000
Service Delivery			
Sustainability Planning & Projects	15,000		15,000
Service Delivery Total	15,000		15,000
Grand Total	120,885	-24,885	96,000

Initiatives and Major Initiatives included in the 2017-18 Budget:			
Business Activity	Category	Project Description	Expenditure / (Revenue)
Initiatives		Southbank Street Lighting Replace Globes	33,000
Reserves		Transfer to reserve for future sustainability projects	48,000
Initiatives		Council Car Parks Lighting Change To Led (Grant)	-24,885
Initiatives		Council Car Parks Lighting Change To Led	24,885

Goal 5 – Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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
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

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Community and Cultural Development	3,586	11,335	7,749
Sustaining the Economy	1,083	2,168	1,085
Asset Management	10,446	13,805	3,358
Governance and Business Excellence	5,514	5,698	184
Natural and Built Environments	617	6,254	5,637
Total services and initiatives	21,247	39,260	18,014
Depreciation	11,675		
Grampians Peak Trail	0		
Other non-attributable	-4,955		
Deficit before funding sources	27,967		
Funding sources:			
Rates & charges	25,610		
Capital grants	6,720		
Total funding sources	32,330		
Surplus for the year	4,363		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	24,911	25,610	26,533	27,484	28,463
Statutory fees and fines	426	482	502	522	541
User fees	5,575	5,182	5,285	5,391	5,499
Grants - Operating	11,032	12,394	11,335	9,694	8,395
Grants - Capital	6,470	6,720	4,562	3,724	1,944
Contributions - monetary	657	542	323	604	266
Contributions - non-monetary	500	800	800	800	800
Net gain/(loss) on disposal of property, infrast, plant and equip	(704)	(751)	(951)	(951)	(1,734)
Fair value adjustments for investment property	20	24	25	25	25
Share of net profits/(losses) of associates and joint ventures	60	30	30	30	30
Other income	1,877	1,385	1,435	1,485	1,550
Total income	50,824	52,418	49,879	48,808	45,779
Expenses					
Employee costs	16,910	17,191	17,535	17,886	18,190
Materials and services	18,024	18,496	18,866	17,543	16,731
Bad and doubtful debts	65	68	72	76	80
Depreciation and amortisation	11,273	11,675	11,835	11,995	12,155
Borrowing costs	330	299	293	354	424
Other expenses	346	326	332	339	345
Total expenses	46,948	48,055	48,933	48,193	47,925
Surplus/(deficit) for the year	3,876	4,363	946	615	(2,146)
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment	0	0	20,000	0	0
Total comprehensive result	3,876	4,363	20,946	615	(2,146)

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	14,337	15,101	15,734	17,059	15,820
Trade and other receivables	1,700	1,669	1,632	1,617	1,600
Other financial assets	4,294	4,499	4,450	4,450	4,450
Inventories	612	624	637	649	662
Non-current assets classified as held for	0	350	350	350	350
Other assets	918	936	955	974	994
Total current assets	21,861	23,179	23,758	25,099	23,876
Non-current assets					
Trade and other receivables	158	136	114	92	70
Investments in associates and joint ventu	2,420	2,444	2,469	2,494	2,519
Investments in regional organisations	1,248	1,278	1,308	1,338	1,368
Property, infrastructure, plant & equipment	454,055	458,960	481,094	483,596	484,562
Intangible assets	0	0	0	0	0
Total non-current assets	457,881	462,818	484,985	487,520	488,519
Total assets	479,742	485,997	508,743	512,619	512,395
Liabilities					
Current liabilities					
Trade and other payables	4,499	5,120	5,244	5,342	5,684
Trust funds and deposits	0	0	0	0	0
Provisions	5,408	5,461	5,941	6,681	6,521
Interest-bearing loans and borrowings	451	481	720	938	864
Total current liabilities	10,358	11,062	11,905	12,961	13,069
Non-current liabilities					
Provisions	2,028	2,938	2,526	3,069	2,597
Interest-bearing loans and borrowings	5,871	6,149	7,518	9,180	11,466
Total non-current liabilities	7,899	9,087	10,044	12,249	14,063
Total liabilities	18,257	20,149	21,949	25,210	27,132
Net assets	461,485	465,848	486,794	487,409	485,263
Equity					
Accumulated surplus	230,950	234,561	234,630	234,795	231,829
Reserves	230,535	231,287	252,164	252,614	253,434
Total equity	461,485	465,848	486,794	487,409	485,263

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total	Accum.	Reval.	Other
	\$'000	Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
2018				
Balance at beginning of the financial year	461,485	230,950	215,619	14,916
Surplus/(deficit) for the year	4,363	4,363	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(5,749)	0	5,749
Transfer from other reserves	0	4,997	0	(4,997)
Balance at end of the financial year	465,848	234,561	215,619	15,668
2019				
Balance at beginning of the financial year	465,848	234,561	215,619	15,668
Surplus/(deficit) for the year	946	946	0	0
Net asset revaluation	20,000	0	20,000	0
Transfer to other reserves	0	(3,770)	0	3,770
Transfer from other reserves	0	2,893	0	(2,893)
Balance at end of the financial year	486,794	234,630	235,619	16,545
2020				
Balance at beginning of the financial year	486,794	234,630	235,619	16,545
Surplus/(deficit) for the year	615	615	0	0
Net asset revaluation	0	0	0	0
Transfer to other reserves	0	(3,770)	0	3,770
Transfer from other reserves	0	3,320	0	(3,320)
Balance at end of the financial year	487,409	234,793	235,619	16,995
2021				
Balance at beginning of the financial year	487,409	234,795	235,619	16,995
Surplus/(deficit) for the year	(2,146)	(2,146)	0	0
Net asset revaluation	0	0	0	0
Transfer to other reserves	0	(3,770)	0	3,770
Transfer from other reserves	0	2,950	0	(2,950)
Balance at end of the financial year	485,263	231,829	235,619	17,815

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	24,836	25,535	26,458	27,409	27,713
Statutory fees and fines	405	462	482	502	522
User fees	5,475	5,082	5,185	5,291	5,399
Grants - operating	10,632	11,995	10,647	9,294	7,995
Grants - capital	6,640	6,890	4,363	3,624	1,844
Contributions - monetary	617	502	283	564	226
Interest received	520	415	445	485	525
Other receipts	3,715	3,169	3,108	3,154	2,897
Employee costs	(16,210)	(16,491)	(16,835)	(16,986)	(17,890)
Materials and services	(17,691)	(17,796)	(18,166)	(16,351)	(16,231)
Other payments	(2,076)	(2,056)	(2,032)	(2,039)	(2,345)
Net cash provided by/(used in) operating activities	16,863	17,707	13,938	14,947	10,655
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(14,767)	(17,881)	(14,849)	(15,377)	(15,529)
Proceeds from sale of property, infrastructure, plant and equipment	360	929	229	229	1,847
Net cash provided by/ (used in) investing activities	(14,407)	(16,952)	(14,620)	(15,148)	(13,682)
Cash flows from financing activities					
Finance costs	(330)	(299)	(293)	(354)	(424)
Proceeds from borrowings	0	759	2,150	2,600	3,150
Repayment of borrowings	(438)	(451)	(542)	(720)	(938)
Net cash provided by/(used in) financing activities	(768)	9	1,315	1,526	1,788
Net increase/(decrease) in cash & cash equivalents	1,688	764	633	1,325	(1,239)
Cash and cash equivalents at the beginning of the financial year	12,649	14,337	15,101	15,734	17,059
Cash and cash equivalents at the end of the financial year	14,337	15,101	15,734	17,059	15,820

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	0	0	0	0	0
Land improvements	0	0	0	0	0
Buildings	4,262	3,734	3,362	4,900	6,208
Total property	4,262	3,734	3,362	4,900	6,208
Plant and equipment					
Plant, machinery and equipment	1,611	1,684	1,190	1,190	1,190
Computers and telecommunications	396	240	100	100	100
Total plant and equipment	2,007	1,924	1,290	1,290	1,290
Infrastructure					
Roads	8,101	7,174	4,839	4,977	5,316
Bridges	1,185	226	210	220	270
Footpaths and cycleways	0	842	450	500	1,020
Drainage	0	25	70	70	100
Recreational, leisure and community	302	362	1,230	1,050	250
Waste management	542	1,815	123	1,820	0
Parks, open space and streetscapes	132	132	2,130	150	210
Aerodromes	0	0	0	0	0
Off street car parks	0	235	15	15	15
Other infrastructure	301	1,811	1,130	385	450
Total infrastructure	10,563	12,622	10,197	9,187	7,631
Total capital works expenditure	16,832	18,280	14,849	15,377	15,129
Represented by:					
New asset expenditure	5,154	7,253	6,280	4,830	2,375
Asset renewal expenditure	10,149	8,493	7,001	9,651	9,751
Asset expansion expenditure	0	0	0	0	0
Asset upgrade expenditure	1,529	2,534	1,568	896	3,003
Total capital works expenditure	16,832	18,280	14,849	15,377	15,129

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	16,910	17,191	17,535	17,886	18,190
Employee costs - capital	1061	977	997	1016	1037
Total staff expenditure	17,971	18,168	18,532	18,902	19,227
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	192	196	196	196	196
Total staff numbers	192	196	196	196	196

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent	
		Full Time \$'000	Part Time \$'000
Community Services	4,139	1,737	2221
Corporate Services	3,341	2,718	421
Planning & Economic	2,122	1,879	216
Technical Services	8,567	8,637	142
Total permanent staff expenditure	18,169	14,971	3,000

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

Department	Budget FTE	Comprises	
		Permanent	
		Full Time	Part Time
Community Services	43	17	26
Corporate Services	32	27	5
Planning & Economic	22	18	4
Technical Services	99	96	3
Total	196	158	38

4. Financial performance indicators⁶⁻⁷

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	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2016/17	2017/18	Projections 2018/19	2019/20	2020/21	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-3.1%	-3.6%	-8.0%	-7.6%	-9.2%	-
Liquidity								
Working Capital	Current assets / current liabilities	2	211.0%	209.5%	199.6%	193.6%	182.7%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	168.6%	168.6%	173.5%	181.0%	197.3%	+
Obligations								
Interest Paid to Rates	Interest bearing loans and borrowings / rate revenue	4	25.4%	25.9%	31.0%	36.8%	43.3%	-
Debt Repayments to Rates	Interest and principal repayments / rate revenue	5	3.5%	2.9%	3.3%	4.0%	5.0%	-
Indebtedness (Longterm Obligations)	Non-current liabilities / own source revenue	4	15.8%	17.7%	20.4%	25.6%	30.7%	-
Asset renewal	Asset renewal expenditure / depreciation	6	90.0%	72.7%	59.2%	80.5%	80.2%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	7	53.9%	54.2%	57.6%	60.3%	63.7%	-
Rates effort	Rate revenue / property values (CIV)		0.62%	0.63%	0.60%	0.62%	0.65%	-
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,925	\$3,998	\$4,030	\$3,931	\$3,870	+
Revenue level	Residential rate revenue / No. of residential assessments		\$1,361	\$1,393	\$1,414	\$1,434	\$1,455	o
Workforce turnover	No. of resignations & terminations / average no. of staff		10.1%	8.0%	8.0%	8.0%	8.0%	o

Key to Forecast Trend:

- + Forecast improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast 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 expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services. This indicator shows a negative 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 does decrease over the period of the SRP although it is still well within the excepted levels of 120% and 200%. Working Capital is, however, impacted by the operations of a sinking fund for the interest only loans taken out in 2015/16.

3 Unrestricted Cash – Unrestricted cash ratio is increasing over the period of the SRP due to Council maintaining a cash reserve as a sinking fund for the repayment of the principle for the Interest Only loans taken out during 2015/16 \$4.305 million, through the MAV funding vehicle.

4 Debt compared to rates – Following a sharp increase from 2014/15 the trend is that debt levels will continue to rise but at a much slower rate 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 43.3% (16.9% in 14/15) 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 Debt Repayments to Rates – Debt Servicing and redemption as a percentage of rates increases from 2.9% in the 17/18 budget to 5.0% level, however, this measure is under stated from the impact of the new MAV Funding Vehicle where loans are interest only and Council is designating a specific reserve transfer to put aside funds for loan redemption at the end of the term of the loan. Council's maximum level for this indicator is 12%.

6 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.

7 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.

5. Other budget information (required by the Regulations)

5.1.1 Grants - operating (\$1.36 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has increased by 12.3% or \$1.36 million compared to 2016/17.

Operating Grant Funding Type and Source	Forecast		
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Grants Commission - General alloc.	3,668	3,798	130
Grants Commission - Road Const. & Maint.	2,040	2,051	11
Environmental Health	30	30	0
Recurrent - State Government			
Art Gallery	90	90	0
Art Gallery Education Program	55	55	0
Community Facilities	15	16	1
Disability Awareness & Capacity	129	129	0
Home & Community Care Services	956	1,001	44
Horsham Town Hall Operations	80	75	(5)
Library	170	170	0
Maternal & Child Services - Universal	336	336	0
Meals on Wheels	50	53	2
Roadside Vegetation Management	0	51	51
School Crossing Supervision	24	64	40
Wesley Operations	10	5	(5)
Total recurrent grants	7,655	7,924	269
Non-recurrent - Commonwealth Government			
Grampians Peak Trail	2,215	3,068	853
Non-recurrent - State Government			
Community Engagement	76	76	0
Environmental Health	5	5	0
Road Maintenance	25	25	0
Street Lighting	1,056	1,056	0
Wimmera Emergency Mgt Resource Sharing	0	240	240
Total non-recurrent grants	3,377	4,470	1,093
Total grants operating	11,032	12,394	1,362

The actual dollar amount of the Grants Commission funding has been budgeted in 2017/18 at the same amount as actually received in 2016/17. That is, no allowance has been made for any further indexation as was meant to begin again following the three year freeze on indexation since 2014/15.

The Grampians Peak Trail then accounts for the largest overall movement of \$0.85 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. New funding for the Wimmera Emergency Resourcing program has been received of \$0.24 million.

5.1.2 Grants - capital (\$0.25 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 3.8% or \$0.25 million compared to 2016/17.

Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year.

Capital grants by type and source, classified into recurrent (received each year) and non-recurrent (received as a once-off or short-term basis) is shown in the following table:

Capital Grant Funding Type and Source	Forecast		Variance
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Recurrent - Commonwealth Government			
Roads to Recovery	2,298	1,991	(307)
Total recurrent grants	2,298	1,991	(307)
Non-recurrent - Commonwealth Government			
Buildings			0
Non-recurrent - State Government			
Buildings	3,234	1,750	(1,484)
Footpaths and cycleways	330	330	0
Office furniture and equipment	10	0	(10)
Other infrastructure	3	1,100	1,097
Parks, open space and streetscapes	33	33	0
Plant, machinery and equipment	23	0	(23)
Recreation, leisure and community facilities	0	16	16
Road Bridges	539	0	(539)
Roads	0	1,000	1,000
Waste management	0	500	500
Total non-recurrent grants	4,171	4,729	558
Total Grants	6,470	6,720	250

5.1.3 Statement of Borrowings

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

	2016/17	2017/18
	\$	\$
Total amount borrowed as at 30 June of the prior year	6,760,422	6,322,422
Total amount to be borrowed	0	759,000
Total amount projected to be redeemed	(438,000)	(451,000)
Total amount proposed to be borrowed as at 30 June	6,322,422	6,630,422

6. Detailed list of Capital Works

Capital works program
For the year ending 30 June 2018

6.1 New works

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
	\$	\$	\$	\$	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY																		
Buildings																		
CIVIC CENTRE REPLACE FLASHINGS ON ROOF	15,000	15,000									15,000						15,000	
CIVIC CENTRE RECEPTION ALTERATIONS/ENTRANCE	30,000		30,000								30,000							
CIVIC CENTRE OFFICE MODIFICATIONS/STAFF RELOCATION	100,000		100,000								100,000							
CIVIC CENTRE UPSTAIRS CARPET	15,000	15,000									15,000						15,000	
NATIMUK OFFICE ALTER STAIRS, LANDING, RAMP, HANDRAILS	31,100		31,100								31,100							
KALKEE RD CHILDRENS & COMMUNITY HUB	2,150,000			2,150,000	1,650,000				500,000									
HUB CCTV SURVEILLANCE/CABLING	21,000			21,000				21,000										
SENIOR CITIZENS BUILDING FIXTURE REPAIRS, ASBESTOS REMOVAL	20,000	20,000									20,000							20,000
TOWN HALL LIGHTING AND AUDIO EQUIPMENT	57,000			57,000							57,000							
TOWN HALL UNDER BALCONY DIMMABLE LIGHTING	9,070			9,070							9,070							
TOWN HALL UNDER BALCONY SPEAKERS FOR HALL	10,551			10,551							10,551							
THEATRE ROWS A & B SPEAKERS AMP, CABLES, PANEL & INSTALLATION	7,762			7,762							7,762							
TOWN HALL AUTO DOORS FOR HERITAGE DOUBLE DOORS WILSON ST	21,000		21,000															
HAMILTON LAMB HALL REPLACE WINDOWS AND WEATHERBOARDS	35,000	35,000									35,000						35,000	
AQUATIC CENTRE MISC PROVISION	10,000			10,000							10,000							
AQUATIC CENTRE ADDIT HEATING IN CHANGEROOMS	7,700		7,700						7,700									
AQUATIC CENTRE UPGRADE AIRCONDITIONING IN RPM ROOM	8,900		8,900						8,900									
AQUATIC CENTRE REPLACE VINYL FLOOR IN GYM	50,000	50,000									50,000						50,000	
HOCKING ST REPAIR EAVES, REMOVE ASBESTOS	25,000	25,000									25,000						25,000	
CORNELL PARK EXTERNAL PAINTING AND FLOOR COVERINGS	40,000	40,000									40,000						40,000	
SUNNYSIDE CHANGEROOMS REPLACE EXTERNAL WALL	14,000	14,000									14,000						14,000	
ANGLING CLUBROOMS/SOUNDSHELL SWITCHBOARD	16,000	16,000									16,000						16,000	
LAHARUM PRECINCT DEVELOPMENT CHANGEROOMS	650,000	520,000	130,000		100,000		150,000				400,000	100,000		20,000			347,000	53,000
INDOOR COMMUNITY CENTRE/SPORTS STADIUM	200,000			200,000							200,000							
BASKETBALL STADIUM NEW STOREROOM ADDITIONAL FUNDING	36,000		36,000							36,000								
GENERAL DISABILITY ACCESS PROVISION	10,000		10,000								10,000							
UNALLOCATED BUILDING WORKS FROM INFRA RESERVE 17/18	24,000	24,000									24,000						24,000	
PUB CONVEN DISABILITY AUDIT ACTIONS PROGRAM	20,000	20,000									20,000							20,000
DEPOT RELOCATION STAGE 1 DESIGN & DETAILED ESTIMATES -\$30K GRANT	100,000		50,000	50,000				100,000										
Sub-Total - Buildings	3,734,083	794,000	424,700	2,515,383	1,750,000		150,000	621,000		52,600	1,160,483	100,000		20,000			581,000	93,000
TOTAL PROPERTY	3,734,083	794,000	424,700	2,515,383	1,750,000		150,000	621,000		52,600	1,160,483	100,000		20,000			581,000	93,000

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE
	\$	\$	\$	\$	\$			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT																			
Plant and Machinery																			
PLANT	1,248,000	1,023,000		225,000					229,000	1,019,000						229,000	794,000		
JETPATCHES PATCHING UNIT	380,000			380,000						380,000									
FIT OUT SECOND VEHICLE IN COMMUNITY SAFETY UNIT	6,000		6,000							6,000									
PUBLIC ART PROJECTS	25,000			25,000							25,000								
ART GALLERY ART COLLECTIONS	25,000			25,000			25,000												
Sub-Total - Plant & Machinery	1,684,000	1,023,000	6,000	655,000			25,000		229,000	1,405,000	25,000					229,000	794,000		
Furniture, Computers and Telecommunications																			
LASER PRINTER REPLACEMENT	4,000	4,000								4,000									4,000
REPLACEMENT PC SYSTEMS	20,000	20,000								20,000									20,000
LOCAL AREA NETWORK SWITCHES INCS. OFFICE MODIFICATIONS	20,000			20,000						20,000									
VIDEO CONFERENCING 3 ROOMS	35,000			35,000						35,000									
COUNCIL WIDE AREA NETWORK REDEVELOPMENT	50,000	25,000	25,000							50,000									25,000
IT HARDWARE UPGRADES	7,800		7,800								7,800								
IT SOFTWARE UPGRADES	6,000		6,000								6,000								
FIT OUT SECOND VEHICLE IN COMMUNITY SAFETY UNIT LAP TOP	4,000			4,000							4,000								
CHILDRENS HUB INFORMATION TECHNOLOGY REQUIREMENTS	88,000			88,000				88,000											
CIVIC CENTRE RECEPTION ALTERATIONS/ENTRANCE FURNITURE	5,000		5,000								5,000								
Sub-Total - Furn & Equip	239,800	49,000	43,800	147,000				88,000		129,000	22,800						49,000		
TOTAL PLANT AND EQUIPMENT	1,923,800	1,072,000	49,800	802,000			25,000	88,000	229,000	1,534,000	47,800					229,000	843,000		
INFRASTRUCTURE																			
Roads																			
URBAN ROAD CONSTRUCTION 2017/18 ROAD COMPONENT																			
MINOR SEAL EXTENSIONS	10,000			10,000							10,000								
CONSULTANCY/DESIGN	20,000			20,000							20,000								
KALIMNA AVE, NATIMUK RD TO TENA AVE	31,000	31,000									31,000								31,000
CONTRIB TO SUBDIVISION - HAMILTON ST ROBINSON TO MENADUE	155,000	77,500	77,500								155,000								77,500
DOLLAR AVE, DRUMMOND TO KALIMNA AVE	306,000	306,000									306,000								306,000
KOOYONG ST, DERIMAL TO MATHOURA	212,000	212,000									212,000								212,000
BRADMAN ST, STH FROM HAZEL ST	90,000	90,000									90,000								90,000
HUTCHESSON ST, ALBERT TO WINIFRED ST	252,000	252,000									252,000								252,000
KALIMNA AVE, NATIMUK RD TO TENA AVE	153,000	153,000									153,000								153,000
LANDY ST OLYMPIC TO JACKSON	21,000	21,000									21,000								21,000
URBAN LOCAL RDS FINAL SEALS	116,000	88,500		27,500			27,500				88,500								88,500
INTERSECTION TREATMENTS URBAN	20,000		20,000								20,000								
KERB & CHANNEL																			
DOLLAR AVE, DRUMMOND TO KALIMNA AVE	91,000	91,000									91,000								91,000

ASSET DESCRIPTION	TOTAL COST	RENEWAL	UPGRADE	NEW	FUNDING SOURCE FOR ALL CAPITAL PROJECTS							FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
					TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Roads																				
OTHER																				
WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS	1,558,650			1,558,650	1,000,000						558,650									
RURAL CONSTRUCTION 2017/18																				
INTERSECTION/TRAFFIC IMPROVEMENT	15,000		15,000															15,000		
CONSULTANTS	5,000			5,000														5,000		
MINOR SEAL EXTENSIONS	10,000			10,000														10,000		
VEGETATION CLEARANCE RD RECONSTRUCTION	20,000	20,000																20,000		
WONWONDAH DAD BRDGE .06 - 2KM RECONST & WIDEN	62,000	31,000	31,000															62,000		
CLEAR LAKE SHEARWOOD DAM GEBERTS TO NORADJUHA TOOEN EAST RD	234,000	234,000																234,000		
OLD HAMILTON RD SEAL END TO PENNY RD	70,000		70,000															70,000		
LONGERENONG RD 6.84 - 7.81 STACK SITE TO SEAL	20,000	8,000	12,000															8,000		
WONWONDAH TOOLONDO JALLUMBA MOKINYA INTERSECTION	125,000	125,000																125,000		
RURAL LOCAL RDS FINAL SEALS	333,800	333,800																333,800		
ROADS TO RECOVERY																				
R2R RURAL ROADS RESHEETING	320,000	320,000					320,000											320,000		
R2R RURAL ROADWORKS -																				
WONWONDAH DAD BRDGE .06 - 2KM RECONST & WIDEN	164,000	82,000	82,000				164,000											82,000		
CLEAR LAKE SHEARWOOD DAM GEBERTS TO NORADJUHA TOOEN EAST RD	36,000	36,000					36,000											36,000		
LONGERENONG RD 6.84 - 7.81 STACK SITE TO SEAL	180,000	72,000	108,000				180,000											72,000		
DIM MINYIP RD	52,000	52,000					52,000											52,000		
OLD HAMILTON RD SEAL END TO PENNY RD	238,890		238,890				238,890											238,890		
WINFIELDS RD MT ZERO RD TO POHLNERS RD	320,000		320,000				320,000											320,000		
SHOULDER RESHEETS	120,000	120,000					120,000											120,000		
R2R URBAN ROADWORKS -																				
KALIMNA AVE, NATIMUK RD TO TENA AVE	106,000	106,000					106,000											106,000		
DOLLAR AVE, DRUMMOND TO KALIMNA AVE	100,000	100,000					100,000											100,000		
LANDY ST OLYMPIC TO JACKSON	100,000	100,000					100,000											100,000		
KALKEE RD UPGRADE AT CHILDRENS HUB	184,000		184,000				184,000											184,000		
REHABILITATION WORKS																				
URBAN RESEALS	90,000	90,000																90,000		
RURAL RESEALS	420,000	420,000																420,000		
RURAL RD SHOULDER RESHEETING/RECONSTRUCTION	110,000	110,000																110,000		
RURAL RESHEETING	320,000	320,000																320,000		
RURAL RDS SHOULDER RESHEETING INFRA GAP	313,000	313,000																313,000		
Sub-Total - Roads	7,104,340	4,314,800	1,158,390	1,631,150	1,000,000	1,920,890	27,500				558,650	3,597,300						988,000	1,347,000	1,979,800

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
	\$	\$	\$	\$	\$			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Bridges & Major Culverts																			
CULVERT WYN WYN RD AT THREE CHAIN RD, NATIMUK	15,000	15,000									15,000							15,000	
GRAHAMS BRIDGE RD 23.36 ST FRM OSBORNE SCOURING	20,000	20,000									20,000							20,000	
MCKENZE CRD RESRVE RD, .46KM SCOURING	10,000	10,000									10,000							10,000	
HSM WAL WAL 10.53 COLUMN REPAIRS	10,000	10,000									10,000							10,000	
HSM WAL WAL 10.53 SCOURING	20,000	20,000									20,000							20,000	
STAPEDONS RD 1.12 GUARDRAIL	50,000	50,000									50,000							50,000	
DRUNG JUNG RD PROTECTIVE COATING IN HEADSTOCK	12,000	12,000									12,000							12,000	
LAKE AVE BRIDGE PROTECTIVE COATING IN HEADSTOCK	5,000	5,000									5,000							5,000	
RIVERSIDE RD PROTECTIVE COATING IN HEADSTOCK	12,000	12,000									12,000							12,000	
POLKEMMET RD PROTECTIVE COATING IN HEADSTOCK	12,000	12,000									12,000							12,000	
SPIERS RD 1.04JN EAST MT TALBOT RD	60,000	60,000									60,000							60,000	
ROADS TO RECOVERY																			
BRIDGES & MAJOR CULVERTS																			
LOWER NORTON NURRABIEL EXTEND CULVERT	70,000	70,000											70,000						
Sub-Total - Bridges	296,000	296,000									226,000		70,000					226,000	
Footpaths and Cycleways																			
BIKEPATHS FINAL SEALS	50,000		50,000								50,000								
BIKEPATH UPGRADE HAMILTON ST, MCPERSON TO DARLOT ST	58,000			58,000							58,000								
WIM RIVER MCBRYDE ST TO MENADUE ST	69,000			69,000							69,000								
PEDESTRIAN, CYCLE AND VEHICLE ACCESS CORNELL PARK LINKS CHILDRENS HUB TO ALBERT ST	50,000			50,000				50,000											
FOOTPATH WATTS ST ALBERT TO COURT END	20,000	20,000									20,000								20,000
FOOTPATH LANGLANDS ST ALBERT TO WINIFRED ST	30,000	30,000									30,000								30,000
FOOTPATH WAVELL ST STEWART TO FRASER ST	15,000	15,000									15,000								15,000
FOOTPATH MINOR REPAIRS & TRIP REMOVALS																			
FOOTPATH REHABIL - DISABILITY STRATEGY UPGRADE PROJECTS	50,000		50,000								50,000								
PYNSENT/ROBERTS AVE/WILSON STAGE 2 PAVING, TREES	500,000	500,000			330,000					170,000		330,000				170,000			
Sub-Total - Footpaths and Cycleways	842,000	565,000	100,000	177,000	330,000			50,000		170,000	292,000	330,000				170,000			65,000
Drainage																			
ALDI DRAIN INVESTIGATION	25,000	25,000									25,000								25,000
Sub-Total - Drainage	25,000	25,000									25,000								25,000
Off Street Car Parks																			
EXTENSION MIBUS CENTRE CAR PARK	62,500			62,500						62,500									
CAR PARK IN PARK DRIVE (ROADWORKS)	172,500			172,500						172,500									
Sub-Total - Off Street Car Parks	235,000			235,000						235,000									

ASSET DESCRIPTION	TOTAL COST	RENEWAL	UPGRADE	NEW	FUNDING SOURCE FOR ALL CAPITAL PROJECTS							FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
					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
	\$	\$	\$	\$	\$														
Recreational, leisure and community facilities																			
OUTDOOR POOL REFURBISHMENT (NOTIONAL)	300,000	210,000	90,000							300,000							210,000		
RACECOURSE FITNESS STATIONS SHADE SAILS	32,000			32,000	16,000						16,000								
RACECOURSE LIGHTING RACECOURSE WALKING TRACK	30,000			30,000							30,000								
Sub-Total - Rec, leisure and community facilities	362,000	210,000	90,000	62,000	16,000					300,000	46,000						210,000		
Parks, open space and streetscapes																			
SPRINKLER RENEWAL	20,000	20,000									20,000						20,000		
SUNNYSIDE PARK SAFETY FENCING BETWEEN PLAYGROUND AND OLGA & CATHCART STREET	11,500		11,500								11,500								
PLAYGROUND EQUIPMENT REPLACEMENT HSM & NATIMUK	31,000	31,000									31,000							31,000	
OFF LEASH DOG EXERCISE AREAS X2 FULLY FENCED	20,000			20,000							20,000								
TREE SURROUNDS REHAB URQUHART (O'CALLAGHAN TO KALKEE)	50,000	50,000			33,000					17,000		33,000					17,000		
Sub-Total - Parks, open space and streetscapes	132,500	101,000	11,500	20,000	33,000					17,000	82,500	33,000					17,000	20,000	31,000
Waste Management																			
TRANSFER STATION IMPROVEMENTS - UPGRADE OF FACILITY	1,000,000	300,000	700,000		500,000					500,000							300,000		
CELL 2 PUTRESCIBLE CONSTRUCTION JOHNS (COMPLETION)	815,000	815,000								815,000							815,000		
Sub-Total - Waste Management	1,815,000	1,115,000	700,000		500,000					1,315,000							1,115,000		
Other Infrastructure																			
LIVESTOCK EXCHANGE RFID EQUIPMENT FOR LOADING RAMPS	400,000			400,000	400,000														
LIVESTOCK EXCHANGE ROOFING SELLING AREA	880,000			880,000	700,000					180,000									
WIFT PRECINCT ESTABLISHMENT RETARD BASIN	230,520			230,520						230,520									
WIFT PRECINCT ESTABLISHMENT POWER/WATER SUPPLY	300,000			300,000						300,000									
Sub-Total - Other Infrastructure	1,810,520			1,810,520	1,100,000					710,520									
TOTAL INFRASTRUCTURE	12,622,360	6,626,800	2,059,890	3,935,670	2,979,000	1,990,890	27,500	50,000		3,306,170	4,268,800	363,000	1,058,000				1,512,000	1,593,000	2,100,800
TOTAL NEW CAPITAL WORKS 2017/18	18,280,243	8,492,800	2,534,390	7,253,053	4,729,000	1,990,890	202,500	759,000	229,000	4,892,770	5,477,083	463,000	1,058,000	20,000	229,000	2,355,000	2,174,000	2,193,800	

6.2 Works carried forward from 2015/16 year

No carried forward works are shown as yet in the budget document.

6.3 Summary

ASSET DESCRIPTION	TOTAL COST	RENEWAL	UPGRADE	NEW	FUNDING SOURCE FOR ALL CAPITAL PROJECTS							FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
					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	3,734,083	794,000	424,700	2,515,383	1,750,000		150,000	621,000		52,600	1,160,483	100,000		20,000			581,000	93,000	
PLANT AND EQUIPMENT	1,923,800	1,072,000	49,800	802,000			25,000	88,000	229,000	1,534,000	47,800				229,000	843,000			
INFRASTRUCTURE	12,622,360	6,626,800	2,059,890	3,935,670	2,979,000	1,990,890	27,500	50,000		3,306,170	4,268,800	363,000	1,058,000			1,512,000	1,593,000	2,100,800	
TOTAL CAPITAL WORKS	18,280,243	8,492,800	2,534,390	7,253,053	4,729,000	1,990,890	202,500	759,000	229,000	4,892,770	5,477,083	463,000	1,058,000	20,000	229,000	2,355,000	2,174,000	2,193,800	

7. Rates and charges¹⁻⁷

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 48.0% of the total revenue received by Council (Budget 2017/18). Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap was 2.5% and in 2017-18 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

Council successfully applied for a 1% variation to the rate cap to fund asset renewal works in 2016-17 but has not again applied in 2017-18. 1% rises have been factored in to the Strategic Resource Plan for 2018-19 and beyond. At this stage it is unknown whether future rate variation applications will be made.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap, the kerbside collection charge by 1.3% to 1.4%. This will raise total rates and garbage charges for 2017-18 of \$25.61 million, including \$0.14 million generated from supplementary rates.

7.1 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	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
Base Rate (GEN1)	0.5044	0.5146	2.0%
Culture & Rec. Land (GEN2)	0.0000	0.0000	n/a
Culture & Rec. Land (GEN6)	0.2522	0.2573	2.0%
Farm Rate (GFM5)	0.4035	0.4117	2.0%

7.2 Total 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 budget.

Type or class of land	2016/17 \$	2017/18 \$	Change
Base Rate (GEN1)	13,634,448	13,973,973	2.5%
Culture & Rec. Land (GEN2)	0	0	n/a
Culture & Rec. Land (GEN6)	16,037	16,439	2.5%
Farm Rate (GFM5)	5,324,574	5,488,101	3.1%
Total amount to be raised by general rates	18,975,060	19,478,513	2.7%

7.3 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	2016/17 No.	2017/18 No.	Change
Base Rate (GEN1)	9,903	10,031	1.3%
Culture & Rec. Land (GEN2)	77	63	-18.2%
Culture & Rec. Land (GEN6)	3	3	0.0%
Farm Rate (GFM5)	2,156	2,147	-0.4%
Total number of assessments	12,139	12,244	0.9%

7.4 Basis of valuation

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

7.5 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 budget

Type or class of land	2016/17 \$	2017/18 \$	Change
Base Rate (GEN1)	2,668,191,000	2,715,505,000	1.8%
Culture & Rec. Land (GEN2)	20,352,000	19,139,000	-6.0%
Culture & Rec. Land (GEN6)	6,359,000	6,389,000	0.5%
Farm Rate (GFM5)	1,319,597,000	1,333,034,000	1.0%
Total value of land	4,014,499,000	4,074,067,000	1.5%

7.6 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 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Municipal	276	281	1.8%

7.7 Total revenue from municipal charge

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

Type of Charge	2016/17 \$	2017/18 \$	Change
Municipal	3,012,540	3,100,224	2.9%

7.8 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 2016/17 \$	Per Rateable Property 2017/18 \$	Change
GAR1 240L	355.00	360.00	1.4%
GAR2 240L	355.00	360.00	1.4%
GAR5 240L	372.00	377.00	1.3%
GAR6 120L	218.00	221.00	1.4%
GAR7 120L	355.00	360.00	1.4%
GAR8 120L	218.00	221.00	1.4%
COMM RECYC	105.00	106.00	1.0%

7.9 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	No. of Services		2016/17	2017/18	Change
	2016/17	2017/18	\$	\$	
GAR1 240L	4,543	4,580	1,610,420	1,660,814	3.1%
GAR2 240L	1,124	1,146	399,020	412,560	3.4%
GAR5 240L	305	307	113,460	115,739	2.0%
GAR6 120L	2,625	2,675	572,250	591,175	3.3%
GAR7 120L	79	80	28,045	28,800	2.7%
GAR8 120L	346	344	75,428	76,024	0.8%
COMM RECYC	55	60	5,775	6,360	10.1%
Total	9,077	9,192	2,804,398	2,891,472	3.1%

7.10 Rates & Charges - Summary

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

Type of Charge	2016/17 \$	2017/18 \$	Change
General Rates (Section 7.2)	18,975,060	19,478,513	2.7%
Municipal Charge (Section 7.7)	3,012,540	3,100,224	2.9%
General Rates plus Municipal Charge (Subject to rate cap)	21,987,600	22,578,737	2.7%
Garbage Charges (Section 7.9)	2,804,398	2,891,472	3.1%
Plus Rates from Supplementary Valuations	120,000	140,000	16.7%
Total	24,911,998	25,610,209	2.8%

The percentage change of 2.8% is more than the 2.0% rate rise due to the 2016/17 figure not including the full year impact of new supplementary valuations. The rate rise is calculated from a base which includes the annualised value of supplementary rate calculations for 2016/17. When factored in, the base value of rates and charges is increased by a further \$68,392 to \$22,569,532 or a 3.4% increase on the prior years budget. (See Section 7.12 re the reconciliation of the Rate Cap).

7.11 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 (2017/18 est. \$140,000 2016/17 forecast/actual \$232,000, Full year equivalent for 2016/17 would be \$300,392)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that residential land becomes business land and vice versa.

7.12 Rate Reconciliation

The following table shows the calculation of the rate cap values and how and why the actual rate rise appears higher when compared to the prior year's budget:

	Calculation of Rate Income	Notes	2016-17 Budget	Rates for Cap Calc	2017-18 Budget	% Cap	Change from 16-17 Budget	
							\$	%
	Notes ---->		{1}	{2} A				
	General Rates		-21,826,600	-21,826,600				
	Actual Supplementary Rates	{2} B		-217,000				
	Additional Supps est March - June	{2} C		-15,000				
	Annualise Supp Rates	{2} D		-68,392				
	Total Rates Incl Supps		-21,826,600	-22,126,992	-22,569,532	2.00%	-742,932	3.40%
	Rates - Supplementary during 17-18	{3}	-120,000		-140,000			
	Total Rates Incl Supps		-21,946,600		-22,709,532		-762,932	3.48%
NOTES:								
{1}	Column represents the published rates budget as per the 2015-16 budget documentation							
{2}	A. The rates cap is based on 2.0% 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 date are \$217,000 which is significantly higher than the budget position. Some of the reasons for this are the higher than normal volume of new properties through the year.							
	C. An estimate of the rate supps must then be made for the remainder of the year which is estimated to be a further \$15,000 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 2.0% cap. The "annualised" full year effect of the supps is an additional \$68,392 of rate revenue.							
{3}	The level of Supps in 17-18 is estimated conservatively at \$140k. This is a very difficult figure to estimate as is dependent upon overall economic growth and new buildings constructed or land sub-divisions undertaken.							

7.13 Differential rates

7.13.1 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 0.4117% (0.4117 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.

7.13.2 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.

7.13.3 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.

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information:

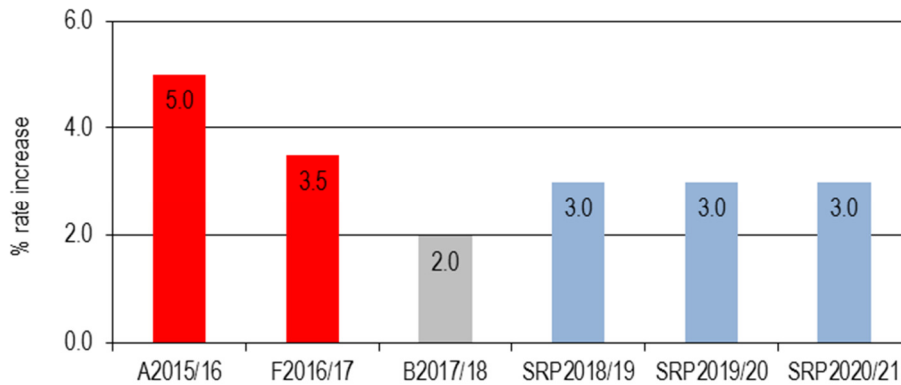
- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

8. Summary of financial position

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. 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.

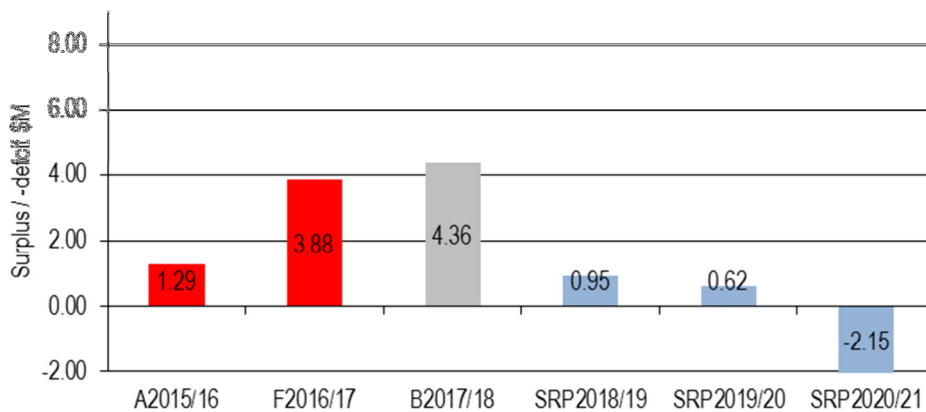
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

8.1 Rates & Municipal Charge (Excluding Garbage Charge)



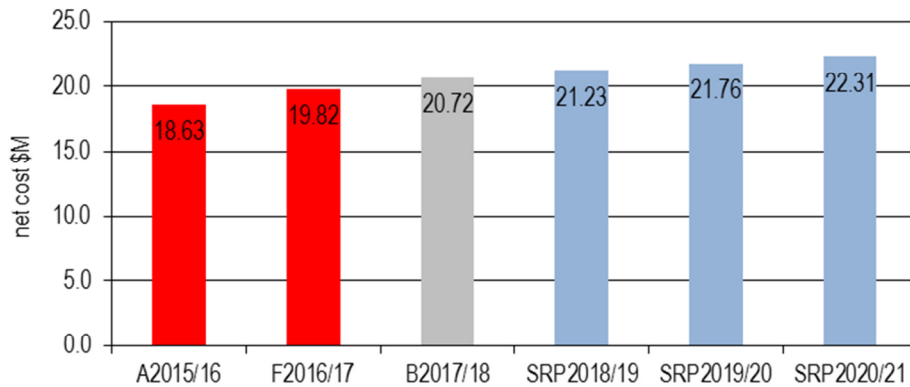
It is proposed that general rates increase by 2.0% for the 2017/18 year, raising total rates of \$22.58 million, including \$0.14 million generated from supplementary rates. The 2.0% increase is in-line with the State Government’s Rate Cap yet within this Council has still set aside 1% of rates or \$0.22 million to again contribute to tagged funding of infrastructure renewal, as Council has been doing since 2008/09.

8.2 Operating result



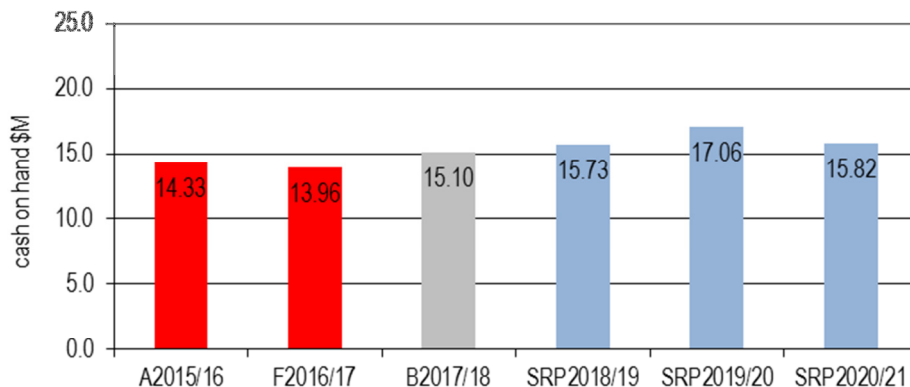
The operating result is the result from Council’s yearly operations on an accrual basis. Capital costs are included by way of a depreciation charge, loans are liabilities shown in the balance sheet. The operating result for the 2017/18 year is a surplus of \$4.36 million, which is an increase from 2016/17. A significant factors for the increased operating result in 2017/18, are the external non-recurrent grants for operations which are forecast to increase by \$1.37 million.

8.3 Services



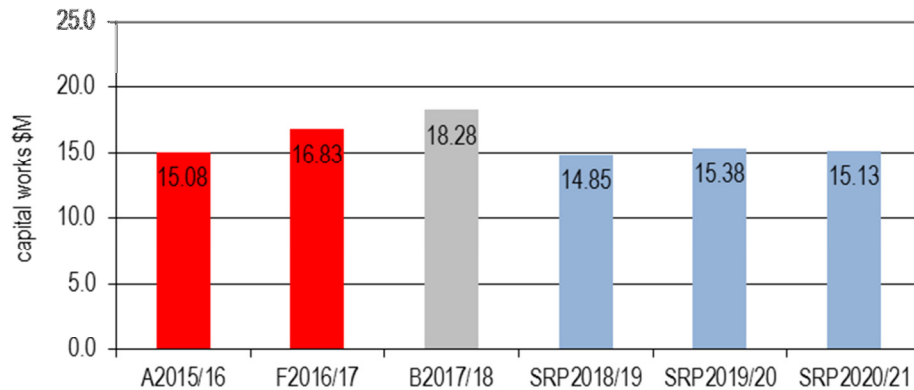
The net cost of services delivered to the community for the 2017/18 year is expected to be \$20.72 million excluding operational initiatives; this is an increase of 4.5% over the budget/forecast costs for 2016/17. Service levels have been maintained across the board and efficiencies in operations have been implemented to keep costs of service delivery down. Council's Enterprise Bargaining Agreement provides a 2.1% pay increase per annum until 2019/20. Other service cost increases were following a full year's operation of the Horsham Town Hall and getting better understanding of related costs and revenues for operations. Detailed analysis by service is provided in Section 2.

8.4 Cash and investments



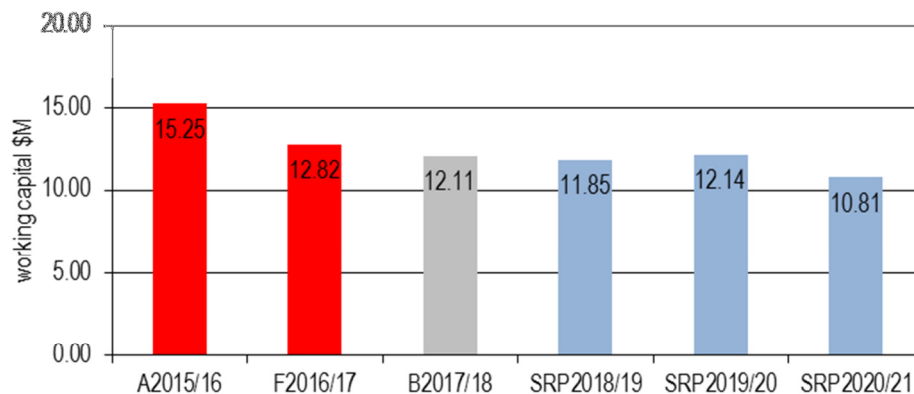
Cash and investments are expected to increase by \$1.14 million during the 2017/18 year to \$15.10 million as at 30 June 2018. Capital expenditure for 2017-18 is being funded from borrowings of \$0.76 million plus \$6.72 million from grants and \$10.38 million from cash and reserves. Cash inflows from operating will generate \$17.71 million with spending from Investing and Financing activities of \$16.95 million which will result in a net increase in cash over the year of \$0.76 million. The balance in future years increases due to the new MAV Funding Vehicle arrangements that means Council's recent borrowings have been taken out as interest only with the principal being accumulated in a reserve until the end of the borrowing term. (Cash and investments are forecast to be \$13.96 million as at 30 June 2017).

8.5 Capital works



The capital works program for the 2017/18 year is expected to be \$18.28 million. No carried forward works are as yet included in the budget due to their uncertain nature. Of the \$18.28 million of capital funding required, \$6.72 million will come from external grants, \$0.76 million from borrowings, \$0.20 million from general contributions and donations, with the balance of \$10.60 million from Council cash. The Council cash amount comprises asset sales (\$0.22 million), cash held at the start of the year in reserves (\$4.89 million) and cash generated through operations in the 2017/18 financial year (\$5.47 million). The capital expenditure program has been set and prioritised based on Council's Capital Evaluation Model. This year's program includes the major building project to construct a Children's Hub in Horsham North for \$2.15 million. (Capital works is forecast to be \$16.83 million for the 2016/17 year). The asset renewal program is at \$8.49 million in the 2017/18 year which is down on 2016/17 forecast due to some additional R2R grant funds received in 2016/17, that have funded renewal works over and above the norm.

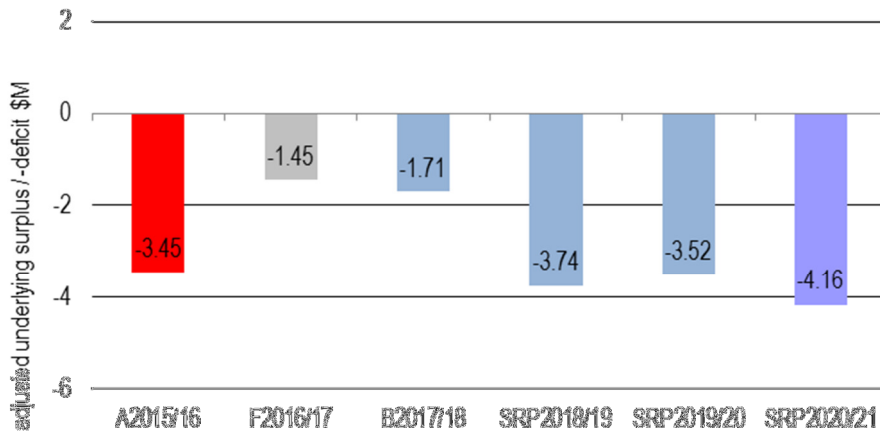
8.6 Financial position (Working Capital)



The financial position is expected to remain steady with net assets (net worth) increasing by \$4.36 million to \$465.85 million. Net current assets (working capital) will reduce slightly this year by \$0.77 million to \$12.11 million as at 30 June 2018.

Refer also to section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.7 Financial sustainability (Adjusted Underlying Result)

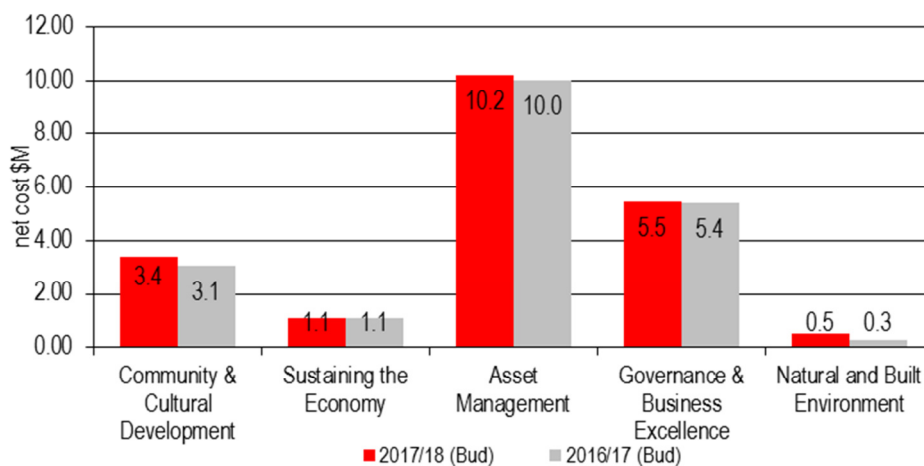


The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$1.71 million, which is only a decrease of \$0.26 million from 2016/17.

A high level Strategic Resource Plan for the years 2017/18 to 2020/21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a deteriorating result over the forward years of the strategic resource plan. This measure is impacted by lower planned rate rises due to the introduction of the Fair Go Rates System and the growing infrastructure renewal gap.

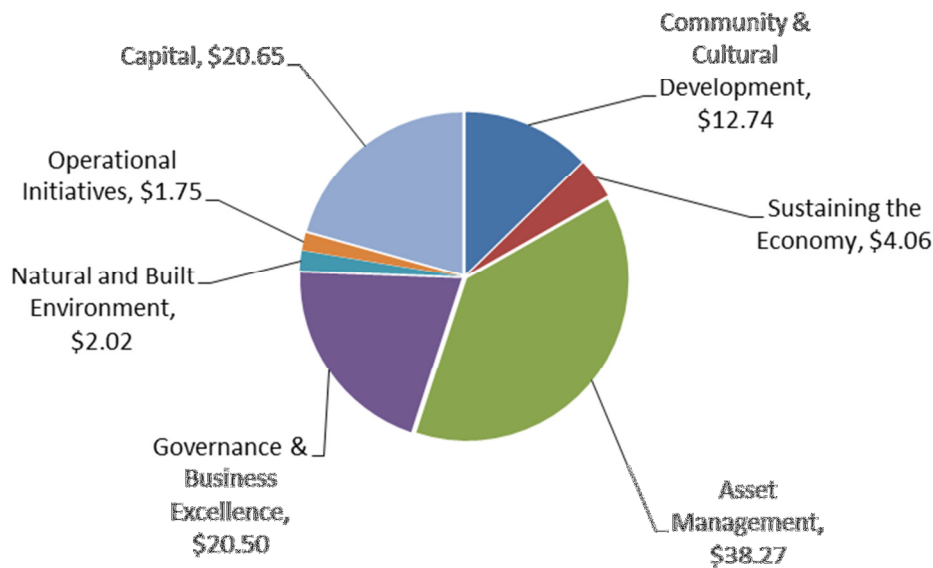
Refer Section 14 for more information on the Strategic Resource Plan.

8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated from rates and general revenue to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year. These Services are expanded on further in section 2 of this report.

8.9 Council Expenditure from General Revenues (Per \$100 spent)



The above chart provides an indication of how Council allocates its general revenues. General Revenues are untied revenue that Council receives, largely from rates, garbage charges and the Federal Assistance Grants. It shows how much is allocated to each service area for every \$100 of General Revenues that Council raises.

9. Budget influences

9.1 Snapshot of Horsham Rural City Council

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 19,774 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 broad acre 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, Nurrabiel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

Population

In June 2011, the preliminary estimated resident population of the municipality was 19,523 people. In the past 4 years the municipality has seen a slight increase in population with the figure at June 2015 being 19,774 people and a projection for June 2016 of 19,887 people.

The municipality has been forecast to grow at an average of 0.5% per annum between 2011-2021 and a further 0.6% between 2021-2031 which is in contrast to surrounding municipalities in the Wimmera all of which are forecast to have a population decline of between -0.8 and -0.1% over the next same period.

Horsham is projected to have nearly 48% of the population of the Wimmera by 2031 with an estimated population at this time of 21,793 compared to the current level of nearly 40%. Whilst Horsham will experience growth, overall the region as a whole is forecast to experience a slight population loss.

(Source: Victoria in Future 2016 - Population and Household Projections to 2051)

Ageing population

The Wimmera's population is ageing. In 2011 23.5% of the population in Horsham was over 60. The 2016 projected figure is 25% and by 2031 the projected figure is 27%. This ageing population will lead to a higher demand for health services.

(Source: Victoria in Future 2016 - Population and Household Projections to 2051).

Births

Despite an ageing population, approximately 249 babies were born each year between 2011-2015. However, a slight increase was recorded in 2016 with birth notices registered at 278.

(Sources: Australian Bureau of Statistics, Census of Population and Housing; CDIS (Child Development Information System)).

Cultural diversity

Growth in Horsham occurs from internal migration in the Wimmera, natural increase as well as some people moving to the region from other parts of Victoria and a small percentage of skilled migrants from overseas.

Whilst still a small percentage, the municipalities' cultural diversity is growing. In 2011, 10.5% of the local population was born overseas. As well as those born in Australia, the municipality is home to people born in over 35 countries. Of the stated countries of birth in the 2011 census, the top ten in order of the number of people, were from United Kingdom, New Zealand, India, Italy, Netherlands, Philippines, South Africa, Germany, Turkey and China.

There are 20 languages, including English spoken in the municipality.

The most predominant "other languages" spoken at home are Italian, Indo-Aryan languages (inc. Bengali, Hindi, Sinhalese, Punjabi, Urdu), Chinese languages (inc. Mandarin, Cantonese), Arabic, Dutch, French, German, Greek, Hungarian, Persian and Japanese.

(Source: Australian Bureau of Statistics, Census of Population and Housing).

Occupation and Unemployment

The Health Care and Social Assistance sector is the largest sector of employment in the municipality employing 15.5% of the workforce closely followed by the retail sector with nearly 13%.

In December 2016, the unemployment rate was 3.2% for the Horsham municipality which was a decrease from the previous December of 1.6%. Surrounding Shires within the Grampians ranged between 2.7-4.4% unemployment.

(Source: Australian Bureau of Statistics; Department of Employment Small Area Labour Markets).

Education

At the time of the 2011 census 26% of the Horsham population were in some form of education. 38% pre-school and primary education, 26% secondary education and 36% further education, University or other educational institution.

In 2011 41.9% of people aged 20-64 within the municipality had completed Year 12 or equivalent, which is up from the 2006 figure of 38.1% - this is, however, lower than the regional Victorian and Victorian average. In the Wimmera Southern Mallee region a higher percentage of early school leavers take up apprenticeships and traineeships and full time / part time work compared to the Victorian average.

In 2014, 82 training providers delivered Government subsidised vocational training in the Wimmera region compared with 50 in 2013 and 42 in 2012.

(Sources: Australian Bureau of Statistics - 2011 Census of Population and Housing; Department of Education and Early Childhood Development – Vocational Training: Victoria's Regions 2014).

9.2 External influences

See point 4 in the Executive Summary.

9.3 Internal influences

See point 4 in the Executive Summary.

9.4 Budget principles

In response to these influences, guidelines are to be applied in the preparation of the budget. These guidelines set out the key budget principles upon which officers have prepared their budgets:

- Grants are to be based on confirmed funding levels if known or informed estimates.
- All revenue sources should be identified wherever possible and estimated based on known available information.
- Revenue from miscellaneous fees and charges will be reviewed individually with consideration to costs, rate % increase, CPI and other factors. Initial proposed increases are to be 3%. (Except for those which are set by legislation).
- Service and activity levels are being assessed through a Service Review process which may lead to some changes in service delivery levels.

- Any increases to Service levels (including increases in staff FTE's) should be made via the separate "Budget Submission" process to initiatives, (even if they are being funded from some specific identified savings).
- New initiatives for recurrent programs will be kept to a minimum and should ideally only be approved with an offset by efficiency gains in other areas
- There is always the over-arching aim to use less resources with an emphasis on innovation and efficiency.
- Increases in contract charges are based on actual contracted agreements wherever these are known.
- Salaries and Wages to be increased by 2.5% to allow for the 2.1% EBA increase plus an allowance for within band progressions.
- The cost of all salaries & wages including on-costs will be factored in to the budget either through recurrent or capital. All salaried positions will be reviewed to ensure that the budget reflects the actual FTE currently employed.
- Non-salary operating budgets for ongoing functions and services - There may be movements in net expenditure between services and also between individual line items but should not be increased in terms of the total amount for each group across Council. In recent years, Council has produced some significant cash surpluses and hence there is a need to tighten our allocations to assist with balancing the overall budget and to reduce future cash surpluses.
- New borrowing costs are factored in at 3.5% interest rate with principal to be repaid over a 10 year period. Where borrowing are undertaken through the MAV Funding Vehicle which is interest only, a sinking fund approach will be utilised to set aside the principal on a yearly basis into a reserve fund.
- All budget movements greater than 10% or greater than \$5,000 per line item will require an explanation for the variance to be included in Council's Business Information System (BIS).

10. Analysis of operating budget

10.1 Budgeted income statement

	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Total income	10.2	50,824	52,418	1,594
Total expenses	10.3	(46,948)	(48,055)	(1,107)
Surplus (deficit) for the year		3,876	4,363	487
Grants – capital non-recurrent	5.1.2	(4,172)	(4,729)	(557)
Contributions - non-monetary assets		(500)	(800)	(300)
Capital contributions - other sources	10.2.4	(657)	(542)	115
Adjusted underlying surplus (deficit)	10.1.1	(1,453)	(1,708)	(255)

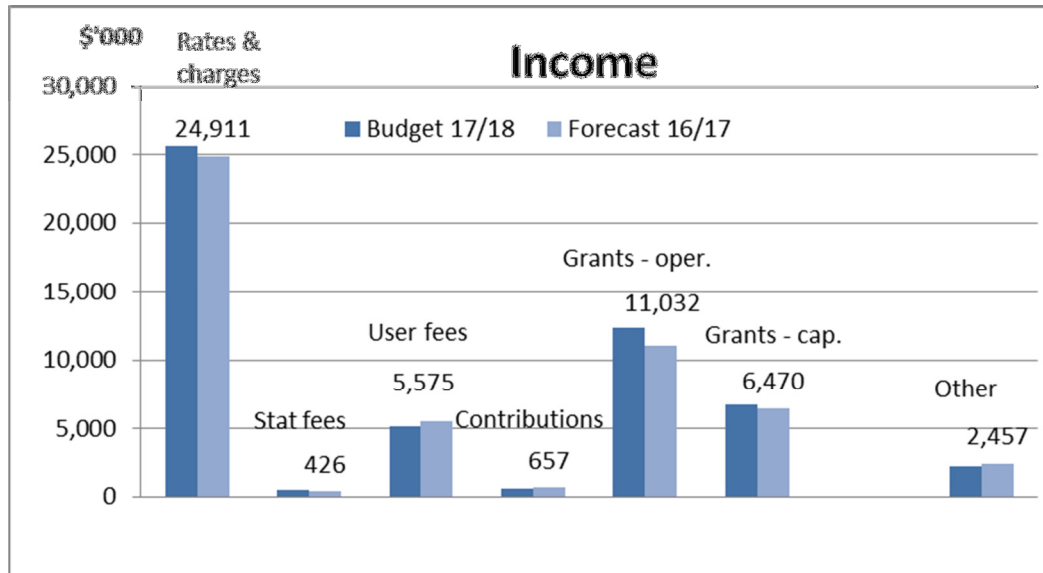
10.1.1 Adjusted underlying deficit (\$0.25 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/18 year is a deficit of \$1.71 million which is a decrease \$0.25 million from the 2016/17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is

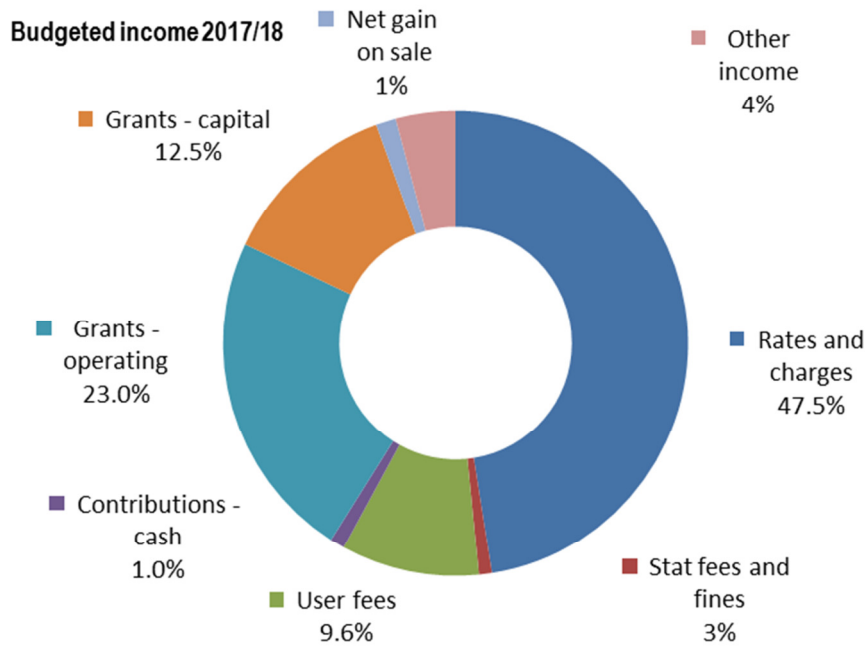
dependent on the level of development activity each year. In reality Victorian Councils have an expectation that capital grants will be made available from the state on an ongoing basis.

10.2 Income

Income Types	Ref	Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	24,911	25,610	699
Statutory fees and fines	10.2.2	426	482	56
User fees	10.2.3	5,575	5,182	(393)
Contributions - cash	10.2.4	657	542	(115)
Grants - operating	5.1.1	11,032	12,394	1,362
Grants - capital	5.1.2	6,470	6,720	250
Net gain on sale of assets	10.2.5	(704)	(751)	(47)
Other income	10.2.6	2,457	2,239	(218)
Total income		50,824	52,418	1,594



Source: Section 3 Comprehensive Income Statement



10.2.1 Rates and charges (\$0.70 million increase)

It is proposed that general rate income be increased by 2.0% or \$0.70 million over 2016/17 to \$25.61 million. Of the 2.0% increase, 1% will contribute to the funding of the Council's Infrastructure gap, 1.0% will go toward maintaining service levels and meeting the cost of general operations, and capital works. Keeping the rate increase down to 2.0% which is in-line with the State Government Rate Cap has only been achievable by identifying cost savings and efficiencies as well as utilising rate growth income to maintain service levels. Supplementary rates have been budgeted at \$0.14 million which is a decrease of \$0.10 million on 2016/17 budget. (Forecast supplementary rates for 2016/17 are \$0.23 million).

Garbage costs have not increased to the same extent as they have in previous years which reflects the fact that current regulations and EPA charges are now adequately provided for. As a result the Garbage rates have increased by 1.4% in total. Residential charges for a 240 Litre bin (will be \$360) and for a 120 litre bin (will be \$221). Charges to commercial operators have only increased by 1.0%.

Section 7. "Rates and Charges" includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$0.06 million increase)

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.

Statutory fees are forecast to increase by 13% or \$0.06 million compared to 2016/17, due to recent legislation that saw significant increases in planning related fees and charges. A detailed listing of statutory fees is included in Appendix D.

10.2.3 User fees (\$0.39 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. User charges are projected to decrease by only 7% or \$0.39 million over 2016/17. This has been impacted by adjustments to fees and charges raised through the Horsham

Town Hall where following a year of operations improved information has been obtained in order to better estimate overall income.

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

10.2.4 Contributions - cash (\$0.01million decrease)

Contributions relate to monies paid by developers in regard to infrastructure developments in accordance with planning permits issued for property development.

10.2.5 Net loss on sale of assets (\$0.47 million decrease)

Net loss on the sale of Council assets is forecast to be \$0.70 million for 2017/18 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet and sale of other minor assets and write down of road infrastructure prior to renewal.

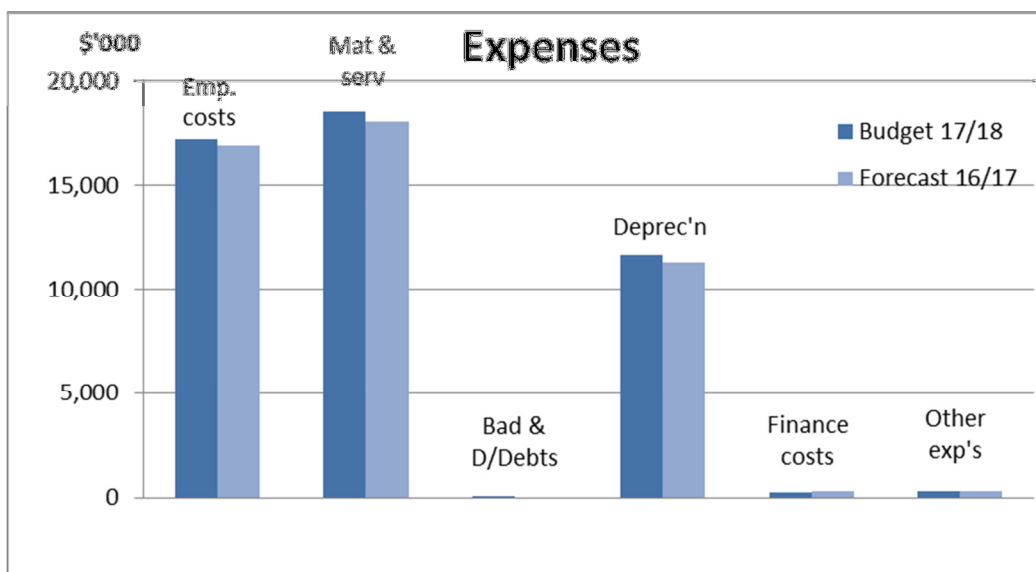
10.2.6 Other income (\$0.22 million decrease)

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

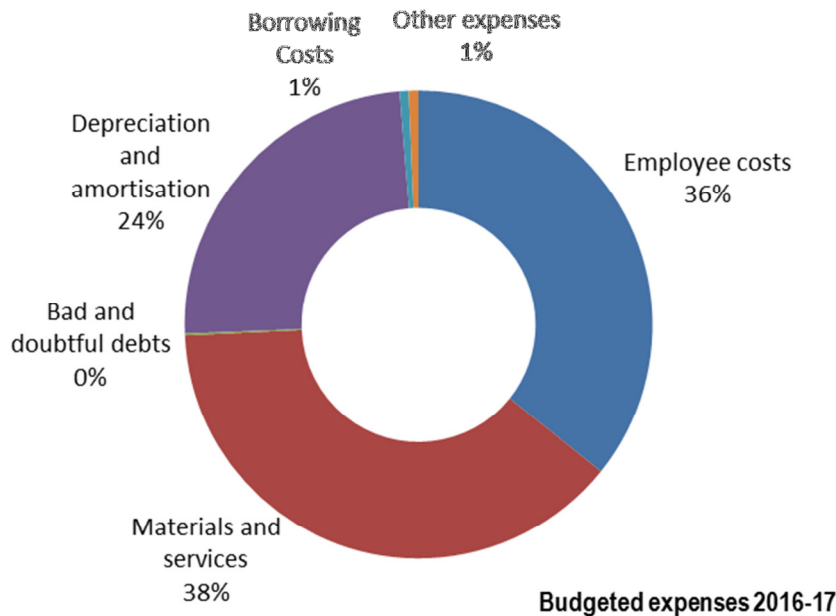
Other income is forecast to decrease by 8.8% or \$0.22 million compared to 2016/17. Significant items in this area include reductions in income for VicRoads sub-contracted works and private works income.

10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Employee costs	10.3.1	16,910	17,191	281
Materials and services	10.3.2	18,024	18,496	472
Bad and doubtful debts	10.3.3	65	68	3
Depreciation and amortisation	10.3.4	11,273	11,675	402
Borrowing Costs	10.3.5	330	299	(31)
Other expenses	10.3.6	346	326	(20)
Total expenses		46,948	48,055	1,107



Source: Section 3 Comprehensive Income Statement



10.3.1 Employee costs (\$0.28 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 1.66% or \$0.28 million compared to 2016/17. The increase can be broken down as follows, the Enterprise Bargaining Agreement has been finalised with a 2.1% increase and band increases account for approximately another 0.4%. (See section 3)

10.3.2 Materials and services (\$0.47 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 2.6% or \$0.47 million compared to 2016/17. Some savings have been made with the introduction of new software, savings in cleaning contract, use of contractors for communications and OH&S.

10.3.3 Bad and doubtful debts (\$0.00 million increase)

Bad and doubtful debts is projected to remain relatively constant at \$0.07 million largely due to monitoring and movement of outstanding debtors.

10.3.4 Depreciation and amortisation (\$0.40 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. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5 Borrowing costs (\$0.00 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed for new capital works.

10.3.6 Other expenses (\$0.00 million increase)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Other expenses are forecast to remain constant during 2017/18.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		24,836	25,535	699
User fees and fines		5,880	5,544	(336)
Grants - operating		10,632	11,995	1,363
Grants - capital		6,640	6,890	250
Interest		520	415	(105)
Other receipts		4,332	3,671	(661)
		52,840	54,050	1,210
<i>Payments</i>				
Employee costs		(16,210)	(16,490)	(280)
Other payments		(19,767)	(19,853)	(86)
		(35,977)	(36,343)	(366)
Net cash provided by operating activities		16,863	17,707	844
Cash flows from investing activities	11.1.2			
Proceeds from sales of property, infrastructure, plant & equip		360	929	569
Payments for property, infrastructure, plant and equipment		(14,767)	(17,881)	(3,114)
Net cash used in investing activities		(14,407)	(16,952)	(2,545)
Cash flows from financing activities	11.1.3			
Finance costs		(330)	(299)	31
Proceeds from borrowings		0	759	759
Repayment of borrowings		(438)	(451)	(13)
Net cash used in financing activities		(768)	9	777
Net decrease in cash and cash equivalents		1,688	764	(924)
Cash and cash equivalents at the beg of the year		12,649	14,337	1,688
Cash and cash equivalents at end of the year	11.1.4	14,337	15,101	764

11.1.1 Operating activities (\$0.84 million increase)

The increase in cash inflows from operating activities of \$0.84 million results from increases in receipts of \$1.4 million in operating grants and \$0.25 million additional capital grants offset by user fees, interest and other receipts plus \$0.36 million from decreases in payments. (See Section 5 for more information on grants).

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus (deficit) for the year	3,876	4,363	487
Depreciation	11,273	11,675	402
Loss (gain) on sale of assets	(4)	149	153
Net movement in current assets and liabilities	1,718	1,519	(199)
Cash flows available from operating activities	16,863	17,706	843

11.1.2 Investing activities (\$2.54 million increase)

There is an increase in payments for investing activities for 2017/18 of \$2.54 million which reflects an increase in the capital works program for 2017/8 in comparison to 2016/17 forecast. Carry-forward works are not included in these numbers. (See section 12 for further summary information or section 6 for the detailed list of works)

11.1.3 Financing activities (\$0.78 million increase)

For 2017/18 the total of principal repayments is \$0.45 million and finance charges is \$0.30 million with additional borrowings of \$0.76 million. This year will see the second year of borrowings from the MAV Funding Vehicle which will see Council take out interest only loans under the conditions of these arrangements. There will be approximately a 0.5% to 1.0% savings in financing costs under this arrangement but Council will transfer appropriate cash to a capital reserve to meet the loan redemption at the finalisation of the term. For 2017-18 the amount transferred to reserve is \$0.44 million.

11.1.4 Cash and cash equivalents at end of the year (\$0.76 million increase)

Overall, total cash and investments is forecast to decrease by \$0.76 million to \$15.10 million as at 30 June 2018, reflecting no significant movement in reserves, some new borrowings and the impact of the interest only loans from MAV Funding Vehicle. This is consistent with Council's Strategic Resource Plan (see Section 14).

11.2 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 cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$18.94 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:

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and investments		14,337	15,101	764
Financial Assets		4,294	4,499	
Restricted cash and investments				0
- Statutory reserves	11.2.1	(265)	(265)	0
- Cash held to carry forward capital works	11.2.2	0	0	0
- Trust Funds and Deposits		0	0	0
Unrestricted cash and investments	11.2.3	18,366	19,335	764
- Discretionary cash reserves	11.2.4	(11,900)	(10,563)	1,337
Unrestricted cash adjusted for discretionary reserves	11.2.5	6,466	8,772	2,101

11.2.1 Statutory reserves (\$0.26 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.

11.2.2 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..

11.2.3 Unrestricted cash and investments (\$19.33 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 cash used to fund capital works expenditure from the previous financial year.

11.2.4 Discretionary cash reserves (\$10.56 million)

These funds are shown as discretionary cash backed reserves as, although 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 2017/18 year \$5.75 million is budgeted to be transferred to and \$4.99 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 11.2.6 below describes the purpose and balance of each reserve in detail)

11.2.5 Unrestricted cash adjusted for discretionary reserves (\$8.77 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs 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. This balance also approximately equals the total of current and non-current provisions which are largely made up of employee entitlements and other cash obligations relating to landfill rehabilitation.

11.2.6 Purposes for 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 18 Balance \$1.51 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.

Wimmera Business Centre Reserve (30 Jun 18 Balance \$0.14 million)

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

Information Technology Reserve (30 Jun 18 Balance \$0.26 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.

Plant Replacement Reserve (30 Jun 18 Balance \$3.24 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.

Waste Management Reserve (30 Jun 18 Balance \$0.55 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 Doon. 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.

Contingency Reserve (30 Jun 18 Balance \$0.13 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 18 Balance \$0.05 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 18 Balance \$0.95 million)

This reserve is to provide for future asset replacements for major strategic projects. The balance previously related to the Horsham Caravan Park which has now been commercially leased. Part of the balance relates to funds for the new Children's Hub.

Infrastructure Gap Reserve (30 Jun 18 Balance \$0.00 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 and 2017/18. 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.

Recreation Contribution Reserve Account (30 Jun 18 Balance \$0.19 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 18 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 18 Balance \$0.05 million)

This reserve has only been established in 2017-18 and is being 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.

Commercial Properties (Firebrace Street) Reserve (30 Jun 18 Balance \$0.58 million)

Council owns commercial properties in Firebrace Street which were the former Shire of Wimmera Offices. In association with our appointed real estate agent, the Council regularly reviews the rental income and has determined that any increase rental income that resulted should be placed in a reserve. The long term intention of this reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street.

Aquatic Centre Reserve (30 Jun 18 Balance \$0.33 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.

Industrial Estate Reserve (30 Jun 18 Balance \$4.84 million total - \$0.82 million cash)

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.

Loan Fund Reserves (30 Jun 18 Balance \$1.18 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. Council has identified this reserve in the mix of funds to complete the Town Hall Project. Other balances to this reserve are sinking fund instalments for the interest only loans now been sourced through the MAV Funding Vehicle.

Aerodrome Reserve (30 Jun 18 Balance \$0.25 million)

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

Regional Livestock Exchange Reserve (30 Jun 18 Balance \$0.01 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 18 Balance \$0.32 million)

This reserve is funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, and are a contribution to the existing and future stormwater drainage head-works of the municipality. The funds of this reserve are expended on major drainage head-works.

Wimmera Intermodal Freight Terminal (WIFT) (30 Jun 18 Balance \$0.40 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 18 Balance \$0.60 million)

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

Long Service Leave Provision (30 Jun 18 Balance \$3.26 million)

This is a statutory reserve maintained to fund the long service leave entitlements accrued by Council employees.

Annual and Other Leave Provision (30 Jun 18 Balance \$1.74 million)

Annual leave and other leave accrued is shown as a liability in the balance sheet for the accrued annual leave of employees. While there is no statutory requirement, there are accounting standards that require for local government to fund this provision, Council allocate an annual sum to ensure this liability is funded.

Quarry Restoration Provision (30 Jun 18 Balance \$0.91 million)

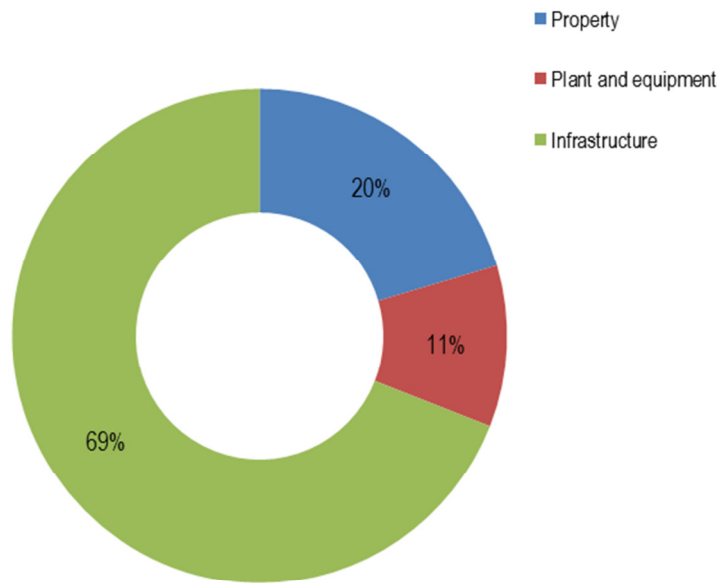
This provision is maintained to restore Council operated quarries. A royalty on each tonne of material is collected by Council and transferred to the reserve. Money should only be transferred out of this provision for the restoration of quarries or immediately adjacent roads. The level of provision held should closely equate to the level of restoration that will be required.

12. Analysis of capital budget

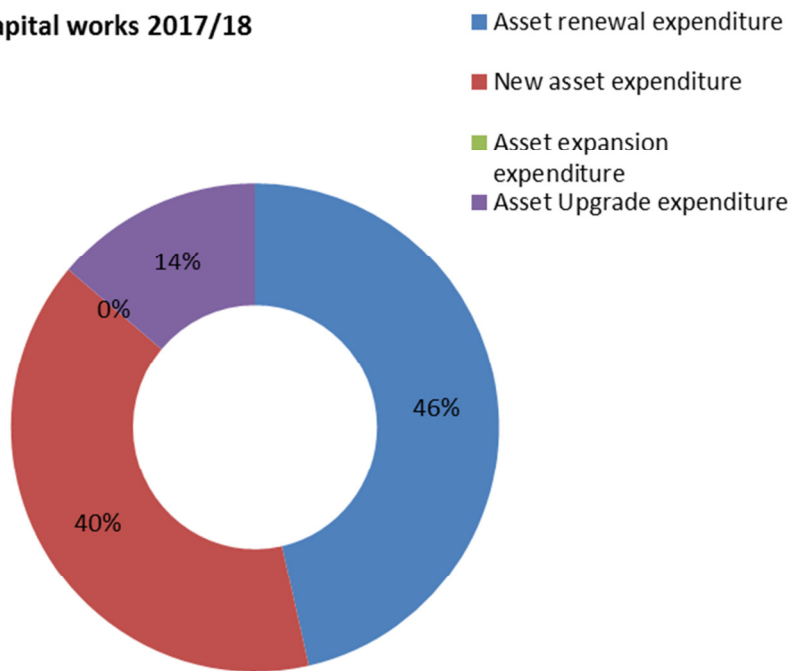
12.1 Capital works expenditure

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Works carried forward	12.1.1			
Property				
Buildings				0
Total property		0	0	0
Plant and equipment				
Plant, machinery and equipment				0
Computers and telecommunications				0
Total plant and equipment		0	0	0
Infrastructure				
Roads				0
Footpaths and cycleways				0
Drainage				0
Rec, leisure and community facilities				0
Waste Management				0
Off street car parks				0
Other infrastructure				0
Total infrastructure		0	0	0
Total works carried forward		0	0	0
New works				
Property	12.1.2			
Buildings		4,262	3,734	(528)
Land		0	0	0
Total property		4,262	3,734	(528)
Plant and equipment	12.1.3			
Plant, machinery and equipment		1,611	1,684	73
Computers and telecommunications		396	240	(156)
Total plant and equipment		2,007	1,924	(83)
Infrastructure	12.1.4			
Roads		8,101	7,174	(927)
Bridges		1,185	226	(959)
Footpaths and cycleways		0	842	842
Drainage		0	25	25
Rec, leisure and community facilities		302	362	60
Waste management		542	1,815	
Parks, open space and streetscapes		132	132	0
Off street car parks		0	235	235
Other infrastructure		301	1,811	1,510
Total infrastructure		10,563	12,622	786
Total new works		16,832	18,280	175
Total capital works expenditure		16,832	18,280	175
Represented by:				
Asset renewal expenditure	12.1.5	10,149	8,493	2,099
New asset expenditure	12.1.5	5,154	7,253	(1,656)
Asset expansion expenditure	12.1.5	0	0	0
Asset Upgrade expenditure	12.1.5	1,529	2,534	1,005
Total capital works expenditure		16,832	18,280	1,448

Budgeted capital works 2017/18



Budgeted capital works 2017/18



Source: Section 6 Detailed Capital Works listing.

12.1.1 Carried forward works (\$0.00 million)

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. In the 2016/17 budget an amount of \$3.15 million was included in the budget for known capital works that would be incomplete and carry-forward into the 2016/17 year. The actual final amount that was carried-forward was \$7.1 million or an additional \$3.95 million. 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.

12.1.2 Property (\$3.73 million)

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

For the 2017/18 year, \$3.73 million will be expended on building and building improvement projects. The most significant projects include \$2.15 million on the Horsham North Children's Hub, \$0.65 million for the Cameron Oval Reserve change-rooms at Laharum, \$0.20 million for initial design for the proposed indoor sports stadium and \$0.15 million for minor refurbishment works at the Civic Centre.

12.1.3 Plant and equipment (\$1.92 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2017/18 year, \$1.92 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.25 million), \$0.38 million for a Jet Patching Unit and \$0.24 million for computers and telecommunications equipment.

12.1.4 Infrastructure (\$12.62 million)

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.

For the 2017/18 year, \$12.62 million will be expended on infrastructure projects. By category, roads reconstruction is the most significant at \$7.17 million, with other expenditure as follows: Waste \$1.81 million, Bridges \$0.23 million and footpath and cycleways \$0.84 million. (Full details Section 6.1 summary above in table 12.1).

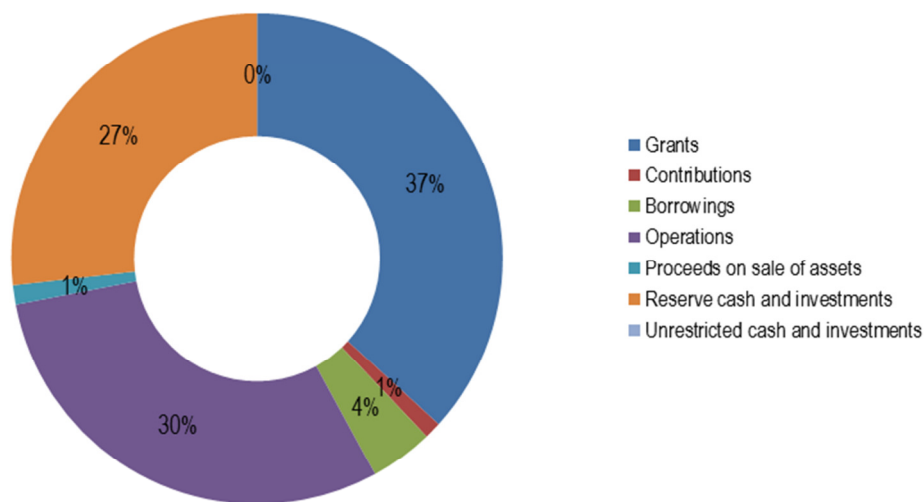
12.1.5 Asset renewal (\$8.49 million), new assets (\$7.25 million) and upgrade (\$2.53 million)

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. (See section 6 for full details)

12.2 Funding sources

Sources of funding	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Works carried forward				
<i>Current year funding</i>				
Grants				0
Contributions				0
Borrowings				0
Council cash				
- operations				0
- proceeds on sale of assets				0
- reserve cash and investments				0
- unrestricted cash and investments				0
Total works carried forward	12.2.1	0	0	0
New works				
<i>Current year funding</i>				
Grants	12.2.2	8,408	6,720	(1,688)
Contributions		204	202	(2)
Borrowings		0	759	759
Council cash				
- operations	12.2.3	5,514	5,477	(37)
- proceeds on sale of assets	12.2.4	360	229	(131)
- reserve cash and investments	12.2.5	2,346	4,893	2,547
- unrestricted cash and investments	12.2.6			0
Total new works		16,832	18,280	1,448
Total funding sources		16,832	18,280	1,448

Budgeted total funding sources 2017/18



Source: Section 3 and a more detailed list of works, section 6.

12.2.1 Carried forward works (\$0.0 million)

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. In the 2016/17 budget an amount of \$3.15 million was included in the budget for known capital works that would be incomplete and carry-forward into the 2016/17 year. The actual final amount that was carried-forward was \$7.1 million or an additional \$3.95 million. 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.

12.2.2 Grants & Contributions (\$6.72 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program, contributions come from developers or other contributors to the capital works program. Significant grants and contributions are budgeted to be received for \$1.99 million for Roads to Recovery, \$1.65 million for the Horsham North Children's Hub, \$0.50 million for the Horsham Transfer Station improvements, \$1.0 million for WIFT Precinct, \$0.33 million for Wilson Street and \$1.10 million for roofing at the Livestock Exchange.

12.2.3 Council cash - operations (\$5.47 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$5.47 million will be generated from operations to fund the 2017/18 capital works program which is a decrease of \$0.04 million or 0.7% from the 2016/17 forecast.

12.2.4 Council cash - proceeds from sale of assets (\$0.23 million)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.23 million.

12.2.5 Council cash - reserve cash and investments (\$4.89 million)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes of which the full details are provided in Section 11.2.6.

13. Analysis of budgeted financial position

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		14,337	15,101	764
Trade and other receivables		1,700	1,669	(31)
Financial assets		4,294	4,499	205
Other assets		1,530	1,910	380
Total current assets		21,861	23,179	1,318
Non-current assets	13.1.1			
Trade and other receivables		158	136	(22)
Property, infrastructure, plant and equipment		457,723	462,682	4,959
Total non-current assets		457,881	462,818	4,937
Total assets		479,742	485,997	6,255
Current liabilities	13.1.2			
Trade and other payables		4,499	5,120	621
Trust funds and deposits		0	0	0
Interest-bearing loans and borrowings		451	481	30
Provisions		5,408	5,461	53
Total current liabilities		10,358	11,062	704
Non-current liabilities	13.1.2			
Interest-bearing loans and borrowings		5,871	6,149	278
Provisions		2,028	2,938	910
Total non-current liabilities		7,899	9,087	1,188
Total liabilities		18,257	20,149	1,892
Net assets		461,485	465,848	8,147
Equity	13.1.4			
Accumulated surplus		230,950	234,561	3,611
Asset revaluation reserve		215,619	215,619	0
Other reserves		14,916	15,668	752
Total equity		461,485	465,848	4,363

13.1.1 Current Assets (\$1.32 million increase) and Non-Current Assets (\$4.94 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase by \$0.76 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 decrease by \$0.04 million. Other assets include items such as inventories or stocks held for sale or consumption in Council's services. Prepayments and accrued income are expected to increase by \$0.38 million.

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 (\$18.28 million of new, upgraded and renewed assets), depreciation of assets (\$11.67 million), the sale of property, plant and equipment (\$0.22 million) and an increase associated with the revaluation of land and buildings during 2016/17.

13.1.2 Current Liabilities (\$0.70 million increase) and Non-Current Liabilities (\$1.19 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly by \$0.62 million.

Provisions include accrued long service leave and annual leave and quarry and landfill restorations. Employee entitlements are budgeted to increase by \$0.53 million.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal of \$0.45 million over the year but will also be taking out new loans of \$0.76 million during the year. Further information on borrowings is shown under section 16.

13.1.3 Working Capital (\$0.61 million increase)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	21,861	23,176	1,315
Current liabilities	10,359	11,062	703
Working capital	11,502	12,114	612
Restricted cash and investment current assets			
- Statutory reserves	(265)	(265)	0
- Cash held to carry forward capital works	0	0	0
- Trust Funds and Deposits	0	0	0
Unrestricted working capital	11,237	11,849	612

In addition to the restricted cash shown above, Council is also projected to hold \$10.56 million in cash backed discretionary reserves at 30 June 2018. Although not restricted by 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 as defined in Section 11.

13.1.4 Equity (\$4.36 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. The balance of \$234.56 million reflects the accumulated surplus for the year plus the usage of investment cash reserves to partly fund the capital works program (this is a transfer between equity balances only and does not impact on the total balance of equity) and the asset revaluations for the year.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Trade creditors to be based on total capital and operating expenditure. Payment cycle is 30 days
- Employee entitlements to be increased by 2.5%
- Repayment of loan principal to be \$0.45 million
- Total capital expenditure to be \$18.28 million
- A total of \$4.89 million to be transferred from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2017/18 year
- New borrowings of \$0.76 million to be drawn down.

LONG TERM STRATEGIES

14. Strategic resource plan and financial performance indicators

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing range and level of service provision
- Maintain a strong cash position ensuring Council remains financially sustainable in the long-term
- Trend towards an underlying operating surplus
- Maintain debt levels below prudential guidelines
- Continue to pursue recurrent grant funding for strategic capital funds from government
- Provide a rate increase that establishes a sustainable funding level

- Increasing capital funding for asset renewal and ensure that critical renewal items are funded
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following 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.

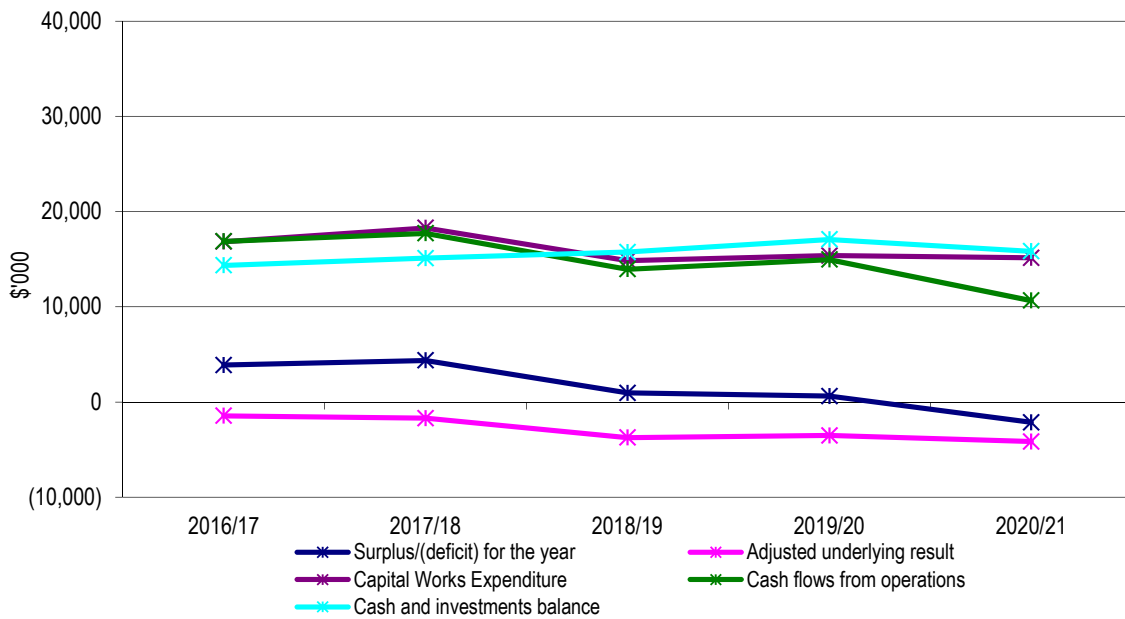
14.2 Financial resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual	2017/18	Projections			+/-
	2016/17	2018/19	2019/20	2020/21		
\$'000	\$'000	\$'000	\$'000	\$'000		
Surplus/(deficit) for the year	3,876	4,363	946	615	(2,146)	-
Adjusted underlying result	(1,453)	(1,708)	(3,744)	(3,518)	(4,161)	-
Cash and investments balance	14,337	15,101	15,734	17,059	15,820	o
Cash flows from operations	16,863	17,707	13,938	14,947	10,655	-
Capital works expenditure	16,832	18,280	14,849	15,377	15,129	o

Key to Forecast Trend:

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 11)** - Cash and investments is forecast to increase by \$0.72 million over the four year period from \$15.10 million to \$15.82 million, which indicates a balanced budget on a cash basis in each year plus some minor accumulation of additional reserve funds, which is largely a result of the shift to interest only loans and Council's approach to establish a cash backed reserve to accumulate the principle for repayment at the end of the term of loan.
- **Rating levels (section 15)** – Modest rate increases are forecast over the four years of 3.0% each year. This is on the assumption that under the State Governments Rate Capping policy Council will have a rate increase equal to CPI of 2.0% plus Council will continue to be successful in applying for a variation of a further 1% for infrastructure renewal.
- **Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in three of the four years as a result of significant capital grant revenue being received to fund the annual capital works program. This, however, is not expected in year four given the planned works for depot relocation are unlikely to attract grant revenue.

However, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a deficit increasing over the four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.

- **Borrowing strategy (section 16)** – Borrowings are forecast to increase from \$6.63 million to \$12.33 million over the four year period. This includes new borrowings of, \$0.76 million in 2017/18, \$2.15 million in 2018/19, \$2.60 million 2019/20 and \$3.15 million in 2020/21. As of 2015/16 borrowings have been taken out through the MAV Funding Vehicle where loans are on an interest only basis but at a lower than market interest rate. Council will manage the principal repayments by annually transferring to a Reserve an appropriate amount to cover the planned principal repayment at the end of the term. Overall this will reduce costs to Council for borrowings over the life of a loan (when factoring interest earned on the principal balances held in reserve).
- **Infrastructure strategy (section 16)** - Capital expenditure over the four year period will total \$63.63 million at an average of \$15.91 million, although there will be a cumulative negative impact here if the additional 1% rate variation requests are not approved by the Essential Services Commission in subsequent years.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 48% of the total revenue received by Council in 2017/18. Planning for future rate increases has therefore been an important component

of the Strategic Resource Planning process. 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 Horsham Rural City Council community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given recent changes to property valuations and subsequently rates for some properties in the municipality. Council has also needed to consider: the State Governments Fair Go Rates system which introduces a rate cap effective 2016/17 and beyond, plus the need to continue to address the growing gap between investment required for ageing infrastructure and funds available to maintain assets

15.2 Current year rate

The 2017/18 operating year is again impacted by the Fair Go Rates Policy by the State Government, which commenced in 2016/17. This has created uncertainty around Council's ability to manage its own affairs in terms of setting a rate that it believes is necessary to deliver the services and infrastructure that the community needs and demands.

It has, however, encouraged further review of all of Council's operations and services to look for efficiencies and cost savings. Some cost reductions have been achieved in 2017/18 that has allowed Council to continue to set aside a 1% of its rates for Infrastructure Renewal, whilst not applying for a rate cap variation from the Essential Services Commission. Further cost reductions in future years may only be possible through reductions in service levels but will need closer assessment during the budget development phase.

Council successfully applied to the Essential Services Commission in 2016/17 for a 1% rate variation above the cap. This 1% was tagged towards the infrastructure renewal gap. Council would have preferred to tag 2% towards the Infrastructure Gap but Council has not felt that this was achievable given the economic conditions. A 2% rate increase was applied towards the Infrastructure Gap in the financial years 2009/10 to 2011/12 and a 1.5% increase in 2008/09. During the term of this current Council from 2012/13 to the present it has only been 1%. The combined effect of these rate increases now generates approximately \$2.17m for the Asset Renewal Reserve. This amount is spent annually on assets above condition 8. The amount is still insufficient to cover the growing infrastructure funding gap.

Future proposed increases in rates have been factored in to the forward Strategic Resource Plan at 3.0% for 2018/19 and beyond. The increases in the Municipal Charge will be reviewed each year.

Year	General Rate Increase %	Municipal Charge Increase %	Garbage Charge Increase %
2015/16	5.00	0.00	3.90
2016/17	3.50	3.50	2.20
2017/18	2.00	1.80	1.40
2018/19	3.00	3.00	1.60
2019/20	3.00	3.00	2.00
2020/21	3.00	3.00	2.00

15.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents. However, issues of equity are judgemental in nature, complex, subjective and often in conflict. There are a number of key aspects of equity that Council must consider:

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), Benefit principle (some groups may have more or less access to Council services) and Capacity to Pay principle (some will have a greater or lesser capacity to pay, particularly as property value is unrealized wealth and a ratepayer may be asset rich and cash poor).

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis. Council has reviewed its Rating Strategy as a part of the 2017/18 Budget development and has decided to make no changes to its current policy positions.

The current rating strategy provides a differential rate for the farm sector of 80% of the general rate, which Council will continue to apply in 2017/18, and a rate concession of either 0% or 50% for cultural and recreational land.

Council's rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act and the Ministerial Guidelines as issued in 2013. There are no further differential applied to commercial properties or any other sector. Council also levies a municipal charge and a kerbside collection charge.

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 7 'Statutory Disclosures'.

Rate type	How applied	2016/17	2017/18
Base Rate (GEN1)	Cents/\$ CIV	0.5044	0.5146
Culture & Rec. Land (GEN2)	Cents/\$ CIV	0.0000	0.0000
Culture & Rec. Land (GEN6)	Cents/\$ CIV	0.2522	0.2573
Farm Rate (GFM5)	Cents/\$ CIV	0.4035	0.4117
Garbage Charge (240 Litre)	\$/ property	\$355	\$360
Garbage Charge (120 Litre)	\$/ property	\$218	\$221
Municipal Charge	\$/ property	\$276	\$281

15.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and these valuations will apply until 30 June 2018. There is no revaluation of properties that will impact on the 2017/18 year.

The outcome of the 2016 general revaluation was a change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 10.8%. Of

this increase, residential properties increased by 9.6%, commercial properties by 6.8% and industrial properties by 7.7%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for each rate sector, together with the resulting rating changes.

Classification	Average Valuation Increase (Decrease)
Residential	9.6%
Farm	14.8%
Cult/Rec/Other	(11.3)%
Commercial	6.8%
Industrial	7.7%
Overall Average	10.8%

16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 8), borrowings were identified as an important funding source for capital works programs. In the past, Council has borrowed to mainly finance large infrastructure projects such as the Aquatic Centre, Intermodal Freight Terminal, the Livestock Exchange and the Horsham Town Hall.

The following table sets out Council's historical loan borrowings and 2017/18 predicted loan borrowings as at 30th June 2018:

Commencement Year	Original Sum \$'000	Principal Remaining 30-Jun-18 \$'000	Interest Rate %	Final Date \$'000
2018	759	759	4.00%	23-Jun-28
2016	4,305	4,305	3.97%	23-Jun-26
2012	1000	469	5.73%	20-Jun-22
2011	1000	380	7.57%	20-Jun-21
2010	250	66	7.88%	01-Jun-20
2006	2,195	621	6.44%	19-Jun-21
2005	400	30	3.59%	01-Jul-18

In prior years, borrowing peaked in 2005/06 at \$6.02 million when a large \$2.19 million loan was taken out for the construction of the Aquatic Centre, which gave a debt management ratio of 8.2% (interest and principal repayments as a percentage of rate revenue).

With the construction of the Horsham Town Hall and Performing Arts Centre project during 2014/15 and 2015/16 further borrowings of \$3.47 million have been taken out plus \$0.50 million for the construction of a pedestrian bridge across the Wimmera River, \$0.23 million for clubrooms purchase and \$0.10 million for the Horsham North Children's Hub. No loans were taken out during 2016/17

but further loans are planned in 2017/18 for the Horsham North Children’s Hub of \$0.65 million and Depot Relocation Design \$0.10 million.

Our debt repayments to rates ratio will drop to 2.9% during the 2017/18 year and steadily increase to 5.0% over the period of the Strategic Resource Plan. This measure is, however, distorted due to Council taking out loans through the MAV Funding Vehicle effective from 2015/16. Loans are being taken out on an interest only basis but at a lower than market interest rate. Council will manage the principal repayments by annually transferring to a Reserve an appropriate amount to cover the planned principal repayment at the end of the term. Overall this will reduce costs to Council for borrowings over the life of a loan (when factoring interest earned on the principal balances held in reserve), but it will distort all of the “obligations” measures.

The Interest paid to rates ratio increases from 25.9% in 2017/18 rising to 43.3% by the end of 2020/21, this is at the middle of the preferred range, and is just in the medium risk category for the Victorian Auditor General.

The financial performance “obligations” indicators in Section 4 detail a number of other measures with respect to Council’s indebtedness all of which are currently well within expected parameters, but do rise to higher levels over the period of the Strategic Resource Plan.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2018.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	0	438	330	6,322
2017/18	759	451	299	6,630
2018/19	2,150	542	293	8,238
2019/20	2,600	720	354	10,118
2020/21	3,150	938	424	12,330

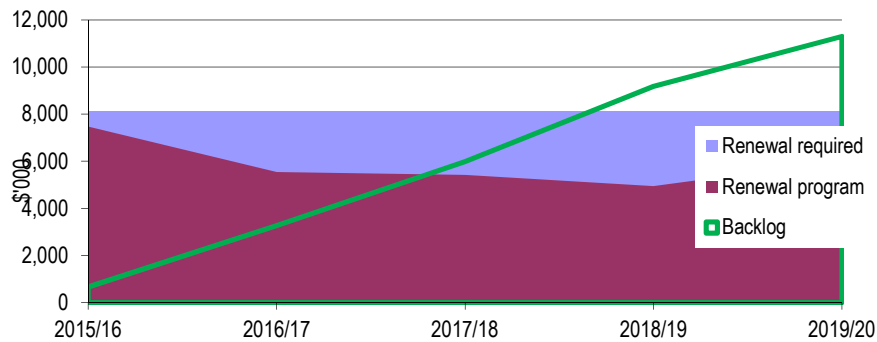
16.2 Infrastructure

Council based on the knowledge provided by various Asset Management Plans, predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The renewal strategy has been developed through consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Business Case template for officers to document capital project submissions.

A key objective is to maintain or renew Council’s existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council’s investment in those assets will reduce, along with the capacity to deliver services to the community.

The graph below sets out the Renewal required, the current and planned Renewal program and the accumulative Renewal backlog (or accumulated Asset Renewal Gap) arising from the programmed renewal being less than the required renewal. Renewal spending has been assisted through additional one-off Roads to Recovery funding from the Federal Government in 2015-16 and 2016-17.



At present, Council is similar to many municipalities in that it is presently unable to fully fund asset renewal requirements identified. While Council is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$0.66 million and \$11.29 million at the end of the period.

Backlog accumulated prior to 2015/16 has not been factored into the Strategic Resource Plan. It is expected that during the period from 2017/18 to 2020/21 the backlog will continue to increase much higher than was originally estimated in earlier Strategic Resource Plans. This may possibly occur as a consequence of the State Governments Rate Capping Policy although the exact impact will depend on Council's ability to continue to put aside specific funds for infrastructure renewal from the annual rates budget or through rate cap variation applications with the Essential Services Commission.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years:

Summary of funding sources					
Year	Total Capital Program \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	16,832	6,470	204	10,158	0
2017/18	18,280	6,720	202	10,599	759
2018/19	14,849	4,562	200	7,937	2,150
2019/20	15,377	3,724	200	8,853	2,600
2020/21	15,129	1,944	200	9,835	3,150

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. (See Section 11.2)

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 16 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	Budget processes	97
B	Non-capital Initiatives	99
C	Community Grants	100
D	Fees and Charges	103

Appendix A

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the annual budget during January and February.

The budget preparation has been brought forward to potentially allow for a rate variation application to be lodged with the Essential Services Commission. This has put significant pressure on Council staff to undertake a full and complete process within the required timeframes of the Local Government Act and the Essential Services Commission, although for 2017/18 dates the Minister has extended the date for final adoption of the budget to 31 August (if required).

A draft consolidated budget is then prepared and considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in mid-April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its internet web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including a public information session, talking with community groups, on-line surveys and info desks in the CBD.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June (31 August for 2017 only) and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Dec
2. Officers prepare operating and capital budgets	Jan/Mar
3. Councillors consider draft budgets at informal briefings	Mar/Apr
4. Application Lodged with ESC re rate Cap variation (if required)	3 Apr
5. Draft Budget submitted to Council for approval and Public notice advising intention to adopt budget	18 Apr
6. Budget available for public inspection and comment until	31 May
7. ESC advised of outcome from rate cap variation application (if applicable)	31 May
8. Submissions period closes (28 days)	31May
9. Submissions considered by Council	6 Jun
10. Budget and submissions presented to Council for adoption	19 Jun
11. Copy of adopted budget submitted to the Minister	30 Jun
12. Revised budget where a material change has arisen	Sep-Jun

Appendix B

Non-capital Initiatives

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Goal 1 - Community and Cultural Development			
Community Development			
Grampians Peak Trail Parks Victoria expenditure	3,068,046	-3,068,046	0
Volunteers Software Program	2,400		2,400
Youth Strategy	40,000		40,000
Early Years			
Early Activation Children's HUB Site	5,000		5,000
Early Years Integrated Services Governance Model Development	15,000		15,000
Health & Wellbeing			
Health Manager Data Base	40,000		40,000
Performing Arts			
ESM Inspections Town Hall 17/18 Year	25,000		25,000
Town Hall Accoustic Study	5,000		5,000
Town Hall Additional Maintenance Building 17/18	20,000		20,000
Town Hall Cables And Leads	4,500		4,500
Goal 2 - Sustaining the Economy			
Animal Mgt			
Animal Microchip Scanners	1,800		1,800
Building Services Regulatory			
ESM Compliance Works	20,000		20,000
Planning Services			
Heritage Advisor Part Time Consultancy	20,000		20,000
Municipal Strategic Statement Amendment	5,000		5,000
Goal 3 - Asset Management			
Building Asset Mgt			
Asbestos Auditing Additional 17/18	40,000		40,000
Building Assets Inspections 17/18	10,000		10,000
Council Properties 2nd Year Trainee Position	13,000		13,000
Locking Systems Council Buildings 17/18	15,000		15,000
Shop Front Enhancement and Shade Incentive Scheme	20,000	-20,000	0
Business Activities			
Livestock Exchange Detailed Design Roofing Selling Area	50,000	-50,000	0
Mgt & Admin			
Stormwater Drainage Condition Audit	40,000		40,000
Streetscapes & Public Conveniences			
CBD Revitalisation relocate powerlines underground	1,600,000	-1,600,000	0
Hazardous Tree Removal	20,000		20,000
Road Clearances Tree Clearing/Pruning	60,000		60,000
Southbank Street Lighting Replace Globes	33,000	-33,000	0
Stawell Rd entrance median safety 17/18	20,000		20,000
Town Entrances Streetscape Refurbishment	30,000		30,000
Urban Infrastructure			
Council Car Parks Lighting Change To Led	24,885	-24,885	0
Remove On-road Hazards To Cbd On Road Bike Paths	15,000		15,000
Grand Total	5,262,631	-4,795,931	466,700

Appendix C Community Grants

COMMUNITY GRANTS and DONATIONS FOR 2017/18			
		Council Donations \$	Council Grants \$
SPORT AND RECREATION			
Dock Lake Rec Reserve	Change water supply		3,000
Horsham & Dist Equestrian Sports Club	Roofing over decking		5,000
Horsham City Bowling Club	Replace shade coverings		2,140
Horsham Croquet Club	Laser levelling final contrib		4,000
Horsham Flying Club	Equipment		2,460
Horsham Golf Bowling Club	Improve water supply		975
Horsham Lawn Tennis Club	Equipment Lawn Mower		3,200
Horsham Squash Club	Protective Gear for Juniors		1,000
Kalimna Park Croquet Club	Laptop		500
Natimuk Golf Club	Spouting, water pump		2,300
Noradjuha Quantong Football Netball Club	Laptop		500
Toolondo Golf Club	Replacement tractor		5,000
Wimmera Kart Racing Club	Replace water tank and pump		2,000
Annual allocation to assist S&R funding applications		10,000	
- Hsm Motorcycle Infrastructure Grant		10,000	
Sport & Recreation Advisory Committee Contingency		2,000	
Rural Recreation Reserves Turf Maintenance Allocation			
Dock Lake		11,600	
Laharum		11,600	
Kalkee		5,800	
Pimpinio		5,800	
Quantong		11,600	
Riverside (equestrian outdoor surface)		500	
Noradjuha		500	
Natimuk Show Grounds		5,800	
Toolondo		500	
Coughlin Park - Day labour in lieu of cash		11,600	
Specific Donation - Horsham Basketball Stadium (lease)		15,500	
TOTAL FOR SPORTING/RECREATION CLUBS		102,800	32,075
HALLS			
Clear Lake Recreation Reserve	Toilets	515	
Other Rural Amenities open to public use	Toilets	2,500	
Dooen Public Hall	Kitchen Storage Cupboard		2,800
Hamilton Lamb Hall	Equipment - Sound System		1,798
Telangutuk East Hall	Fencing and Signage		4,746
Insurance and fire services levy for all Council Public Halls		15,000	
TOTAL FOR HALLS		18,015	9,344
KINDERGARTENS			
Green Park Kindergarten	Outdoor Drink Trough and Bubblers		2,130
Natimuk Rd Kindergarten	Shade sail pole protectors		792
Roberts Avenue Kindergarten	Replace activity tables and chairs		3,813
Maintenance Grants of \$810 for Council's 6 Kindergartens		4,860	
TOTAL FOR KINDERGARTENS		4,860	6,735

COMMUNITY GRANTS and DONATIONS FOR 2017/18			
		Council Donations \$	Council Grants \$
GENERAL WELFARE/COMMUNITY SERVICES			
Horsham College Chaplaincy Committee		5,350	
Christian Emergency Food Centre	Hampers	2,180	
Christian Emergency Food Centre	Defibrillator	3,325	
Wimmera River Improvement Committee		7,800	
Wimmera River Improvement Committee Police Paddock		2,300	
Wimmera Toy Library	Toys for new Hub	1,500	
TOTAL FOR WELFARE/COMMUNITY SERVICES		22,455	0
ORGANISATIONS			
3rd Horsham Brownie Guides	Oven		850
Australian Breastfeeding Assoc	4 Training Days in Hsm tied to Trainer		1,400
Arapiles Historical Society	Air lock for archive room		3,773
Brimpaen Rural Fire Brigade	Production of History Book		2,000
Care for Participation	3 Womens Migrant workshops		2,000
City of Horsham Lions Club	Upgrade kitchen in clubrooms		3,000
Grampians Core Alliance	Leaders Breakfast Cultural Change against women, tied to speaker		3,000
Horsham Agricultural Society	Repairs Wilson Bolton Pavilion		5,000
Horsham & Dist Community FM Radio	Portable Transportation for outdoor equipment		1,752
Horsham College - Alternate Programs	Breakfast program		700
Horsham Community House	Shade Sails		5,564
Horsham Dog Obedience Club	Training equipment		1,400
Horsham Fire Brigade	Landscaping		1,000
Horsham Historical Society	Feasibility study Hsm Museum		10,000
Horsham Lions Club	Split system air conditioning		3,000
Horsham Regional Arts Assoc	Training ArtsAtlas		1,000
Horsham Spinners and Weavers	Display case for wool tapestry		1,000
Horsham Urban Landcare	Lap Tap, portable Shade		1,000
Horsham Salvation Army	Enhance Community Garden		9,665
Makers Gallery & Studio Inc	Chairs and display equipment		910
Natimuk Community Centre NC2	Blinds on back porch		2,500
Natimuk Farmers Market Plus	Gas compliance for bbq trailer		3,000
OASIS Wimmera	Program support		1,600
Pimpinio Cemetery Trust	Heritage and history information board		1,000
U3A Horsham & District	Program support		550
Wimmera Mobility Group	Excursion support		500
Wimmera Pride Project	Seed Funding mentoring		5,000
Wimmera Association for Geneology Inc	Program support	300	
Wimmera Association for Geneology Inc	Split system air conditioning		3,691
Wimmera Southern Mallee LLEN	Lets Read Resources		4,500
Wurega Aboriginal Corporation	Indigenous Femal Workshops		1,000
Voices of the Wimmera	Program support		1,500
Horsham City Pipe Band	Support of council events	1,660	
Horsham Rural City Brass Band	Support of council events	1,660	
Natimuk Brass Band	Support of council events	1,660	
Wonwondah North Hall	Newsletter	200	
North West Grampians Newsletter	Newsletter	1,440	
Natimuk and District Progress Association	Program support	1,140	
Dadswells Bridge - support of newsletter	Newsletter	200	
Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)		9,215	
Longerenong Citizenship Prize		300	
Federation Uni Hsm Campus, Nursing Achievement Award		300	
Horsham Secondary College Senior Achievement Award		200	
St Brigid's College Snr Achievement Award		200	
General Contingency			2,500
TOTAL FOR ORGANISATIONS		18,475	85,355

COMMUNITY GRANTS and DONATIONS FOR 2017/18			
		Council Donations \$	Council Grants \$
EVENTS			
Art Is			6,700
Act Nati Frinj Biennial			6,700
Business Hsm	Speakers		1,777
Horsham Arts Council	Marketing/Promotion for RENT		3,000
Horsham & District Orchid Society			600
Horsham Calisthenics College	Tied to Trophies		1,000
Horsham Christian Ministers Association Inc	Carols by Candlelight	3,500	
Horsham Fishing Competition	General Support not event manager		5,000
Horsham Mother's Day Classic			1,000
Horsham Rockers Inc.			2,200
Horsham Spring Garden Festival	Tied to speaker		3,500
Kannamaroo Committee of Management			4,000
Northfest family fun festival			3,400
North West Grampians Lions Club of Horsham	Scones performance tied to speaker		1,000
Natimuk Community Energy	Inaugural Wimmera Sustainability Feasibility		5,000
Tri Horsham	Equipment for Triathlon		500
Tri State Games Committee			5,000
Wimmera Rockers Danceworld			2,200
Wimmera and Southern Mallee Careers Expo			1,800
TOTAL FOR EVENTS		3,500	54,377
SUB TOTAL COMMUNITY GRANT AND DONATIONS 2017/2018		170,105	187,886
TOTAL COMMUNITY GRANT AND DONATIONS 2017/2018			357,991

Appendix D
Fees and Charges Schedules

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2017/18 year.

	Lease Period	Charge Frequency	Adopted Charge 2016/17	Proposed Charge 2017/18	YEAR LAST INCREASED
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.					
<u>REGIONAL LIVESTOCK EXCHANGE</u>					
Associated agents general fee		Annual	59,000.00	60,700.00	2016/17
Truck wash-	Purchase Avdata Key		40.00	40.00	2010/11
	Occasional users - tray trucks/trailers	per 3 mins	7.20	7.20	2014/15
		min charge 3 mins			
	Coin in the slot	2 minutes	2.00	2.00	2002/03
	Occasional users - semi-trailers		20.00	20.00	2010/11
General Sale Dues as Follows :-					
	Cattle (not bulls)	Per Head/Day	11.50	12.00	2016/17
	Bulls	Per Head/Day	11.50	12.00	2016/17
	Calves	Per Head/Day	4.30	4.50	2016/17
	Sheep	Per Head/Day	0.75	0.78	2016/17
	Goats	Per Head/Day	0.75	0.78	2016/17
Note: For Private Sales, General Sales Dues apply.					
Note: Additional Fee for Mob Selling pending if applicable.					
Holding Fees					
Every person who rents or uses pens or other accommodation for cattle for any purpose other than the sale of cattle at any market provided by the Council, for any of the following :-					
	Sheep	Per Head/Day	0.28	0.29	2016/17
	Goats	Per Head/Day	0.28	0.29	2016/17
	Cattle	Per Head/Day	3.30	3.40	2016/17
Weighing Fee					
	Cattle (Other than for sale)	Per Head	5.40	5.60	2016/17
Holding Paddock Fee					
	sheep and lambs	Per Head/Day	0.28	0.29	2016/17
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	30.00	31.00	2016/17
Eartagging					
		Per Head	30.00	31.00	2016/17

	Lease Period	Charge Frequency	Adopted Charge 2016/17	Proposed Charge 2017/18	YEAR LAST INCREASED
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.					
CITY OVAL =====					
Ground Rentals					
Horsham Cricket Association (For cricket season)		Annual	5,100.00	5,250.00	2016/17
Horsham Football Club		Annual	10,000.00	10,300.00	2016/17
Horsham District Football League Wimmera Football League	Ord Final Ord Final	Charge now levied by Recreation Reserve Committee of Management			
Horsham District Football League Wimmera Football League	Grand Final Grand Final		3,000.00 3,000.00	3,000.00 3,000.00	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	180.00	185.00	2016/17
Cricket Season		F/night	80.00	82.50	2016/17
Other bodies using facilities by arrangement		Each time	180.00	185.00	2016/17
Horsham Recreation Reserve Committee of Management sets and retains casual hiring fees					
Advertising on Ground Fence (Paid to Committee of Management)					
RESIDENCES =====					
Botanic Gardens (rental set at market value)		Weekly	220.00	230.00	2016/17
AERODROME =====					
Hangar Site Rental - Non Commercial (as per current lease 3.0% increase)		Annual	788.09	811.73	2016/17
Hangar Site Rental - Commercial (as per current lease 3.0% increase)		Annual	1,313.47	1,352.87	2016/17
Refuelling rights (Air BP) - as per current lease 3.0% increase		Annual	1,940.34	1,998.54	2016/17
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	435.00	450.00	2016/17
Air Ambulance Victoria		Annual	1,740.00	1,800.00	2016/17
Horsham Flying Club		Annual	870.00	900.00	2016/17
Horsham Aviation Services		Annual	1,367.06	1,414.20	2016/17
Stewart Aviation		Annual	4,350.00	4,500.00	2016/17
Horsham Aero Club		Annual	870.00	900.00	2016/17
Regular non-hangar site user fee		Annual	190.00	200.00	2016/17
Occasional Landing Fee		Intermittent	15.00	15.00	2010/11

NOTE: All charges listed do not include gst unless otherwise stated.

MECHANICS INSTITUTE

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Historical Society Rooms	1/1/2016 - 30/12/2018	Annual	245.00	255.00	2016/17
Legacy Rooms	1/1/2016 - 30/12/2018	Annual	2,380.00	2,480.00	2016/17
Genealogy Society	1/1/2016 - 30/12/2018	Annual	215.00	225.00	2016/17

COMMERCIAL PROPERTIES

=====

Horsham Basketball Stadium					
Horsham Amateur Basketball Association	new lease being finalised	Annual	15,500.00	8,000.00	2007/08
WRLC Mclachlan St - Mibus Centre		Annual	9,850.00	10,250.00	2016/17
The Makers' Gallery & Studio	new lease being finalised	Annual	2,746.36	2,830.00	2016/17
Roberts Ave -Old Police Station					
- Booking Agency	new lease being finalised	Monthly	240.00	250.00	2016/17
- Lapidary Club	1/3/2016 - 28/2/2021	Annual	225.00	235.00	2016/17
-Community Radio Station#	new lease being finalised	Annual	240.00	250.00	2016/17
-Wimmera Hearing Society	1/3/2016 - 28/2/2021	Annual	860.00	895.00	2016/17

#in addition Community Radio Station also pay rates of approx. \$410

COMMERCIAL PROPERTIES continued

=====

Main Street Shops - total rental revenue (managed by Horsham Real Estate)			168,312.48		
Other premises					
* Properties managed by Horsham Real Estate. Commercial properties shown as GST inclusive.					
43 Firebrace Street -Art Is occupy small area and pay rental		Annual	830.00	860.00	2016/17
45 Firebrace Street - Horsham PAWS		Monthly	800.00	830.00	new 12/13
Art Is occupation not covered by formal lease					
Notice Board - Horsham & District Funerals		Annual	65.00	70.00	2016/17
Notice Board- Wimmera Funerals		Annual	65.00	70.00	2016/17

BURNT CREEK INDUSTRIAL ESTATE

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For agistment purposes (approx 90 ha, Lease fixed to 30/6/2015, HRLE)	Annual	new lease		new lease	2012/13
Lease of Real Estate - Lot 7 Burnt Creek Dve (approx. 1.45 ha - exp 12/17)	Annual		15,592.00	15,592.00	2016/17

*cpi adjustment every 2 years

HORSHAM ENTERPRISE ESTATE

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For agistment purposes (approx 40 ha, Lease fixed to 30/6/2015, Kenny Rd)	Annual	new lease		new lease	2012/13
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Lease
Period
Charge
FrequencyAdopted
Charge
2016/17
Proposed
Charge
2017/18**NOTE: All charges listed do not include gst unless otherwise stated.****OTHER PROPERTIES**

Miscellaneous Rental - Annual Fee

Grazing Licence Rental over allotment N of 159A Bungallally (approx. 14 ha) 385.00 400.00 2016/17

Grazing Licence Rental over allotments adj 195B, 195C Bung. (approx 5 ha) 235.00 245.00 2016/17

Lease of Dam Site (C/A 249A) NW Corner allot 249 Vectis East (0.82 ha) 100.00 105.00 2016/17

NC2 Multipurpose Room rental

Group A Daily 160.00 165.00 2016/17

- Businesses, government agencies Half Day 85.00 90.00 2016/17

and other users Nightly 55.00 60.00 2016/17

Group B Daily 55.00 60.00 2016/17

- Not-for-profit community groups Half Day 27.50 30.00 2016/17

and Natimuk businesses Nightly 11.00 12.00 2016/17

BUILDING AND ASSET MANAGEMENT

Council System Key - Key issue Each 37.00 40.00 new 16/17

Council Lock System – Change of Locks. Plus 20% Administration Fee. Each At Cost At cost new 16/17

Building and Asset Management Administration Fee. Plus costs. Each 65.00 70.00 new 16/17

Contractor Induction (Single Department) Each 35.00 37.50 new 16/17

Contractor Induction (Multiple Departments) Each 60.00 65.00 new 16/17

Replacement Induction Card Each 20.00 22.00 new 16/17

Security Alarm Response (False Alarm / Accidental Activation) Each 70.00 75.00 new 16/17

Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% admin Each At Cost At cost new 16/17

DOG/CAT CONTROL

Dog/Cat Fees to be set for year commencing 10th April, 2018

Dogs over three months - Entire Annual 120.00 126.00 2016/17

- Desexed/Microchipped/Over 10 yrs Annual 40.00 42.00 2016/17

- Working Annual 40.00 42.00 2016/17

Pensioner Concession - Entire Annual 60.00 63.00 2016/17

- Desexed/Microchipped/Over 10 yrs Annual 20.00 21.00 2016/17

- Working Annual 20.00 21.00 2016/17

Cats over three months - Entire Annual 120.00 126.00 2016/17

- Desexed/Microchipped/Over 10 yrs Annual 40.00 42.00 2016/17

Pensioner Concession - Entire Annual 60.00 63.00 2016/17

- Desexed/Microchipped/Over 10 yrs Annual 20.00 21.00 2016/17

Dog – Dangerous. If first registered in municipality after 1 July 2016. Annual 200.00 210.00 new 16/17

Dog – Restricted Breed. If first registered in municipality after 1 July 2016. Annual 200.00 210.00 new 16/17

Replacement registration tag for dogs and cats. First Replacement Only. Each 0.00 0.00 new 16/17

Replacement registration tag for dogs and cats. Subsequent Replacement. Each 15.00 15.00 new 16/17

Registration tag for dogs and cats not required to be registered in the Each 15.00 15.00 new 16/17

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

Desexed Dogs/Cats.

Dogs/Cats over 10 years old.

Dogs kept for working stock.

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

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

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

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

The maximum fee must be three times the reduced fee.

Lease Period	Charge Frequency	Adopted Charge 2016/17	Proposed Charge 2017/18	YEAR LAST INCREASED
NOTE: All charges listed do not include gst unless otherwise stated.				
DOG/CAT CONTROL (cont)				
=====				
Pound - First release fee - Dog/Cat During Normal Working Hours (One per 2-year period - does not apply if dog is involved in attack)		0.00	0.00	2012/13
Pound - First release fee - Dog/Cat Outside Normal Working Hours		90.00	95.00	2016/17
Pound - Second release fee - Dog/Cat		90.00	95.00	2016/17
Pound - Third and subsequent release fee - Dog/Cat		120.00	200.00	2016/17
Additional release fee if dog involved in attack		125.00	135.00	2016/17
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)		0.00	0.00	new 12/13
Daily feeding and cleaning charges - Per weekday after first 24 hours	per day	24.00	25.00	2016/17
Daily feeding and cleaning charges - Per weekend/public holiday	per day	48.00	50.00	2016/17
Additional charge if animal is required to be kept in quarantine at Pound.	per day	27.00	28.00	new 16/17
Additional charge if animal is required to be kept in quarantine with Veterinarian. Plus 30% administration and transport fee.	per day	At cost	At cost	new 16/17
Surrendered Animal - If animal surrendered to Pound.	Each	35.00	35.00	new 16/17
Surrendered Animal - If animal found at large and subsequently surrendered.	Each	75.00	80.00	new 16/17
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.		At cost	At cost	new 16/17
Transport Costs to deliver and retrieve animal from Veterinarian.	Each	25.00	27.50	new 16/17
Hire Charge – Cat Trap (Each). First two weeks.	Two Weeks	0.00	0.00	new 16/17
Hire Charge – Cat Trap (Each). After first two weeks.	Week	15.00	15.00	new 16/17
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	25.00	30.00	new 16/17
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Two Weeks	0.00	0.00	new 16/17
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Week	15.00	17.50	new 16/17
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	25.00	30.00	new 16/17
Registration/Renewal of a Domestic Animal Business. (\$10.00 of fee paid to Bureau of Animal Welfare)		250.00	260.00	2016/17
PARKING CONTROL				
=====				
Parking Fines (Set by Act)				
Expired Meter (Minimum \$28 Maximum \$70)*		55.00	65.00	2012/13
On a footpath, etc. (Set by Act) [#]		93.00	95.00#	2015/16
No Stopping Area (Set by Act) [#]		156.00	160.00#	2015/16
* Council may set a fee of b/n 0.2 & 0.5 Penalty Units [#] estimated amount - to increase with CPI				
Parking Meter Charges				
*includes GST	Per hour	*1.00	*1.00	2011/12
Allocated on Street Car Parking Fee (per Bay)	Monthly	100.00	100.00	2014/15
Low cost all-day parking	Per day	*1.00	*2.00	new 14/15
Parking Bay Closed Off / Not Available.	Per day.	25.00	25.00	new 16/17
Hire charge – Traffic Cones. Bond may be required.		7.00	7.00	new 16/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation Per cone		0.00	0.00	new 16/17

Lease
Period Charge
Frequency

Adopted
Charge
2016/17 Proposed
Charge
2017/18

NOTE: All charges listed do not include gst unless otherwise stated.

HEALTH FEES

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Food Premises

*Class One - Premises - Base fee	Annual	365.00	380.00	2016/17
*Class Two - Premises - Base fee	Annual	365.00	380.00	2016/17
Full time equivalent employees - greater than 5	Each	32.00	33.00	2016/17
Class Two Accommodation Meals (B&B)	Annual	120.00	125.00	2016/17
Class Two - School Canteens	Annual	33.00	35.00	2016/17
Class Two - Food Vehicle	Annual	270.00	280.00	2016/17
Class Two - Community Group (unlimited events)/Low volume home caterer	Annual	85.00	90.00	2016/17
Class Two - Temporary Event	Each	45.00	50.00	2016/17
Class Three - Premises	Annual	240.00	250.00	2016/17
Class Three - Accommodation Meals (B&B)	Annual	100.00	105.00	2016/17
Class Three - Community Group (unlimited events)/Low volume home caterer	Annual	80.00	85.00	2016/17
Class Three - Food Vehicle	Annual	240.00	250.00	2016/17
Class Three - Temporary Event	Each	35.00	40.00	2016/17

Health Premises

Registered premises - Annual	Annual	270.00	280.00	2016/17
Registered premises - Ongoing Initial	Ongoing/Each	270.00	280.00	new 16/17
Registered premises - Ongoing Renewal	Ongoing/Each	80.00	85.00	new 16/17
Registered premises - Ongoing Transfer	Each	110.00	115.00	new 16/17
Accommodation	Annual	270.00	280.00	2016/17

***Maximum fee**

3,250.00 3,400.00 2016/17

Transfer of Registration

50% of full fee

Late Fees

After 31 December each year 10% of the full fee is added.

Septic Tank Fees

Permit to Instal	Each	440.00	460.00	2016/17
Permit to Alter	Each	220.00	230.00	2016/17
Permit Extension / Amend Permit	Each	55.00	60.00	2016/17

Service Fee

Inspection by request	Per hour	115.00	120.00	2016/17
Influenza vaccinations	Per dose	20.00	20.00	new 14/15

AGED & COMMUNITY CARE

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Meals on Wheels - Horsham	Per Meal	10.00	10.00	2013/14
Meals on Wheels - Natimuk	Per Meal	10.00	10.00	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

Lease Period	Charge Frequency
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NOTE: All charges listed do not include gst unless otherwise stated.

PLANNING

Extension of time to Planning Permit		110.00	115.00	2016/17
Extension of time to Planning Permit - Second Extension		190.00	200.00	new 16/17
Extension of time to Planning Permit - Third and Subsequent Extensions		260.00	270.00	new 16/17
Secondary consent for Planning Permits		110.00	115.00	2016/17
Secondary Consent for Planning Permit - Major. Plus \$30 Application Fee		260.00	270.00	new 16/17
Amendment to Planning Permit Not Otherwise Listed		150.00	155.00	new 16/17
Planning Permit history		120.00	127.50	2016/17
Notice of Planning Permit - Application in newspaper		190.00	195.00	2016/17
Placing of Planning Permit Application notice on-site		105.00	107.50	2016/17
Notice of Planning Permit - By mail. If more than ten letters must be sent.	Per letter	5.70	6.00	new 16/17
Copy of Title and Title Plan		42.00	43.00	2016/17
Copy of Covenant/Section 173		27.50	29.50	2016/17
Permit Administration Fee. Additional Fee for all Planning Permit Applications.		30.00	32.00	new 16/17
Other Application Administration Fee. Additional fee applies to Certification/Subdivision; Planning Enforcement; Planning Approvals / Consents (where Permit not required); Planning Scheme Amendments; General Enquiry / Pre-Planning Application / Planning Information; Liquor Licence Application.		20.00	21.00	new 16/17
Inspection Fee		140.00	145.00	new 16/17
Matters of Consent. Where the Planning Scheme specifies that a matter must to be done to the satisfaction of the responsible authority or for approval where no Planning Permit is required. Plus \$30 Permit Administration Fee		127.00	132.00	2016/17
Application for Council signing & sealing of Section 173 agreement		270.00	280.00	2016/17
Request for Planning Information in writing		67.50	70.00	2016/17
Specialist Advice. Where Council is required to obtain specialist advice to assess a Permit or other application. Plus 20% administration fee.		At cost	At cost	new 16/17

NOTE: All charges listed do not include gst unless otherwise stated.

RECREATION RENTALS

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Baillie St.

Description	Lease Period	Charge Frequency	Adopted Charge 2016/17	Proposed Charge 2017/18	YEAR LAST INCREASED
Girl Guides Facilities	1/1/2016 - 30/12/2020	Annual	240.00	104.00	2016/17
Scouts Facilities	1/1/2016 - 30/12/2020	Annual	240.00	104.00	2016/17
Kalimna Park Croquet Club	1/1/2016 - 30/12/2020	Annual	240.00	104.00	2016/17

Racecourse Reserve

Horsham & District Racing Club Lease from 1/10/2015		Annual	6,075.19	cpi adjust	2016/17
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Horsham West Ladies Bowling Club	no formal lease	Annual	215.00	225.00	2016/17
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Botanic Gardens

Horsham Croquet Club	1.12.39-Indefinite	Annual	240.00	250.00	2016/17
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SUNDRY CHARGES

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Weddings at Gardens - Hire Charge	GST inclusive	Each Time	70.00	75.00	2016/17
Booking fee for wedding photographs	GST inclusive		70.00	75.00	2016/17

Emergency Bore Water Charge

- all water in excess of 20,000 KL per year - \$1.00 per additional KL			1.00	1.00	2009/10
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Community Local Law No. 3

Permit to Burn		each permit	35.00	40.00	2016/17
Permit to collect firewood from Council road/place		each permit	17.50	20.00	2016/17
Permit to display vehicle or goods for sale		each permit	135.00	140.00	2016/17
Footpath Advertising Permit			135.00	140.00	2016/17
Footpath Display Table Permit			135.00	140.00	2016/17
Footpath Table & Chairs Permit - per chairs - unlicensed premise			20.00	22.00	2016/17
Footpath Table & Chairs Permit - per chairs - licenced premise			40.00	43.00	2016/17
Hazard and Unslightly Property Clean Up by Contractor - Council Administration Fee. Plus costs associated with clean up and removal. Failure to adhere to Clean Up or Unsightly Property Notice.		Each	250.00	260.00	new 16/17
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	250.00	260.00	new 16/17
Permit Administration Fee		Each		10.00	New 17/18

Refer to Appendix 'A' 'Schedule of Application for Local Law Permit Fees' for further permit fees applicable

Car parking offstreet in lieu of spaces		Space	8,500.00	8,750.00	2016/17
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Road Opening Fees & Re-Instatement Charges

Permit Fee			60.00	60.00	2015/16
Opening Gravelled Surface		per sq m	45.00	50.00	2016/17
Opening Bitumen or Concrete Footpath		per sq m	70.00	75.00	2016/17
Opening Removal of Kerb & Channel		per m	70.00	75.00	2016/17
Opening Sealed Roadways		per sq m	80.00	85.00	2016/17
Opening Tap into Stormwater drain		Permit Fee	50.00	55.00	2016/17
Boring Boring Under Road (No disturbance to pavement)		Permit Fee	65.00	70.00	2016/17
Vehicle Construction of Kerb Crossing - permit fee		Permit Fee	75.00	80.00	2016/17

Crossings

Public Authorities	Ruling charges as varied from time to time by MAV		To Be Advised	To Be Advised	
Special Work	Minimum Charge Road closure, etc.		45.00	45.00	

NOTE: All charges listed do not include gst unless otherwise stated.

SUNDRY CHARGES

			Adopted Charge 2016/17	Proposed Charge 2017/18	YEAR LAST INCREASED
SUNDRY CHARGES					
=====					
Builders Footpath Repair & Crossing Deposit (Fixed as per Local Law No. 3)			700.00	700.00	2011/12
Building Services					
As per Building Dept Fees & Charges Schedule - refer Appendix 'B'					
Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific					
Drainage Headworks Levy					
- per hectare - Urban areas			17,700.00	18,250.00	2016/17
- per hectare - Rural Residential Areas*			17,700.00	18,250.00	2016/17
*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		45.00	47.50	2016/17
-2nd Offence	each time		110.00	115.00	2016/17
-3rd & Subsequent Offences	each time		210.00	220.00	2016/17
2.17 & 6.6 (b) Shopping Trolleys					
Impounding Release fee plus removal costs	each trolley		105.00	110.00	2016/17
Impounded abandoned vehicles release fee plus costs	each vehicle		210.00	220.00	2016/17
Impounded release fee - other	each item		110.00	115.00	2016/17
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)			250.00	260.00	2016/17
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		7.00	8.00	new 16/17
Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company.	Each		16.00	17.50	new 16/17
Regulatory Services Administration Fee. Plus costs.	Each		65.00	70.00	new 16/17
Photocopying Charge - per copy					
A4	BW/Colour	*0.55/*0.60		*0.60/*0.65	2016/17
A3	BW/Colour	*0.65/*0.70		*0.70/*0.75	2016/17
A2	BW/Colour	*7.50/*8.00		*8.00/*8.50	2016/17
A1	BW/Colour	*12.00/*13.00		*13.00/*14.00	2016/17
A0	BW/Colour	*18.00/*19.00		*19.00/*20.00	2016/17
*includes GST					
Provision of sales data to Valuers and Real Estate Agents:-					
Urban & Rural	per property		0.75	0.80	2016/17
Rural Only	per property		0.90	0.95	2016/17

Lease
Period

Charge
Frequency

Adopted
Charge
2016/17

Proposed
Charge
2017/18

YEAR
LAST
INCREASED

NOTE: All charges listed do not include gst unless otherwise stated.

WASTE MANAGEMENT FEES

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* All waste management fees listed include GST

TRANSFER STATIONS AND RURAL LANDFILLS

WASTE ITEM

CHARGE

UNIT

General Waste

Car Boot/240 litre bin	Min. charge	13.00	13.50	2015/16
6 x 4 Trailer, Utility	(approx 1m3)	19.50	20.00	2015/16
6 x 4 Trailer with sides	(approx 1.5m3)	29.25	30.00	2015/16
Tandem Trailer	2m3	39.00	40.00	2015/16
Light Trucks	3m3	58.50	60.00	2015/16
Builders Waste/Concrete/Spoil				
-If dumped at Transfer Station \$150.70* per m3 plus \$11.00* per m3 cartage to Dooen - maximum 3 x m3 = \$485.10				
Dead Animals - per carcass		18.00	19.00	2014/15

Green Waste (Sorted-Clean)

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

Recyclables

Paper / Cardboard / Polystyrene	}	free if sorted		
Bottles / Glass / Cans				
Steel/W. Goods/Fencing/Tanks				
Car Batteries		No charge	No charge	
Car Bodies		No charge	No charge	
Empty Gas Cylinders		No charge	No charge	
Mattresses (Single)		15.00	15.00	2014/15
Mattresses (Double or larger)		30.00	30.00	2014/15
Light Tyres		24.00	24.00	2014/15
Heavy Tyres		42.00	42.00	2014/15
Heavy Tyres (Truck)		77.50	77.50	2014/15
Heavy Tyres (Tractor, etc)		165.00	165.00	2014/15
Waste Oil (non-commercial only)		No charge	No charge	
T.V. (monitor) screens, etc.		No charge	No charge	
Chemical Drums (must be triple rinsed)		No charge	No charge	

Sale of chipped greenwaste (if available)

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

Commercial Waste

Large loads not accepted

Asbestos Waste

Not Accepted

Builders Waste/Concrete/Spoil

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

Builders Waste/Concrete/Spoil

If dumped at Transfer Station **150.70*** per m3 plus \$11.00* per m3 cartage to Dooen = **161.70/m3** (ie. For 3 x m3 = **\$485.10**)

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

Lease
Period

Charge
Frequency

Adopted
Charge
2016/17

Proposed
Charge
2017/18

YEAR
LAST
INCREASED

NOTE: All charges listed do not include gst unless otherwise stated.

WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2016/17)

=====

DOOEN LANDFILL

*** All waste management fees listed include GST**

(Based on EPA Landfill levies of **\$31.09** per tonne for Municipal and \$55.50 per tonne for Industrial/Commercial waste, **\$70.00** per tonne for Low Level Contaminated Waste and **\$30.00** for Asbestos)

WASTE ITEM

CHARGE
UNIT

General Waste

Not accepted unless by arrangement - use Transfer Station

All Loads (Min. 3 tonne)

Min 3.0 tonne

363.00

368.40

2015/16

Excess above 3.0 tonne

tonne

121.00

122.80

2015/16

Green Waste (Sorted) & Recyclables

Not accepted - use Transfer Station

Putrescible Waste

Municipal - other Councils within waste group area

tonne

121.00

122.80

2015/16

Municipal - other Councils outside waste group area

tonne

148.50

150.70

new 16/17

HRCC

110.00

111.65

2015/16

Hard Waste

(Builders Rubble, etc.)

tonne

148.50

150.70

2015/16

Commercial Waste

(From approved Commercial Waste Operators)

tonne

148.50

150.70

2015/16

Clean Filling

(Suitable for Landfill cover)

tonne

7.70

7.70

2010/11

Chipped Hardwaste suitable for daily cover

tonne

45.20

new 17/18

Sheepskins

tonne

65.00

65.00

2015/16

Dead Sheep

each carcass

9.00

9.50

2015/16

Animal Carcass

(Larger than sheep)

each carcass

18.00

19.00

2015/16

Clean Concrete

(Suitable for crushing)

tonne

5.00

5.00

2008/09

Asbestos

(Only accepted with EPA approval)

tonne

236.50

247.50

2015/16

Grain Waste

(GMO waste DNRE approval needed)

tonne

148.50

150.70

2015/16

Low Level Contaminated Soil (Cat. C)

tonne

213.40

247.50

2015/16

Sale of Crushed Concrete (subject to availability)

Non Council

tonne

2010/11

Council

tonne

12.00

12.00

2010/11

Approved Contributing Recyclers

tonne

2010/11

Building Control Fees and Charges

(Valid from 1 July 2017 to 30 June 2018) (All fees plus GST)

Description	Unit	Fee
<u>Domestic Building Work (Class 1 and 10)</u>		
Works valued less than \$5,000	Each	\$420.00
<u>New Dwelling, Extension, Alterations</u>		
Value of Works: \$5,001 to \$10,000	Each	\$570.00
Value of Works: \$10,001 to \$20,000	Each	\$730.00
Value of Works: \$20,001 to \$50,000	Each	\$940.00
Value of Works: \$50,001 to \$100,000	Each	\$1,260.00
Value of Works: \$100,001 to \$150,000	Each	\$1,570.00
Value of Works: \$150,001 to \$200,000	Each	\$1,890.00
Value of Works: \$200,001 to \$250,000*	Each	\$2,250.00
Value of Works: \$250,001 to \$300,000 *	Each	\$2,570.00
Value of Works: \$300,001 to \$350,000*	Each	\$2,880.00
Value of Works: above \$350,000*	Each	Maximum \$3,100.00
* Excludes work performed by a Registered Builder		
<u>Owner / Applicants Engaging a Registered Building Practitioner (New Dwellings / Extensions Only)</u>		
Value of Works \$200,001 to \$340,000	Each	\$1,890.00
Value of Works \$340,001 to \$550,000	Each	\$2,100.00
Value of Works above \$550,000	Each	Maximum \$2,600.00
<u>Miscellaneous Approvals</u>		
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	\$630.00
Swimming Pool (Fence Only)	Each	\$260.00
Swimming Pool and All Fences	Each	\$470.00
Restumping (Work must be performed by a Registered Builder)	Each	\$650.00
Re-erection of Dwelling (Resiting)	Each	\$1,180.00
Demolish / Remove Building	Each	\$520.00
<u>Commercial Building Work (Class 2-9)</u>		
<u>New Building, Extension, Alterations</u>		
Value of Works up to \$10,000	Each	\$730.00
Value of Works \$10,001 to \$50,000	Each	\$940.00
Value of Works \$50,001 to \$100,000	Each	\$1,360.00
Value of Works \$100,001 to \$150,000	Each	\$1,830.00
Value of Works \$150,001 to \$200,000	Each	\$2,250.00
Value of Works \$200,001 to \$250,000	Each	\$2,670.00
Value of Works \$250,001 to \$300,000	Each	\$3,100.00
Value of Works \$300,001 to \$500,000	Each	\$3,570.00
Value of Works above \$500,000 or (negotiated with Council)	Each	(Value of works ÷ 150)
Community Group (Not-For Profit) Building Works	Discount	(Value of works x 50%)
<i>(Discount on Permit fees only. State Government Levy still applies)</i>		

APPENDIX 10.2B

Description	Unit	Fee
Minor Works <i>(Refurbishment, Fit Out, Change of Use, Essential Safety Measure, Minor Alterations)</i>	Each	\$710.00
Demolish / Remove Building		\$630.00
<u>Levies / Bonds</u>		
Building Administration Fund Levy (State Levy) <i>(Applies to all building work over \$10,000)</i>	Each	(Value of works x 0.00128)
Bond / Guarantee for Re-erection of buildings	The lesser of the cost of the building work or \$5,000	
Council Infrastructure (Asset) Protection Deposit <i>(Fee amount set by Local Law)</i>	Each	\$700.00
<u>Inspections</u>		
Additional / Other / Miscellaneous Inspection <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	\$150.00
Inspections for Private Building Surveyors <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	\$260.00
<u>Illegal / Unapproved Building Work</u>		
Consideration of Approval of Illegal or Unapproved Building Work	Each	(Cost of Building Permit + 50%)
<u>Report and Consent</u>		
Application for Report and Consent <i>(To build over an Easement vested in Council)</i> <i>(Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)</i>		As per prescribed fee
Application for Report and Consent <i>(Regulation 610 – Location of Point of Stormwater Discharge)</i>		As per prescribed fee
Application for Report and Consent <i>(Section 29a – Demolition of Building)</i>		As per prescribed fee
<u>Request for Information</u>		
Requests for information (Property Information Requests) <i>(Pursuant to regulation 326(1), 326(2) and 326(3))</i>		As per prescribed fee
Request for Professional Advice / Consultation <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	\$160.00
<u>File Retrieval / Search</u>		
File Retrieval – Minor Document <i>(For example, Copy of Building / Occupancy Permit/ Plans)</i>	Each	\$10.00 (+ photocopying)
File Retrieval / Search <i>(for example, Permit History)</i>	Each	\$70.00 (+ photocopying)
<u>Amended Building Permit</u>		
Amended Building Permit – Minor Alterations	Each	\$90.00
Amended Building Permit – Major Alterations <i>(Plus any additional inspections)</i>	Each	\$170.00
Extension of Time to Building Permit – Amended Permit Required	Each	\$150.00
Amended Plans <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	\$160.00

APPENDIX 10.2B

Description	Unit	Fee
<u>Refunds</u>		
Withdrawn Application – Permit Lodged Not Yet Assessed	Each	\$270.00 retained
Withdrawn Application – Permit Assessed Not Yet Issued <i>(Minimum \$370.00 retained)</i>	Each	(Value of fees x 30%) retained
Permit Cancellation – After Permit Issued <i>(Refund only for inspections not carried out, based on inspection fee at time of cancellation)</i>	Each	Permit Fees Retained
Permit Cancellation – After Permit Expired	Each	No Refund
<u>Lodgement Fee</u>		
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (Lodged via hard copy / email / facsimile)</i>		As per prescribed fee
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (Lodged wholly online via Greenlight only)</i>		\$10.00
<u>Events</u>		
Place of Public Entertainment (POPE) Occupancy Permit		\$375.00
Temporary Siting Approval or Temporary Structure Inspection		\$240.00
Event Consideration, Notification, and Approval - No Permit Required		\$10.00

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

Local Laws

General Fees and Charges

Clause	Description	Cost	Area
Street Activities Permits			
2.26(g)	Permit to Busk	\$0	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Non-Profit Organisation)	\$0	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Other Organisations)	\$45	PE
2.7	Permit to Work on a Vehicle on a Road or Public Place	\$45	PE
2.2(f)	Permit to Place a Bulk Rubbish Container (<i>Skip Bin</i>)	\$70	PE
3.10	Permit to Camp in a Public Place (<i>includes camping in a tent, caravan, car, or any other temporary structure</i>)	\$0	PE
2.29	Permit to Play Amplified Music or Sound on a Road or in a Public Place	\$70	CS
2.27	Permit to Leave a Trailer or Caravan for more than Seven Days	\$45	PE
2.26(i)	Permit to Conduct a Circus, Carnival, or other Similar Event	\$70	TS
2.26(h)	Permit to Conduct a Street Party or Festival	\$45	TS
2.26(a)	Permit to Place or Display a Vehicle or Goods for Sale	\$135	PE
2.26(b)	Permit to Display Goods (<i>Footpath Advertising</i>)	\$135	PE
2.26(d)	Permit to Place a Structure to Sell Goods or Services	\$135	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>)	\$135	PE
2.8	Permit to Collect Wood From a Council-Managed Road or Public Place	\$17.50	TS
2.25	Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	\$0	TS
Burning and Fire Permits			
3.8	Permit to Burn	\$35	PE
3.9	Permit to Light an Incinerator in a Built Up Area or Residential Area	\$45	CS
Road and Infrastructure Permits			
2.2(a)	Permit to Occupy or Fence Off Part of a Public Place	\$70	TS
2.2(b)	Permit to Erect Scaffolding, Hoarding or Overhead Protective Awning	\$70	TS
2.2(c)	Permit to Use a Mobile Crane or Travel Tower	\$70	TS
2.2(d)	Permit to Remove or Prune a Street Tree	\$0	TS
2.2(e)	Permit to Plant a Tree or Shrub or Landscape an Area	\$0	TS
2.6	Permit to Use a Prohibited Vehicle	\$70	TS
2.11	Permit to Hold a Rally, Procession, or Demonstration	\$0	TS
Animal Permits			
4.1	Permit to Keep More than the Number of Permitted Types of Animals	\$70	PE
4.2	Permit to Keep More than the Permitted Number of Animals	\$70	PE
4.5	Permit to Keep More than the Permitted Number of Birds	\$70	PE

Department Area

PE = Planning and Economic

TS = Technical Services

CS = Community Services



Planning Permits

Class	Type of Application	Fee
1	Use only	\$1240.70
2	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less	\$188.20
3	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	\$592.50
4	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000	\$1212.80
5	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000	\$1310.40
6	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000	\$1407.90
7	VicSmart application if the estimated cost of development is \$10,000 or less	\$188.20
8	VicSmart application if the estimated cost of development is more than \$10,000	\$404.30
9	VicSmart application to subdivide or consolidate land	\$188.20
10	To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	\$1080.40
11	To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	\$1456.70
12	To develop land (other than a class 6 or class 8 or a permit to subdivide or	\$3213.20

	consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	
13	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	\$8189.80
14	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	\$24,151.10
15	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000*	\$54,282.40*
16	To subdivide an existing building (other than a class 9 permit)	\$1240.70
17	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	\$1240.70
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	\$1240.70
19	Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	\$1240.70 per 100 lots created
20	To: 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.	\$1240.70
21	A permit not otherwise provided for in the regulation	\$1240.70
Amendment to Planning Permits		
Class	Type of Application	Fee
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	\$1240.70
2	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	\$1240.70
3	Amendment to a class 2 permit	\$188.20
4	Amendment to a class 3 permit	\$592.50
5	Amendment to a class 4 permit	\$1212.80
6	Amendment to a class 5 or class 6 permit	\$1310.40
7	Amendment to a class 7 permit	\$188.20
8	Amendment to a class 8 permit	\$404.30

9	Amendment to a class 9 permit	\$188.20
10	Amendment to a class 10 permit	\$1080.40
11	Amendment to a class 11 permit	\$1456.70
12	Amendment to a class 12, 13, 14 or 15 permit	\$3213.20
13	Amendment to a class 16 permit	\$1240.70
14	Amendment to a class 17 permit	\$1240.70
15	Amendment to a class 18 permit	\$1240.70
16	Amendment to a class 19 permit	\$1240.70 per 100 lots created
17	Amendment to a class 20 permit	\$1240.70
18	Amendment to a class 21 permit	\$1240.70

Other fees

Reg.	Type of Application	Fee
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
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
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>)	<p>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</p> <p>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</p> <p>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</p>

APPENDIX 10.2B

13	For a combined application to amend permit	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made
14	For a combined permit and planning scheme amendment	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made
15	For a certificate of compliance	\$306.70
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	\$620.30
17	For a planning certificate	a) \$20.90 for an application not made electronically b) \$7 for an application made electronically
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
Purpose		Fee
Extension of time to Planning Permit (First)		\$110.00
Extension of time to Planning Permit (Second)		\$190.00
Extension of time to Planning Permit (Third and subsequent)		\$260.00
Secondary Consent for Planning Permits – Minor/Major		\$110.00/\$260.00
Planning Permit History (GST incl)		\$120.00
Notice of Planning Permit – Application in Newspaper (GST incl)		\$190.00
Placing of Planning Permit Application Notice on Site		\$105.00
Notice of Planning Permit – by mail if more than 10 letters (per letter)		\$5.70
Copy of Title and Title Plan		\$42.00
Copy of Covenant/Section 173		\$27.50
Request for Council consent (ie. Liquor Licence) where no P/P required		\$127.00
Application for Council signing and scaling Section 173 Agreement		\$270.00
Inspection Fee		\$140.00
Request for Planning Information in writing		\$67.50

Subdivision Fees

Reg	Purpose	Fee
6	For certification of a plan of subdivision	\$164.50
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	\$132.40
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)

Planning Scheme Amendments			
Stage	Stage of Amendment	Fee*	Paid to
1	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) d) if applicable, abandoning the amendment	\$2,871.60	The planning authority
2	For: a) considering		The planning authority
	(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	\$14,232.70; or	
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	\$28,437.60; or	
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	\$38,014.40	
	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) c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	The planning authority
4	For: a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and a) b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	The Minister