

C O U N C I L B U D G E T 2022 - 2023



Horsham Rural City
Council urban rural balance

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Disclaimer

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

The model budget, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

Cover Photograph
Credit to Hannah French

Youth Committee members at the official opening of ‘The Station’

Mayor's Introduction

It is with pleasure that I introduce the 2022-23 Horsham Rural City Council Budget.

This is the first budget prepared under the guidance and influence of the new Council Plan adopted in October 2021 following the development of the Horsham 2041 Community Vision. The budget document has been laid out in the themes from the Community Vision which also form the basis of the Council Plan. Council has developed a separate Annual Action Plan this year which has already been provided to the community for comment and feedback, and the plan now sets the direction in terms of priorities and initiatives within this year's budget.

Society and the community are transitioning to a more "Covid-normal" situation where we are learning to live with the disease in the community. The impacts of the last 2 years of the pandemic are however still being felt within our community and the broader society. Some things are starting to return to normal in many sectors of the community, but certainly not all. There have been changes to the operations of many businesses, some positive and some not so, and how employees function in the office environment has also undergone significant change. There have been many unpredicted impacts of the government stimulus with booming property prices impacting on Council's rate base. Council has been mindful of these challenges during the framing of its 2022-23 budget and in considering its capacity to deliver services to the community.

This year's budget is the 7th year under rate capping and the rate cap was set by the Minister at 1.75% which means minimal increase to Council's rate revenue, although strong construction again this year has seen higher than normal levels of growth in the community, which has helped add to council's rate base.

Farm values increased by 41.5% this year (27.42% increase last year) but unlike previous years the residential sector has also seen a strong increase of 24.5% (4.46% increase last year). As a result of these disparate increases Council has adjusted the farm differential down further from 59% to 50% and removed the Industrial Sector 5% differential. Council has also continued to reduce the Municipal Charge further from \$240 to \$200 in line with the recommendations from the 2018-19 Rate Review Committee. Council believes these changes will lead to a fairer distribution of the rate pool and mitigate somewhat against the rate "shock" created by significant changes in property values. These changes will see similar % changes in rates compared to the 2021-22 Budget across the sectors but of course the impact on individual properties will depend upon how individual values have changed against the average.

A significant change will occur during 2022-23 in relation to Council's waste collection services. This change has been brought about by Council's need to comply with the State Government's 4 bin collection policy which is in turn responding to the Australia wide recycling crisis experienced in 2018. Changes will see all residential households issued with 3 large 240 litre bins, 1 for general waste, 1 for green waste and 1 for other recyclable materials plus 1 small 120 litre bin for glass only. These will then be collected on a fortnightly rotating basis, with glass collected each four weeks. The previous discount provided to residents for selecting a 120-litre bin over a 240-litre bin will progressively be removed over the next 2 years.

The waste charge is also being impacted by a second year of significant increases in the State Government's Environmental Protection Agency (EPA) levy which has increased by a further 18.9% on the back of a 23.3% increase last year. Total \$0.788 million additional cost to Council over the 2 years. These EPA changes and the 4 Bin Policy changes are impacting upon the costs of the service which are then reflected in the waste charges. This will see changes from 3.55% decrease to a 15.64% increase depending upon the service area and the type of bin service that is currently provided, see section 4.1.1(I), and further discussion in the Executive Summary Section 4 on Page 5.

Some of the highlights from this year's budget are:

- Spending on Rural Roads and Infrastructure now totals \$7.683 million which is an increase overall of 5.2%, well above the 1.75% rate cap and adds to the large 27% increase seen last year.
- \$0.350 million will be spent on Public Conveniences Upgrades and refurbishments at Telangatuk, Botanical Gardens, City Oval, Rowing Club, Weir Park, Roberts Ave & Woolworths.
- Spending on Parks & Gardens in response to growing service delivering requirements, has increased by \$0.108 million to a total of \$2.798 million which is a 4% increase on 2021-22.

- Costs to deliver the services of Visual Arts, Performing Arts and Visitor Services at the Horsham Town Hall have increased by \$0.178 million to \$1.518 million or an increase of 13.4%. This is in part due to the Town Hall flat floor being out of service whilst the flooring is replaced and also as a flow on impact from Covid19 on the performing arts sector generally.
- Management & Administration costs have been reduced in real terms by approximately \$0.175 million or 7% from reducing the number of manager positions from 10 FTE to 9 FTE.
- Additional staff resources and budget have been added in Strategic Land Use Planning to assist in delivering on council's planning scheme amendments. Increase of \$0.074 million or 32.3%.
- Additional Information Technology allocations have been added \$0.261 million or 23.5% to cover the growing demand for software and technological solutions. Implementation and maintenance of new software solutions and the need to maintain the growing number of digital devices across council are also impacting on costs. Software is a growing cost area as systems move from a purchase model to a subscription model.

The complete list of the proposed Capital Works is provided in note 4.5 on page 63 and more detailed information on highlights of the program are provided in Appendix D.

Council endorses the 2022-23 Budget as financially responsible, fair & equitable and believes that it achieves the Urban – Rural balance. I encourage our community to take the opportunity to read the Budget and be informed on how Council is addressing the community's needs as identified through the Horsham 2041 Community Vision and Council Plan.

Cr Robyn Gulline
Mayor

Executive summary

The work of the Community Panel to develop the Horsham 2041 Community Vision, together with a new Council Plan, Asset Plan and 10-year Financial Plan, has guided the development of this budget.

The Ministerial Rate Cap of 1.75% means Council must continue to find ways to deliver its services more efficiently and to consider what services that the community still needs council to deliver and at what level that service should be delivered.

During this year Council is undertaking a project looking at the way that it delivers its outdoor services to identify opportunities for service improvements and efficiencies into the future. The replacement of the financial systems as part of the Rural Council's Corporate Collaboration project will see our relationship with Hindmarsh and Loddon Councils improve our capacity to drive efficiencies in Corporate Services through collaborative arrangements and to also help us to respond to new legislative requirements and challenges.

Council has been fortunate to benefit from economic stimulus initiatives that has seen a range of grant opportunities become successful. In part this has been due to our advanced stages of works planning that sees a range of "shovel ready" projects that are ready to be delivered. Our \$21.29 million capital works program will help to deliver improved facilities and services to the community and continue to provide economic stimulus as well for our Regional City.

As part of the budget process Council has revised its Revenue and Rating Plan and Financial Plan to reflect the changes put forward in the 2022-23 Budget. 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.

1. Key things we are funding:

This year there are again a significant number of grant opportunities available to Council largely from the economic stimulus activities of the State & Federal Governments. Council is seeking \$7.45 million in specific purpose grants (see full list in item 7 below). These grants will be used to undertake a range of new capital works plus some degree of renewal and upgrade to existing assets. \$21.29 million worth of capital expenditure is planned and \$0.855 million of operational initiatives.

a) Operational initiatives

Initiatives are one-off service improvements or one-off expanded service delivery items. They are to achieve some ongoing service delivery efficiency or to address issues of compliance or one-off operational improvement. Some of the projects grouped by their functional areas are as follows.

- Arts Culture & Recreation – 4 separate projects totalling \$0.255 million; improvements to the range and quality of visitor services information and products, a needs assessment for community buildings to be co-located, developing master plans for key municipal assets and the development of an outdoor play space plan.
- Community Services & Safety – have 4 separate projects totalling \$0.085 million: development of a new Community Inclusion Plan, development of council wide guidelines for universal inclusion and access, review of the Early Years Plan and supporting the Sons and Daughters of the West wellness program.
- Investment Attraction & Growth – 2 projects totalling \$0.165 million; developing a housing affordability and diversity strategy and preparation of the Horsham South Structure Plan planning scheme amendment.
- Governance & Information – 1 project \$0.025 million to provide support and education to community groups for grant applications
- Engineering Services – 2 projects totalling \$0.065 million; for a project management software system and systems development for improved customer and service requests.
- Operations – 1 project \$0.110 million to implement actions from the Greening Greater Horsham Municipal Tree Strategy.
- Strategic Asset Management – 2 projects totalling \$0.150 million; one to implement actions from the Zero Net Emissions Action Plan and another to investigate the capacity constraints for all council bridges.

The full and a further description of each of the initiatives is provided in **Appendix A**.

b) Capital Works

The capital works program for the 2022-23 year is budgeted at \$21.29 million. There will also be carried forward works uncompleted from 2021-22 but these are not yet finalised or factored into the budget, this will be done soon after 30 June. In prior years this has been around \$4 to \$5 million of works.

Council has increased its allocation to capital works from general revenues by \$0.20 million or 6.0% (Last year it was increased by \$0.41 million or 7.2%).

The 2022-23 works are funded from \$8.75 million of external specific purpose grants (including Roads to Recovery), \$6.28 million from General Revenues, \$4.81 million from cash reserves, \$1.0 million from loans and the balance of \$0.43 from asset sales and contributions. Borrowings are planned for the development of the City Oval community centre/football clubrooms and netball clubrooms.

Renewal works total \$11.11 million or 52% of the overall program (last year was 49% and prior to that 74%), \$2.65 million of this is from the tagged rate rises since 2008-09. New works total \$6.62 million or 31% and upgrade works \$3.55 million or 17%.

The overall capital works program is \$21.29 million which is \$0.93 million more than 2021-22. \$1.72 million extra in Industrial Estates infrastructure which is largely roads and drainage to support the further development of Council's industrial land.

The capital expenditure program has been set and prioritised based on a revised approach following the recommendations received from the Community Panel's input to the Asset Plan development in mid-2021. Program highlights are expanded upon in detail in Appendix D but are summarised as follows:

	Renewal	Upgrade	New	Total
Horsham Town Hall - Stage 2 Heritage Hall, Staff Room & Workstations, Upgrade Boiler & Theatre Lighting.	\$320,000	\$139,750	\$119,250	\$579,000
Public Conveniences Upgrades – Telangatuk, Botanical Gardens, City Oval, Rowing Club, Weir Park, Roberts Ave & safeway.	\$257,370	\$92,472	\$0	\$349,842
City to River – natural Play Park, Water front activation and City Oval Netball courts.	\$323,830	\$0	\$1,277,830	\$1,601,660
City Oval – Netball & Football clubrooms, changerooms & stage 1 Sawyer Park event stage & broadcast box	\$1,432,445	\$1,432,446	\$357,000	\$3,221,891
Urban Roads – Microsurfacing, Otta Seals, Urban reseals and renewal of kerbs and channels	\$320,000	\$139,750	\$119,250	\$579,000
Rural Roads – Microsurfacing, heavy patching, final seals, resheeting , Upgrades (Horsham-Lubeck Rd, North East Wonwondah Rd, Polkemmett Rd)	\$4,268,710	\$1,117,141	\$20,000	\$5,405,851
Plant & Equipment – council's renewal and replacement program for plant	\$1,875,050	\$0	\$228,000	\$2,103,050
Footpaths and Cycleways – Horsham North footpaths, includes Mary St, bike path renewals and extensions.	\$331,433	\$200,054	\$52,500	\$583,987
Parks & Open-spaces – Victrack land development south of Mill St and renewal of other openspace assets	\$189,000	\$0	\$214,000	\$403,000
Industrial Estate – roads & Drainage at WALHub, Burnt Creek & Enterprise Industrial Estates.	\$30,000	\$0	\$2,984,491	\$3,014,491

The full capital works program is provided in Section 4.5. All proposed works will also be included on Council's Community Map on the Council's website.

2. Budget on a Cash Basis

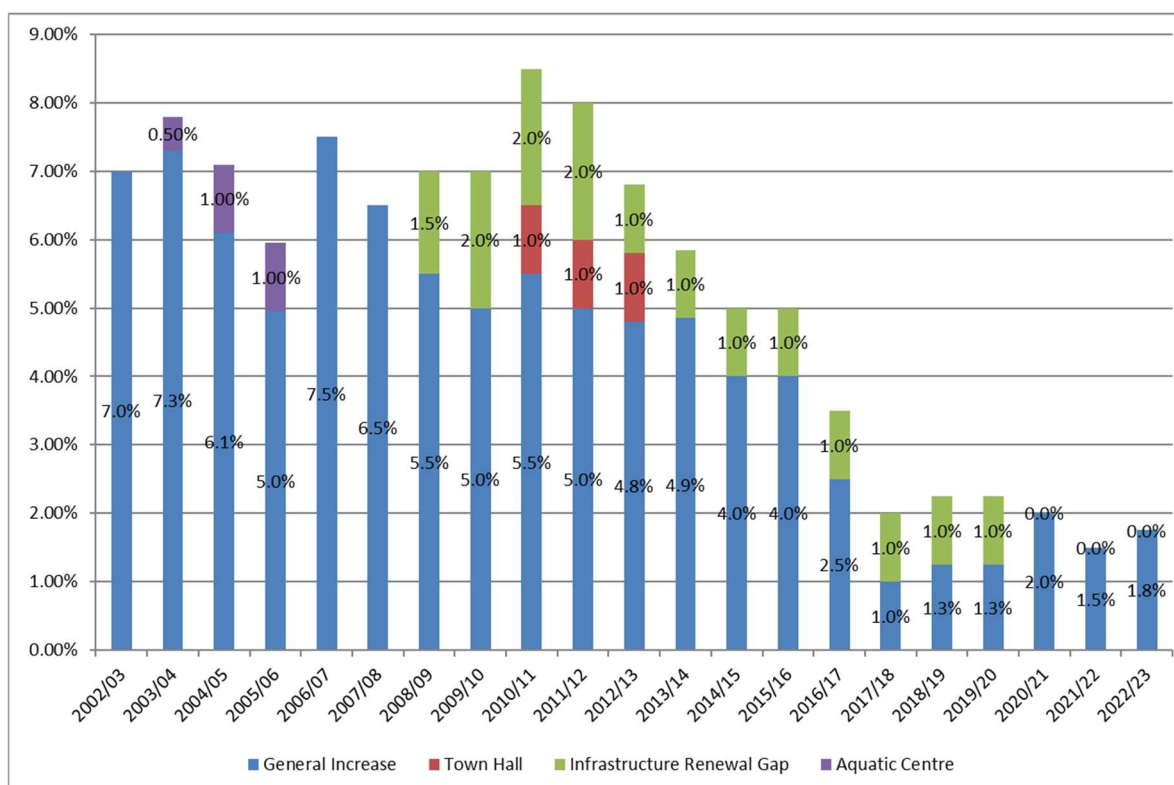
Council has again delivered a budget that is balanced on a cash basis in line with its objectives in the 10-year Financial Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works.

3. The Rate Rise & Distribution of Rates

The State Government introduced the “Fair Go Rates System” in 2016-17 that places a cap on rates for all 79 Councils across the state. The cap has been set by the Minister at a maximum increase of 2.5% for 2016-17, 2.0% for 2017-18, 2.25% for 2018-19, 2.50% for 2019-20, 2.0% in 2020-21, 1.5% for 2021-22 and now 1.75% for 2022-23. Councils are able to apply to the Essential Services Commission for a rate cap variation. Council applied for a 1% variation in 2016-17 but has not elected to do so in any subsequent years.

2022-23 sees general rates (including the municipal charge) increase at 1.75% in-line with the Ministerial Rate Cap. The increase in general rate revenue between the 2021-22 Budget and the 2022-23 Budget is 3.49% overall as new properties have been constructed during 2021-22 that have increased Council’s valuation base, which is not included in the rate cap.

Council’s general rate increases, were trending downwards even prior to the Minister’s Rate Cap. In 2010/11 it was 5.5%, the year before the rate cap was introduced it was 4.0% and then since the rate cap it has reduced to the current level of 1.75%. Additional tagged rate increases for infrastructure renewal were 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.



A significant consideration for Council has been the distortion of the relative share of rates between sectors resulting from farm valuations rising significantly faster than the rest of the municipality. (See section 4.1 for the detailed tables).

Farm values rose by 41.5%, on top of last year’s rise of 27.4%. This year however Residential values also rose significantly increasing by 24.5% (last year they only rose by 4.5%). However, the difference is still substantial and therefore it has reached the trigger point in council’s Revenue and Rating Plan to review the differentials.

As a result, Council has further reduced the farm differential from 59% to 50% to lessen the impact of this change. At the same time council has also removed the 95% rate differential for Industrial Land due to the impact of the relative movement in property values. The 95% Commercial rate differential remains in place.

This change will help balance the rate increases experienced between the sectors, but it should also be remembered that there will be significant variation in property values within each sector that will see individual rate notices either rise or fall by more than the 1.75% Rate Cap.

Council has also been working towards reducing the Municipal Charge and has reduced it further from \$240 to \$200 in line with the recommendations of the Rate Review panel from 2018. Last year the charge reduced from \$274 to \$240. This will assist with vertical equity within the rating structure, and shift some of the rate contribution from lower to higher valued properties.

Council continues to expend a significant portion of its overall budget on Rural Infrastructure (largely roads). The following table summarises that expenditure from both operations and capital. (These are only the direct costs and do not include any overheads for design, engineering, management and corporate). Overall spending on rural infrastructure has increased in this year's budget by 4.7% more than double the 1.75% rate cap increase.

Total Spend Rural Infrastructure					
	Bud 21-22	Bud 22-23	Diff \$	% Chng	% of Total 22-23
Operations:					
Bridges & Culverts	45,000	45,000	0	0.0%	2.1%
Grading	785,000	798,000	13,000	1.7%	36.7%
Drainage	250,000	250,000	0	0.0%	11.5%
Vegetation Management	320,000	358,000	38,000	11.9%	16.5%
General maintenance	702,000	720,825	18,825	2.7%	33.2%
Operations - Total	2,102,000	2,171,825	69,825	3.3%	100.0%
Capital:					
Road Construction	2,913,524	3,854,940	941,416	32.3%	70.0%
Rehabilitation Works	968,280	650,911	-317,369	-32.8%	11.8%
Gravel Resheeting	900,000	900,000	0	0.0%	16.3%
Bridges & Major Culverts	455,000	105,000	-350,000	n/a	1.9%
Capital - Total	5,236,804	5,510,851	274,047	5.2%	100.0%
Infrastructure Rural - Total	7,338,804	7,682,676	343,872	4.7%	

Council has reviewed its Revenue and Rating Plan to align with the changes in the differentials and at the same time has introduced further requirements for farm properties under 60 hectares in size to be able to qualify for the farm differential. A review of these properties will be undertaken during 2022-23.

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

4. Waste & Recycling Services and Charges

The State Government has mandated that standardised waste and recycling streams are rolled out across Victoria before 2027. At present, Council is on track to introduce its 4-bin system in April 2023 (1 for general waste, 1 for green waste [Food and Organics], 1 for other recyclable materials plus 1 small 120 litre bin for glass only). The changes are intended to benefit everyone by reducing greenhouse gases and the amount of waste going to landfill. General recycling is made more viable by removing glass contamination from the rest of the recyclable waste. Removing organics from landfill waste will reduce greenhouse gas emissions. When organics break down under the ground, methane is produced which is a very potent greenhouse gas. This does not happen when the organics compost above ground.

In October – November 2021 Council conducted an online and hard copy survey of residents' thoughts on its current kerbside waste collection service and proposed changes to the service model. There was a record response to this survey (over 1,000) highlighting the level of passion and interest the community has for waste management. A summary of the issues raised is as follows:

BIN SIZE AND FREQUENCY - Concern over a reduction in size or frequency of bin collection was the most common issue identified in this survey. This is a valid concern as fortnightly pickup of 240 L bins under current utilisation behaviours will not be sufficient to accommodate many HRCC residents. Experience suggests that the diversion of organics from the general waste should also reduce the potential odour for most customers.

SMELL AND HYGIENE- Both smell and hygiene were a significant concern for many respondents. The odour and hygiene risks should be reduced for the general waste bin by the diversion of organic matter, (excluding non-compostable nappies and personal hygiene products which are discussed further below). The smell and health issues created by green waste can be reduced by the use of compostable bags, which can be used in a kitchen caddy, and other behavioural changes that will need to be introduced and encouraged through a robust education and outreach program. Non-recyclable nappies and other personal hygiene products that are disposed of in the general waste bin will require specific attention when developing the new waste management model. We will work together with our community to find solutions that suit them.

BIN STORAGE - We recognise this will be a problem for some customers especially in units/flats. Solutions may include shared larger bins at some premises. We will look to other Councils who have implemented this change to find solutions.

Environment Protection Agency (EPA) landfill levies are continuing to increase significantly:

EPA Levy Changes this year and previous 2 Years						
Charges per Tonne	2020-21	2021-22	% Inc.	2022-23	% Inc.	% inc 2 Years
Municipal Waste (Garb)	\$42.95	\$52.95	23.3%	\$62.95	18.9%	46.6%
Putrescible (Com)	\$75.59	\$93.19	23.3%	\$110.79	18.9%	46.6%
Hardwaste (Mun)	\$42.95	\$52.95	23.3%	\$62.95	18.9%	46.6%
Hardwaste (Com)	\$75.59	\$93.19	23.3%	\$110.79	18.9%	46.6%

As a result of the EPA Levy changes and the 4-bin service, there will be changes to waste collection charges across the services that Council offers – the charges will be phased in over the next two financial years.

These are summarised as follows but the detailed charges are shown in Table 4.1.1 (i) further on in this document.

Proposed Garbage Rate						
	2021-22	2022-23	Diff \$	Diff %	2023-24	Diff %
URBAN						
Big 240L	\$470	\$479	\$9	1.91%	\$482	0.63%
Little 120L	\$307	\$355	\$48	15.64%	\$482	35.77%
RURAL						
Big 240L	\$422	\$407	-\$15	-3.55%	\$340	-16.46%
Little 120L	\$270	\$291	\$21	7.78%	\$340	16.84%

5. Key Statistics

- Total Revenue: \$60.8 million (2021-22 = \$58.8 million)
- Rates & Charges % of total Revenue: 50.41% (2021-22 = 50.40%)
- Total Expenditure: \$56.3 million (2021-22 = \$53.9 million)
- Salary Costs % of total excluding depreciation: 48.80% (2021-22 = 47.27%)
- Surplus/(Deficit)for the year: or (Accounting Result) (Refer Income Statement in Section 3) \$4.50 million surplus (2021-22 = \$4.90 million surplus)
- Underlying operating result: \$3.40 million deficit (2021-22 = \$3.71 million deficit)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Net Increase/(Decrease)in Cash: or Cash Result (Refer Statement of Cash Flows in Section 3) \$1.15 million decrease (2021-22 = \$2.92 million decrease)
- Total Capital Works Program (Excl carry forwards) \$21.30 million (2021-22 = \$20.36 million)
 - \$6.29 million from Council operations (Funded from rates and other general revenue).
 - \$1.00 million from external borrowings
 - \$0.39 million from asset sales
 - \$8.76 million from external grants
 - \$4.81 million from cash reserves
 - \$0.46 million from contributions
- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$562 million (2021-22 = \$543 million)
- Staff Numbers
 - Full-time Equivalents: 206 FTE (2021-22 = 206 FTE)
- Total Staff Numbers: 234 (2021-22 = 233)

6. Key Budget Influences

External Influences

The following external influences have been taken into consideration in the preparation of the 2022-23 Budget as they are likely to impact significantly on the services delivered by Council:

- COVID-19 – This will continue to create a high degree of uncertainty for Council and the community, and all services will need to be reviewed with the Covid-19 lens applied.
- ECONOMIC CHALLENGES – The economy generally is very uncertain, and the impacts of Covid-19 have been wide-ranging and disruptive. In framing the budget, council has considered closely the capacity of the community to pay versus the need to play a role in continuing economic activity within the community.
- OPERATING COSTS: Local Government Cost Index typically increases by approximately 1% more than CPI. The Consumer Price Index (CPI) rose 2.1% during the March 2022 quarter and over the twelve months to the March the CPI rose 5.1%. This was in a large part due to higher dwelling construction costs and automotive fuel prices. Trimmed mean annual inflation, which excludes large price rises and falls, increased to 3.7 per cent, the highest since March 2009.
- RATE CAPPING – 2022-23 is the seventh year of Rate Capping within the Victorian Local Government Sector. Council lodged a rate cap variation in 2015-16 but not in any subsequent years. The rate cap for 2022-23 is 1.75%.

- SEASONAL CONDITIONS – the last 3 seasons have seen good production levels and strong prices across most of the agricultural sectors. This continues to have a strong impact on the general economy of the region and certainly helps cushion the impacts from Covid-19 across many businesses. The strong economic performance continues to be reflected in ever increasing property prices for farmland.
- WAGE MOVEMENT: Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to November 2021 was 2.1%.
- GRANTS COMMISSION - In 2014-15 the Federal Government ceased indexation of the Grants Commission funds thereby locking in a reduction in real terms. The freeze on indexation was applied for the years from 2014-15 to 2016-17. The cumulative impact over the 3 years was close to \$1.0 million with an ongoing impact in the order of \$0.45 million annually. Indexation resumed in 2017-18. It is anticipated that for 2022-23 that increases will be received in line with the rate cap estimate of 1.75%.
- STATUTORY SUPERANNUATION – Statutory Superannuation contributions rose by 0.5% in 2022-23 to 10.5% and will continue to rise by 0.5% each year for the next 3 years until it reaches 12% on 1 July 2025.
- DEFINED BENEFITS SUPERANNUATION - Council contributed \$2.9m from reserves in 2012-13 towards the defined benefits superannuation shortfall. The Vested Benefits Index for the fund was 111.2% as at the 31 Dec 21, 31 Mar 21 it was 111.5%. Should the value fall to 97% then Councils will be asked to make a further contribution, this is considered highly unlikely at this stage.
- UTILITY COSTS – Generally speaking, power and gas costs have continued to rise, but at the same time, Council has been installing solar panels that has helped to reduce ongoing costs of electricity. Savings from ongoing operations will be placed in the sustainability reserve to help fund additional projects into the future. Water costs are estimated to rise in line with CPI at around 2% although no communication has occurred yet from Grampians Wimmera Mallee Water.
- FUEL – Council operates a significant number of vehicles and plant. Fuel costs in recent times have been extremely volatile but vehicles have also been become more efficient. Australian fuel prices are strongly linked to Singapore refined petrol and diesel price movements. Significant changes in the price of fuel are largely a result of changes in world oil prices and the level of global oil production. Domestic factors such as retail margins and the level of retail competition within the geographic location also impact fuel prices in Australia. Fuel prices are anticipated to continue to rise.
- INSURANCE COSTS – At this stage, it is not clear what will happen with insurance premiums particularly given the impact of the 2022 Floods and the 2020 bushfires across Australia. The budget has been prepared based on 21-22 levels plus 5% to allow for some anticipated increases in premiums. WorkCover insurance premiums have reduced post the cessation of the MAV Self Insurance Scheme.
- INTEREST RATES ON INVESTMENTS – Interest rates have continued to fall and are now at around 0.30% although forecasts are that this will start to rise as increasing costs start to influence the marketplace.
- EPA LEVIES – Landfill levy rates will increase by 18.9% per tonne, above current year's charge following a 23.3% rise last year. So, over the 2 years prior these charges have risen 46.6% or approximate cost to Council of approximately \$0.788 million.

Internal Influences impacting on the Council Budget:

The following internal influences have been taken into consideration in the preparation of the 2022-23 Budget as they are likely to impact significantly on the services delivered by Council:

- **PROJECT OFFICE COSTS** – The Project Office has now been fully established and since 2020-21 all costs of the project office have been factored in as a component of capital works and other works that the project office supervises. This approach needs to continue to mature and be refined as this office is embedded in the organisation.
- **BUSINESS EFFICIENCY** – Council continues to embark on business efficiency initiatives across all operations but there is one specific large project within the Infrastructure Directorate's Operations Team which is expected to generate some improved processes and efficiencies that will in the long term generate savings for council's delivery of its services.
- **RURAL COUNCIL'S CORPORATE COLLABORATION** – Council received a \$5m state government grant in 2019-20 for a collaborative project with originally six neighbouring councils, to implement a common finance, payroll, revenue and regulatory management system. Three councils now remain Horsham, Hindmarsh and Loddon. This will, in the longer term facilitate the sharing of corporate services functions across the councils which is expected to deliver efficiencies. Implementation of the new shared system will commence in 2022-23.
- **WAGE MOVEMENT:** The Council's Enterprise Agreement expires on 30 June 22 so will be re-negotiated after that date. The current increases that apply until then are 2.1% per annum. On top of this, a further 0.5% factored in for end of band payments and for staff movements within band. In the absence of any direction on this matter wage growth will be factored in at the anticipated rate cap increase of 1.75% plus the 0.5% end of band payment component.
- **ASSET RENEWAL FUNDS** – Council is responsible for a range of ageing infrastructure. There is, however, a shortfall between the required spend to maintain all assets to an appropriate standard and the available funds. This is known as the asset or infrastructure renewal gap and is currently estimated at approximately \$4m per annum. Council's Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years from 2008-09 to 2011-12. For the years from 2012-13 to 2015-16 only a 1% rate increase was tagged to contribute to the renewal gap. In 2016-17, council successfully applied to the Essential Services Commission for a specific 1% rate increase above the Rate Cap to continue with this initiative. In 2017-18 through to 2019-20, an additional 1% was added even though Council did not increase its rates by more than the state government rate cap. No allowance has been factored in since 2020-21.
- **REGIONAL LIBRARY SERVICE** – This service is now a collaborative arrangement between Horsham and West Wimmera Councils, ongoing 5-year budgets are kept at minimal increases.
- **HOME AND COMMUNITY CARE** service transitioned across to a private provider in 2020-21 however, the reduced costs will not be realised until all redundancy costs have been met which will not be achieved until post 2022-23.

7. Budget External Grants

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

Grant Name	ASSET DESCRIPTION	Total Project Cost	Tied Grants	LRCI	Source	Status
Bridge Renewal Program	Riverside East Bridge Guard Rail	105,000	52,500		State	Open but not yet lodged
Building Better Regional Fund (BBRF)	Netball Court Clubrooms	1,458,450	422,476		Federal	Lodged
LRCI /Other Philanthropic or Trust	The Station Indoor Outdoor Upgrade	265,000	150,000	115,000	Fed/State	LRCI Lodged/ State
Heavy Vehicle Safety & Productivity Program	Horsham-Lubeck Rd	857,750	428,875		Federal	Lodged
	North East Wonwondah Rd	788,800	394,400		Federal	Lodged
	Polkemmet Rd	1,213,913	606,957		Federal	Lodged
Local Roads and Community Infrastructure (LCRI)	Extend Bike Tracks From Bike Plan	105,000		105,000	Federal	Lodged
	Heavy Patching Rural	600,000		600,000	Federal	Lodged
	Horsham North Footpath Upgrade Program	325,180		325,180	Federal	Lodged
	Microsurfacing Urban All Cond 4	534,252		534,252	Federal	Lodged
	Mill St Traffic And Parking Management	107,000		107,000	Federal	Lodged
	Natimuk Preschool Accessible Toilet/Solar	65,564		61,714	Federal	Lodged
	Renewal Footpaths Cond 4	68,620		68,620	Federal	Lodged
	Renewal Kerb & Channel	145,000		145,000	Federal	Lodged
	Rural Local Rds Final Seals	302,282		302,282	Federal	Lodged
	Rural Tennis Court Refurbishment Final Stage 3 - Haven	109,000		109,000	Federal	Lodged
	Telangatuk Public Convenience Upgrade	131,944		131,944	Federal	Lodged
	Town Hall, Heritage Hall Floor Replacement	220,000		220,000	Federal	Lodged
	Weir Park Public Convenience Upgrade	31,800		31,800	Federal	Lodged
Regional Development Victoria - Regional Infrastructure Program	Burnt Creek Industrial Estate - Power Supply	200,000	150,000		State	Lodged
	Burnt Creek Industrial Estate - Water Supply	280,000	240,533		State	Lodged
	Burnt Creek Industrial Estate - Roads & Drainage	1,080,000	800,000		State	Lodged
Regional Tourism Victoria	Event Stage, Broadcast Box, & Storage	1,050,000	400,000		State	Lodged
Sport & Rec Victoria - Stimulus	City To River Nature and Water Play Park	848,000	800,000		State	Grant Confirmed
Sustainability Victoria	Sustainability Projects - Energy Saving Measures - Zero Carbon Plan Projects	106,000	26,500		State	Not yet open
Total Capital		10,998,555	4,472,241	2,856,792		
From Initiatives Sheet:						
Heritage Victoria - Living Heritage program	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	70,000	40,000		State	Not yet open
Sustainability Victoria	Sustainability Projects - Development of Various Plans	100,000	25,000		State	Not yet open
Total Initiatives		170,000	65,000	0		
Total All capital & Initiative Grants		11,168,555	4,537,241	2,856,792		

8. Population Growth

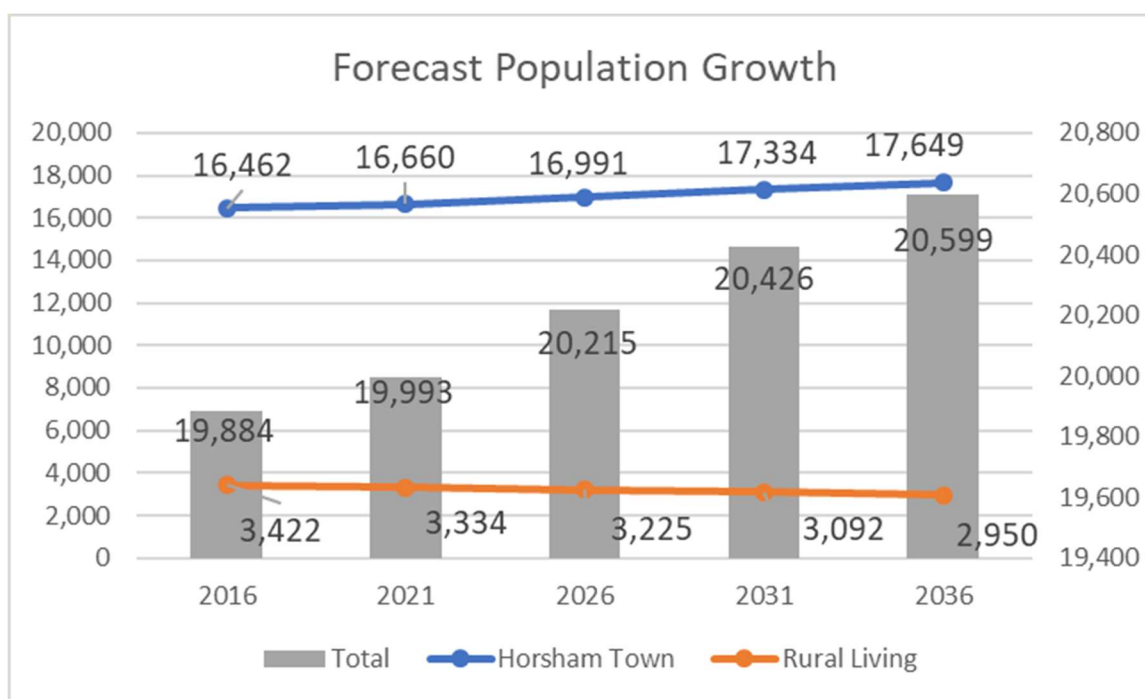
Horsham's role as a regional city for the Wimmera continues to provide opportunities for growth in population numbers and expansion of the rate base, however, as some of this growth is from those retiring from surrounding farm areas it brings with it the need to maintain our levels of service and in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

Horsham is a service centre for the surrounding agricultural region and is the centre for grains research within the state, which has seen continued growth in agriculture research and development investment in the municipality. Recently it has been suggested that COVID-19 has seen residential housing taken up by people looking to move out of metropolitan Melbourne and work remotely, but this is difficult to confirm. There are also significant emerging opportunities with mining that may also lead to growth in population.

The need to provide an appealing and vibrant centre to attract professionals to live and stay is an important consideration for Council when planning services. The Estimated Resident Population (ERP) data from the Australian Bureau of Statistics (ABS) for Horsham Rural City Council was updated on 30 June 2021. The new figure for Horsham's ERP for 2021 is 19,961 which is a net decrease of 51 people since 2020 but on average shows a population increase of 0.18% per annum for the previous 10-year period.

In the next 15 years (to 2036) Horsham is predicted to have increase in population by a further 638 residents or 0.21% per annum. Previous estimates of Horsham's ERP had population rates increasing by 0.60% per annum which is roughly 3 times that of the latest projections.

It is not known when new estimates will be released but Council has made its own projections for the purposes in its 10-year Financial Plan that factors in expected growth from Mining and Agricultural Services that sees an average growth of around 0.94% over the next 10 years, which is much more than the official forecasts.



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

1. Link to the Council Plan

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

1.1 Planning and accountability framework

Part 4 of the Local Government Act 2020 addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020. The Act introduces strategic planning principles for Victorian Councils which include an integrated approach to planning, monitoring and performance reporting. This is an important shift from a more prescriptive form of legislation to a new Act that is principles-based.

The requirements in the new Local Government Act 2020 are to have the following documents:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- A Budget (for at least the next 4 financial years);
- A Workforce Plan (including projected staffing requirements for at least 4 years);

Council has in place a Planning & Budgeting Framework that reflects these new requirements. The diagram below depicts the planning relationships for Horsham Rural City Councils planning processes:



1.2 Our purpose

Council has recently developed the Horsham 2041 Community Vision through a deliberative engagement process and a Community Panel. The Vision has been utilised to inform the Council Plan and to structure the themes within the plan.

THE HORSHAM 2041 COMMUNITY VISION

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

SUSTAINABILITY

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

ACCESSIBILITY

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

LIVEABILITY

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

COMMUNITY

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.



The Council's Strategic Direction that will support the achievement of the Community Vision:

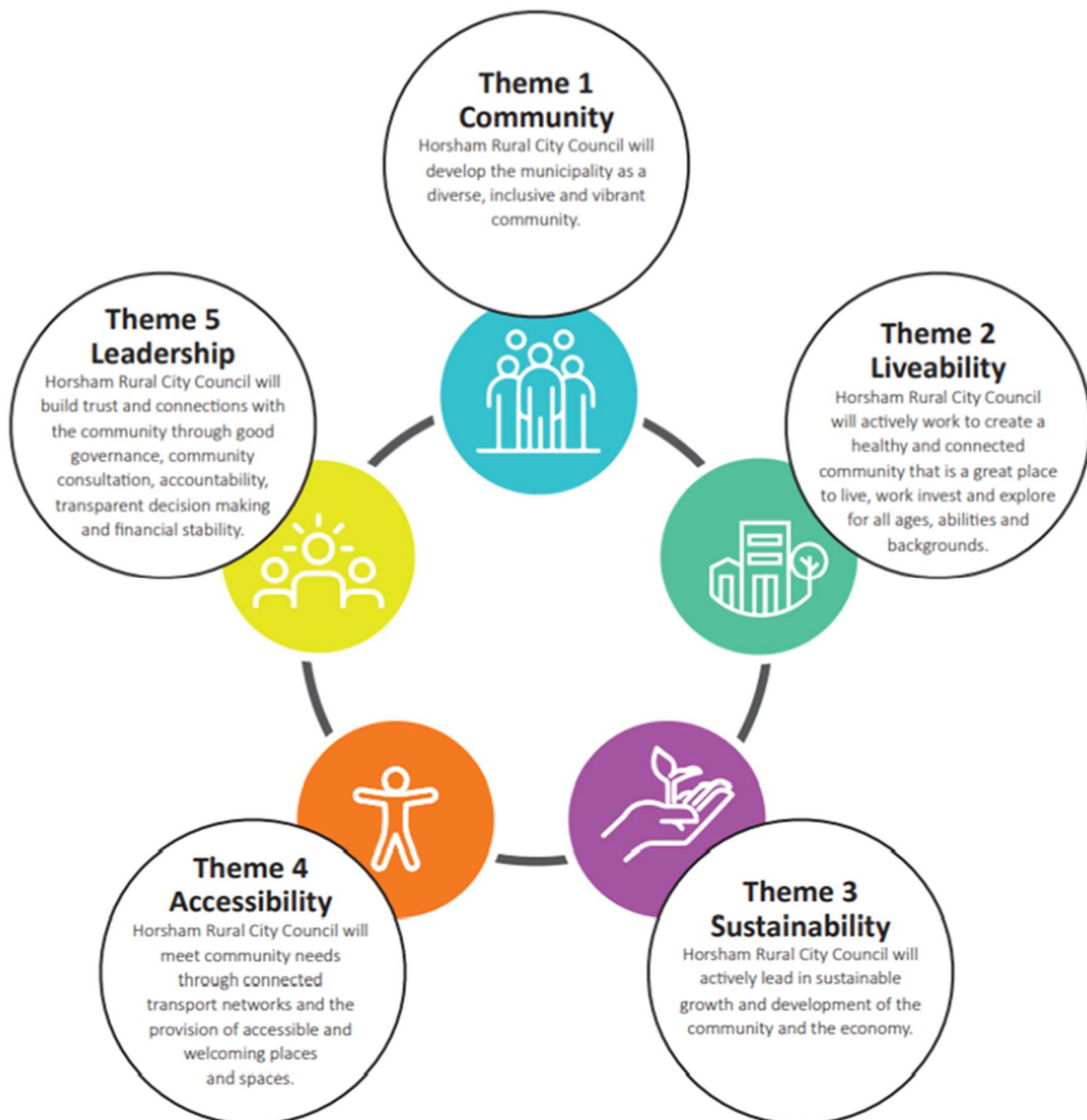
Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through good governance, strategic planning and transparent decision making.

Council's Values:



1.3 Themes (Strategic objectives)

Council delivers services and initiatives for 90 separate services, which are in turn grouped into 43 separate service categories. Each contributes to the achievement of one of the five Themes as set out in the Council Plan for the years 2021-25.



2. Services and initiatives and service performance outcome indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022-23 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

2.1 Theme 1 - Community

"HRCC will develop the municipality as a diverse inclusive and vibrant community"

Services

Service area	Description of service areas		2021/22	2022/23
			Budget \$'000	Budget \$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	<i>Exp</i>	426	420
		<i>Rev</i>	379	419
		<i>NET</i>	47	1
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	<i>Exp</i>	151	145
		<i>Rev</i>	38	38
		<i>NET</i>	113	107
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	<i>Exp</i>	253	258
		<i>Rev</i>	240	240
		<i>NET</i>	13	18
Emergency Support	This service supports community health and wellbeing during times of an emergency and to support the community to recover from emergency events. Includes support provided to the SES.	<i>Exp</i>	7	8
		<i>Rev</i>	-	-
		<i>NET</i>	7	8
Environmental Health	This service provides health administration, health vending machines and other preventative measures including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	<i>Exp</i>	241	263
		<i>Rev</i>	117	150
		<i>NET</i>	124	113
Social Infrastructure Support	This service provides Recreational and Openspace planning plus the maintenance, insurance and other ongoing costs for the municipality's recreation groups and community facilities. Also includes the community inclusion and the oversight of the Horsham Centre Cinema contract.	<i>Exp</i>	771	1,013
		<i>Rev</i>	82	140
		<i>NET</i>	689	873
Net Cost to Council for Theme 1 - Community			993	1,120

Service area breakout

This section provides further information about each service area by breaking down the 2022-23 budget into the individual services provided.

2022/23 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Animal Management			
Animal Control	420	(419)	1
Animal Management Total	420	(419)	1
Community Safety			
Community Safety Management and Admin	102	(38)	64
Fire Hazard Enforcement	43		43
Community Safety Total	145	(38)	107
Emergency Management			
Emergency Management Recovery	258	(240)	18
Emergency Management Total	258	(240)	18
Emergency Support			
SES Support	8	-	8
Emergency Support Total	8	-	8
Environmental Health			
Environmental Health Regulation	190	(143)	47
Health Promotion and Planning	73	(7)	67
Environmental Health Total	263	(150)	113
Social Infrastructure Support			
Community Arts	84	-	84
Community Facilities	185	(12)	173
Disability Awareness and Capacity	10		10
Recreation and Open Space Planning	495	(40)	455
Social Infrastructure Support	238	(88)	150
Social Infrastructure Support Total	1,013	(140)	873
Grand Total	2,106	(986)	1,120

Initiatives and Capital Works

2022/23 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Social Infrastructure Support				
Public Art 21/22 Budget	Capital	30		30
Daughters/Sons of the West Program	Initiatives	20		20
Grand Total		50		50

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

Service Performance Outcome Indicators *

Service	Indicator	Actual 2020/21	Forecast 2021/22	Budget 2022/23
Animal Management	Animal management prosecutions	100%	100%	100%
Food safety	Critical & major non-compliance notifications	76.47%	68.00%	95.00%

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

2.2 Theme 2 – Liveability

“HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds”

Services

Service area	Description of service areas		2021/22	2022/23
			Budget	Budget
			\$'000	\$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades.	Exp	947	828
		Rev	-	-
		NET	947	828
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	Exp	778	810
		Rev	195	207
		NET	583	603
Management and Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	Exp	856	697
		Rev	28	30
		NET	828	667
Parks and Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	Exp	2,726	2,828
		Rev	30	30
		NET	2,696	2,798
Performing Arts Centre & Visitor Services	This service encompasses the running of the Horsham Performing Arts Centre operations, including Performing Arts, the Regional Art Gallery and support to visitors accessing the Visitor Services.	Exp	2,689	2,599
		Rev	1,418	1,165
		NET	1,271	1,434
Sports and Recreation	Provision and maintenance of outdoor and indoor sports and recreation facilities throughout the municipality, and works with community groups and user groups to increase participation.	Exp	698	697
		Rev	105	105
		NET	593	592
Streetscape and Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	Exp	1,280	1,278
		Rev	3	3
		NET	1,277	1,275
Youth and Early	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, youth facility "The Station", referrals and linking with local communities.	Exp	1,425	1,525
		Rev	747	798
		NET	678	727
Net Cost to Council for Theme 2 - Liveability			8,873	8,924

Service area breakout

This section provides further information about each service area by breaking down the 2022-23 budget into the individual services provided.

2022/23 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Aquatic Recreation			
Aquatic Centre	828		828
Aquatic Recreation Total	828		828
Library			
Library	810	(207)	602
Library Total	810	(207)	602
Management and Admin			
Community Services Management	496	(30)	466
Planning and Economic Development Services	201		201
Planning and Economic Mgt and Admin	-	-	-
Management and Admin Total	697	(30)	667
Parks and Gardens			
Community Housing	44		44
Open Spaces	1,486	(18)	1,468
Street Trees and City Centre	1,099	(10)	1,089
Waterways, Foreshores and Wetlands	200	(2)	198
Parks and Gardens Total	2,828	(30)	2,799
Performing Arts Centre & Visitor Services			
Art Gallery	384	(157)	226
Horsham Town Hall Operations	2,165	(967)	1,197
Visitor Info Centre	51	(40)	11
Wesley Operations	-	-	-
Performing Arts Centre & Visitor Services Total	2,599	(1,165)	1,434
Sports and Recreation			
Passive Recreation	96	(5)	91
Sports Complexes Indoor	35	(8)	27
Sports Complexes Outdoor-Ovals, Turf and Grass	565	(92)	473
Sports and Recreation Total	697	(105)	592
Streetscape and Public Conveniences			
Other Street Ops	91		91
Public Conveniences	261	(3)	259
Street Cleaning	218		218
Street Lighting	252		252
Street Signage	457	-	457
Streetscape and Public Conveniences Total	1,278	(3)	1,276
Youth and Early Years			
Education	281	(180)	101
Immunisation	80	(49)	31
Maternal and Child Health	921	(495)	426
Youth Services	242	(74)	169
Youth and Early Years Total	1,525	(798)	727
Grand Total	11,261	(2,337)	8,924

Initiatives and Capital Works

2022/23 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Aquatic Recreation				
Aquatic Centre Miscellaneous Provision	Capital	10		10
Parks and Gardens				
City to River Natural Play Feature	Capital	848	(800)	48
CCTV Hardware (Public)	Capital	30		30
Infra Gap Renewal Open Space Assets	Capital	189		189
Sports and Recreation				
Dudley Cornell/Cemetery Water Supply	Capital	74		74
Indoor Community Centre/Sports Stadium	Capital	180		180
Streetscape and Public Conveniences				
City Entrance Signage/Branding Implementation	Capital	161		161
Performing Arts Centre & Visitor Services				
Art Gallery Trust Purchased Artworks	Capital	25		25
Grand Total		1,516	(800)	716

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

Service Performance Outcome Indicators *

Service	Indicator	Actual 2020/21	Forecast 2021/22	Budget 2022/23
Statutory planning	Council planning decisions upheld at VCAT	0%	100%	100%
Libraries	Active library members	9.08%	7.35%	10.00%
Aquatic Facilities	Utilisation of aquatic facilities	3.03	4.00	6.00
Maternal and Child Health	Participation in the MCH service	91.31%	87.50%	90.00%
Maternal and Child Health	Participation in MCH service by Aboriginal children	97.30%	93.00%	94.00%

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

2.3 Theme 3 – Sustainability

“HRCC will actively lead in sustainable growth and development of the community and the economy”

Services

Service area	Description of service areas		2021/22	2022/23
			Budget \$'000	Budget \$'000
Business Development and Tourism	This service provides covers tourism marketing and development as well as promotion for major events and festivals.	<i>Exp</i>	570	599
		<i>Rev</i>	141	135
		<i>NET</i>	429	464
Commercial Activities	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal.	<i>Exp</i>	445	1,471
		<i>Rev</i>	228	228
		<i>NET</i>	217	1,243
Commercial Operations	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	<i>Exp</i>	1,013	1,030
		<i>Rev</i>	961	976
		<i>NET</i>	52	54
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Agricultural Logistics (WAL) Hub, are also provided under this service.	<i>Exp</i>	266	258
		<i>Rev</i>	-	-
		<i>NET</i>	266	258
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	<i>Exp</i>	150	149
		<i>Rev</i>	64	64
		<i>NET</i>	86	85
Statutory Planning and Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	<i>Exp</i>	885	886
		<i>Rev</i>	289	332
		<i>NET</i>	596	554
Strategic Planning Services	The function of strategic planning, aims to strategically plan the municipality's land use needs for the future.	<i>Exp</i>	229	303
		<i>Rev</i>	-	-
		<i>NET</i>	229	303
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	<i>Exp</i>	259	247
		<i>Rev</i>	165	194
		<i>NET</i>	94	53
Net Cost to Council for Theme 3 - Sustainability			1,969	3,015

Service area breakout

This section provides further information about each service area by breaking down the 2022-23 budget into the individual services provided.

2022/23 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Business Development and Tourism			
Promotions of Festivals and Events	418	(1)	417
Tourism Promotion	7		7
Wimmera Business Centre	173	(134)	39
Business Development and Tourism Total	599	(135)	464
Commercial Activities			
Caravan Park	15	(64)	(49)
Industrial Estates	1,266	(44)	1,222
Wimmera Intermodal Freight Terminal	190	(120)	70
Commercial Activities Total	1,471	(228)	1,243
Commercial Operations			
Aerodrome Operations	153	(38)	115
Livestock Exchange Operations	748	(748)	-
Commercial Properties	129	(190)	(61)
Commercial Operations Total	1,030	(976)	54
Economic Development			
Business Development	47	-	47
Wimmera Development Association	212		212
Economic Development Total	258	-	258
Natural Resource Mgt			
Fire Protection Works	47	(1)	46
Roadside Vegetation	102	(64)	38
Natural Resource Mgt Total	149	(64)	85
Statutory Planning and Regulations			
Statutory Planning	396	(150)	246
Building Regulations	490	(182)	308
Statutory Planning and Regulations Total	886	(332)	554
Strategic Planning Services			
Strategic Planning	303	-	303
Strategic Planning Services Total	303	-	303
Sustainability			
Waste and Sustainability Planning	247	(194)	53
Sustainability Total	247	(194)	53
Waste Management Services			
Garbage Services	2,278	(4,269)	(1,990)
Recycling	2,017	(1,070)	947
Transfer Stations and Landfills	4,814	(3,771)	1,044
Waste Management Services Total	9,109	(9,109)	-
Grand Total	14,053	(11,039)	3,015

Initiatives and Capital Works

2022/23 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Commercial Operations				
Building External Project Design & Scoping	Capital	165		165
Economic Development				
Housing Affordability and Diversity Strategy	Initiatives	105		105
Strategic Planning Services				
Horsham South Structure Plan - Technical Background Reports	Initiatives	60		60
Sustainability				
Sustainability Proj Energy Saving Measures Zero Carbon Plan Implme	Capital	106	(27)	80
Waste Management Services				
Dooen Landfill Portable Office	Capital	121		121
Grand Total		557	(27)	531

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

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

Service Performance Outcome Indicators

Service	Indicator	Actual 2020/21	Forecast 2021/22	Budget 2022/23
Waste collection	Kerbside collection waste diverted from landfill	19.91%	19.31%	20.00%

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

2.4 Theme 4 – Accessibility

“HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces”

Services

Service area	Description of service areas		2021/22	2022/23
			Budget \$'000	Budget \$'000
Engineering Services	Has overall responsibility for delivery of Council’s capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	<i>Exp</i>	1,867	1,857
		<i>Rev</i>	45	61
		<i>NET</i>	1,822	1,796
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	<i>Exp</i>	2,676	2,908
		<i>Rev</i>	612	806
		<i>NET</i>	2,064	2,102
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	<i>Exp</i>	1,742	1,746
		<i>Rev</i>	63	63
		<i>NET</i>	1,679	1,683
Management and Administration	This service provides administration and support services for the Infrastructure Services department.	<i>Exp</i>	735	845
		<i>Rev</i>	38	38
		<i>NET</i>	697	807
Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.	<i>Exp</i>	161	425
		<i>Rev</i>	1	268
		<i>NET</i>	160	157
Parking and Traffic Mgt	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	<i>Exp</i>	595	503
		<i>Rev</i>	480	398
		<i>NET</i>	115	105
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	<i>Exp</i>	730	615
		<i>Rev</i>	-	75
		<i>NET</i>	730	540
Net Cost to Council for Theme 4 - Accessibility			7,267	7,190

Service area breakout

This section provides further information about each service area by breaking down the 2022-23 budget into the individual services provided.

2022/23 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Engineering Services			
Design and Engineering	502	(38)	464
Facilities Management	586	(23)	563
Project Office	769		769
Engineering Services Total	1,857	(61)	1,796
Infrastructure - Rural			
Quarry Mgt	31	(31)	-
Road Mtce Rural	2,877	(775)	2,102
Infrastructure - Rural Total	2,908	(806)	2,102
Infrastructure - Urban			
Footpaths, Walking Trails/Paths	378	-	378
Off Street Car Parks	28		28
Road Mtce Urban	1,208	(3)	1,205
Stormwater Drainage	131	(60)	71
Infrastructure - Urban Total	1,746	(63)	1,683
Mgt and Admin Infrastructure Services			
Technical Services Mgt and Admin	845	(38)	807
Mgt and Admin Infrastructure Services Total	845	(38)	807
Operations Management			
Operations Management Depot	425	(268)	157
Operations Management Total	425	(268)	157
Parking and Traffic Mgt			
Parking Control	348	(348)	-
School Crossing Supervision	155	(49)	106
Parking and Traffic Mgt Total	503	(398)	106
Strategic Asset Management			
Asset Mgt	615	(75)	540
Strategic Asset Management Total	615	(75)	540
Grand Total	8,898	(1,708)	7,190

Initiatives and Capital Works

2022/23 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$'000	\$'000	\$'000
Engineering Services				
Project Management System	Initiatives	40		40
Infrastructure - Rural				
Consultants Rural Roadworks	Capital	10		10
Rural Intersection/Traffic Improvement	Capital	15		15
Rural Minor Seal Extensions New	Capital	10		10
Rural Rdworks Link Reseals	Capital	39		39
Vegetation Clearance	Capital	30		30
R2R Telangutuk East Rocklands Road, Shoulder Resheet, Seal Chang	Capital	141		141
R2R Rural Reseals Budget 21.22 only	Capital	412		412
R2R Rural Gravel Pavement Resheet, Budget for 21.22	Capital	806		806
Infra Gap Rural Rd Shoulder Resheeting Budget only 21.22	Capital	59		59
Council Funded Rural Gravel Resheet Budget 21.22 only	Capital	94		94
Infrastructure - Urban				
Consultancy And Design Urban Road Construction	Capital	20		20
Footpath Rehab - Disability Strategy Upgrade Projects	Capital	50		50
Traffic Intersection Works Urban	Capital	21		21
Urban Minor Seal Extensions	Capital	20		20
Urban Rdworks Link Final Seals	Capital	66		66
Urban Rdworks Link Reseals	Capital	86		86
Urban Rds Donated Infra Project Management (Internal)	Capital	70		70
Renewal Drainage Assets	Capital	142		142
R2R Urban Reseals Budget only 21.22	Capital	70		70
Reseals Urban bike Paths F1	Capital	35		35
Parking and Traffic Mgt				
Parking Management Plan Implementation New Meters	Capital	210		210
Grand Total		2,446		2,446

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

Service Performance Outcome Indicators

Service	Indicator	Actual 2020/21	Forecast 2021/22	Budget 2022/23
Roads	Satisfaction with sealed local roads	47	45	45

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

2.5 Theme 5 – Leadership

“HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”

Services

Service area	Description of service areas		2021/22	2022/23
			Budget \$'000	Budget \$'000
Accounting Services	Provides financial services internally to all staff, department managers, project leaders, Council, plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board.	<i>Exp</i>	987	1,018
		<i>Rev</i>	50	50
		<i>NET</i>	937	968
Community Relations and Advocacy	Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement.	<i>Exp</i>	436	515
		<i>Rev</i>	-	-
		<i>NET</i>	436	515
General Revenue	Provides treasury management including additional borrowings and interest repayments	<i>Exp</i>	363	230
		<i>Rev</i>	-	-
		<i>NET</i>	363	230
Governance & Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes the Customer Service, the management of Council's property portfolio (including Leases/Licenses & land sales/purchases), Records Management, the office of the Mayor and Councillors, and the office of the Chief Executive.	<i>Exp</i>	2,206	2,258
		<i>Rev</i>	110	117
		<i>NET</i>	2,096	2,141
Information Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	<i>Exp</i>	981	1,486
		<i>Rev</i>	-	116
		<i>NET</i>	981	1,370
Management and Administration	This service provides management across the areas of finance, IT, rates and organisation development	<i>Exp</i>	1,297	1,331
		<i>Rev</i>	10	10
		<i>NET</i>	1,287	1,321
People & Culture	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions. Payroll also provides services to three separate Council related entities.	<i>Exp</i>	1,007	877
		<i>Rev</i>	180	20
		<i>NET</i>	827	857
Revenue 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.	<i>Exp</i>	489	507
		<i>Rev</i>	75	82
		<i>NET</i>	414	425
Net Cost to Council for Theme 5 - Leadership			7,341	7,825

Service area breakout

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

2022/23 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Accounting Services			
Stores Operation	31		31
Unclassified	-		-
General Accounting Services	987	(50)	936
Accounting Services Total	1,018	(50)	967
Community Relations and Advocacy			
Community Relations and Advocacy	515		515
Community Relations and Advocacy Total	515		515
General Revenue			
Rates	59	-	59
Treasury Management	171		171
General Revenue Total	230	-	230
Governance			
Council, Mayor and Crs	473	-	473
Customer Services	379	(1)	377
Governance Management	833	(116)	717
Information and Knowledge	195		195
Governance Total	1,880	(117)	1,763
Information Technology			
IT Support/Software and Hardware	1,486	(116)	1,370
Information Technology Total	1,486	(116)	1,370
Management and Admin2			
CEO Operations	378		378
Management and Admin2 Total	378		378
Mgt & Admin			
Civic Centre Office Operations	201		201
Corp Services Mgt	264	()	263
Council Wide Operations	852	(4)	848
Natimuk Office Operations	14	(5)	8
Mgt & Admin Total	1,331	(10)	1,321
People & Culture			
Occupational Health and Safety	145		145
HR and Risk Management	496	-	496
People & Culture Other		(20)	(20)
Organisational Development Other	235		235
People & Culture Total	877	(20)	857
Revenue Services			
Revenue Management	507	(82)	425
Revenue Services Total	507	(82)	425
Grand Total	8,220	(395)	7,825

Initiatives and Capital Works

2022/23 Budgeted Initiatives and Capital Works		Exp \$'000	Rev \$'000	NET \$'000
Information Technology				
IT Capital Replacement IT Dept	Capital	55		55
IT Hardware Upgrades IT Dept	Capital	50		50
IT Software Licences/Upgrades IT Dept	Capital	15		15
UPS Upgrades	Capital	10		10
Council WAN and LAN Infrastructure Upgrade	Capital	30		30
Replacement/Upgrade IT Back Up Infrastructure	Capital	15		15
Management & Admin				
Council Meeting Rooms Upgrades	Capital	30		30
Rural Councils Corporate Collaboration	Initiatives - Special	1,799	(2,846)	(1,047)
Rural Councils Corporate Collaboration Project/Software Implementatic	Initiatives - Special	1,047		1,047
Grand Total		3,051	(2,846)	205

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

Service Performance Outcome Indicators

Service	Indicator	Actual 2020/21	Forecast 2021/22	Budget 2022/23
Governance	Satisfaction with Council decisions	48	55	55

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

2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

2.7 Reconciliation with budgeted operating result

	Expenditure		Income
	Net Cost (Revenue)	Exp	Rev
	\$'000	\$'000	\$'000
Theme 1 - Community	1,120	2,106	(986)
Theme 2 - Liveability	8,924	11,261	(2,337)
Theme 3 - Sustainability	3,015	14,053	(11,039)
Theme 4 - Accessibility	7,190	8,898	(1,708)
Theme 5 - Leadership	7,825	8,220	(395)
Total	28,074	44,540	(16,465)
Expenses added in:			
Depreciation	12,503		
Initiatives	3,701		
Borrowing Costs	171		
Other written down value of assets disposed	1,737		
Deficit before funding sources	46,186		
Funding sources to be added in:			
Rates revenue	30,666		
- less Garbage Charge included in Service Delivery	(4,093)		
Grants	18,632		
Contributions and other	1,140		
Initiative funding from Reserves	75		
Interest	345		
Other non-attributable	3,918		
Total funding sources	50,683		
Operating (surplus)/deficit for the year	(4,497)		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/23 has been supplemented with projections to 2025/26.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

Comprehensive Income Statement

For the four years ending 30 June 2026

		Forecast Actual	Budget	Projections		
	NOTES	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income						
Rates and charges	4.1.1	29,633	30,666	31,845	32,979	34,261
Statutory fees and fines	4.1.2	426	498	509	522	538
User fees	4.1.3	5,999	5,569	5,806	5,951	6,129
Grants - operating	4.1.4	10,362	11,502	11,938	9,439	9,545
Grants - capital	4.1.4	8,896	8,757	13,206	6,809	9,522
Contributions - monetary	4.1.5	340	121	118	1,142	3,336
Contributions - non-monetary	4.1.5	800	450	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		1	1,068	2,842	2,131	960
Fair value adjustments for investment property		10	20	20	20	20
Share of net profits/(losses) of associates and joint ventures		30	30	30	30	30
Other income	4.1.6	2,300	2,156	2,260	2,323	2,350
Total income		58,797	60,837	69,524	62,296	67,641
Expenses						
Employee costs	4.1.7	19,664	20,354	19,900	20,839	21,443
Materials and services	4.1.8	20,123	21,649	22,147	18,308	19,812
Depreciation	4.1.9	12,299	12,188	12,320	12,365	12,762
Amortisation - intangible assets	4.1.10	260	260	280	280	280
Amortisation - right of use assets	4.1.11	55	55	55	55	55
Bad and doubtful debts		93	88	88	88	88
Borrowing costs		176	171	203	293	264
Finance costs - leases		10	10	10	10	10
Written down value of assets disposed		900	1,200	900	900	900
Other expenses	4.1.12	321	365	373	383	394
Total expenses		53,901	56,340	56,276	53,521	56,008
Surplus/(deficit) for the year		4,896	4,497	13,248	8,775	11,633
Other comprehensive income						
Net asset revaluation increment /(decrement)		-	7,700	2,700	5,000	2,700
Total comprehensive result		4,896	12,197	15,948	13,775	14,333

Balance Sheet

For the four years ending 30 June 2026

		Forecast	Budget	Projections		
		Actual				
		2021/22	2022/23	2023/24	2024/25	2025/26
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		4,189	3,040	4,626	5,000	866
Trade and other receivables		1,700	1,717	1,414	1,309	1,288
Other financial assets		34,000	27,630	27,630	23,340	23,340
Inventories		390	258	267	199	226
Non-current assets classified as held for sale		350	350	350	350	350
Other assets		800	1,200	805	769	802
Total current assets	4.2.1	41,429	34,195	35,092	30,967	26,872
Non-current assets						
Trade and other receivables		380	750	428	429	430
Investments in associates, joint arrangement and subsidiaries		1,610	1,730	1,760	1,790	1,820
Property, infrastructure, plant & equipment		543,369	562,366	581,445	599,076	618,948
Right-of-use assets	4.2.4	288	232	177	122	67
Investment property		2,550	2,640	2,660	2,680	2,700
Intangible assets		1,378	1,118	838	558	278
Total non-current assets	4.2.1	549,575	568,836	587,308	604,655	624,243
Total assets		591,004	603,031	622,400	635,622	651,115
Liabilities						
Current liabilities						
Trade and other payables		3,800	4,049	4,343	3,706	3,958
Unearned income/revenue		5,201	4,200	5,354	2,761	3,861
Provisions		7,784	8,174	7,513	7,513	7,513
Interest-bearing liabilities	4.2.3	-	76	238	4,795	890
Lease liabilities	4.2.4	46	48	49	52	54
Total current liabilities	4.2.2	16,831	16,547	17,497	18,827	16,276
Non-current liabilities						
Provisions		5,647	4,883	5,555	5,555	5,555
Interest-bearing liabilities	4.2.3	4,305	5,239	7,079	5,249	9,013
Lease liabilities	4.2.4	295	239	198	146	92
Total non-current liabilities	4.2.2	10,247	10,361	12,832	10,950	14,660
Total liabilities		27,078	26,908	30,329	29,777	30,936
Net assets		563,926	576,123	592,071	605,845	620,179
Equity						
Accumulated surplus		246,914	253,471	265,992	274,488	291,081
Reserves		317,012	322,652	326,079	331,357	329,098
Total equity		563,926	576,123	592,071	605,845	620,179

Statement of Changes in Equity

For the four years ending 30 June 2026

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022 Forecast Actual					
Balance at beginning of the financial year		554,033	239,537	296,343	18,153
Surplus/(deficit) for the year		4,893	4,893	-	-
Net asset revaluation increment/(decrement)		5,000	-	5,000	-
Transfers to other reserves		-	(5,092)	-	5,092
Transfers from other reserves		-	7,576	-	(7,576)
Balance at end of the financial year		563,926	246,914	301,343	15,669
2023 Budget					
Balance at beginning of the financial year		563,926	246,914	301,343	15,669
Surplus/(deficit) for the year		4,497	4,497	-	-
Net asset revaluation increment/(decrement)		7,700	-	7,700	-
Transfers to other reserves	4.3.1	-	(5,748)	-	5,748
Transfers from other reserves	4.3.1	-	7,808	-	(7,808)
Balance at end of the financial year	4.3.2	576,123	253,471	309,043	13,609
2024					
Balance at beginning of the financial year		576,123	253,471	309,043	13,609
Surplus/(deficit) for the year		13,248	13,248	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves		-	(6,718)	-	6,718
Transfers from other reserves		-	5,990	-	(5,990)
Balance at end of the financial year		592,071	265,991	311,743	14,337
2025					
Balance at beginning of the financial year		592,071	265,991	311,743	14,337
Surplus/(deficit) for the year		8,775	8,775	-	-
Net asset revaluation increment/(decrement)		5,000	-	5,000	-
Transfers to other reserves		-	(7,689)	-	7,689
Transfers from other reserves		-	7,411	-	(7,411)
Balance at end of the financial year		605,846	274,488	316,743	14,615
2026					
Balance at beginning of the financial year		605,846	274,488	316,743	14,615
Surplus/(deficit) for the year		11,633	11,633	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves		-	(6,586)	-	6,586
Transfers from other reserves		-	11,545	-	(11,545)
Balance at end of the financial year		620,179	291,080	319,443	9,656

Statement of Cash Flow

For the four years ending 30 June 2026

	Notes	Forecast	Budget	Projections		
		Actual				
		2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
		Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities						
Rates and charges		29,533	30,657	31,836	32,970	34,251
Statutory fees and fines		396	424	500	511	524
User fees		6,199	5,569	5,206	5,951	6,129
Grants - operating		9,962	10,557	11,289	9,439	9,545
Grants - capital		8,497	8,701	15,009	4,216	10,622
Contributions - monetary		300	121	118	1,142	3,336
Interest received		594	345	408	426	397
Other receipts		2,997	1,639	3,410	2,520	2,497
Employee costs		(19,365)	(20,717)	(19,900)	(20,839)	(21,444)
Materials and services		(20,524)	(21,646)	(21,869)	(19,427)	(20,207)
Other payments		(1,321)	(767)	(373)	(382)	(394)
Net cash provided by/(used in) operating activities	4.4.1	17,268	14,883	25,634	16,527	25,256
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(20,361)	(21,296)	(27,288)	(25,417)	(32,133)
Proceeds from sale of property, infrastructure, plant and equipment		533	1,605	1,489	2,601	3,208
Proceeds from sale of investments		-	2,886	-	4,289	-
Net cash provided by/ (used in) investing activities	4.4.2	(19,828)	(16,805)	(25,799)	(18,527)	(28,925)
Cash flows from financing activities						
Finance costs		(176)	(171)	(203)	(294)	(263)
Proceeds from borrow ings		-	1,000	2,079	2,965	4,655
Repayment of borrow ings		(128)	-	(66)	(238)	(4,795)
Interest paid - lease liability		(10)	(10)	(10)	(10)	(10)
Repayment of lease liabilities		(45)	(46)	(49)	(49)	(52)
Net cash provided by/(used in) financing activities	4.4.3	(359)	773	1,751	2,374	(465)
Net increase/(decrease) in cash & cash equivalents		(2,919)	(1,149)	1,586	374	(4,134)
Cash and cash equivalents at the beginning of the financial year		7,108	4,189	3,040	4,626	5,000
Cash and cash equivalents at the end of the financial year		4,189	3,040	4,626	5,000	866

Statement of Capital Works

For the four years ending 30 June 2026

	Forecast Actual	Budget	Projections		
			2021/22	2022/23	2023/24
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	816	-	-
Buildings	2,468	5,371	10,941	3,969	7,612
Total property	2,468	5,371	11,757	3,969	7,612
Plant and equipment					
Plant, machinery and equipment	2,516	2,158	1,935	1,673	2,013
Fixtures, fittings and furniture	282	383	143	345	119
Total plant and equipment	2,798	2,541	2,078	2,018	2,132
Infrastructure					
Roads	6,345	8,527	5,881	5,417	5,486
Bridges	455	105	102	105	108
Footpaths and cycleways	293	584	541	533	411
Drainage	389	142	138	141	146
Recreational, leisure and community facilities	3,461	1,991	4,984	5,750	5,346
Waste management	575	-	-	1,565	-
Parks, open space and streetscapes	2,917	403	884	1,396	1,080
Off street car parks	330	288	-	-	-
Other infrastructure	330	1,344	923	4,523	9,812
Total infrastructure	15,095	13,384	13,453	19,430	22,389
Total capital works expenditure	4.5.1	20,361	21,296	27,288	32,133
Represented by:					
New asset expenditure	7,379	6,623	7,574	9,624	11,842
Asset renewal expenditure	9,972	11,119	13,532	10,644	10,034
Asset upgrade expenditure	3,010	3,554	6,182	5,150	10,257
Total capital works expenditure	4.5.1	20,361	21,296	27,288	32,133
Funding sources represented by:					
Grants	8,897	8,757	13,206	6,809	9,522
Contributions	314	46	118	1,142	3,336
Council cash	11,150	11,493	11,885	14,502	14,620
Borrowings	-	1,000	2,079	2,965	2,400
Total capital works expenditure	4.5.1	20,361	27,288	25,418	29,878

Statement of Human Resources

For the four years ending 30 June 2026

	Forecast	Budget	Projections		
	Actual				
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	19,664	20,354	19,900	20,839	21,443
Employee costs - capital	1,660	2,224	2,447	2,499	2,553
Total staff expenditure	21,324	22,578	22,347	23,338	23,996
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	206	206	198	202	203
Total staff numbers	206	206	198	202	203

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

Department	Budget	Permanent	
	2022/23	Full Time	Part time
	\$'000	\$'000	\$'000
Communities and Place	5,832	3,497	2,335
Corporate Services	5,193	3,990	1,203
Infrastructure Services	11,553	11,388	165
Total permanent staff expenditure	22,578	18,875	3,703
Capitalised labour costs	(2,224)		
Total expenditure	20,354		

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2022/23	Full Time	Part time			
Communities and Place	51	27	24	-	-
Corporate Services	43	32	11	-	-
Infrastructure Services	112	110	2	-	-
Total staff	206	169	37	-	-

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2026

Summary of Planned Human Resources Expenditure For the four years ended 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Communities and Place				
Permanent - Full time				
Women	2,060	2,106	2,152	2,161
Men	1,261	1,290	1,318	1,352
Permanent - Part time				
Women	1,916	1,800	2,103	2,157
Men	640	589	602	617
Total Communities and Place	5,877	5,785	6,175	6,287
Corporate Services				
Permanent - Full time				
Women	1,924	1,911	1,952	2,002
Men	1,982	1,588	1,622	1,664
Permanent - Part time				
Women	1,204	1,360	1,521	1,560
Men	93	95	97	100
Total Corporate Services	5,203	4,954	5,192	5,326
Infrastructure Services				
Permanent - Full time				
Women	1,418	1,619	1,854	2,005
Men	9,901	9,805	9,930	10,186
Permanent - Part time				
Women	112	115	117	120
Men	67	69	70	72
Total Infrastructure Services	11,498	11,608	11,971	12,383
Total staff expenditure	22,578	22,347	23,338	23,996
Capitalised labour costs	(2,224)	(2,447)	(2,499)	(2,553)

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
Communities and Place				
Permanent - Full time				
Women	17	17	17	17
Men	9	10	10	10
Permanent - Part time				
Women	18	16	18	18
Men	7	6	6	6
Total Communities and Place	51	49	51	51
Corporate Services				
Permanent - Full time				
Women	18	17	17	17
Men	14	11	11	11
Permanent - Part time				
Women	10	11	12	12
Men	1	1	1	1
Total Corporate Services	43	40	41	41
Infrastructure Services				
Permanent - Full time				
Women	14	15	17	18
Men	96	92	91	91
Permanent - Part time				
Women	1	1	1	1
Men	1	1	1	1
Total Infrastructure Services	112	109	110	111
Total staff numbers	206	198	202	203

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget. The current Local Government Act 2020 does not yet have any rating provisions. The rating provisions contained in the Local Government Act 1989 still apply.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2022-23 the FGRS cap has been set at 1.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average revenue generated by the general rate and municipal charge will increase by 1.75% in line with the rate cap.

This will raise total rates and charges (general rates + the municipal charge) for 2022-23 to \$26,084,991.

4.1.1(a) Reconciliation of Rates

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

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000	Change \$'000	%
General rates*	22,596,551	23,801,991	1,205,440	5.33%
Municipal charge*	2,724,720	2,283,000	(441,720)	-16.21%
Waste management charge	3,879,259	4,090,524	211,265	5.45%
Waste Charges on supplementaries	10,000	2,000	(8,000)	-80.00%
Supplementary rates and rate adjustments	162,093	223,641	61,548	37.97%
Revenue in lieu of rates	259,983	264,533	4,550	1.75%
Total rates and charges	29,632,606	30,665,689	1,033,083	3.49%

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

The following table reconciles the General Rates & Municipal Charge (eg those items subject to the rate cap) by sector compared back to the 2021/22 full year effect. This shows the sector wide impact of the increase in the rate revenue by the rate cap coupled with the change in the value of the municipal charge.

Type or class of land	2021/22 Budget	2021/22 Full Year Effect	2022/23	Change	
	\$	\$	\$	\$	%
Residential	13,447,751	15,958,726	16,313,990	355,264	2.23%
Commercial	1,591,777	1,747,554	1,741,485	(6,069)	-0.35%
Industrial	854,983	991,710	923,304	(68,407)	-6.90%
Culture and Recreation Land (50% rate)	15,959	15,959	14,859	(1,100)	-6.89%
Farms	6,686,081	6,922,406	7,091,353	168,947	2.44%
Total amount to be raised by general rates	22,596,551	25,636,355	26,084,991	448,636	1.75%

4.1.1(b) Rate in the dollar

The rate in the dollar to be levied as general rates under Section 158 of the Local Government Act 1989 for each type or class of land compared with the previous financial year

Type or class of land	2021/22 cents/\$CIV	2022/23 cents/\$CIV	Change
General rate for rateable residential properties	0.5200	0.4476	-13.92%
General rate for rateable commercial properties	0.4940	0.4252	-13.93%
General rate for rateable industrial properties	0.4940	0.4476	-9.39%
General rate for rateable Culture & Rec. Land	0.2600	0.2238	-13.92%
General rate for rateable farm properties	0.3068	0.2238	-27.05%

4.1.1(c) Total Rate Revenue from General Rates

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

Type or class of land	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential	13,447,751	14,412,944	965,193	7.18%
Commercial	1,591,777	1,637,424	45,647	2.87%
Industrial	854,983	835,618	(19,365)	-2.26%
Culture and Recreation Land (50% rate)	15,959	14,865	(1,094)	-6.86%
Farms	6,686,081	6,901,140	215,059	3.22%
Total amount to be raised by general rates	22,596,551	23,801,991	1,205,440	5.33%

4.1.1(d) Assessment numbers

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

Type or class of land	2021/22	2022/23	Change	
	Number	Number	Number	%
Residential	9,434	9,532	98	1.04%
Commercial	523	523	-	0.00%
Industrial	434	440	6	1.38%
Culture and Recreation Land (0% rate)	60	60	-	0.00%
Culture and Recreation Land (50% rate)	3	3	-	0.00%
Farms	2,188	2,191	3	0.14%
Total number of assessments	12,642	12,749	107	0.85%

4.1.1(e) Basis of valuation

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

4.1.1(f) Valuation by Type

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

Type or class of land	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential	2,586,106	3,220,050	633,944	24.51%
Commercial	322,222	385,095	62,873	19.51%
Industrial	173,074	186,689	13,615	7.87%
Culture & Rec. Land (0% rate)	21,253	23,053	1,800	8.47%
Culture & Rec. Land (50% rate)	6,138	6,642	6,642	n/a
Farms	2,179,296	3,083,620	904,324	41.50%
Total value of land	5,288,089	6,905,149	1,617,060	30.58%

4.1.1(g) Municipal Charge per assessment

The municipal charge under Section 159 of the Local Government Act 1989 compared with the previous financial year.

Type of Charge	Per	Per	Change	
	Rateable	Rateable		
	Property	Property		
	2021/22	2022/23		
	\$	\$	\$	%
Municipal	240	200	(40)	-16.67%

4.1.1(h) Total revenue from municipal charge

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

Type of Charge	2021/22	2022/23	Change	
	\$	\$	\$	%
Municipal	2,724,720	2,283,000	(441,720)	-16.21%

4.1.1(i) Garbage Charges

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Local Government Act 1989, compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2021/22	2022/23	\$	%
GAR1 240L Residential Urban	470	479	9	1.91%
GAR2 240L Residential Rural	422	407	(15)	-3.55%
GAR5 240L Commercial	447	462	15	3.36%
GAR6 120L Residential Urban	307	355	48	15.64%
GAR7 120L Residential Rural	270	291	21	7.78%
GAR8 120L Commercial	440	457	17	3.86%
GAR9 240L Commercial Recycling	160	180	20	12.50%

4.1.1(j) Total revenue from garbage charges

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

Type of Charge	2021/22	2022/23	Change	
	\$	\$	\$	%
GAR1 240L Residential Urban	2,185,500	2,247,174	61,674	2.82%
GAR2 240L Residential Rural	524,546	519,739	(4,807)	-0.92%
GAR5 240L Commercial	147,510	164,010	16,500	11.19%
GAR6 120L Residential Urban	865,433	987,195	121,762	14.07%
GAR7 120L Residential Rural	96,390	105,633	9,243	9.59%
GAR8 120L Commercial	38,280	40,673	2,393	6.25%
GAR9 240L Commercial Recycling	21,600	26,100	4,500	20.83%
Total	3,879,259	4,090,524	211,265	5.45%

4.1.1(k) Rates & Charges - Summary

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

	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
General rates	22,596,551	23,801,991	1,205,440	5.33%
Municipal Charge	2,724,720	2,283,000	(441,720)	-16.21%
Garbage Charges	3,879,259	4,090,524	211,265	5.45%
Waste charges on supplementaries	10,000	2,000	(8,000)	-80.00%
Rates from Supplementary Valuations	162,093	223,641	61,548	37.97%
Revenue in lieu of rates	259,983	264,533	4,550	1.75%
Total Rates and charges	29,632,606	30,665,689	1,033,083	3.49%

4.1.1(l) Fair Go Rates System Compliance

Horsham Rural City Council is fully compliant with the State Government's Fair Go Rates System. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2021/22	2022/23
Total Rates	\$25,305,313	\$26,070,126
Number of rateable properties	12,579	12,686
Base Average Rate	\$1,982.12	2019.85
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$ 2,011.71	\$ 2,055.03
Maximum General Rates and Municipal Charges Revenue	\$25,305,313	\$26,073,347
Budgeted General Rates and Municipal Charges Revenue	\$25,305,313	\$26,070,126
Budgeted Supplementary Rates	\$ 162,092	\$ 223,641
Budgeted Total Rates and Municipal Charges Revenue	\$25,467,405	\$26,293,767

4.1.1(m) Significant changes

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

- The making of supplementary valuations (2022-23: estimated \$223,641. The 2021-22 actual: \$247,766. Full year equivalent for 2021-22 would be \$329,330)
- The finalisation of stage 4 valuation by the Valuer General
- The variation of returned levels of value (e.g. valuation objections and appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Differential Rates to be levied

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

- A general rate of 0.2238% (0.2238 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.4252% (0.4252 cents in the dollar of CIV) for all rateable commercial properties.

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

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

Farm land

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

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

Council during 2015-16 undertook a review of its data associated with the classification of land as farm land, in order to ensure that all properties below the 60 hectare minimum lot size within the farm zone meet the above definition. The Revenue & Rating Plan update for 2022-23 includes further requirements for these properties to be eligible for the farm differential that includes the following requirements:

- The Farm business must have an ABN
- The Farm business must be registered for GST

- A review will be undertaken of these properties at least once every 4 years
- Further information is contained in the Revenue & Rating Plan

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

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

The differential rate is provided in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

The historical changes to the Farm differential are summarised as follows (depicted as the amount of concession provided against the General Rate):

- 2000-01 5%
- 2010-11 10%
- 2014-15 20%
- 2019-20 33%
- 2021-22 41%
- 2022-23 50%

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 2021-22 financial year.

Commercial land

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

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

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

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

The historical changes to the Commercial differential are summarised as follows (depicted as the amount of concession provided against the General Rate):

- 2020-21 5%

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 2021-22 financial year.

Industrial land

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

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

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

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

The historical changes to the Commercial differential are summarised as follows (depicted as the amount of concession provided against the General Rate):

- 2020-21 5%
- 2022-23 0%

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 2021-22 financial year.

Other Concessional Rates - Culture and Recreational Land

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

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

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

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

4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000	\$'000	%
Infringements and costs	90	117	27	30.00%
Perin Court recoveries	48	37	(11)	-22.92%
Issue of Certificates	19	25	6	31.58%
Local Laws - permits & licences	27	32	5	18.52%
Town planning fees	131	144	13	9.92%
Health Registrations	111	143	32	28.83%
Total statutory fees and fines	426	498	72	16.90%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. There are significant increases shown here, as the budget returns back to previous levels of operation after COVID-19.

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

4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000	\$'000	%
Animal control	364	399	35	9.62%
Building approvals	152	182	30	19.74%
Community services	2	2	-	0.00%
Administration charges	104	108	4	3.85%
Performing arts charges	1,127	838	(289)	-25.64%
Immunisations	2	2	-	0.00%
Livestock operations	632	642	10	1.58%
Parking meter fees	330	220	(110)	-33.33%
Passive recreation	6	6	-	0.00%
Roadside revegetation	5	5	-	0.00%
Sports complexes	92	92	-	0.00%
Transfer station and landfill charges	3,143	3,033	(110)	-3.50%
Visitor services income	40	40	-	0.00%
Total user fees	5,999	5,569	(430)	-7.17%

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 7.2% or \$0.430 million in 2022-23. The three main decreases are \$0.289 million from Performing Arts charges, due to closure of part of facility whilst Hall floor is renewed, \$0.110 million decrease in parking meter fees whilst new parking meters are installed across Horsham, \$0.110 million decrease in transfer station and landfill charges due to improved recycling with new garbage collection reducing materials into landfill.

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

4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual			
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,593	7,041	448	6.80%
State funded grants	3,769	4,524	755	20.03%
Total grants received	10,362	11,565	1,203	11.61%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants - General Allocation	4,284	4,541	257	6.00%
Financial Assistance Grants - Road Construction and Maintenance	2,244	2,423	179	7.98%
Environmental Health	37	47	10	27.03%
Home & Community Care Services	28	30	2	7.14%
Recurrent - State Government				
Art Gallery	90	90	-	0.00%
Art Gallery Education Program	33	53	20	60.61%
Community Facilities	17	5	(12)	-70.59%
Horsham Town Hall Operations	80	80	-	0.00%
Library	181	193	12	6.63%
Maternal & Child Services - Universal	580	576	(4)	-0.69%
School Crossing Supervision	38	49	11	28.95%
Landcare	56	59	3	5.36%
Total recurrent grants	7,668	8,146	478	6%
Non-recurrent - State Government				
Community Engagement	-	126	126	
Youth Engagement	16	73	57	356.25%
Environmental Health	6	7	1	16.67%
Council Transformation	2,325	2,846	521	22.41%
Maternal & Child Services	-	39	39	
Miscellaneous	57	-	(57)	-100.00%
Environmental Sustainability	50	25	(25)	-50.00%
Wimmera Emergency Mgmt Resource Sharing	240	240	-	0.00%
Total non-recurrent grants	2,694	3,356	662	25%
Total operating grants	10,362	11,502	1,140	11%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,428	1,428	-	0.00%
Total recurrent grants	1,428	1,428	-	0.00%
Non-recurrent - State Government				
Buildings	862	1,559	697	80.86%
Footpaths and cycleways	-	499	499	
Other infrastructure	2,649	391	(2,258)	-85.24%
Recreation, leisure and community facilities	2,725	909	(1,816)	-66.64%
Roads	1,005	3,919	2,914	289.95%
Bridges	227	52	(175)	-77.09%
Total non-recurrent grants	7,468	7,329	(139)	-1.86%
Total capital grants	8,896	8,757	(139)	-1.56%
Total Grants	19,258	20,259	1,001	5.20%

Grants - operating (\$1.14 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. Overall, the level of operating grants has increased by 11.0% or \$1.140 million compared to 2021-22. Major increases include: \$0.521 million for Rural Council Corporate Collaboration, and anticipated increases in the Financial Assistance Grants (formerly Grants Commission) funding of \$0.436 million.

Three small community engagement grants will also contribute an extra \$0.126 million with an extra \$0.057 million grants for youth services.

Grants - capital (\$0.14 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding part of the capital works program. Overall the level of capital grants has decreased by 1.6% or \$0.139 million compared to 2021-22.

Significant funding of \$2.856 million has been received through the Local Roads Community Infrastructure Stage 3 program which will fund various building projects \$0.560 million, urban and rural road reconstruction projects \$2.230 million, footpath projects \$0.499 million, and a recreation project \$0.109 million.

It is anticipated that significant grant funding will be received for the City Oval/Sawyer Park construction. This grant will see capital works completed over two financial years starting in 2022-23 with funding of \$0.823 million being recognised.

The large decrease in grants received in Other infrastructure grants is due to the following: The 2021-22 budget included a large one off grant of \$2.100 million for Wimmera River Pedestrian Bridge, as well as two other one off grants of \$0.284 million and \$0.265 million.

The large decrease in grants received in the Recreation, Leisure and Community area is due to \$1.650 million funding for the City to River Natural Play Feature was budgeted in 2021-22, the final grant claim of \$0.800 million for this project is included in the 2022-23 budget.

4.1.5 Other income

	Forecast	Budget	Change	
	Actual	2022/23		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	617	345	(272)	-44.08%
Interest on rates	40	40	-	0.00%
Aerodrome	38	38	-	0.00%
Art Gallery	35	39	4	11.43%
Caravan Park	64	64	-	0.00%
Childrens Hub	76	60	(16)	-21.05%
Youth Services	20	-	(20)	-100.00%
Commercial Property Rent	205	213	8	3.90%
External works	75	75	-	0.00%
Lease/rental income	111	122	11	9.91%
Vicroads main roads maintenance	581	775	194	33.39%
Wimmera Business Centre	140	134	(6)	-4.29%
Wimmera Intermodal Freight Terminal	109	109	-	0.00%
Other	189	142	(47)	-24.87%
Total other income	2,300	2,156	(144)	-6.26%

Other income (\$0.14 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.

It is expected there will be a decrease of \$0.272 million in interest received, based on the low interest rates and slightly lower levels of cash held. This expected decrease is partly offset in additional income of \$0.194 million from carrying out a contract for Vicroads road maintenance.

4.1.6 Employee costs

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23	\$'000	%
Wages and salaries	19,404	20,619	1,215	6.26%
WorkCover	394	288	(106)	-26.90%
Superannuation	1,536	1,671	135	8.79%
Less amounts capitalised in non-current assets constructed by Council	(1,670)	(2,224)	(554)	33.17%
Total employee costs	19,664	20,354	690	3.51%

Employee costs (\$0.69 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. This expense does not include casual staff employed through an agency.

Staffing levels have remained at a constant of 206 EFT. The above cost reflects anticipated hourly rate increases after negotiating a new Enterprise Bargain and increased costs of Superannuation which is increased to 10.5% on 1st July 2022. It is also anticipated more staffing will be utilised in the road reconstruction program than in the previous year.

4.1.7 Materials and services

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23	\$'000	%
Advertising	187	189	2	1.07%
Building service contractors	325	340	15	4.62%
Contract cleaning	367	362	(5)	-1.36%
Donations	373	398	25	6.70%
External plant hire	301	244	(57)	-18.94%
External salaries	462	457	(5)	-1.08%
Fringe benefit tax	90	81	(9)	-10.00%
General materials	924	965	41	4.44%
Initiative projects	1,194	855	(339)	-28.39%
Insurances	597	655	58	9.72%
IT expenditure	557	842	285	51.17%
Library membership	512	536	24	4.69%
Management aquatic centre	380	300	(80)	-21.05%
Performing events expenses	858	666	(192)	-22.38%
Plant operating costs	1,572	1,562	(10)	-0.64%
Power, light & heating	866	788	(78)	-9.01%
Rural Councils Transformation Program	1,377	2,522	1,145	83.15%
Telephone	132	132	-	0.00%
Waste management expenses	5,854	6,760	906	15.48%
Water rates	297	302	5	1.68%
Wimmera Development Association membership	212	212	-	0.00%
Materials and services less than \$100,000	2,686	2,544	(142)	-5.29%
Total materials and services	20,123	21,712	1,589	7.90%

Materials and services (\$1.59 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 7.9% or \$1.589 million compared to 2021-22.

The 2021-22 budget includes an increase of \$1.145 million in the Rural Council's Corporate Collaboration (RCCC) project as the project enters implementation stage. This regional project is fully grant funded.

There will also be an increase in waste management expense of \$0.906 million, including additional EPA levy costs of \$0.207 million (total expected EPA cost for year being \$1.305 million) and an additional \$0.711 million for implementation of the new 4 Bin Garbage Collection system.

Information Technology expenditure shows increase of \$0.285 million which reflects the consolidation of all software costs in this one area, the increase in this area shows as a reduction in the materials less than \$100,000 line.

Expenditure on initiatives shows a decrease of \$0.339 million, as extra initiative projects in 2021-22 were funded from extra revenue from grants or reserves (\$0.711 million). See appendix A for detailed listing of 2022-23 initiatives. Expenditure in performing arts area will also decrease by \$0.192 million whilst the venue is partly closed due to the hall floor renewal works being undertaken.

4.1.8 Depreciation and amortisation

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Property	1,681	1,340	(341)	-20.29%
Plant & equipment	1,266	1,430	164	12.95%
Infrastructure	9,352	9,418	66	0.71%
Total depreciation	12,299	12,188	(111)	-0.90%

Depreciation (\$0.11 million decrease)

Depreciation is an accounting measure, which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Changes reflect the decreased depreciation associated with building assets, after the revaluation which occurred in 2020-21.

4.1.9 Amortisation - Intangible Assets

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Intangible assets	260	260	-	0.00%
Total amortisation - intangible assets	260	260	-	0.00%

Amortisation – Intangible Assets (\$0.00 increase)

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

4.1.10 Amortisation - Right of use Assets

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Right of use assets	55	55	-	0.00%
Total amortisation - right of use assets	55	55	-	0.00%

Amortisation – Right of Use Assets (\$0.00 increase)

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

4.1.11 Other expenses

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Auditors' remuneration - VAGO - audit of financial statements, performance statements and grant acquittals	53	55	2	3.77%
Fees for other services provided by auditors	29	29	-	0.00%
Councillors' allowance	239	281	42	17.57%
Total other expenses	321	365	44	13.71%

Other expenses (\$0.04 million increase)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Councillor allowances have increased by 17.6% or \$0.042 million for 2022-23.

4.2 Balance Sheet

4.2.1 Assets

Current Assets (\$6.86 million decrease) and Non-Current Assets (\$18.97 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other highly liquid investments with short-term maturities of three months or less. Financial assets are term deposits with a maturity term of greater than 3 months. Cash and financial assets is expected to decrease by \$7.149 million as Council utilises its existing cash.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are expected to increase slightly by \$0.017 million to those levels of 2021-22. Other assets include items such as inventories or stocks held for sale or consumption in Council's services, prepayments and accrued income to increase by \$0.400 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 (\$21.297 million of new, upgraded and renewed assets), depreciation of assets (\$12.188 million), revaluation of assets (\$7.700 million) and the net loss on property write offs (\$1.200 million).

Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted balance sheet statement shows at 30 June 2023 Council will have cash and investments of \$31.040 million. Council has always taken a strong stance to maintain cash backed reserves with the exception of the Industrial Estates Reserve. The analysis of the unrestricted cash position is depicted in the following table:

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Total cash and cash equivalents	4,189	3,040	(1,149)	-27.43%
Other financial assets	34,000	28,000	(6,000)	-17.65%
Restricted cash and investments			-	
-Statutory reserves	(371)	(167)	(204)	54.99%
-Cash held to fund carry forward capital works	(500)	(500)	-	0.00%
-Cash held to fund carry forward service delivery		-	-	
-Trust funds and deposits	(470)	(470)	-	0.00%
Unrestricted cash and investments	36,848	29,903	(6,945)	-18.85%
-Discretionary cash reserves	(10,345)	(9,777)	568	-5.49%
-Staff provisions	(6,299)	(5,908)	391	-6.21%
-Landfill and quarry provisions	(4,051)	(5,871)	(1,820)	44.93%
-Trade payables	(10,119)	(8,249)	1,870	-18.48%
Unrestricted cash adjusted for discretionary reserves and provisions	6,034	98	(5,936)	-98.38%

Explanation of items in above table:

Statutory reserves (\$0.17 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. Funds will be drawn down from this reserve in 2022-23 to commence developing land south of Mill Street, on the former Victrack site.

Cash held to fund carry forward capital works (\$0.50 million)

Carried forward works have not been included in the budget at this point in time due to their uncertain nature and amount. It is anticipated there could be approx. \$4.000 million of uncompleted projects at 30th June 2023. It is expected there will be a small component of the grant funded City Oval/Sawyer Park construction project that will be carried forward to 2023-24 year. Other projects will be identified early in the new financial year.

Unrestricted cash and investments (\$29.90 million)

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

Discretionary cash reserves (\$9.78 million)

These funds are shown as discretionary cash backed reserves, as they are not restricted by a statutory purpose. Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2022-23 year \$5.747 million is budgeted to be transferred to and \$7.808 million from Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. (Section 4.3.1 below describes the purpose and balance of each reserve in detail).

Staff provisions (\$5.91 million)

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

Landfill provisions (\$5.87 million)

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

Balance available for unrestricted cash adjusted after discretionary reserves, trade payables and provisions (\$0.10 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, estimated at 30th June 2023, unexpected short-term needs, future loan principal repayments and any budget commitments, which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

4.2.2 Liabilities

Current Liabilities (\$0.28 million decrease) and Non-Current Liabilities (\$0.16 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$0.249 million. Unearned income/revenue includes capital grant funding received that has not been acquitted according to the grant agreement, expected to decrease by \$1.000 million.

Interest bearing loans are budgeted to increase by \$1.000 million with a new loan drawn down to assist funding the City Oval/Sawyer Park construction.

Provisions include accrued long service leave, annual leave, sick leave gratuity and landfill restorations. These liabilities are budgeted to decrease by \$0.363 million with decreases in employee provisions due to long term staff leaving Council.

4.2.3 Borrowings

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

	Forecast	Budget	Projections		
	Actual				
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	4,432	4,305	5,305	7,317	10,044
Amount proposed to be borrowed	-	1,000	2,079	2,965	4,655
Amount projected to be redeemed	(127)	-	(67)	(238)	(4,795)
Amount of borrowings as at 30 June	4,305	5,305	7,317	10,044	9,904

Interest-bearing loans and borrowings are borrowings of Council. The opening balance of \$4.305 million is an interest only loan with full repayment of this amount in 2025-26. A new loan is budgeted to be drawn down during 2022-23 of \$1.000 million to assist funding the City Oval/Sawyer Park construction.

4.2.4 Leases by Category

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

	Forecast	Budget
	Actual	
	2021/22	2022/23
	\$	\$
Right-of-use assets		
Property	288	240
Total right-of-use assets	288	240
Lease liabilities		
Current lease Liabilities		
Land	46	48
Total current lease liabilities	46	48
Non-current lease liabilities		
Land	295	247
Total non-current lease liabilities	295	247
Total lease liabilities	341	295

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

4.3 Statement of changes in Equity

4.3.1 Reserves

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

CBD and Car Park Development Reserve (30 June 23 Balance \$0.71 million)

This reserve is funded mostly by the annual transfer of the profit in the operation of Council's parking meters. Contributions from developers in lieu of car parking spaces are also transferred to this reserve. Parking meters fines generally cover the cost of employing parking officers. The account is maintained to develop car parking in the CBD; to purchase new and replacement meters; and has been to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham. This reserve will contribute \$0.206 million during 2022-23 towards the River Activation project. Funding for the completion of the replacement of all Council's parking meters is also planned at a cost of \$0.210 million and also funding for additional disabled car parking bays \$0.023 million.

Wimmera Business Centre Reserve (30 June 23 Balance \$0.15 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 June 23 Balance \$0.26 million)

The Information Technology reserve is held to allow purchasing of computer related hardware items, related software and IT initiatives. Any under expenditure in the IT budget, is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year. \$0.220 million will be drawn from this reserve in 2022-23 to fund capital works, \$0.055 million for software replacement/upgrades and \$0.116 million for IT initiatives.

Plant Replacement Reserve (30 June 23 Balance \$1.13 million)

This reserve is maintained in conjunction with the plant operating account to fund Council's purchases of replacement plant and equipment. Plant and equipment are charged out on an hourly rate to Council operations and the income from this activity is transferred to the plant operating account. General maintenance and operating expenditure on plant is debited to that account and the net profit or surplus on an annual basis is transferred to this reserve for expenditure on purchases of plant and equipment. The rationale for this account is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, it allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure has no effect on the annual budget. This account is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing ten-year plant program is prepared by Council's Fleet Management department, which clearly shows that this reserve account does not fall in value in the long term. The net value of plant purchases funded from this reserve in 2022-23 budget is \$1.713 million. Fuel savings of \$0.080 million will be transferred to fund other business efficiency programs in 2022-23. Depot decontamination works of \$0.267 million will also be funded from this reserve.

Waste Management Reserve (30 June 23 Balance \$0.86 million)

The waste management reserve is created to provide funds to rehabilitate landfills at the end of their useful lives and for other major capital expenditure in the waste management area. The account is mainly utilised for the continued expansion and compliance of the regional landfill at Dooen. Given the limited funds available and the increasing costs of waste management, this account from time to time is utilised to fund other waste management capital works. It is important in the long term, not to overdraw this account to the detriment of the establishment or expansion of the landfill and that processes are in place to ensure that there is sufficient monies in the waste management reserve to meet the obligations at that time. During 2022-23 financial year, \$2.276 million will be drawn from this reserve. Major items funded include rehabilitation on Johns Cell 1 putrescible area \$0.49 million, Johns Cell 2 rehabilitation capping \$0.118 million and completion of the Dooen portable office \$0.121 million. The implementation of the 4 bin collection system will also see \$1.203 million expended from this reserve on new garbage and recycling bins.

Contingency Reserve (30 June 23 Balance \$0.47 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 June 23 Balance \$0.02 million)

The Wimmera Regional Library Corporation has moved responsibility for asset replacement requirements to each member Council to provide funds at the point that assets need to be replaced. There are no plans for major capital asset replacement during 2022-23.

Major Capital Projects Reserve (30 June 23 Balance \$0.96 million)

This reserve is to provide for future asset replacements for major strategic projects. There are no plans for major capital asset replacement during 2022-23.

Town Hall Development Reserve (30 June 23 Balance \$0.05 million)

This new reserve has been established to set aside funds to meet future asset replacements for this major asset. Council allocates an annual sum into this reserve. As the balance grows in this reserve, Council will be able to reallocate funding for any aging assets that need to be renewed at this facility.

Infrastructure Gap Reserve (30 June 23 Balance \$0.03 million)

Council's Asset Management Plan, through the MAV's STEP program has identified a significant infrastructure renewal funding gap. One of the strategies to address this gap has been to levy an additional percentage rate rise in its budget, which is then specifically targeted to fund asset renewal on identified priority Council assets. This process began in 2007-08 when a 0.5% rate rise was set. A further 1.5% was set the following year and then an additional 2% annual rate rise to 2011-12, 1% in 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 and 2019-20. These funds are placed in this reserve and the total funds raised are to be expended within the financial year on asset renewal to improve the overall condition of Council's asset stocks. 2022-23 will see \$2.645 million used from this reserve for targeted infrastructure renewal.

Open Spaces Contribution Reserve Account (30 June 23 Balance \$0.23 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. Funding from this reserve in 2022-23 of \$0.214 million will be utilized in developing land south of Mill Street in Horsham north.

Road Construction Reserve (30 June 23 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 June 23 Balance \$0.28 million)

This reserve was established in 2017-18 and was created to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs. 2022-23 financial year will see \$0.056 million of savings fed back into this reserve. This reserve will provide funding for the zero carbon plan implementation \$0.080 million and match grant funding of \$0.075 million for developing specific sustainability plans.

Commercial Properties (Firebrace Street) Reserve (30 June 23 Balance \$0.54 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 in rental income should be placed in a reserve. The long-term intention of this reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street. During 2022-23, \$0.138 million will be utilised to remove rising damp in some of the council owned shops on Firebrace Street.

Aquatic Centre Reserve (30 June 23 Balance \$0.05 million)

This reserve has been established to set aside funds to meet future asset renewal requirements at the Centre in accordance with its Business Plan.

Industrial Estate Reserve (30 June 23 Balance \$2.41 million)

The industrial estate reserve comprises cash 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. In 2022-23, \$1.199 million will be used to undertake development works, comprising of roads, drainage, crossovers, trees and water and power supply at the Horsham Enterprise Estate. Similar development will occur at Burnt Creek Industrial Estate of \$1.79 million, of which Council is anticipating a grant of \$1.19 million with this reserve contributing the balance of \$0.595 million to the project. Funding of \$0.116 million will be used for implementation of the property strategy which will assist in generating \$1.204 million of land sales from WAL Hub (Wimmera Agriculture and Logistics Hub) during the year. This reserve balance is made up of a cash component and land value of industrial land.

Loan Fund Reserves (30 June 23 Balance \$3.29 million)

Funds of \$0.162 million held in this reserve are to assist offset of repayments for projected borrowings for major projects in the next 1-2 years. Other balances to this reserve are sinking fund instalments for the interest only loans now been sourced through the MAV Funding Vehicle. This reserve balance will increase until 2025-26, in that year Council will repay the \$4.305 million loan in full. \$0.422 million will be transferred into this reserve each year until \$4.305 million is reached in 2025-26.

Aerodrome Reserve (30 June 23 Balance \$0.66 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 June 23 Balance \$0.56 million)

The regional livestock exchange reserve was created by the former City of Horsham to accumulate funds towards the redevelopment of the saleyards. This reserve has been used in the construction of the new livestock exchange at Burnt Creek and the clean-up of the old City Gardens site. The sums accumulated in the reserve are now retained to provide for capital developments which may occur at the livestock exchange and also to commence a replacement and refurbishment fund to be accumulated over future years. The livestock roofing project was completed in October 2021. A grant of \$1.490 million was received, and \$2.340 million was sourced from internal reserve borrowings to complete this project in 2020-21. This reserve will make annual loan payments of \$0.090 million per year to extinguish these internal loan borrowings for the next 25 years. A small amount of \$0.020 million will be used for renewal of assets at the exchange in 2022-23.

Drainage Headworks Reserve (30 June 23 Balance \$0.56 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) Reserve (30 June 23 Balance \$0.911 million)

This new reserve has been established to meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT. The annual transfer to this reserve from funds received for lease of facility will be \$0.059 million in 2022-23.

Unfunded Superannuation Reserve (30 June 23 Balance \$0.00 million)

This reserve had been created to hold funds for possible future contributions towards Council's unfunded superannuation liabilities. The last call on unfunded superannuation liability was over 10 years ago, it is possible that Council will not be required to make any further payments. A council resolution in 2021-22, saw the balance of \$0.600 million being utilized to fund the MAV WorkCare Scheme shortfall.

Internal Loan Borrowings from Reserves (30 June 23 Balance -\$2.07 million)

Council has determined to utilise cash held in lieu of external loan borrowings for any major projects. \$0.900 million was borrowed from reserves to assist in funding the completion of the Horsham North Children's Hub in 2018-19 and \$2.340 million by end of 2020-21 as part funding for the Horsham Regional Livestock Exchange Roofing project. Each year these two projects will repay cash into this reserve to reduce the debt owing. The children's hub loans will be repaid over a 10-year period ending 30/6/28, whilst the Livestock Exchange Roof will be repaid over a 25 year period, finalising at end of 2047. Further internal borrowings of \$0.755 million were utilised during 2020-21 to fund HACC redundancies when Council exited the services in December 2020. Balance on the HACC debt will be \$0.155 million at 30/6/23 with the final repayment during 2023-24.

4.3.2 Equity

Equity (\$12.20 million increase)

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

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

4.4 Statement of Cash Flows

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

Operating activities (\$0.50 million increase)

The increase in net cash from operating activities of \$0.501 million results from overall increases in receipts of \$2.594 million from:

- rates and charges \$1.333 million,
- grants \$2.262 million,
- other revenue \$1.195 million
and a
- decrease in user charges, contributions, interest and fees and fines \$1.196 million

Increases in all payment groups total \$1.820 million from the following:

- employee costs \$0.589 million,
- materials and services \$0.671 million,
- other expenses \$0.833 million

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

Investing activities (\$0.137 million decrease)

Proceeds from sales of property has increased by \$1.01 million with the expected sales of industrial land (\$1.204 million). This extra revenue reduces the effect of \$0.935 million increase in capital works payments during the year.

Carry-forward works are not included in these numbers.

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

Financing activities (\$1.13 million increase)

Council has extinguished all principal and interest loans as at 30th June 2022. The only interest charge in 2022-23 relates to interest due (\$0.171 million) on an interest-only loan. New borrowings of \$1.000 million for capital works have been included. Council is in its seventh year of borrowings from the MAV Funding Vehicle in which Council receives an interest only loan under the conditions of that arrangement. There is an approx. 0.5% to 1.0% savings in financing costs under this arrangement, and Council will transfer appropriate cash to a capital reserve each year to meet the loan redemption required at the finalisation of the term. For 2022-23 the amount transferred to reserve is \$0.420 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2022-23 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary by Class of asset

	Forecast	Budget	Change	%
	Actual	2022/23		
	2021/22	2022/23		
	\$'000	\$'000	\$'000	
Property	2,468	5,371	2,903	117.63%
Plant and equipment	2,798	2,541	(257)	-9.19%
Infrastructure	15,095	13,384	(1,711)	-11.33%
Total	20,361	21,296	935	4.59%

Property: The 2022-23 budget reflects an increase of \$2.903 million in building projects; including \$3.221 million funding for 1st year of construction of City Oval/Sawyer Park, including netball court clubrooms, community centre/change rooms/toilets and event stage, broadcast box and storage facility (dependent on securing \$0.822 million grant funding); \$0.265 million for The Station indoor outdoor upgrade (dependent on securing \$0.265 million grant funding); and finalisation of the refurbishment of Town Hall Heritage Hall floor replacement \$0.220 million (grant received for \$0.220 million).

Infrastructure: The 2022-23 budget reflects a decrease of \$1.711 million in projects. This includes an additional \$2.861 million of increased expenditure on rural road reconstruction which will occur if \$2.861 million of grant funding is secured. Other major projects for 2022-23 include: \$0.648 million funding for 1st year of construction of City Oval/Sawyer Park netball courts, (dependent on securing \$0.324 million grant); finalisation of City to River Natural Play Feature \$0.8480 million; major development works at Enterprise Estate of \$1.199 million, and Burnt Creek Industrial Estate of \$1.785 million (dependent on grant funding of \$1.191 million).

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	5,371	908	2,496	1,967	-	1,559	21	2,791	1,000
Plant and equipment	2,541	436	2,010	95	-	-	25	2,516	-
Infrastructure	13,384	5,279	6,613	1,492	-	7,198	-	6,186	-
Total	21,296	6,623	11,119	3,554	-	8,757	46	11,493	1,000

Property

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

The large increase in expenditure on property projects in 2022-23 relates to increased grant funding of \$0.697 million compared to last year's funding, as well as loan funding of \$1.000 million towards the first year's expenditure on the City Oval/Sawyer Park project.

Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.875 million), and new plant \$.228 million. Information Technology includes: \$0.117 million for new digital device rollout for infrastructure team.

Infrastructure

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

Road reconstruction is the most significant infrastructure capital program expending \$8.527 million. This includes urban roadworks \$1.197 million, rural \$5.405 million, and industrial estate road infrastructure \$1.924 million. Other program expenditures include: Road Bridges \$0.105 million, Industrial Estate Water/Power supply and other works \$1.060 million, Footpath and cycle-ways \$0.584 million, Drainage \$0.142 million, Off street Car Parks and parking meter works \$0.288 million, parks and open spaces \$0.403 million and recreation expend of \$1.991 million. (Full details see 4.5.2 below). Many of these projects are funded from either grant revenue or transfers from cash reserves.

Asset renewal (\$11.12 million), new assets (\$6.62 million) and upgrade (\$3.55 million)

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

Carried forward works

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

4.5.2 Capital Works – 2022-23

ASSET DESCRIPTION	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY																				
Buildings																				
NATIMUK PRESCHOOL ACCESSIBLE TOILET/SOLAR	65,564	18,358	18,358	28,848		61,714						3,850								18,358
THE STATION INDOOR OUTDOOR UPGRADE INCS. ENTRANCE IMPROVEMENTS, ACCESSIBLE TOILETS, DECKING	265,000	53,000	106,000	106,000	150,000	115,000							53,000							
AQUATIC CENTRE MISC PROVISION	10,000			10,000								10,000								
TOWN HALL, HERITAGE HALL FLOOR REPLACEMENT total project \$620k. 21.22 \$410k, 22.23 \$210k.	220,000	220,000				220,000							220,000							
TOWN HALL STAFF ROOM & WORKSTATIONS	159,000		39,750	119,250								159,000								
TOWN HALL UPGRADE - BOILERS, THEATRE LIGHTING	200,000	100,000	100,000									200,000							100,000	
HAMILTON LAMB HALL ACCESSIBLE TOILET	53,398	26,699	26,699									53,398								26,699
FIREBRACE ST SHOPS RENEWAL RISING DAMP	137,800	68,900	68,900								137,800							68,900		
WEIR PARK PUBLIC CONVENIENCE UPGRADE	31,800	15,900	15,900			31,800														15,900
ROBERTS AVE PUBLIC CONVENIENCE UPGRADE	21,200	10,600	10,600									21,200							7,766	2,834
TELANGATUK PUBLIC CONVENIENCE UPGRADE	131,944	65,972	65,972			131,944														65,972
BUILDING RENEWAL PROGRAM 22/23:																				
JUNG HALL FLOORBOARDS AND OTHER RENEWAL	25,000	25,000										25,000								25,000
LAWN TENNIS CLUB CARPET RENEWAL	15,000	15,000										15,000								15,000
ROWING CLUB PUBLIC CONVENIENCE RENEWAL	53,148	53,148										53,148								53,148
WOOLWORTHS PUBLIC CONVENIENCE FLOORING RENEWAL	13,000	13,000										13,000								13,000
CITY OVAL (ADJ VIC) PUBLIC CONVENIENCE RENEWAL	38,966	38,966										38,966								38,966
BOTANIC GARDEN PUBLIC CONVENIENCE RENEWAL	59,784	59,784										59,784								59,784
SOUNDSHELL SWITCHBOARD UPGRADE	20,000	20,000										20,000								20,000
BENNETT RD KINDERGARTEN STUMPING	15,000	15,000										15,000								15,000
CENTRAL PARK TENNIS PAVILION CARPET AND VINYL	13,000	13,000										13,000								13,000
LIBRARY CARPET AND CONVENIENCE RENEWAL	50,000	50,000										50,000								50,000
THE STATION ROOF REPLACEMENT	30,000	30,000										30,000								30,000
CIMIC CENTRE FLOOR & PAINTING	20,000	20,000										20,000								20,000
HAVEN HALL FLOORING	14,500	14,500										14,500								14,500
HSM COMMUNITY OVAL VINYL RENEWAL	13,500	13,500										13,500								13,500
BASKETBALL STADIUM CHANGEROOM RENEWAL	20,579	20,579						20,579							20,579					
TOTAL OF ABOVE \$392K																				

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Buildings																					
SENSORS FOR COMMUNITY RECREATION ACCESS	60,000			60,000								60,000									
CITY OVAL/SAWYER PARK CONSTRUCTION STAGE 1: FUNDED OVER TWO YEARS 22/23, 23/24																					
- NETBALL COURT CLUBROOMS	1,458,450	729,225	729,225		422,476				320,532			715,442	422,476								306,749
- COMMUNITY CENTRE/CHANGEROOMS/TOILETS	713,441	356,721	356,721						679,468			33,973				356,721					
- EVENT STAGE, BROADCAST BOX, & STORAGE	1,050,000	346,500	346,500	357,000	400,000							650,000	346,500								
BALANCE OF FIRST YEAR, NETBALL COURTS \$611K SHOWN IN RECREATION AREA																					
SUSTAINABILITY PROJECTS - ENERGY SAVING MEASURES - Zero Carbon Plan Projects	106,000			106,000	26,500						79,500										
PORTABLE OFFICE DOOEN LANDFILL	121,158			121,158							121,158										
BUILDINGS EXTERNAL PROJECT DESIGN & SCOPING INCLUDES THE FOLLOWING TWO PROJECTS: - DETAILED SCOPE FOR VARIOUS BUILDING UPGRADES FOR FUTURE YEARS \$50K - DEVELOP DETAILED SCOPE AND VARIOUS PLANS FOR PUBLIC TOILETS \$50K	165,000	82,500	82,500									165,000									82,500
Sub-Total - Buildings	5,371,231	2,495,851	1,967,124	908,256	998,976	560,458		20,579	1,000,000		338,458	2,452,761	1,041,976		20,579	356,721		68,900	488,664	519,011	
TOTAL PROPERTY	5,371,231	2,495,851	1,967,124	908,256	998,976	560,458		20,579	1,000,000		338,458	2,452,761	1,041,976		20,579	356,721		68,900	488,664	519,011	
PLANT AND EQUIPMENT																					
Plant and Machinery																					
PLANT	2,103,050	1,875,050		228,000							389,680	1,713,370					389,680	1,485,370			
PUBLIC ART PROJECTS	30,000			30,000								30,000									
ART GALLERY ART COLLECTIONS	25,000			25,000			25,000														
Sub-Total - Plant & Machinery	2,158,050	1,875,050		283,000			25,000				389,680	1,713,370	30,000				389,680	1,485,370			

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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																				
Furniture, Computers and Telecommunications																				
IT HARDWARE UPGRADES	50,000		50,000								50,000									
IT SOFTWARE UPGRADES \$12k	15,000		15,000								15,000									
NETWORK INFRASTRUCTURE	30,000		30,000								30,000									
REPLACEMENTS OF AGED WORKSTATIONS AND LAPTOPS	50,000	50,000									50,000							50,000		
NEW TABLETS	5,000			5,000							5,000									
UPS UPGRADES AND REPLACEMENTS	10,000	10,000									10,000							10,000		
BACK UP SERVER/SERVICES - SOFTWARE/HARDWARE	15,000	15,000									15,000							15,000		
CCTV HARDWARE RENEWAL (PUBLIC)	10,000	10,000									10,000							10,000		
CCTV HARDWARE RENEWAL (CORP)	20,000	20,000									20,000							20,000		
MEETING ROOM HARDWARE	30,000	30,000									30,000							30,000		
VULNERABILITY MMENT SOFTWARE	30,000			30,000							30,000									
DIGITAL DEVICES ROLLOUT INFRA TEAM	117,500			117,500								117,500								
Sub-Total - Furn & Equip	382,500	135,000	95,000	152,500							265,000	117,500						135,000		
TOTAL PLANT AND EQUIPMENT	2,540,550	2,010,050	95,000	435,500				25,000		389,680	1,978,370	147,500					389,680	1,620,370		
INFRASTRUCTURE																				
Roads																				
URBAN ROAD CONSTRUCTION 2022/23 ROAD COMP																				
MINOR SEAL EXTENSIONS	20,000			20,000								20,000								
CONSULTANCY/DESIGN	20,000			20,000								20,000								
URBAN LOCAL RDS FINAL SEALS	65,849	65,849										65,849							65,849	
INTERSECTION TREATMENTS URBAN	21,000		21,000									21,000								
URBAN RDS DONATED INFRA PROJECT MANAGEME	69,582			69,582								69,582								
OTTA SEAL - KENNY RD (West of Transfer Station)	35,000	10,000	25,000									35,000								10,000
DISABLED CAR PARKING BAY ADDITIONS	23,320		23,320								23,320									
MILL ST TRAFFIC AND PARKING MANAGEMENT	107,000			107,000			107,000													
MICROSURFACING URBAN ALL COND 4	534,252	534,252					534,252						534,252							
RENEWAL KERB & CHANNEL	145,000	145,000					145,000						145,000							

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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																					
ENTERPRISE ESTATE STAGE 1 (IND. RESERVE) REST OF PROJECT SHOWN UNDER OTHER INFRASTRUCTURE CLASSIFICATION ROADS & DRAINAGE	844,305			844,305						844,305											
BURNT CREEK INDUSTRIAL ESTATE DEVELOPMENT (IND RESERVE) REST OF PROJECT SHOWN UNDER OTHER INFRASTRUCTURE CLASSIFICATION ROADS & DRAINAGE	1,080,000			1,080,000	800,000					280,000											
RURAL CONSTRUCTION 2022/23																					
INTERSECTION/TRAFFIC IMPROVEMENT CONSULTANTS	15,000		15,000								15,000										
MINOR SEAL EXTENSIONS	10,000			10,000							10,000										
VEGETATION CLEARANCE RD RECONSTRUCTION	30,000	30,000									30,000									30,000	
HEAVY PATCHING RURAL	600,000	600,000						600,000					600,000								
MICROSURFACING RURAL	27,195	27,195											27,195							27,195	
HEAVY VEHICLE FUNDING FOR KEY LINK ROADS WITH WIDENING OF SEALS ON EACH RURAL ROAD AS BELOW:																					
- POLKEMMET RD FROM CHAINAGE 19.920-22.275 FROM PLOWRIGHTS RD (IMMED STH MEYERS LN) ID 1897	683,098	409,859	273,239		341,549						341,549		68,310							341,549	
- POLKEMMET RD FROM CHAINAGE 24.010-25.840 FROM PLOWRIGHTS RD (IMMED STH NATIMUK CEMETERY RD) ID 1899	530,815	307,873	222,942		265,408						265,408		42,465							265,408	
- HORSHAM-LUBECK RD FROM CHAINAGE 24.660- 26.405 FROM HORSHAM-DRUNG SOUTH RD 13.397 (IMMED EST DOMASCHENZ RD) ID 4484	525,990	341,894	184,097		262,995						262,995		78,899							262,995	
- HORSHAM-LUBECK RD FROM CHAINAGE 26.405- 27.505 FROM HORSHAM-DRUNG SOUTH RD 13.397 (IMMED EST GOLTON RD) ID 1065	331,760	215,644	116,116		165,880						165,880		49,764							165,880	
- NORTH EAST WONWONDAH RD FROM CHAINAGE 0-0.470 FROM HENTY HWY (IMMED EST HENTY HWY) ID 1673	136,300	88,595	47,705		68,150						68,150		20,445							68,150	
- NORTH EAST WONWONDAH RD FROM CHAINAGE 0.720-1.950 FROM HENTY HWY (WST MACKINS RD) ID 1675	356,700	214,020	142,680		178,350						178,350		35,670							178,350	
- NORTH EAST WONWONDAH RD FROM CHAINAGE 2.180-3.200 FROM HENTY HWY (EST MACKINS RD) ID 3271	295,800	180,438	115,362		147,900						147,900		32,538							147,900	
RURAL LOCAL RDS FINAL SEALS	302,282	302,282						302,282					302,282								
REHABILITATION WORKS																					
URBAN RESEALS	156,247	156,247						70,028				86,219		70,028						86,219	
RURAL RESEALS	450,911	450,911						411,541				39,370		411,541						39,370	
RURAL RD SHOULDER RESHEETING/RECONSTRUCT	200,000	200,000						141,313				58,687		141,313						58,687	
RURAL GRAVEL RESHEETING	900,000	900,000						805,514				94,486		805,514						94,486	
Sub-Total - Roads	8,527,407	5,180,059	1,186,461	2,160,887	2,230,232	1,688,534	1,428,396				1,147,625	2,032,620	1,909,625	1,428,396						1,802,038	40,000

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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																					
RENEWAL BRIDGE ASSETS cond 5	105,000	105,000			52,500							52,500	52,500						52,500		
Sub-Total - Bridges	105,000	105,000			52,500							52,500	52,500						52,500		
Footpaths and Cycleways																					
BIKEPATHS RESEALS	35,187	35,187										35,187							35,187		
FOOTPATH REHABIL - DISABILITY STRATEGY UPGRADE PROJECTS	50,000		50,000									50,000									
EXTEND BIKE TRACKS FROM BIKE PLAN	105,000		52,500	52,500		105,000															
RENEWAL FOOTPATHS Cond 4	68,620	68,620				68,620						68,620									
HORSHAM NORTH FOOTPATH UPGRADE PROGRAM INCS. BELOW TWO ITEMS: ONE SIDE FOOTPATH MARY ST BTWN WINIFRED AND PALM AVE STH -438 M \$56,940 ONE SIDE FOOTPATH ANDERSON ST, EAST OF 22 ANDERSON ST -188 M \$24,440	325,180	227,626	97,554			325,180							227,626								
Sub-Total - Footpaths and Cycleways	583,987	331,433	200,054	52,500		498,800						85,187	296,246						35,187		
Drainage																					
RENEWAL DRAINAGE ASSETS	141,750	141,750										141,750									141,750
Sub-Total - Drainage	141,750	141,750										141,750									141,750
Off Street Car Parks																					
OFF STREET CAR PARK RESEALS	78,356	78,356										78,356							78,356		
PARKING MANAGEMENT PLAN IMPLEMENTATION	210,000	105,000	105,000								210,000							105,000			
Sub-Total - Off Street Car Parks	288,356	183,356	105,000								210,000	78,356						105,000	78,356		

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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																					
RURAL TENNIS COURT REFURBISHMENT FINAL STAGE 3 - Haven	109,000	109,000				109,000							109,000								
CITY TO RIVER NATURAL PLAY FEATURE TOTAL COST \$2.45M, 21/22 \$1.65M, 22/23 \$800k 21/22 \$1.65M FUNDED ALL FROM GRANTS	848,000			848,000	800,000							48,000									
REMAINING RIVERFRONT ACTIVATION CONSTRUCTION DRAWINGS (CBD RESERVE) ROWING CLUB, CIVIL WORKS EASTGATE DRIVE.	106,000			106,000							106,000										
CITY OVAL/SAWYER PARK CONSTRUCTION STAGE 1 TOTAL COST \$12.8M, 22/23 \$3.679M, 23/24 \$9.120M NETBALL COURTS COMPONENT REST OF CONSTRUCTION SHOWN IN BUILDINGS SECTION	647,660	323,830		323,830								647,660									323,830
CBD REVITALISATION STREETScape INC. SCHEMATICS AND DRAWINGS (CBD RESERVE)	100,000			100,000							100,000										
INDOOR / OUTDOOR REGIONAL SPORTS FACILITY - CONCEPT & SCHEMATIC PLANS	180,000			180,000							180,000										
Sub-Total - Rec, leisure and community facilities	1,990,660	432,830		1,557,830	800,000	109,000					206,000	875,660	109,000								323,830
Parks, open space and streetscapes																					
RENEWAL OPEN SPACE ASSETS inc. PLAYGROUND EQUIPMENT cond. 4 & 5 INCLUDING ACCESSIBLE SEATS ALONG PEDESTRIAN ROUTES. \$25K	189,000	189,000										189,000									189,000
VICTRACK LAND DEVELOPMENT SOUTH OF MILL STREET. \$1.9m total. 22/23 \$200k. 23/24 \$400K, 24/25 \$500k , 25/26 \$800k (22/23 FUNDING: OPEN SPACE RESERVE \$200K) MILL ST TRAFFIC AND PARKING MANAGEMENT MOVED TO RD INFRASTRUCTURE	214,000			214,000							214,000										
Sub-Total - Parks, open space and streetscapes	403,000	189,000		214,000							214,000	189,000									189,000

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Other Infrastructure																					
CITY ENTRANCE/LOCALITY SIGNAGE	160,500			160,500								160,500									
RENEWAL OF ASSETS WIFT EXC. BULD, RDS, DRAIN CAR PARKS. SMALL ITEMS IDENTIFIED. WIFT RESERVE	30,000	30,000									30,000							30,000			
ENTERPRISE ESTATE STAGE 1 (IND. RESERVE) \$1,198,890 ROADS & DRAINAGE (SHOWN IN RDS SECTION) 844.305K	63,525			63,525							63,525										
WATER SUPPLY	193,463			193,463							193,463										
POWER SUPPLY	97,598			97,598							97,598										
OTHER COSTS. TREES & XOVERS																					
BURNT CREEK INDUSTRIAL ESTATE DEVELOPMENT (IND RESERVE) WAS \$1,400,000. NOW \$1,785,600 1.08M	200,000			200,000	150,000						50,000										
WATER SUPPLY	280,000			280,000	240,533						39,467										
POWER SUPPLY	225,600			225,600							225,600										
OTHER COSTS (proj mment \$175.8 and design)																					
RENEWAL OF ASSETS HRLE EXC. BULD, RDS, DRAIN CAR PARKS. SEVERAL SMALL IDENTIFIED ISSUES. HRLE RESERVE	20,000	20,000									20,000							20,000			
CONTRIB TO HSM SMARTWATER INTEGRATED WATER MMENT PROJECT INC. AERODROME DRAINAGE, SUPPLY TO DUDLEY CORNELL AND CEMETERY	73,500			73,500								73,500									
Sub-Total - Other Infrastructure	1,344,185	50,000		1,294,185	390,533						719,652	234,000						50,000			
TOTAL INFRASTRUCTURE	13,384,345	6,613,428	1,491,515	5,279,402	3,473,265	2,296,334	1,428,396				2,497,277	3,689,073	2,367,371	1,428,396				155,000	2,157,081	505,580	
TOTAL NEW CAPITAL WORKS 2022/23	21,296,126	11,119,329	3,553,639	6,623,158	4,472,241	2,856,792	1,428,396	45,579	1,000,000	389,680	4,814,105	6,289,334	3,409,347	1,428,396	20,579	356,721	389,680	1,844,270	2,645,745	1,024,591	

2. SUMMARY

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS												FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	LRCI	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	5,371,231	2,495,851	1,967,124	908,256	998,976	560,458		20,579	1,000,000		338,458	2,452,761	1,041,976		20,579	356,721		68,900	488,664	519,011
PLANT AND EQUIPMENT	2,540,550	2,010,050	95,000	435,500				25,000		389,680	1,978,370	147,500					389,680	1,620,370		
INFRASTRUCTURE	13,384,345	6,613,428	1,491,515	5,279,402	3,473,265	2,296,334	1,428,396				2,497,277	3,689,073	2,367,371	1,428,396				155,000	2,157,081	505,580
TOTAL CAPITAL WORKS	21,296,126	11,119,329	3,553,639	6,623,158	4,472,241	2,856,792	1,428,396	45,579	1,000,000	389,680	4,814,105	6,289,334	3,409,347	1,428,396	20,579	356,721	389,680	1,844,270	2,645,745	1,024,591
Percentage Spend against each type of works		52%	17%	31%																

4.6 Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2026

2023/24	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	816	269	278	269	816	0	0	816	0
Total Land	816	269	278	269	816	0	0	816	0
Buildings	10,941	1,780	4,971	4,190	10,941	6,475	97	3,065	1,304
Total Buildings	10,941	1,780	4,971	4,190	10,941	6,475	97	3,065	1,304
Total Property	11,757	2,049	5,249	4,459	11,757	6,475	97	3,881	1,304
Plant and Equipment									
Plant, machinery and equipment	1,935	56	1,879	0	1,935	0	0	1,935	0
Furniture, Computers and Telecommunications	143	26	117	0	143	0	0	143	0
Total Plant and Equipment	2,078	82	1,996	0	2,078	0	0	2,078	0
Infrastructure									
Roads	5,881	0	4,990	891	5,881	2,366	21	3,494	0
Bridges	102	0	102	0	102	51	0	51	0
Footpaths and cycleways	541	260	153	128	541	184	0	357	0
Drainage	138	0	138	0	138	0	0	138	0
Recreational, leisure and community facilities	4,984	4,266	425	293	4,984	3,597	0	714	673
Parks, open space and streetscapes	884	510	204	170	884	340	0	442	102
Aerodromes	0	0	0	0	0	0	0	0	0
Other infrastructure	923	408	275	240	923	192	0	731	0
Total Infrastructure	13,453	5,444	6,287	1,722	13,453	6,730	21	5,927	775
Total Capital Works Expenditure	27,288	7,575	13,532	6,181	27,288	13,205	118	11,886	2,079

2024/25	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	3,969	1,234	1,770	965	3,969	100	76	2,350	1,443
Total Buildings	3,969	1,234	1,770	965	3,969	100	76	2,350	1,443
Total Property	3,969	1,234	1,770	965	3,969	100	76	2,350	1,443
Plant and Equipment									
Plant, machinery and equipment	1,673	57	1,616	0	1,673	0	0	1,673	0
Furniture, Computers and Telecommunications	345	0	345	0	345	0	0	345	0
Total Plant and Equipment	2,018	57	1,961	0	2,018	0	0	2,018	0
Infrastructure									
Roads	5,416	0	4,234	1,182	5,416	2,160	21	3,235	0
Bridges	105	0	105	0	105	52	0	53	0
Footpaths and cycleways	533	272	157	104	533	178	0	355	0
Drainage	141	0	141	0	141	0	0	141	0
Recreational, leisure and community facilities	5,750	5,238	219	293	5,750	2,849	0	1,484	1,417
Waste management	1,565	0	1,565	0	1,565	0	0	1,565	0
Parks, open space and streetscapes	1,395	673	209	513	1,395	394	0	897	104
Other infrastructure	4,523	2,150	282	2,091	4,523	1,077	1,045	2,401	0
Total Infrastructure	19,428	8,333	6,912	4,183	19,428	6,710	1,066	10,131	1,521
Total Capital Works Expenditure	25,415	9,624	10,643	5,148	25,415	6,810	1,142	14,499	2,964

2025/26	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	7,612	2,823	2,753	2,036	7,612	130	74	4,438	2,970
Total Buildings	7,612	2,823	2,753	2,036	7,612	130	74	4,438	2,970
Total Property	7,612	2,823	2,753	2,036	7,612	130	74	4,438	2,970
Plant and Equipment									
Plant, machinery and equipment	2,013	59	1,954	0	2,013	0	0	2,013	0
Furniture, Computers and Telecommunications	119	0	119	0	119	0	0	119	0
Total Plant and Equipment	2,132	59	2,073	0	2,132	0	0	2,132	0
Infrastructure									
Roads	5,486	0	4,286	1,200	5,486	2,124	22	3,340	0
Bridges	108	0	108	0	108	54	0	54	0
Footpaths and cycleways	410	248	162	0	410	59	0	351	0
Drainage	146	0	146	0	146	0	0	146	0
Recreational, leisure and community facilities	5,346	5,346	0	0	5,346	2,943	0	1,323	1,080
Parks, open space and streetscapes	1,080	864	216	0	1,080	432	0	475	173
Aerodromes	0	0	0	0	0	0	0	0	0
Other infrastructure	9,812	2,501	291	7,020	9,812	3,780	3,240	2,360	432
Total Infrastructure	22,388	8,959	5,209	8,220	22,388	9,392	3,262	8,049	1,685
Total Capital Works Expenditure	32,132	11,841	10,035	10,256	32,132	9,522	3,336	14,619	4,655

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-1.00%	-6.68%	-1.98%	18.17%	12.95%	16.24%
Liquidity								
Working Capital	Current assets / current liabilities	2	220%	246%	207%	201%	165%	165%
Unrestricted cash	Unrestricted cash / current liabilities	3	-46%	-51%	-39%	-34%	-65%	-48%
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	15%	15%	17%	23%	30%	29%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.37%	1.02%	0.56%	0.84%	1.61%	14.76%
Indebtedness	Non-current liabilities / own source revenue		24%	27%	27%	31%	25%	34%
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	108%	105%	120%	160%	128%	159%
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	51%	50%	49%	40%	47%	45%
Rates effort	Rate revenue / CIV of rateable properties in the municipality		60%	48%	38%	38%	37%	37%
Efficiency								
Expenditure level	Total expenses/ no. of property assessments		\$4,354	\$4,264	\$4,335	\$4,299	\$4,038	\$4,192
Revenue level	Total rate revenue / no. of property assessments		\$1,914	\$2,016	\$2,064	\$2,112	\$2,165	\$2,233
Workforce turnover	Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year		24.80%	11.20%	8.74%	9.60%	9.90%	10.30%

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. Council's financial performance is slightly improving over the period, This indicator shows a slighting improving trend over the 4 year projections, due to less reliance on capital grants. The years 2021-22 to 2023-24 shows improvement as Council moves away from capital grant funding received as extra funding during the Covid pandemic. Council is still restricted via rate capping which effects the ability of Council to raise revenue to meet both service delivery needs and asset renewal.

2. Working Capital

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

3. Unrestricted Cash

Unrestricted cash ratio is decreasing over the period of the SRP, as unrestricted cash held is decreasing at a faster rate due to reduction in cash held in reserves, and current liabilities increasing at a slower rate. Cash held in reserves will reduce significantly in 2025-26 as the loan of \$4.3 million is repaid.

4. Debt compared to rates

The trend in future years of the SRP is that debt levels will continue to rise as a result of Council's reliance on debt to fund some of it's new capital works program. This will increase our indebtedness ratio to 30% in 2024-25 (15% in 2021-22) which is still below the upper limit recommended by the Auditor General of 60%. This measure and the indebtedness ratio will be over-stated due to the MAV Funding Vehicle arrangements provide interest only borrowings, with principal repayments being provided for internally by way of a reserve account. This reserve account will not directly be offset against the loan liability. This overstatement will continue to occur until 2025-26 when the MAV interest only borrowings are repaid in full and no longer appear as a liability in the balance sheet.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council continues to balance the expenditure between new and renewal of assets. Many grants are received for new assets and Council usually contributes to these new assets, limiting the funds available for renewing older assets. The table shows the ongoing trend of increasing expenditure on asset renewal and upgrade.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will continue to be reliant on rate revenue.

Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Non-capital Initiatives	77
B	Community Grants	79
C	Fees and Charges Schedule	81
D	Significant Capital Works Details	106

Appendix A Non-capital Initiatives

	Initiative Project	Details/ Comments	General Revenue	Other Funds	Total All Fund Sources
Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.			140,000	0	140,000
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	Detailed Project Plan to be developed	25,000	0	25,000
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	Consultancy for the development of the new community inclusion plan	30,000	0	30,000
	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	Production of significant number of new promotional collateral may include some consultancy or sub-contracted media services	85,000	0	85,000
Theme 2 - Liveability - Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds			200,000	0	200,000
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	Consultant to undertake Strategy Development	105,000	0	105,000
	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	Consultancy services	25,000	0	25,000
	2.5.1 Municipal Early Years Plan 2019-2023 to be reviewed and updated	Consultancy services	10,000	0	10,000
	2.10.3 Prepare and implement the Horsham South Structure Plan and undertake a planning scheme amendment	Consultancies to complete technical reports related to the Horsham South Structure Plan	60,000	0	60,000
Theme 3 - Sustainability - Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy				100,000	100,000
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan #Council Plan Target			100,000	100,000
Theme 4 - Accessibility - HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces			310,000	40,000	350,000
	4.1.07 Investigate the capacity of all bridges	Consultancy	50,000	0	50,000
	4.2.1 Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions #Community Panel	Consultancy	40,000	0	40,000
	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	Consultancy	30,000	40,000	70,000
	4.3.5 Develop a detailed outdoor Play Space Plan	Consultancy	60,000	0	60,000
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy	\$60k to undertake tree audit work and \$50k for new street trees	110,000	0	110,000
	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	Separate Community Grant above the \$10k threshold - AFL Western Bulldogs initiative	20,000	0	20,000
Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability			65,000	0	65,000
	5.1.5 Investigate and Implement a Project Management Software System	Project Management Software	40,000	0	40,000
	5.3.3 Be responsive to all asset related service requests, queries and complaints. #Council Plan Target	Proper integration of Merit/Reflect/Assetic; Development of templates for speedy response to community member based on service level.	25,000	0	25,000
Grand Total			715,000	140,000	855,000

Non-capital Special Initiatives

	Expenditure	Specific Income or Reserves
Theme 5 - Leadership	2,845,616	(2,845,616)
Management & Admin		
Rural Councils Corporate Collaboration	1,798,826	(1,798,826)
Rural Councils Corporate Collaboration Project/Software Implementation	1,046,790	(1,046,790)
Grand Total	2,845,616	(2,845,616)

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Non-capital Initiatives	855,000	(140,000)	(715,000)
Non-capital Special Initiatives	2,845,616	(2,845,616)	-
Grand Total	3,700,616	(2,985,616)	(715,000)

Appendix B

COMMUNITY GRANTS AND DONATIONS 2022/2023		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
SPORT AND RECREATION			
Central Park Tennis Club (Hsm) Inc.	Shade mesh for tennis court fences		2,050
Central Wimmera Clay Target Club Inc	Watering system installation on 2 trap layouts		1,000
Horsham Calisthenics College	Computer upgrade		1,000
Horsham City Rowing club	Resurface gym Floor		1,500
Horsham Colts Cricket Club Inc	Hessian replacement for Dudley Cornell Oval		423
Horsham Cricket Association	Purchasing representative cricket coaching kits		2,392
Horsham Golf Club	Replacement of old worn & broken sprinkler heads		3,500
Horsham Lawn Tennis Club Inc.	Purchase of a spreader		678
Horsham Saints Cricket Club	Purchase of a 95L spray unit.		989
Horsham Swimming Club Inc	Training equipment - swimming headsets/tempo		1,620
Horsham Table Tennis & Community Centre	Replacement of back reception area carpet tiles		4,000
Kalkee Football Netball Club	Replacement of safety nets and electronic whistles		2,965
Mid West Riding Club	Purchase of CeeCoach Equestrian Head Sets		1,000
Natimuk and District Gymnastics Club	Coaching toward Diversity Program support		2,030
Natimuk Bowling Club	Storage shed restoration		3,300
Natimuk Climbing Club Incorporated	Lighting and insulation		2,232
Natimuk Golf Club	Outdoor weatherproof table and bench seats		2,455
Natimuk United Football Netball Club	Line marker for the football oval.		2,145
Noradjuha Recreation Reserve	Upgrade water tank		7,150
Noradjuha-Quantong FNC	New laptop and accounting software for improvement		1,000
Sunnyside Horsham Bowling Club	Footpath Repairs to Remove Trip Hazards		900
Taylor's Lake Football Netball Club	Netball Changerooms Bathroom Upgrade		950
Toolondo Golf Club Inc	Scrape Renovations		1,000
Wimmera Equestrian Club Inc	Show Jumping and Equipment Purchase		5,000
Wimmera HPV Racing Team	New race vehicle		6,480
Wimmera Kart Racing Club Inc	Circuit protection edging		10,000
Annual Allocation to assist funding applications		15,000	
Specific Donation - Horsham Basketball Stadium (Lease)		15,500	
Community maintained Recreation Reserve maintenance allocation			
Clear Lake		540	
Dock Lake		12,750	
Dooen Recreation Reserve		540	
Laharum		12,750	
Kalkee		6,375	
Pimpinio		6,375	
Quantong		12,750	
Riverside (Equestrian Outdoor Surface)		540	
Noradjuha		3,165	
Natimuk Showgrounds		6,375	
Toolondo		540	
Coughlin Park (HRCC allocation of outdoor staff resources)		12,750	
TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION		105,950	67,759
HALLS INFRASTRUCTURE			
Dooen Public Hall Committee of	Refridgeration upgrade		3,000
Insurance levy for Public Halls (Brimpaen, Dadswells Bridge, Dooen, Haven, Jung, Kanagulk, Laharum, Mitre Natimuk, Noradjuha, Riverside, Sailors Home Hall, Taylor's Lake, Telangatuk Toolondo, Wonwondah, Clear Lake School, Hamilton Lamb Hall)		16,500	
Insurance levy for other community facilities		11,000	
TOTAL COMMUNITY GRANTS FOR HALLS		27,500	3,000
KINDERGARTENS			
Haven Bush Playgroup	Purchase of art and craft supplies and understage		1,000
Natimuk Kindergarten	Rendering of the Kindergarten front entrance		3,800
Natimuk Road Horsham Kindergarten	Installation of 5 decorative external screens		1,667
Maintenance Grants of \$900 for Council's 6 Kindergartens		5,400	
TOTAL COMMUNITY GRANTS FOR KINDERGARTENS		5,400	6,467
GENERAL WELFARE AND COMMUNITY SERVICES			
St John Ambulance Australia (Vic) Inc - Horsham Division	Horsham Division defibrillator replacement		1,612
Christian Emergency Food Centre Inc.	Food Hampers	5,165	
Horsham College Chaplaincy Committee		5,900	
Wimmera River Imp Committee		8,635	
Wimmera River Imp Committee-Police paddock		2,535	
TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES		22,235	1,612

COMMUNITY GRANTS AND DONATIONS 2022/2023

		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
ORGANISATIONS			
4th Horsham Scout Group	Composite Panel signs on group trailer		600
ACT Natimuk	Circus Club - seeding grant		3,500
Arapiles Historical Society Inc	Roof restoration project		2,500
Gariwerd Artists	Northern Grampians Artists' support - seeding grant		1,727
Horsham Agricultural Society	Maydale Reserve riverfront greening project		5,772
Horsham Historical Society Inc.	Preservation and binding of local Newspapers		2,500
Horsham Masonic Centre Association	Solar power installation		1,000
Horsham Men's Shed	Automatic dust extraction system		4,092
Lions Club of City of Horsham Inc	Replacement of damaged gazebos		600
Oasis Wimmera	Multicultural activities and events		2,000
Rotary Club of Horsham East	New computer		1,000
Salvation Army (Patch Community Garden)	Support of community garden		1,500
Sunnyside Lutheran Retirement Village	Dishwasher for ILU Community Centre		908
Voices of the Wimmera	New equipment		704
West Vic Business (formerly Business Horsham)	Purchase of Shop Your Town Gift Cards		1,800
Wimmera Filipino- Australian Club	Health and Wellness Program		2,000
Wimmera Mobility Group	Support activities of group		800
General Contingency			
Dadswells Bridge Newsletter		280	
Horsham City Pipe Band		1,800	
Horsham Rural City Brass Band		1,800	
Natimuk Brass Band		1,800	
Wonwondah North Hall Newsletter		280	
Natimuk & Dist Progress Assoc Inc		1,800	
North West Grampians Newsletter		1,800	
Federation University Horsham Campus Nursing Award		300	
Longerenong Citizenship Award		300	
Horsham College Senior Achievement Award		200	
Horsham College - Alternate Pathways Achievement Award		200	
St Brigid's College Senior Achievement Award		200	
Holy Trinity Lutheran College Senior Achievement Award		200	
Wimmera Assoc for Genealogy		340	
Charitable Organisations - refund of rates		8,000	
Rural Toilet allocation		2,635	
Contingency			19,276
TOTAL COMMUNITY GRANTS TO ORGANISATIONS		21,935	52,279
EVENTS			
Arapiles Community Theatre	Nati Frinj Biennale - event support		6,500
Art is Festival Incorporated	Art is Festival		6,000
Beyond Community Inclusion Inc.	Debutante Gala Ball for people of all abilities - Venue		3,052
Horsham & District Orchid Society Inc.	2022 Spring Orchid show		950
Horsham Arts Council Inc.	Horsham Arts Council's Venue Hire Support -		6,000
Horsham Carols by Candlelight	2022 Carols event	4,130	
Horsham Fishing Competition Inc	2023 Horsham Fishing Competition Event Support		5,000
Horsham Karen Community Group	Karen New Year Celebrations 2023		6,000
Horsham Mothers Day Classic Horsham	Mothers Day classic advertising, signage,		1,000
Horsham Rockers Inc	Rockin at the Races (Horsham Rockers Annual Dance)		2,000
Horsham Urban Landcare	Building capacity within the Urban Landcare		500
Kannamaroo Festival	Kannamaroo Festival 2022		6,000
Lions Clubs International 201V2 District	Support for Annual Convention - venue hire		3,192
Natimuk Agricultural and Pastoral Society Inc	Show Day Entertainment		2,000
The Rotary Club of Horsham East	Wimmera Science and Engineering challenge Aug 2022		6,000
The Rotary Club of Horsham East	Wimmera Science and Engineering challenge 2023		6,000
The Wimmera Pride Project Inc.	Wimmera Pride Project Pride Night 2022/2023		3,000
Wimmera Biodiversity Seminar	The 25th Annual Wimmera Biodiversity Seminar		1,000
Wimmera Hospice Care Auxillary	Hospice Quilt Auction		900
Wimmera Machinery Field Days Inc	Wimmera Ag Innovations Day - marketing/advertising		2,000
Wimmera Rockers Danceworld Inc.	Rock and roll dance		2,000
Youth grants program	New Youth Grants Stream 22/23		10,000
TOTAL COMMUNITY GRANTS FOR EVENTS		4,130	79,094
SUB - TOTALS		187,150	210,211
GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2022/2023			397,361

Appendix C

Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature that are charged in respect to various goods and services provided during the 2022-23 year.

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

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased
REGIONAL LIVESTOCK EXCHANGE					
Associated agents general fee		Annual	66,500.00	68,000.00	2021/22
Truck wash- Purchase Avdata Key			40.00	40.00	2010/11
Occasional users - tray trucks/trailers		per 3 mins min charge 3 mins	8.00	8.50	2021/22
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	13.00	14.00	2021/22
Bulls		Per Head/Day	13.00	14.00	2021/22
Calves		Per Head/Day	4.90	7.00	2021/22
Sheep		Per Head/Day	1.01	1.04	2021/22
Goats		Per Head/Day	1.01	1.04	2021/22
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	0.33	0.34	2021/22
Goats		Per Head/Day	0.33	0.34	2021/22
Cattle		Per Head/Day	3.80	4.00	2021/22
Weighing Fee					
Cattle (Other than for sale)		Per Head	6.40	6.60	2021/22
Holding Paddock Fee					
sheep and lambs		Per Head/Day	0.33	0.34	2021/22
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	35.00	36.00	2021/22
Ear tagging - Cattle		Per Head	35.00	36.00	2021/22
Ear tagging - Sheep & Goats		Per Head	5.10	5.20	2021/22

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased

RECREATION RESERVES (CASUAL USE)

Level of Service 1A - Turf wicket, oval suitable for all year round district and regional level sport, change room facilities, lights – playing standard

Level of Service 1B - Oval/greenspace may have turf wicket or concrete pitch or no pitch, clubroom/kitchen facilities, may have change facilities, may have lights to training standard

1A Facility - (City Oval)

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Full Day (up to 8 hours) DAY	N/A	300.00	New 22/23
Facility Fee (Clubrooms and Oval) – Full Day (up to 8 hours) DAY	310.00	250.00	2021/22
Facility Fee (Clubrooms and Tennis/Netball Courts) – Full Day (up to 8 hours) DAY	N/A	250.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Half Day (Up To 4 Hours) DAY	N/A	150.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Half Day (Up To 4 Hours) NIGHT	N/A	390.00	New 22/23
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours) DAY	155.00	125.00	2021/22
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours) NIGHT	N/A	365.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Half Day (up to 4 hours) DAY	N/A	125.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Half Day (up to 4 hours) NIGHT	N/A	365.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Per Hour DAY	N/A	50.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Per Hour NIGHT	N/A	110.00	New 22/23
Facility Fee (Clubrooms and Oval) – Per Hour DAY	55.00	40.00	2021/22
Facility Fee (Clubrooms and Oval) – Per Hour NIGHT	N/A	100.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Per Hour DAY	N/A	40.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Per Hour NIGHT	N/A	100.00	New 22/23
Oval/Greenspace Only – Per Hour DAY	N/A	30.00	New 22/23
Oval/Greenspace Only – Per Hour NIGHT	N/A	90.00	New 22/23
Tennis/Netball Courts Only – Per Hour DAY	N/A	30.00	New 22/23
Tennis/Netball Courts Only – Per Hour NIGHT	N/A	90.00	New 22/23
Line marking – (Billed separately)	\$55/hr	\$60/hr	2021/22
Bond (Parties, weddings, selected events)	500.00	N/A	NEW 19/20

1B Facility - (Dudley Cornell / College Oval / Sunnyside / Haven / Racecourse)

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Full Day (up to 8 hours) DAY	N/A	75.00	New 22/23
Facility Fee (Clubrooms and Oval) – Full Day (up to 8 hours) DAY	N/A	50.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Full Day (up to 8 hours) DAY	N/A	50.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Half Day (Up To 4 Hours) DAY	N/A	50.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Half Day (Up To 4 Hours) NIGHT	N/A	130.00	New 22/23
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours) DAY	N/A	30.00	New 22/23
Facility Fee (Clubrooms and Oval) – Half Day (up to 4 hours) NIGHT	N/A	110.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Half Day (up to 4 hours) DAY	N/A	30.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Half Day (up to 4 hours) NIGHT	N/A	110.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Per Hour DAY	N/A	20.00	New 22/23
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Per Hour NIGHT	N/A	40.00	New 22/23
Facility Fee (Clubrooms and Oval) – Per Hour DAY	N/A	15.00	New 22/23
Facility Fee (Clubrooms and Oval) – Per Hour NIGHT	N/A	35.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Per Hour DAY	N/A	15.00	New 22/23
Facility Fee (Clubrooms and Tennis/Netball Courts) – Per Hour NIGHT	N/A	35.00	New 22/23
Clubrooms Only – per Hour	N/A	10.00	New 22/23
Oval/Greenspace Only – Per Hour DAY	N/A	10.00	New 22/23
Oval/Greenspace Only – Per Hour NIGHT	N/A	30.00	New 22/23
Tennis/Netball Courts Only – Per Hour DAY	N/A	10.00	New 22/23
Tennis/Netball Courts Only – Per Hour NIGHT	N/A	30.00	New 22/23
Birthday Parties and Weddings	310.00	N/A	2021/22
Bond (Parties, weddings, selected events)	500.00	N/A	2021/22

Seasonal User

Calculation for annual users is casual cost per week for 10 weeks

Annual User

Calculation for annual users is casual cost per week for 20 weeks (Note change)

* An internal fees and charges review occurred in 2021/2022 resulting in a restructured fee schedule

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased

CITY OVAL

Ground Rentals

Horsham Cricket Association (For cricket season)		Annual	5,700.00	N/A	2020/21
Horsham Football Club		Annual	11,200.00	N/A	2020/21
Horsham District Football League	Ord Final		1,550.00	1,600.00	2020/21
Wimmera Football League	Ord Final		1,550.00	1,600.00	2020/21
	if League provides clean-up				
	** \$750 charge applies if League does not provide clean-up				
Horsham District Football League	Grand Final		3,300.00	3,400.00	2020/21
Wimmera Football League	Grand Final		3,300.00	3,400.00	2020/21
	** \$1000 charge applies if League does not provide clean-up				

Clubroom Cleaning Charges

Horsham Football Club (cleaning new showers & toilet facilities - bond \$500)					
Football Season		F/night	200.00	205.00	2020/21
Cricket Season		F/night	90.00	95.00	2020/21

AERODROME

Hangar Site Rental - Non Commercial (as per current lease 3.0% increase)	Annual	913.60	TBC	2020/21
Hangar Site Rental - Commercial (as per current lease 3.0% increase)	Annual	1,522.67	TBC	2020/21
Refuelling rights (Air BP) - as per current lease 3.0% increase	Annual	2,183.87	2,249.39	2021/22

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	510.00	525.00	2021/22
Horsham Flying Club	Annual	1,020.00	1,050.00	2021/22
Horsham Aviation Services	Annual	1,610.00	1,650.00	2021/22
Horsham Aero Club	Annual	1,020.00	1,050.00	2021/22
Regular non-hangar site user fee	Annual	237.50	245.00	2021/22
Occasional Landing Fee	Intermittent	15.00	15.00	2010/11

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
<i>NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.</i>			2021/22	2022/23	Increased
COMMERCIAL PROPERTIES					
Main Street Shops - total rental revenue (managed by Horsham Real Estate)					
Other premises					
1/22 Urquhart Street - VACANT		Annual			2010/11
2/22 Urquhart Street - VACANT		Annual			2010/11
3/22 Urquhart Street - VACANT		Annual			2010/11
* Properties managed by Horsham Real Estate. Commercial properties shown as GST inclusive.					
43 Firebrace Street - VACANT		Annual			2017/18
45 Firebrace Street - Horsham PAWS		Monthly	915.00	930.00	2021/22
Notice Board - Horsham & District Funerals		Annual	90.00	95.00	2021/22
Notice Board- Wimmera Funerals		Annual	90.00	95.00	2021/22
WRLC McLachlan St - Mibus Centre		Annual	11,750.00	12,000.00	2021/22
OTHER PROPERTIES					
NC2 Multipurpose Room rental					
Group A		Daily	185.00	190.00	2021/22
- Businesses, government agencies and other users		Half Day	110.00	115.00	2021/22
		Nightly	77.50	80.00	2021/22
Group B		Daily	77.50	80.00	2021/22
- Not-for-profit community groups and Natimuk businesses		Half Day	38.50	40.00	2021/22
		Nightly	15.50	16.00	2021/22
Community Halls rentals - applicable to Dadswells Hall, Jung Hall, Laharum Hall, Mitre Hall, Sailors Home Hall, Taylors Lake Hall, Hamilton Lamb Hall, Natimuk Soldiers Memorial Hall, Natimuk Community Centre & Telangatuk East Hall					
Bond		Each hire	100.00 - 700.00	100.00 - 700.00	New 18/19
Full Day Hire		Daily	25.00 - 150.00	25.00 - 150.00	New 18/19
Half Day Hire		Half Day	25.00 - 100.00	25.00 - 100.00	New 18/19
Commercial Activities - Full Day Hire (large organisations)		Daily	200.00 - 500.00	200.00 - 500.00	New 18/19
Wimmera Business Centre hire & rental					
Meeting Room hire		Half Day	65.00	67.00	2021/22
		Full Day	110.00	114.00	2021/22
		Evening	70.00	72.50	2021/22
Interview Room hire		Hourly	17.50	18.00	2021/22
		Full Day	110.00	114.00	2021/22
Office spaces for rent start at \$125.00 plus GST per week plus a monthly fee of \$80.00 plus GST					
'The Station' - 14-16 Pynsent Street, Horsham					
Back Rooms In House		Hourly	5.50	5.70	2021/22
		4 Hourly	16.50	17.10	2021/22
		8 Hourly	33.00	34.20	2021/22
		Weekly	110.00	114.00	2021/22
Front Rooms In House (Inc. Kitchen)		Hourly	11.00	11.40	2021/22
		4 Hourly	33.00	34.20	2021/22
		8 Hourly	55.00	57.00	2021/22
		Weekly	275.00	285.00	2021/22
Main Hall		Hourly	16.50	17.10	2021/22
		4 Hourly	49.50	51.30	2021/22
		8 Hourly	88.00	91.20	2021/22
		Weekly	440.00	456.00	2021/22

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased
OTHER PROPERTIES					
Jubilee Hall hire					
Art Room		Hourly	5.00	5.20	2021/22
		4 Hourly	15.00	15.50	2021/22
		8 Hourly	30.00	31.00	2021/22
Dance Studio		Hourly	15.00	15.50	2021/22
		4 Hourly	45.00	46.50	2021/22
		8 Hourly	80.00	83.00	2021/22
Exhibition Space		Hourly	10.00	10.30	2021/22
		4 Hourly	30.00	31.00	2021/22
		8 Hourly	50.00	51.75	2021/22
		Weekly	250.00	259.00	2021/22
RESIDENCES					
Botanic Gardens (rental set at market value)		Weekly	250.00	255.00	2021/22
BUILDING AND ASSET MANAGEMENT					
Council System Key - Key issue		Each	50.00	52.50	2021/22
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	90.00	95.00	2021/22
Contractor Induction (Single Department)		Each	0.00	0.00	2020/21
Contractor Induction (Multiple Departments)		Each	0.00	0.00	2020/21
Replacement Induction Card		Each	0.00	0.00	2020/21
Security Alarm Response (False Alarm / Accidental Activation)		Each	90.00	95.00	2021/22
Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% admini		Each	At cost	At cost	new 16/17

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
<i>NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.</i>			2021/22	2022/23	Increased
DOG/CAT CONTROL					
<u>Dog/Cat Fees to be set for year commencing 10th April, 2023</u>					
Dogs over three months	- Entire	Annual	150.00	156.00	2021/22
	- Desexed/Microchipped/Over 10 yrs	Annual	50.00	52.00	2021/22
	- Working	Annual	50.00	52.00	2021/22
Pensioner Concession	- Entire	Annual	75.00	78.00	2021/22
	- Desexed/Microchipped/Over 10 yrs	Annual	25.00	26.00	2021/22
	- Working	Annual	25.00	26.00	2021/22
Cats over three months	- Entire	Annual	150.00	156.00	2021/22
	- Desexed/Microchipped/Over 10 yrs	Annual	50.00	52.00	2021/22
Pensioner Concession	- Entire	Annual	75.00	78.00	2021/22
	- Desexed/Microchipped/Over 10 yrs	Annual	25.00	26.00	2021/22
Dog – Dangerous. If first registered in municipality after 1 July 2016.		Annual	250.00	260.00	2021/22
Dog – Restricted Breed. If first registered in municipality after 1 July 2016.		Annual	250.00	260.00	2021/22
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
DOG/CAT CONTROL continued					
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			115.00	120.00	2021/22
Pound - Second release fee - Dog/Cat			115.00	120.00	2021/22
Pound - Third and subsequent release fee - Dog/Cat			240.00	250.00	2021/22
Additional release fee if dog involved in attack			170.00	175.00	2021/22
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		30.00	31.00	2021/22
Daily feeding and cleaning charges - Per weekend/public holiday	per day		60.00	62.00	2021/22
Additional charge if animal is required to be kept in quarantine at Pound.	per day		32.00	33.00	2021/22
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	55.00	57.00	2021/22
Surrendered Animal - If animal found at large and subsequently surrendered		Each	100.00	103.00	2021/22
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	37.50	38.50	2021/22
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	16.50	17.00	2021/22
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.		Each	47.50	50.00	2021/22
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	27.50	28.50	2021/22
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.		Each	50.00	52.00	2021/22
Registration/Renewal of a Domestic Animal Business. (\$10.00 of fee paid to Bureau of Animal Welfare)			300.00	310.00	2021/22

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased
PARKING CONTROL					
Parking Fines					
Expired Meter*			70.00	72.00	2021/22
On a footpath, etc. (Set by Act)#			109.00		2021/22
No Stopping Area etc. (Set by Act)#			182.00		2021/22
* Council may set a fee of up to 0.5 Penalty Units # Indexation of penalties set by Treasurer in April each year					
Parking Meter Charges					
*includes GST		Per hour	*1.20	*1.50	2021/22
Allocated on Street Car Parking Fee (per Bay)		Monthly	100.00	100.00	2014/15
Low cost all-day parking		Per day	*4.00	*5.00	2021/22
Parking Bay Closed Off / Not Available.		Per day.	25.00	25.00	new 16/17
Hire charge – Traffic Cones. Bond may be required.			7.00	7.00	new 16/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation.		Per cone	0.00	0.00	new 16/17
HEALTH FEES					
Food Premises					
*Class One - Premises - Base fee		Annual	420.00	430.00	2021/22
*Class Two - Premises - Base fee		Annual	420.00	430.00	2021/22
Full time equivalent employees - greater than 5		Each	37.00	38.00	2021/22
Class Two Accommodation Meals (B&B)		Annual	145.00	150.00	2021/22
Class Two - School Canteens		Annual	42.00	43.00	2021/22
Class Two - Food Vehicle		Annual	320.00	330.00	2021/22
Class Two - Community Group (unlimited events)/Low volume home caterer		Annual	110.00	115.00	2021/22
Class Two - Temporary Event		Each	55.00	55.00	2020/21
Class Three - Premises		Annual	290.00	300.00	2021/22
Class Three - Accommodation Meals (B&B)		Annual	122.00	126.00	2021/22
Class Three - Community Group (unlimited events)/Low volume home caterer		Annual	105.00	110.00	2021/22
Class Three - Food Vehicle		Annual	290.00	300.00	2021/22
Class Three - Temporary Event		Each	45.00	45.00	2020/21
Mobile Food Traders					
Annual permit		Annual		1,000.00	NEW 22/33
6 month permit		6 monthly		600.00	NEW 22/33
Peak weekend (holiday & long weekend periods) permit		Each		200.00	NEW 22/33
Off-peak weekend permit		Each		150.00	NEW 22/33
Weekday permit		Each		100.00	NEW 22/33
Community & non-profit organisations will be charged at a rate of 50% of the above fees					
Health Premises					
Registered premises - Annual		Annual	320.00	330.00	2021/22
Registered premises - Ongoing Initial		Ongoing/Each	320.00	330.00	2021/22
Registered premises - Ongoing Renewal		Ongoing/Each	105.00	110.00	2021/22
Registered premises - Ongoing Transfer		Each	135.00	140.00	2021/22
Accommodation		Annual	320.00	330.00	2021/22
*Maximum fee			3,950.00	4,050.00	2021/22
Transfer of Registration	50% of full fee				
Late Fees	After 31 December each year 10% of the full fee is added.				
Septic Tank Fees					
*Permit to Install or Alter a OWMS - 48.88 Fee Units		Each	734.67	747.40	2021/22
*Permit to Alter a OWMS - 20 Fee Units		Each	300.60	305.80	2021/22
*Minor Alteration - 37.25 Fee Units		Each	559.87	569.60	2021/22
*Transfer a Permit - 9.93 Fee Units		Each	149.25	151.80	2021/22
*Amend a Permit - 10.38 Fee Units		Each	156.01	158.70	2021/22
*Renew a Permit - 8.31 Fee Units		Each	124.90	127.10	2021/22
*Exemption from a Permit/Assessment Only - 14.67 Fee Units		Each	220.49	224.30	2021/22
*Fees as per Environmental Protection Regulations 2021 - effective 1 July 2021					
Service Fee					
Inspection by request		Per hour	140.00	143.00	2021/22
Swimming Pool					
Category 1 Swimming pool		Each	310.00	320.00	2021/22

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not include gst unless otherwise stated.</u>			2021/22	2022/23	Increased

SUNDRY CHARGES

Weddings at Gardens - Hire Charge	GST inclusive	Each Time	95.00	100.00	2021/22
Booking fee for wedding photographs	GST inclusive		95.00	100.00	2021/22

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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Road Opening Fees & Re-Instatement Charges

Permit Fee			80.00	82.00	2021/22
Opening	Gravelled Surface	Permit Fee	80.00	82.00	2021/22
Opening	Bitumen or Concrete Footpath	Permit Fee	80.00	82.00	2021/22
Opening	Removal of Kerb & Channel	Permit Fee	80.00	82.00	2021/22
Opening	Sealed Roadways	per sq. m	80.00	82.00	2021/22
Opening	Tap into Stormwater drain	Permit Fee	80.00	82.00	2021/22
Boring	Boring Under Road (No disturbance to pavement)	Permit Fee	80.00	82.00	2021/22
Vehicle	Construction of Kerb Crossing - permit fee	Permit Fee	80.00	82.00	2021/22
Crossings					
Public	Ruling charges as varied from				
Authorities	time to time by MAV				
Special Work	Minimum Charge		60.00	62.00	2021/22
	Road closure, etc.				

Builders Footpath Repair & Crossing Deposit (Fixed as per Local Law No. 3)			700.00	700.00	2011/12
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Building Services

As per Building Dept. Fees & Charges Schedule - refer Appendix 'B'

SUNDRY CHARGES

Community Local Law 2021

Permit to Burn (Section 54.a)		each permit	60.00	62.00	2021/22
Permit to collect firewood from Council road/place (37)		each permit	30.00	31.00	2021/22
Permit to display vehicle or goods for sale (39.a.ii)		each permit	180.00	186.00	2021/22
Permit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign (48.a)		each permit	180.00	165.00	2021/22
Permit to distribute any unsolicited document to persons (48.b)		each permit		165.00	New 22/23
Permit to display any goods or samples (48.c)		each permit	180.00	165.00	2021/22
Permit to erect or place a vehicle, caravan, trailer, table, chairs, stall, barrow, booth, tent, kiosk or barrow for the purpose of selling or hiring any goods or services (48.d)		each permit		165.00	New 22/23
Permit to place any outdoor eating furniture or associated facilities for food and drink premises - unlicensed premise (48.e)		each permit	30.00	31.00	2021/22
Permit to place any outdoor eating furniture or associated facilities for food and drink premises - licensed premise (48.e)		each permit	55.00	57.00	2021/22
Hazard and Unsightly Property Clean Up by Contractor - Council Administration Fee. Plus costs associated with clean up and removal.		Each	300.00	310.00	2021/22
Failure to adhere to Clean Up or Unsightly Property Notice (29.d)					
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	300.00	310.00	2021/22
Permit Administration Fee		Each	10.00	10.00	New 17/18

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
<i>NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.</i>			2021/22	2022/23	Increased
SUNDRY CHARGES					
Offences Under Local Law 2021					
40.a Recreational Vehicle					
Impounding Release Fee					
		-1st Offence	each time	60.00	62.00 2021/22
		-2nd Offence	each time	135.00	140.00 2021/22
		-3rd & Subsequent Offences	each time	260.00	270.00 2021/22
44 Shopping Trolleys					
		Impounding Release fee plus removal costs	each trolley	130.00	135.00 2021/22
		Impounded abandoned vehicles release fee plus costs	each vehicle	260.00	270.00 2021/22
		Impounded release fee - other	each item	135.00	140.00 2021/22
		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)		300.00	310.00 2021/22
		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	12.50	13.00 2021/22
		Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company.	Each	25.00	26.00 2021/22
		Regulatory Services Administration Fee. Plus costs.	Each	90.00	93.00 2021/22
SUNDRY CHARGES					
Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific					
Drainage Headwork's Levy					
		- per hectare - Urban areas		20,250.00	20,600.00 2021/22
		- per hectare - Rural Residential Areas*		20,250.00	20,600.00 2021/22
		*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			
SUNDRY CHARGES					
Photocopying Charge - per copy					
		A4	BW/Colour	*0.80/*0.85	*0.85/*0.90 2021/22
		A3	BW/Colour	*0.90/*0.95	*0.95/*1.00 2021/22
		A2	BW/Colour	*10.00/*11.00	*11.00/*12.00 2021/22
		A1	BW/Colour	*17.00/*18.00	*18.00/*19.00 2021/22
		A0	BW/Colour	*25.00/*27.50	*27.50/*30.00 2021/22
					*includes GST
Replacement Waste Bins (includes GST)					
		120.0 litre	Each	70.00	75.00 2020/21
		240.0 litre	Each	80.00	85.00 2020/21
No fee to be charged where replacement is due to normal wear and tear on bin					
Charges for second garbage bin service (Pro-rata charge for 1 Apr 2023 to 30 June 2023)				(Pro-rata)	(Annual)
		General	Each	35.00	140.00
		Co-mingled	Each	35.00	140.00
		Organics	Each	35.00	140.00
		Glass Collection	Each	18.00	70.00

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
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NOTE: All charges listed do not include gst unless otherwise stated.

2021/22 2022/23 Increased

WASTE MANAGEMENT FEES

TRANSFER STATIONS AND RURAL LANDFILLS

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

WASTE ITEM

CHARGE

UNIT

General Waste

Car Boot/240 litre bin	Min. charge	16.50	17.50	2021/22
6 x 4 Trailer, Utility	(approx. 1m3)	24.00	25.00	2021/22
6 x 4 Trailer with sides	(approx. 1.5m3)	36.00	37.50	2021/22
Tandem Trailer	2m3	48.00	50.00	2021/22
Light Trucks	3m3	72.00	75.00	2021/22
Dead Animals - per carcass		24.00	25.00	2021/22

Green Waste (Sorted-Clean)

Up to 2 cub metre (loose)	per load	9.00	10.00	2019/20
Trucks/Large Loads/Tandem Trailer	per load	20.00	24.00	2011/12
6 X 4 Trailer (clean, green)	per load	7.00	8.00	2019/20

Recyclables

Paper / Cardboard / Polystyrene

Bottles / Glass / Cans

Steel/W. Goods/Fencing/Tanks

} free if sorted

Car Batteries

No charge No charge

Car Bodies

No charge No charge

Empty Gas Cylinders

No charge No charge

Mattresses (Single)

Each 19.00 20.00 2021/22

Mattresses (Double or larger)

Each 38.00 40.00 2021/22

Light Tyres

Each 24.00 25.00 2015/16

Heavy Tyres

Each 42.00 45.00 2015/16

Heavy Tyres (Truck)

Each 78.00 82.00 2015/16

Heavy Tyres (Tractor, etc.)

Each 190.00 200.00 2015/16

Waste Oil (non-commercial only)

No charge No charge

T.V. (monitor) screens, etc.

No charge No charge

Chemical Drums

No charge No charge

(must be triple rinsed)

Sale of chipped greenwaste (if available)

Trailer 6 X 4	Load	10.00	10.00	2008/09
Tandem Trailer	Load	20.00	20.00	2008/09
Truckload	Load	25.00	25.00	2008/09
Loading (To max. \$5.00*)	per m3	2.00	2.00	2007/08

Commercial Waste

Large loads not accepted

Asbestos Waste

Not Accepted

Builders Waste/Concrete/Spoil

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

Builders Waste/Concrete/Spoil

If dumped at Transfer Station **230.00*** per m3 plus \$14.00* per m3 cartage
= **244.00/m3** (i.e.. For 3 x m3 = **\$732.00**)

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

Service Description	Lease Period	Charge Frequency	Adopted Charge	Proposed Charge	Year Last
NOTE: All charges listed <u>do not</u> include gst unless otherwise stated.			2021/22	2022/23	Increased

WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2022/23)

DOOEN LANDFILL

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

(Based on EPA Landfill levies of \$62.95 (\$52.95 from 1/7/21) per tonne for Municipal and \$110.79 (\$93.19 from 1/7/21) per tonne for Industrial/Commercial waste, \$125.90 (\$105.90 from 1/7/21) per tonne for Low Level Contaminated Waste and

WASTE ITEM

CHARGE

UNIT

General Waste

Not accepted unless by arrangement - use Transfer Station
All Loads (Min. 3 tonne)
Excess above 3.0 tonne

Min 3.0 tonne 558.00 673.50 2021/22
tonne 186.00 224.50 2021/22

Green Waste (Sorted) & Recyclables

Not accepted - use Transfer Station

Putrescible Waste

Municipal - other Councils within waste group area
Municipal - other Councils outside waste group area
HRCC

tonne 151.25 167.00 2021/22
tonne 186.00 224.50 2021/22
137.50 151.80 2021/22

Hard Waste

(Builders Rubble, etc.)
Power Poles**
Grain tarps**

tonne 186.00 224.50 2021/22
surcharge per tonne 200.00 new 22/23
surcharge per tonne 650.00 new 22/23

** This surcharge is on top of the standard cost per tonne for receipt of hardwaste materials

** If the products delivered are already chipped/shredded, then the standard cost only will apply

Commercial Waste

(From approved Commercial Waste Operators)

tonne 186.00 224.50 2021/22

Fill

(Suitable for Landfill cover)

tonne 46.00 46.00 new 17/18

Sheepskins

tonne 186.00 224.50 2021/22

Animal Carcass

(Larger than sheep)

each carcass 186.00 224.50 2021/22

Clean Concrete

(Suitable for crushing)

tonne 5.00 5.00 2008/09

Asbestos

(Only accepted with EPA approval)

tonne 330.00 330.00 2021/22

Grain Waste

(GMO waste DJPR approval needed)

tonne 186.00 224.50 2021/22

Low Level Contaminated Soil (Cat. C & Cat. D)

tonne 330.00 330.00 2021/22

Sale of Crushed Concrete (subject to availability)

Non Council

tonne 2010/11

Council

tonne 15.00 15.00 2019/20

Approved Contributing Recyclers

tonne 2010/11

(excludes GST unless otherwise stated)

Clause	Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23	% inc. 22/23
LOCAL LAWS GENERAL FEES & CHARGES					
Street Activities Permits					
48.h	Permit to Busk	Each	0.00	0.00	
48.g	Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing (Non-Profit Organisation)	Each	0.00	0.00	
48.g	Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing (Other Organisations)	Each	65.00	67.00	3.08
39.b	Permit for any repair, service, dismantling, painting, panel beating, washing, cleaning or other work of similar nature on a motor vehicle, caravan (or similar) or trailer except for running repairs in the case of breakdown	Each	65.00	67.00	3.08
36.g	Permit for the deposit or leaving of materials, supplies, waste and things on the land including without limitation skip bins, machinery plant or equipment and tools, paving, gravel, aggregate or other surface treatments	Each	90.00	93.00	3.33
41.b	Permit to Camp in a Public Place - Except in an area prescribed as an area for the purpose a person must not on road, road related area or Council land cause, allow or suffer camping, where camp has the same meaning as in the Road Management (General) Regulations 2016;	Each	0.00	0.00	
53.a.i	Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each	90.00	93.00	3.33
39.a.i	Permit to Leave a Trailer or Caravan for more than Seven Days - A person must not on road, road related area or Council land cause, allow or suffer— a. to remain a motor vehicle, caravan (or similar), trailer, boat, damaged or dilapidated motor vehicle— i. for more than seven (7) days;	Each	65.00	67.00	3.08
48.i	Permit to Conduct or hold a concert, festival, show, public gathering, rally, street party, circus, carnival, performance or other similar activity;	Each	90.00	93.00	3.33
48.j	Permit to hold any public exhibitions, displays or events (including without limitation weddings);			93.00	3.13
48.k	Permit to provide organised athletics, sport, health or fitness services;			93.00	3.13
48.l	Permit to record images by film, video, digital or other technology to broadcast publish or publicly exhibit for commercial purpose;			165.00	3.13
48.m	Permit to undertake any other activity prescribed for the purposes of this clause			165.00	
39.a.ii	Permit to Place or Display a Vehicle or Goods for Sale	Each	160.00	165.00	3.33
48.a	Permit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign	Each	160.00	165.00	
48.b	Permit to distribute any unsolicited document to persons;			165.00	
48.c	Permit to display any goods or samples			165.00	
48.d	Permit to erect or place a vehicle, caravan, trailer, table, chairs, stall, barrow, booth, tent, kiosk or barrow for the purpose of selling or hiring any goods or services;			165.00	
48.e	Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chairs - unlicensed premise			31.00	
48.e	Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chairs - licensed premise			57.00	
48.f	Permit to Sell or offer for sale or hire any goods or services carried about or placed on the person or any other moveable thing; (includes ice cream trucks and coffee carts, etc.)	Each	160.00	165.00	
37	Permit to collect wood from a road, road related area or Council land	Each	30.00	31.00	
64.a.b	Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each	0.00	0.00	
Burning and Fire Permits					
54.a	Permit to Burn	Each	60.00	62.00	3.33
49	Permit to conduct fireworks	Each	65.00	67.00	3.08

(excludes GST unless otherwise stated)

Clause	Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23	% inc. 22/23
LOCAL LAWS GENERAL FEES & CHARGES					
Road and Infrastructure Permits					
36.a	Permit to make any change to the land			88.00	
36.b	Permit for removal of anything from the land			88.00	
36.c	Permit for erection of scaffolding, hoarding or overhead protective awnings and other structures or affixing of advertising or erection of signs or other things (including pipes, wires, cables, pavers, fixture, fitting and other objects) in, on, across, under or over the land	Each	85.00	88.00	3.53
36.d	Permit for any change, interference with or removal of a structure or ornament (including pipes, wires, cables, pavers, fixture, fitting and other objects) associated with the land			88.00	
36.e	Permit for planting of a tree or other vegetation on the land, interference with vegetation on the land or removal of vegetation from the land	Each	0.00	0.00	
36.f	Permit for occupation of the land including without limitation by fencing, use of a mobile crane, travel tower, concrete line pump, scissor lift, or the swinging or hoisting of things across any part of the land by means of a lift hoist or tackle	Each	85.00	88.00	3.53
38.b	Permit to construct, install, remove or alter a vehicle crossover, including any temporary crossover			80.00	
43	Permit for a prescribed vehicle or machine or class of vehicle or machine to be used on a road	Each	90.00	93.00	3.33
48.i	Permit to Hold a Rally, Procession, or Demonstration	Each	0.00	0.00	
57.b	Permit for land in the urban area, cause, allow or suffer a freight container to be kept, stored, repaired or otherwise used or remain unless permitted under an Act			93.00	
Animal Permits					
66.b.c.	Permit to Keep More than the Permitted Number of Animals	Each	90.00	93.00	3.33
67.68.	Permit to Drove	Each	65.00	67.00	3.08
69.70					
71	Permit to Graze	Each	65.00	67.00	3.08

(excludes GST unless otherwise stated)

Clause	Service Description	Penalty units/fee	Charge 2021/22	Proposed 2022/23	% inc. 22/23
			\$ 181.74	184.92	1.75
OFFENCES: DOMESTIC ANIMALS ACT 1994					
10(1)	Failure to apply to register a dog or cat over 3 months	2.00	363.00	370.00	1.93
20(1)	Registered dog or cat not wearing council identification marker	0.50	91.00	92.00	1.10
22	Person other than owner removing, altering or defacing identification marker	0.50	91.00	92.00	1.10
23(4)	Dog or cat on private property after notice of objection served	0.50	91.00	92.00	1.10
24(1)	Dog at large during daylight hours	1.50	273.00	277.00	1.47
24(2)	Dog at large at night	2.00	363.00	370.00	1.93
25(1)	Cat at large	0.50	91.00	92.00	1.10
26(1)	Contravening Council Order relating to presence of dogs or cats in public places	1.00	182.00	185.00	1.65
27(1)	Greyhound outside premises of owner not adequately muzzled and on leash	1.50	273.00	277.00	1.47
32(1)	Dog or cat being a nuisance	0.50	91.00	92.00	1.10
32(4)	Not complying with court order to abate nuisance created by dog or cat	1.50	273.00	277.00	1.47
OFFENCES: COMMUNITY LOCAL LAW 2021					
2.14	Failing to immediately remove and appropriately dispose of any animal	2.00	363.00	370.00	1.93
2.15	Failing to carry a device suitable for the picking up and cleaning of any animal	2.00	363.00	370.00	1.93
2.16	Failing to have dog on leash on any road or municipal place	2.00	363.00	370.00	1.93

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2021/22	Proposed 2022/23
PLANNING SCHEME AMENDMENTS			
Stage	Subdivision fees		
1	For:	3,096.20	3,149.70
	a) considering a request to amend a planning scheme; and		
	b) taking action required by Division 1 of Part 3 of the Act; and		
	c) considering any submissions which do not seek a change to the amendment; and		
	d) if applicable, abandoning the amendment		
2	For:		
	a) considering		
	i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	15,345.60	15,611.10
	ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	30,661.20	31,191.60
	iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	40,986.80	41,695.80
	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		
	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:	488.50	496.90
	a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		
	b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and		
	c) giving the notice of the approval of the amendment required by section 36(2) of the Act.		
4	For:		
	a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	488.50	496.90
	b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	488.50	496.90

* State Government still to advise the statutory charges for 2022/23

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2021/22	Proposed 2022/23
PLANNING APPROVALS			
Class Planning Permit / Planning Permit Amendment Fees			
	Type of planning application		
1	Use only	1,337.70	1,360.80
2-6	Single Dwellings: To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		
	Up to \$10,000	202.90	206.40
	>\$10,000 to \$100,000	638.80	649.80
	>\$100,000-\$500,000	1,307.60	1,330.20
	\$500,000-\$1,000,000	1,412.80	1,437.30
	\$1,000,000-\$2,000,000 (Other than VicSmart, subdivisions or consolidated land)	1,518.00	1,544.30
7	VicSmart application Up to \$10,000	202.90	206.40
8	VicSmart application >\$10,000	435.90	443.40
9	VicSmart application to subdivide or consolidate land	202.90	206.40
10	VicSmart application (other than a class 7, class 8 or class 9 permit)	202.90	206.40
	To Develop land (other than single dwelling per lot) where the estimated cost is:		
11	<\$100,000	1,164.80	1,185.00
12	>\$100,000 - \$1,000,000	1,570.60	1,597.80
13	>\$1,000,000 - \$5,000,000	3,464.40	3,524.30
14	>\$5,000,000 - \$15,000,000	8,830.10	8,982.90
15	>\$15,000,000 - \$50,000,000	26,039.40	26,489.90
16	>\$50,000,000	58,526.80	59,539.30
17	To subdivide an existing building (other than a class 9 permit)	1,337.70	1,360.80
18	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	1,337.70	1,360.80
19	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	1,337.70	1,360.80
20	Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)	1,337.70	1,360.80
21	To:	1,337.70	1,360.80
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.		
22	A permit not otherwise provided for in the regulation * State Government still to advise the statutory charges for 2022/23	1,337.70	1,360.80

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2021/22	Proposed 2022/23
Class	Amendment to Planning Permits		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	1,337.70	1,360.80
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	1,337.70	1,360.80
3-8	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is:		
3	- \$10,000 or less	202.90	206.40
4	- more than \$10,000 but no more than \$100,000	638.80	649.80
5	- more than \$100,000 but not more than \$500,000	1,307.60	1,330.20
6	- more than \$500,000	1,412.80	1,437.30
7	Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less	202.90	206.40
8	Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000	435.90	443.40
9	Amendment to a class 9 permit	202.90	206.40
10	Amendment to a class 10 permit	202.90	206.40
11-13	Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit, if the estimated cost of the additional development to be permitted by the amendment is:		
11	- \$100,000 or less	1,164.80	1,185.00
12	- more than \$100,000 but not more than \$1,000,000	1,570.60	1,597.80
13	- more than \$1,000,000	3,464.40	3,524.30
14	Amendment to a class 17 permit	1,337.70	1,360.80
15	Amendment to a class 18 permit	1,337.70	1,360.80
16	Amendment to a class 19 permit	1,337.70	1,360.80
17	Amendment to a class 20 permit (per 100 lots created)	1,337.70	1,360.80
18	Amendment to a class 21 permit	1,337.70	1,360.80
19	Amendment to a class 22 permit	1,337.70	1,360.80
	<i>* State Government still to advise the statutory charges for 2022/23</i>		
Reg.	Other fees		
7	For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	4,058.10	4,128.30
8	For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the	977.00	993.90
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 (Amendments to application after notice of application is given)		
a)	Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9		
b)	Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below		
c)	If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit		

(excludes GST unless otherwise stated)

Class	Service Description	Charge 2021/22	Proposed 2022/23
Reg.	Other fees (Cont.)		
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 <i>* State Government still to advise the statutory charges for 2021/22</i>		
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	330.70	336.40
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	668.80	680.40
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	330.70	336.40
	Extension of time to Planning Permit (First)	150.00	180.00
	Extension of time to Planning Permit (Second)	250.00	300.00
	Extension of time to Planning Permit (Third and subsequent)	300.00	450.00
	Secondary Consent for Planning Permits – Minor	125.00	150.00
	– Major	290.00	300.00
	Amendment to Planning Permit not otherwise listed	165.00	200.00
	Planning Permit History (GST incl)	140.00	140.00
	Notice of Planning Permit – Application in Newspaper (GST incl)	205.00	0.00
	Placing of Planning Permit Application Notice on Site	115.00	0.00
	Advertising Fee - Flat Rate		150.00
	Notice of Planning Permit – by mail if more than 10 letters (per letter)	7.00	0.00
	Copy of Title and Title Plan	70.00	70.00
	Copy of Covenant/Section 173	50.00	50.00
	Request for Council consent (i.e. Liquor Licence) where no P/P required	140.00	100.00
	Application for Council signing and scaling Section 173 Agreement	300.00	300.00
	Inspection Fee	155.00	155.00
	Request for Planning Information in writing	75.00	75.00
	<i>* State Government still to advise the statutory charges for 2022/23</i>		
Reg.	Subdivision fees		
6	For certification of a plan of subdivision	177.40	180.40
7	Alteration of plan under section 10(2) of the Act	112.70	114.70
8	Amendment of certified plan under section 11(1) of the Act	142.80	145.30
9	Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)		
10	Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)		
11	Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee) <i>* State Government still to advise the statutory charges for 2022/23</i>		

(excludes GST unless otherwise stated)

Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23
BUILDING CONTROL FEES AND CHARGES			
Extension, Alterations			
Value of Works \$5001 to \$10,000	Each	720.00	745.00
Value of Works \$10,001 to \$20,000	Each	940.00	975.00
Value of Works \$20,001 to \$50,000	Each	1,350.00	1,400.00
Value of Works \$50,001 to \$100,000	Each	1,700.00	1,865.00
Value of Works \$100,001 to \$150,000	Each	2,080.00	2,160.00
Value of Works \$150,001 to \$200,000	Each	2,450.00	2,540.00
Value of Works \$200,001 to \$250,000 *	Each	2,750.00	2,850.00
Value of Works \$250,001 to \$300,000 *	Each	3,100.00	3,200.00
Value of Works \$300,001 to \$350,000 *	Each	3,500.00	3,630.00
Value of Works above \$350,000	Each	3,750.00	3,840.00

* Includes partial compliance

* protection works additional \$800

* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)

* Includes four (4) mandatory inspections - additional inspections \$175 each

Owner Builder (New Dwellings, Re-erection / Re-siting)

Value of Works \$1 to \$200,000	Each	2,750.00	2,850.00
Value of Works \$200,001 to \$250,000	Each	3,000.00	3,290.00
Value of Works \$250,001 to \$350,000	Each	3,250.00	3,560.00
Value of Works above \$350,000	Each	3,500.00	3,635.00

* protection works additional \$800

* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)

* Includes four (4) mandatory inspections - additional inspections \$175 each

Registered Builder (New Dwellings, Re-erection / Re-siting)

Value of Works \$1 to \$200,000	Each	2,250.00	2,335.00
Value of Works \$200,001 to \$340,000	Each	2,400.00	2,635.00
Value of Works \$340,001 to \$550,000	Each	2,700.00	2,900.00
Value of Works above \$550,000	Each	3,200.00	3,325.00

* protection works additional \$800

* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)

* Includes four (4) mandatory inspections - additional inspections \$175 each

Miscellaneous - Building Permits

Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	790.00	865.00
Swimming Pool (Fence Alterations Only)	Each	350.00	362.00
Swimming Pool (New Fence Only)	Each	620.00	640.00
Swimming Pool and All Fences	Each	790.00	820.00
Restumping (Work must be performed by a Registered Builder)	Each	850.00	880.00
Demolish / Remove Building - Domestic (shed / house)	Each	720.00	790.00
Demolish / Remove Building - Commercial	Each	800.00	830.00
Minor Works less than \$5,000	Each		690.00

* Includes three (3) mandatory inspections - additional inspections \$190 each

(excludes GST unless otherwise stated)

Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23
Commercial Building Work (Class 2-9)			
New Building, Extension, Alterations	Each		
Value of Works up to \$10,000	Each	900.00	935.00
Value of Works \$10,001 to \$50,000	Each	1,260.00	1,350.00
Value of Works \$50,001 to \$100,000	Each	1,820.00	2,000.00
Value of Works \$100,001 to \$150,000	Each	2,380.00	2,475.00
Value of Works \$150,001 to \$200,000	Each	2,700.00	2,800.00
Value of Works \$200,001 to \$250,000	Each	3,200.00	3,300.00
Value of Works \$250,001 to \$300,000	Each	3,700.00	3,820.00
Value of Works \$300,001 to \$500,000	Each	4,200.00	4,350.00
Value of Works above \$500,000 or (negotiated with Council)	Each		(Value of works ÷ 50)
* Includes partial compliance			
* protection works additional \$800			
* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)			
* Includes four (4) mandatory inspections - additional inspections \$190 each			
Community Group (Not-for Profit) Building Works - Building Permits			
(Discount on Permit fees only. State Government Levy still applies)	Discount	Fees negotiated	
Levies / Bonds			
Building Administration Fund Levy (State Levy) (Applies to all building work over \$10,000)	Each	(value of work 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 (Fee amount set by Local Law)	Each	700.00	700.00
Inspections			
Additional Mandatory Inspections	Hour	175.00	190.00
Compliance Inspection			190.00
Inspections of Swimming Pool and Spa Barriers (compliance inspection)			
First Inspection		300.00	300.00
Re-inspection		185.00	185.00
* Includes compliance certificate - FORM 23 or FORM 24 (non-compliance)			
* Excludes prescribed lodgements fees			
Swimming Pools and Spa's (lodgement fees)			
Swimming Pool / Spa registration fee	Each		Prescribed fee
Swimming Pool / Spa records search determination fee	Each		Prescribed fee
lodging a certificate of pool and spa barrier non-compliance	Each		Prescribed fee
lodging a certificate of pool and spa barrier compliance	Each		Prescribed fee
Report and Consent			
Application for report and consent (To build over an easement vested in Council) (Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)			Prescribed fee
Application for report and consent (Regulation 610 - Location of Point of Stormwater Discharge)			Prescribed fee
Application for report and consent (Section 29a – Demolition of Building)			Prescribed fee
Request for Information			
Requests for information (Property Information Requests) (Regulation 326(1), 326(2) and 326(3))			Prescribed fee
Request for Professional Advice / Consultation (Minimum one-hour charge. Charged by the hour)	Hour	175.00	175.00

(excludes GST unless otherwise stated)

Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23
File Retrieval / Search			
File Retrieval – Minor Document <i>(for example, Copy of Building / Occupancy Permit/ Plans)</i>	Each	35.00	45.00
File Retrieval / Search <i>(for example, Permit History)</i>	Each	95.00	120.00
Amended Building Permit			
Amended Building Permit – Minor Alterations	Each	160.00	170.00
Amended Building Permit – Major Alterations <i>(+ additional inspections)</i>	Each	260.00	280.00
Time Extension – Building Permit <i>(first request)</i>	Each	280.00	290.00
Time Extension – Building Permit <i>(second request)</i>	Each	320.00	330.00
Time Extension – Building Permit <i>(third request)</i>	Each	360.00	370.00
Refunds			
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	350.00	360.00
Withdrawn Application – Permit Assessed Not Yet Issued	Retained	40% of fees (Minimum \$450.00)	40% of fees (Minimum \$480.00)
Permit Cancellation – After Permit Issued <i>(Refund only for inspections not carried out, based on inspection fee at time of cancellation)</i>	Retained	Permit fees retained	Permit fees retained
Permit Cancellation – After Permit Expired	Retained	No refund	No refund
Lodgement Fee			
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged via hard copy / email / facsimile)</i>			Prescribed fee
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged wholly online via Greenlight only)</i>	Each	Free	Prescribed fee
Event (Fees & Charges are GST inclusive)			
Place of Public Entertainment (POPE) Occupancy Permit	Each	400.00	400.00
Temporary Siting Approval or Temporary Structure Inspection	Each	260.00	260.00
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	20.00	20.00

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

Service Description	Unit of Measure	(excludes GST unless otherwise stated)								
		2021/22 charge			2022/23 proposed charge			% increase proposed 2022/23		
TOWN HALL										
Horsham Town Hall Fees	Usage Method	Full Charge	Dance School Rate	Community Rate	Full Charge	Dance School Rate	Community Rate			
Auditorium Theatre (500)	8 hrs	2,010.00	975.00	781.00	2,050.20	994.50	781.00	2.00	2.00	0.00
Auditorium Theatre (500)	4 hrs	1,114.00	541.00	434.00	1,136.00	552.00	434.00	1.97	2.03	0.00
Auditorium Rehearse/Bump In/Out	8 hrs	1,337.00	668.00	520.00	1,364.00	682.00	520.00	2.02	2.10	0.00
Auditorium Rehearse/Bump In/Out	4 hrs	785.00	391.00	302.00	800.00	399.00	302.00	1.91	2.05	0.00
Auditorium Conference/forum	8 hrs	1,780.00			1,815.50			1.99		
Auditorium Conference/forum	4 hrs	1,002.00			1,022.00			2.00		
Auditorium Season Blackout Charge	Per Day	204.00	204.00	204.00	204.00	208.00	204.00	0.00		
Foyer	8 hrs	520.00	259.00	203.00	530.00	259.00	203.00	1.92	0.00	0.00
Foyer	4 hrs	259.00	130.00	101.00	264.00	132.50	101.00	1.93	1.92	0.00
Town Hall Seated (350)	8 hrs	1,092.00		546.00	1,114.00		546.00	2.01		0.00
Town Hall Seated (350)	4 hrs	500.00		328.00	510.00		328.00	2.00		0.00
Town Hall Theatre/Expo (700)	8 hrs	1,178.00		546.00	1,201.50		546.00	1.99		0.00
Town Hall Theatre/Expo (700)	4 hrs	710.00		329.00	724.00		329.00	1.97		0.00
Town Hall Rehearsals	8 hrs	365.00	270.00	270.00	372.00	270.00	270.00	1.92	0.00	0.00
Town Hall Rehearsals	4 hrs	188.00	163.50	163.50	192.00	166.50	163.50	2.13	1.83	0.00
Town Hall event set up (build day prior)	8 hrs	375.00	273.50	273.50	382.50	279.00	273.50	2.00	2.01	0.00
Town Hall event set up (build day prior)	4 hrs	188.00	164.00	164.00	192.00	167.50	164.00	2.13	2.13	0.00
Town Hall Balcony Room	4 hrs	321.00		125.00	327.50		125.00	2.02		0.00
Education Room Seated (40)	8 hrs	470.00	235.00	183.00	479.50	240.00	183.00	2.02	2.13	0.00
Education Room Seated (40)	4 hrs	235.00	118.00	92.00	240.00	120.50	92.00	2.13	2.12	0.00
Education Room Seated (40)	2 hrs	118.00	59.00	46.00	120.50	60.50	46.00	2.12	2.54	0.00
Green Room or Meeting Room Seated (25)	8 hrs	378.00	275.00	145.00	385.50	280.50	145.00	1.98	2.00	0.00
Green Room or Meeting Room Seated (25)	4 hrs	189.00	138.00	73.00	193.00	140.50	73.00	2.12	1.81	0.00
Green Room or Meeting Room Seated (25)	2 hrs	95.00	69.00	37.00	97.00	70.50	37.00	2.11	2.17	0.00
Meeting Room (8)	4 hrs	107.00	77.50	42.00	110.00	79.00	42.00	2.80	1.94	0.00
Meeting Room (8)	2 hrs	55.00	39.00	21.50	56.00	40.00	21.50	1.82	2.56	0.00
Art Gallery	4 hrs	415.00		175.00	423.50		175.00	2.05		0.00
Art Gallery	2 hrs	215.00		85.00	219.50		85.00	2.09		0.00
Town Hall Kitchen	8 hrs	375.00		140.00	382.50		140.00	2.00		0.00
Town Hall Kitchen	4 hrs	188.00		71.00	192.00		71.00	2.13		0.00
Piano Hire	per hire	160.00			170.00			6.25		
Piano Tuning	per hire	280.00			290.00			3.57		
Additional Cleaning	per hour	105.00			105.00			0.00		

** Included Technician for school based & community hires

				(excludes GST unless otherwise stated)	
		Charge		Proposed	
		2021/22		Charge	2022/23
OTHER HORSHAM TOWN HALL FEES					
Additional Staff Rates					
<u>Duty Manager/Front of House</u>	per hour	44.50		50.00	
Overtime Rate	per hour	89.00		95.00	
Public Holiday Rate	per hour	100.00		100.00	
<u>Casual Box Office staff</u>	per hour	42.00		42.00	
Overtime Rate	per hour	84.00		84.00	
Public Holiday Rate	per hour	94.50		94.50	
<u>Casual Ushers, Bar Staff & Merch sellers</u>	per hour	42.00		42.00	
Overtime Rate	per hour	84.00		84.00	
Public Holiday Rate	per hour	94.50		94.50	
<u>Supervising Technician</u>	per hour	57.00		60.00	
Overtime Rate	per hour	114.00		114.00	
Public Holiday Rate	per hour	128.50		128.50	
<u>Casual technical staff</u>	per hour	44.50		50.00	
Overtime Rate	per hour	89.00		89.00	
Public Holiday Rate	per hour	100.00		100.00	
Missed meal breaks		20.00		20.00	

(excludes GST unless otherwise stated)

	Charge 2021/22	Proposed Charge 2022/23
OTHER HORSHAM TOWN HALL FEES		
Ticketing & Associated Fees		
Commercial Ticket fees	4.50	4.50
Community Ticket fees	1.60	1.60
Complimentary Tickets Issuing fee	1.60	1.60
Additional Performances/Days (per ticketed schedule)	40.00	40.00
Specialised & Complex Seating Plans	\$40/Plan	\$40/Plan
Credit card fee	0.01	0.01
Change to price structure after sales commence	50.00	50.00
Cancellation of booking after on-sale	\$45 + \$2/ticket	\$45 + \$2/ticket
Postage fees (registered/express/regular)	8.50	8.50
Seat Exchange fee	1.50	1.50
Ticket Reprint fee	1.00	1.00
Photocopying Black & White Single A3	1.50	1.50
Photocopying Black & White Double A4	\$.50/page	\$.50/page
Photocopying Black & White Single A4	\$.25/page	\$.25/page
Photocopying Colour Single A3	\$2.50/page	\$2.50/page
Photocopying Colour Double Sided A4	\$2.00/page	\$2.00/page
Photocopying Colour Single A4	\$1.00/page	\$1.00/page
Commission on Merchandise	10.00%	10.00%
Technical Operations		
Radio Mics	\$55/Day	\$55/Day
Lapel Mic	\$55/Day	\$55/Day
Lectern	5.00	5.00
Haze Machine	130.00	130.00
Projector 6000 Lumen	300.00	300.00
Projector 3300 Lumen	100.00	100.00
2400 x 1200 Riser (Beartrap 400mm)	30.00	30.00
2400 x 1200 Riser (Beartrap 600mm)	30.00	30.00
Glow Tape	\$45/roll	\$45/roll
Interactive TV Hire	\$100/Day	\$100/Day
Mirror Ball Hire	\$50/Event	\$50/Event
Projection Mirror Hire	\$100/Event	\$100/Event
Power Leads	\$5/each	\$5/each
Powered Speaker/Wedge	\$50/day	\$50/day
Richard Morris Sequin Curtain	\$250/Event	\$250/Event
Up Lights	\$100/Event	\$100/Event
Whiteboard	\$10/Event	\$10/Event
Artificial Grass	\$250/Event	\$250/Event
Festoon Lights (Plus replacement globes)	\$150/Event	\$150/Event
Acoustic Drapes	\$50/Set	\$50/Set
Miscellaneous		
Tablecloth Hire		
Chair Cover Hire	3.00	12.00
Outside Table Hire	11.00	11.00
Linen Serviettes	\$1.00/each	\$1.00/each
Tea & Coffee - Supper	\$2.00/person	\$2.00/person
Juice - All Day	\$3.00/person	\$3.00/person
Tea, Coffee & Juice - All Day	\$5.00/person	\$5.00/person
Tea & Coffee - All Day	\$4.00/person	\$4.00/person
Punch - Jug	\$9.00/each	\$9.00/each
Tea, Coffee & Biscuits - Supper	\$5.00/person	\$5.00/person
Marketing		
Marketing Package - Community	300.00	300.00
Marketing Package - Commercial	500.00	500.00

(includes GST unless otherwise stated)

Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23
HORSHAM AQUATIC CENTRE			
Memberships			
Health and Wellness Startup Fee	Each		100.00
Health and Wellness Startup Fee - 6 month Commit & Save	Each		26.00
Health & Wellness	Each		43.00
Health & Wellness Family - Existing ONLY	Each		35.00
Health & Wellness Concession	Each		35.00
Health & Wellness Concession Family - Existing ONLY	Each		27.00
Health & Wellness Corporate	Each		35.00
Teen Gym	Each		25.00
Joining Fee	Each		25.00
Pryme Movers	Each		25.00
Joining Fee	Each		25.00
Aquatic Startup Fee	Each		25.00
Aquatic Startup Fee - Child	Each		26.00
Aquatic	Each		29.00
Aquatic Family - Existing ONLY	Each		23.00
Aquatic Concession	Each		23.00
Aquatic Concession Family - Existing ONLY	Each		17.50
Aquatic Corporate	Each		23.00
Rec Swimming			
Adult Swim	Each		6.00
Child/Concession Swim	Each		5.00
Family Swim	Each		12.50
Swimming Lessons			
Swimming Lesson Membership	Each		38.50
Swimming Lesson Plus Family - Existing ONLY	Each		31.00
Private Lesson (30 minutes)	Each		36.00
Adult/Aquaguard/Pre-Club	Each		50.00
Schools - Aquatic			
Swimming Lesson (instructor) 30 minutes - per participant	Each		5.00
Swimming Lesson (instructor) 45 minutes - per participant	Each		6.75
Swimming Lesson (instructor) 60 minutes - per participant	Each		8.25
Swimming Carnivals			
Schools - per entrance	Each		2.00
Carnival Hire	Each		105.00
Swim Club (within operating hours) - per participant	Each		4.00
Facility Rental			
Community Studio - 1 hour	Each		45.00
Creche - 1 hour	Each		45.00
Recreation Hall - 1 hour	Each		45.00
Lane hire - 1 hour	Each		45.00
Any additional hours (50% reduction)	Each		22.50

(includes GST unless otherwise stated)

Service Description	Unit of Measure	Charge 2021/22	Proposed 2022/23	% inc. 22/23
Other				
Shower	Each		3.80	
Locker	Each		2.00	
Health Club				
Casual Gym	Each		16.80	
Casula Gym concession	Each		13.20	
Health Consultation & Program Induction	Each		92.00	
Group Fitness				
Casual Class	Each		16.80	
Casual Class concession	Each		13.20	
Pryme Movers	Each		9.00	
Birthday Parties				
Non-catered - Community Studio	Each		17.00	
Deposit	Each		60.00	
Personal Training				
1/2 hour Session - Individual	Each		44.00	
1/2 hour Session - 2 person (total)	Each		28.00	
1/2 hour Session - 3 person (total)	Each		17.20	
Active Ageing				
Group Fitness/Gym	Each		3.60	
Group Swim	Each		6.80	
Creche				
Member Booking	Each		6.80	
Non-Member Booking	Each		8.80	
Member Families	Each		12.50	
Non-Member Families	Each		16.50	

	Charge 2021/22		(excludes GST unless otherwise stated) Proposed 2022/23	
	Full	Community	Full	Community
Kalkee Road Children's & Community Hub				
Hourly				
Multipurpose Room	55.00	25.00	57.00	26.00
Meeting Room	20.00	10.00	21.00	10.50
Specialist/Consulting Room	20.00	10.00	21.00	10.50
Gauwirr Room (New 2019)	20.00	10.00	21.00	10.50
Half Day Rate				
Multipurpose Room	125.00	55.00	129.00	57.00
Meeting Room	44.00	20.00	46.00	21.00
Specialist/Consulting Room	44.00	20.00	46.00	21.00
Gauwirr Room (New 2019)	44.00	20.00	46.00	21.00
Full Day Rate				
Multipurpose Room	230.00	110.00	237.00	114.00
Meeting Room	88.00	40.00	91.00	42.00
Specialist/Consulting Room	88.00	40.00	91.00	42.00
Gauwirr Room (New 2019)	88.00	40.00	91.00	42.00
Office Rental (all inclusive)				
* Single Desk (exclusive use) - weekly	110.00		114.00	
* Single Desk (exclusive use) - per annum	5,270.00		5,450.00	
Hot Desk	60.00		62.00	

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

Appendix D
Highlights from the Capital Works Program



Highlights from the Capital Works Program

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Horsham Town Hall

Stage 2 Heritage Hall, Staff Room & Workstations, Upgrade Boiler and Theatre Lighting

Council Plan Theme: Theme 1 - Community
Service: Performing Arts
Asset category: Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$100,000	\$139,750	\$119,250	\$359,000
External Grants	\$220,000			\$220,000
Contributions				\$0
Reserves				\$0
Total	\$320,000	\$139,750	\$119,250	\$579,000

Project background

The Town Hall is a major asset requiring ongoing maintenance, renewal and upgrade to ensure that it continues to be able to deliver regional-standard creative arts and related services to the community. Several projects are planned for the Town Hall in 2022-23.

What are the proposed works?

The main projects being undertaken include replacement of the heritage hall floor, office space establishment and an upgrade to the boiler system. These projects are described below.

Heritage Hall replacement of the floor boards and foundations. This project has been spread over two financial years, with the timber being procured during 2021-22 to allow seasoning, in advance of the installation works which will occur during 2022-23.

Office space establishment. The move of the Visitor Information Centre to the Town Hall has reinforced the need to establish appropriate office space and related amenities for Town Hall staff. This project will include (amongst other items) the fit-out of a room that was deferred at the time of the initial construction of the new part of the facility in 2016.

Boiler upgrade. The boiler and associated equipment has persistently been causing issues with irregular faulting and needing to be reset. As the boiler services the entire facility any outage is problematic operationally, having to be manually reset on site each occasion. This upgrade will ensure the boiler operates to provide consistent comfort levels throughout the building.

Why are we doing it?

There is a separate rationale for each element, as follows:

- Floor replacement –the original boards in the Heritage Hall are no longer able to be sanded back, due to reduced thickness over time.
- Office space – due to insufficient space for increased staff members, and necessary amenities for them.
- Boiler upgrade – to provide a reliable heating service to the facility to ensure comfort for patrons.

When is it likely to happen?

The works are programmed to occur throughout 2022-23. The main item, the floor replacement is scheduled to occur between November 2022 and April 2023.

Public Conveniences

Public Conveniences Telangatuk and other locations across the municipality

Council Plan Theme: Theme 4 - Accessibility
Service: Streetscapes & Public Conveniences
Asset category: Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$175,498	\$10,600		\$186,098
External Grants	\$81,872	\$81,872		\$163,744
Contributions				\$0
Reserves				\$0
Total	\$257,370	\$92,472	\$0	\$349,842

Project background

Many of Council's public toilets are aging and due for updating. Council has developed a program to upgrade, modernise or add public toilets, with some 36 projects planned over the life of the Long Term Capital Works Plan.

What are the proposed works?

The table below outlines the sites where works are planned in 2022-23.

Priorities and Actions	2022-23 \$
Telangatuk toilets upgrade	131,944
Botanical Gardens public toilet upgrade	59,784
City Oval - toilet block- Firebrace St upgrade	38,966
Rowing Club public toilets upgrade	53,148
Weir Park public toilets upgrade	31,800
Woolworths toilets upgrade	13,000
CBD public toilet renovations	21,200
Total	349,842

The actual works at each site vary, the goal in each case is to improve the presentation and functionality of each facility.

Why are we doing it?

To ensure that toilets remain serviceable, accessible and attractive enough so that people feel comfortable using them.

When is it likely to happen?

The listed works are scheduled to be completed at various stages throughout the year.

City to River

Riverfront Activation

Council Plan Theme: 2 – Liveability
Service: Parks & Gardens
Asset category: Recreational, leisure and community facilities

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$48,000	\$48,000
External Grants			\$800,000	\$800,000
Loans				\$0
Reserves			\$106,000	\$106,000
Total	\$0	\$0	\$954,000	\$954,000

Project background

The Riverfront Activation Project is the first stage of the City to River Master Plan, a long-term 20-year plan which aims to enhance and activate the Wimmera River Precinct and its link to the Central Business District of Horsham. The City to River project has been divided into sub-precincts to allow projects to proceed in a staged and prioritised manner.

The Master Plan was developed in 2019, being drawn from a large number of current Council strategies and plans along with community input and engagement conducted throughout that year.

Works under Stage 1 by Council and the Community Reference Group were to deliver in three key areas being:

- Wimmera Riverfront Activation Stage 1 Priority Works
- Horsham Nature Water and Play Park
- City to River Entrance

Progress on many of the individual projects commenced in 2021-22 with several now completed or nearing completion. Further budget provision, including grant funding from the State and Federal Governments, will enable the balance of these works to be completed during 2022-23.

What are the proposed works?

The table below summarises 2022-23 budget allocations for these projects. Some allocations made in 2021-22 will be partly carried over into the 2022-23 budget as well.

Priorities and Actions	22-23 \$
City to River Natural Play Feature	848,000
Balance of Riverfront Activation Works- rowing clubroom building	106,000
	954,000

Components of the river frontage works include:

- Riverfront Activation Gateway Entrance and Meeting Place (contract awarded)
- Development of Café site (tender to go out June 2022)
- Pergola on the Angling Clubroom (completed May 2022)
- New public toilets (completed May 2022)
- Two new BBQ shelters (completed May 2022)
- Three riverfront platforms (due for completion June 2022)
- Upgraded pathways (completed 2021)

The Nature Water and Play Park is a major project in this program, works on which commenced late in the 2021-22 financial year. This project includes areas designed for different age groups, with some physical separation and age-appropriate elements for more interactive group or active play. Dry and wet sand play areas are provided as part of the design and offer a range of all-season play opportunities. Shaded seating areas will be provided for parents and carers, as well as seating walls and logs.



City to River Entrances. This project has included the analysis, engagement and landscape concept design for an entrance feature. This will also consider the uniqueness of each highway entry into Horsham and the River entrance. Work on this project will also then inform branding for the broader City to River project and Horsham generally. The initial “blades” are scheduled to be installed at Sawyer Park in May 2022 , to be followed by the Melbourne and Adelaide entrance signage.



Why are we doing it?

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

- Enhance liveability for the Horsham community, and to retain and attract new residents
- Attract investment and create jobs in Horsham and support economic revitalisation
- Enhance Horsham as a destination for tourists
- Capitalise on Horsham as one of Victoria’s 10 regional cities

When is it likely to happen?

Works commenced in July 2021, and many individual projects are now near complete or nearly so. With the remainder of the Stage 1 works due for completion by December 2022.

City Oval

Council Plan Theme: 1 – Community, 2 – Liveability, 3 – Sustainability, 4 Accessibility
 Service: Sport & Recreation
 Asset category: Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$1,314,260	\$51,972	\$680,830	\$2,047,062
External Grants	\$119,255	\$703,221		\$822,476
Loans	\$322,760	\$677,253		\$1,000,013
Reserves				\$0
Total	\$1,756,275	\$1,432,446	\$680,830	\$3,869,551

Project background

The City Oval and Sawyer Park Project is the second stage of the City to River Master Plan. This continues on from the stage 1 works, associated with the river frontage area, as described in the separate project, above.

The upgrade to City Oval and Sawyer Park is planned to be undertaken while also:

- Enhancing public amenity and access to encourage passive recreation and an increased diversity of users
- Developing safer pedestrian and cycling connections throughout the whole precinct
- Recognising significance of the Cenotaph area
- Maintaining continued access to and integration of the Wimmera Live Steam and Model Engineering Society in the precinct.

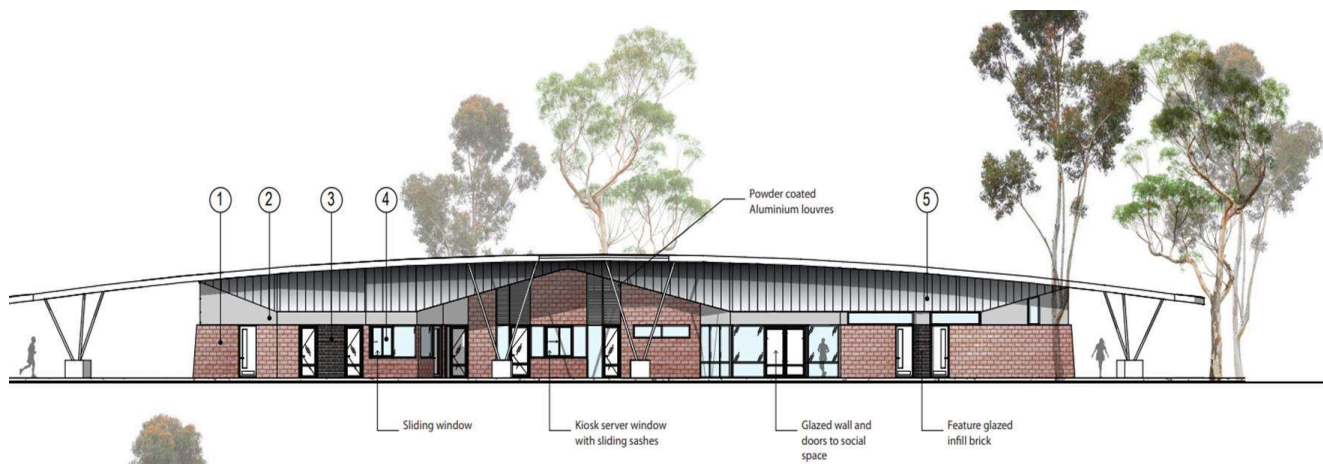
What are the proposed works?

The overall scope includes the following elements:

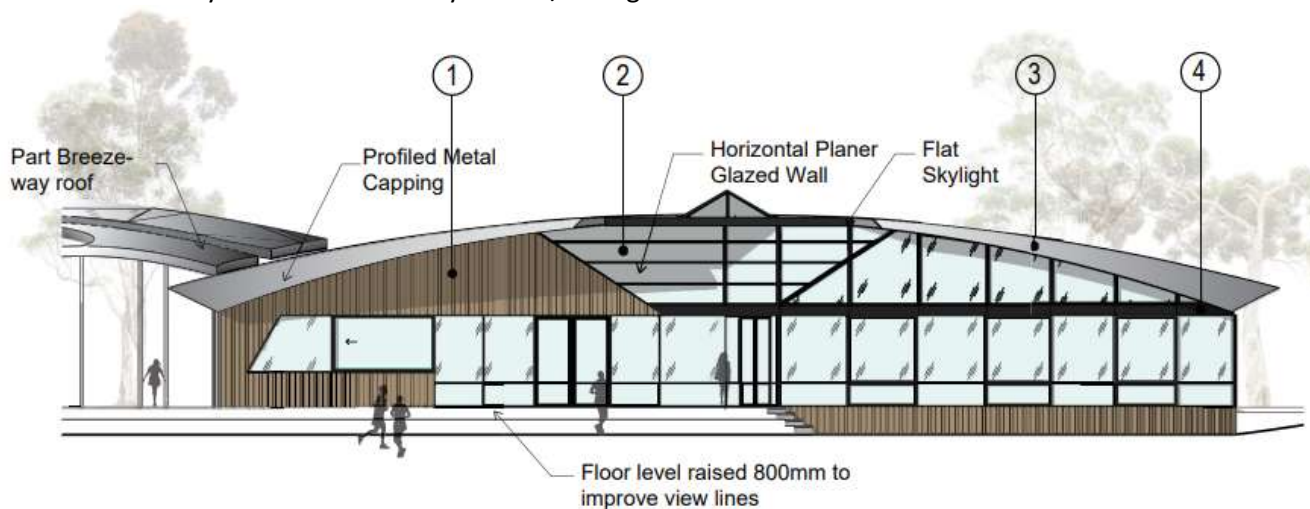
- Netball club rooms (430 m²) and shelters
- Community facility and sporting club rooms (1200 m²)
- Two courts with lighting and playing surface and line marking
- Sealed areas for pathways, ambulance access, viewing
- Landscaping
- Road works on Hocking and Firebrace Street

Budget allocations in 2022-23 are shown below. Some of the projects will be developed over two or more years, and will therefore be represented in several years' budgets.

Priorities and Actions	22-23 \$
City Oval Netball Court Clubrooms	1,458,450
City Oval/Sawyer Park Cons Stage 1 Community Centre/Changerooms/Toilets	713,441
City Oval/Sawyer Park Cons Stage 1 Event Stage Broadcast Box and Storage	1,050,000
City Oval/Sawyer Park Cons Stage 1 Netball Courts Component	647,660
	3,869,551



Above – proposed netball club rooms
 Below – similar style to the community centre / change rooms



NORTH EAST ELEVATION

Why are we doing it?

City Oval is recognised as the premier sporting oval in the region, but one that is aging with some sub-standard facilities. The project will address some of the key concerns around current conditions – poor accessibility to key facilities; need for an additional netball court; change rooms that do not reflect current AFL and Netball Victoria guidelines; and lack of large scale outdoor entertainment venue for Horsham.

The event stage will provide more versatile use of the adjoining Sawyer Park and City Oval sites.

When is it likely to happen?

Between 1 July 2022 and 30 December 2024

Plant & Equipment

Council Plan Theme: 3 – Sustainability
 Service: Strategic Asset Management
 Asset category: Plant, machinery and equipment

Fund Source	Renewal	Upgrade	New	Total
General Revenue				\$0
External Grants				\$0
Asset Sales	\$389,680			\$389,680
Reserves	\$1,485,370		\$228,000	\$1,713,370
Total	\$1,875,050	\$0	\$228,000	\$2,103,050

Project background

Purchases of plant equipment can be unevenly spread across a number of years. As a result a Plant and Equipment reserve is maintained so Council can ensure that there are always funds available to purchase plant when required, and that the uneven spread of expenditure does not impact on the annual budget.

This reserve is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing ten-year plant program is prepared in Council’s Fleet Management Program which aims to ensure that the reserve account does not fall into a deficit in the long term.

What are the proposed works?

All plant and vehicles are assessed for replacement based on a combination of normal replacement life and hours/km of actual usage. The replacement program includes a broad spectrum of equipment from large plant, through to utes and cars, and minor items such as brush cutters. Notable items being replaced in 2022-23 include:

- A large tipper truck
- A small tipper truck
- A garbage truck
- A backhoe
- A large tractor
- A combination roller

Why are we doing it?

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

When is it likely to happen?

Plant purchases take place during the year between 1 July 2022 and 30 June 2023 based on a detailed plant replacement schedule. Recently there have been delays in supply of some ordered plant due to world-wide supply chain problems.

Right: Loader purchased in 2021



Urban Roads

Council Plan Theme: 4 - Accessibility
 Service: Roads Urban
 Asset category: Infrastructure – Urban Roads

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$162,066	\$46,000	\$109,582	\$317,648
External Grants	\$749,282		\$107,000	\$856,282
Loans				\$0
Reserves		\$23,320		\$23,320
Total	\$911,348	\$69,320	\$216,582	\$1,197,250

Project background

Each year Council allocates funding towards urban road reconstruction which includes final seals, minor seal extensions and general works. This is funded from a mix of general revenue, the infrastructure renewal reserve and the Federal Government Roads to Recovery Program. The priorities for urban road reconstructions are based primarily on regular asset inspections, so that those in worst condition are reconstructed first, with road safety also a key consideration.

What are the proposed works?

The table below outlines the full program for urban roads in 2022-23. Key features of the program include microsurfacing, reseals and kerb and channel (gutters) renewals.

Priorities and Actions	2022-23 \$
Design and consultancy for urban roads	20,000
Intersection treatments urban	21,000
Minor seal extensions-urban	20,000
Renewal kerbs and channel	145,000
Urban roads donated assets project management (subdivisions)	69,582
Urban local roads final seals	65,849
Otta Seal Kenny Rd (west of Transfer Station)	35,000
Disabled Car Parking Bay Additions	23,320
Mill St traffic and parking management	107,000
Microsurfacing urban	534,252
Urban reseals	156,247
Total	1,197,250

Microsurfacing is a relatively new treatment program that Council piloted in 2021-22 after several small sections were initially trialled in 2020-21. Microsurfacing involves the placing of a variable thickness bitumen seal over roads that are showing minor to moderate levels of roughness. The objective of this is to improve the surface smoothness and extend the life of the road to delay the need for an expensive full reconstruction of the street.

In comparison, resealing involves application of a thin, uniform layer of bitumen and aggregate, primarily to protect the road pavement from water ingress. The objective of resealing is to protect the underlying pavement and extend the road life, but without the degree of reduction in roughness that microsurfacing provides.

Why are we doing it?

Most of the expenditure on urban roads is aimed at preserving the assets to maintain them and extend their lives.

There are some notable improvement works, including:

- **Otta Seal, Kenny Rd.** The section of Kenny Road west of the transfer station through to Golf Course Road is unsealed, and tends to get corrugated relatively quickly. The section of road is seeing increased levels of traffic. The Otta Seal is a relatively inexpensive method of sealing this section of road.
- **Mill St.** Some improvements are planned to complement the new silo art works. This will include better traffic and parking management to enhance safety in the area.

When is it likely to happen?

The program will be carried out over the year subject to weather limitations.

Rural Roads

Council Plan Theme: 4 - Accessibility
 Service: Roads Rural
 Asset category: Infrastructure – Rural Roads

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$1,292,932	\$402,025	\$20,000	\$1,714,957
External Grants	\$2,975,778	\$715,116		\$3,690,894
Other Contributions				\$0
Reserves				\$0
Total	\$4,268,710	\$1,117,141	\$20,000	\$5,405,851

Project background

Each year Council allocates funding towards rural road reconstruction, sourced from a mix of general revenue, from the infrastructure renewal reserve and significant grant funds from the Federal Government programs. Priorities for road construction are based on regular asset inspections, combined with road safety and upgrading key freight routes.

What are the proposed works?

The table below outlines the key program elements in the rural roads area.

Priorities and Actions	2022-23 \$
Consultancy - rural roadworks	10,000
Horsham-Lubeck Rd segment 1065 upgrade	331,760
Horsham-Lubeck Rd segment 4484 upgrade	525,990
Intersections/traffic improvement	15,000
Minor seal extensions-rural	10,000
North East Wonwondah Rd segment 1673 upgrade	136,300
North East Wonwondah Rd segment 1675 upgrade	356,700
North East Wonwondah Rd segment 3271 upgrade	295,800
Polkemmet Rd segment 1897 upgrade	683,098
Polkemmet Rd segment 1899 upgrade	530,815
Vegetation clearance-rural road construction	30,000
Heavy patching rural	600,000
Microsurfacing Rural	27,195
Rural roads final seals	302,282
Rural reseals	450,911
Rural roads shoulder resheeting	200,000
Rural gravel resheeting	900,000
Total	5,405,851

Key features of this program include:

- **Gravel road resheeting.** This was increased from approx \$600,000 in 2019-20 to the current level in 2020-21, reflecting a more detailed appraisal of the long-term requirements of gravel roads.
- **Heavy patching – rural.** This is the second year of this program. Historically, Council’s approach was to reconstruct longer sections of road, typically in lengths of approx 1 km, as they deteriorated. With the

use of laser-sensed data, shorter lengths of roads are able to be targetted to increase the effectiveness of this expenditure in reducing the roughness of roads.

- **Upgrades of priority freight routes.** Several sections of the Horsham-Lubeck Road, Polkemmet Road and North East Wonwondah Road have been identified for widening to make them safer for heavy vehicles. This will involve constructing these roads to be two sealed lanes, with a total width of 6.2 m. Currently these sections of roads are typically only 3.7 m wide, which means that vehicles need to have one side of the vehicle off the sealed section when a vehicle is passing in the other direction. These works not only improve safety, but also reduce maintenance costs on these roads.

This program only lists the capital works, other works, such as repair of pot holes and maintenance grading are included in the operational budget.

Why are we doing it?

- To maintain roads in a serviceable condition.
- To upgrade some roads to enhance safety, efficiency and maintenance cost outcomes.

When is it likely to happen?

The roads program is undertaken throughout the year, with a greater level of activities occurring outside the cooler, wetter months.

Footpaths & Cycle ways

Council Plan Theme: 4 - Accessibility
 Service: Infrastructure - Urban
 Asset category: Footpaths and cycleways

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$35,187	\$50,000		\$85,187
External Grants	\$296,246	\$150,054	\$52,500	\$498,800
Loans				\$0
Reserves				\$0
Total	\$331,433	\$200,054	\$52,500	\$583,987

Project background

A combination of projects are conducted each year in the footpaths and cycleway categories. Their common aim is to maintain and enhance Council's network of footpaths, and on- and off-road cycle paths. Projects in this program are guided by:

- An existing Council policy aiming to ensure that every street has a footpath on at least one side of the road.
- Council's 2012 Bike Plan, and recommendations of the Bicycle Advisory Committee.
- A new Cycling Plan currently in preparation.
- Community-identified accessibility issues.

Where possible, grant funds are also utilised to maximise the value for Council's contributions from rate revenue.

What are the proposed works?

The table below summarises the budget allocations under this program.

Priorities and Actions	2022-23 \$
Bike paths seals	35,187
Extend bike tracks from bike plan	105,000
Horsham North footpath upgrade program	325,180
Renewal footpaths	68,620
Footpath rehabilitation- disability strategy upgrade	50,000
Total	583,987

Details of each project are as follows:

- **Bike paths seals.** Mostly used to seal existing gravel or crushed rock tracks that have previously been established without a seal, and are therefore prone to higher maintenance and variable surface conditions.
- **Extend tracks from the bike plan.** The 2012 Bike Plan identifies about \$20 million of projects to upgrade and expand Council's bike path network. Priorities for these works (and the above item) have to date been identified using advice from the Bicycle Advisory Committee based on the Plan's recommendations. A new bike plan will be finalised shortly, which will guide the 2022-23 and subsequent priorities.
- **Horsham North footpath upgrade program.** Since 2016, Council has been progressively updating footpaths across Horsham so that each street has a footpath on at least one side, and busier streets

both sides. This new program aims to complete all of these footpaths in the Horsham North area in the 2022-23 financial year. A similar program will then be developed for the remainder of Horsham for subsequent years' budgets.

- **Renewal of footpaths.** Replacement of concrete sections where they are in poor condition, generally due to excessive cracking or movement.
- **Footpath rehabilitation – disability strategy upgrade.** Projects generally identified through community input on problem locations in the footpath network.

Why are we doing it?

To ensure that footpaths and cycling paths are safe and functional, and to expand the network to facilitate effective access across the community, and encourage more passive recreation.

When is it likely to happen?

These works will occur throughout the financial year.

Parks & Open Spaces

Council Plan Theme: 2 - Liveability
Service: Parks & Gardens
Asset category: Parks, open space and streetscapes

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$189,000			\$189,000
External Grants				\$0
Loans				\$0
Reserves			\$214,000	\$214,000
Total	\$189,000	\$0	\$214,000	\$403,000

Project background

Council manages an extensive portfolio of parks and open spaces. Within these, there are a range of often minor assets, such as bench seats, irrigation systems, shade sails, to name a few. These assets require periodic renewal to ensure that the open spaces are able to be maintained to a suitable service level.

A second project in the open space area relates to Council's goal of utilising parts of the current rail corridor for community benefit. The extent of those works is still subject to negotiation with VicTrack in relation to Council's ability to access this land.

What are the proposed works?

The budget allocations for these two projects are shown in the table below.

Priorities and Actions	2022-23 \$
VicTrack Land development south of Mill Street	214,000
Renewal open space assets	189,000
Total	403,000

As outlined above, open space renewal involves the replacement of minor assets that are approaching the end of their practical lives. Council has a program where assets are inspected periodically, and their condition is assessed and recorded. A program comprising 139 asset replacements has been developed, based on these condition assessments. A series of projects will be developed to enable efficient procurement of contracts to enable these assets to be replaced.

A separate project relates to potential development of a part of the rail corridor. This work is intended to include detailed planning of the scope of the work and funding of initial works, with greater levels of expenditure planned for subsequent years. The initial works are aimed to complement development of the silo art in Mill St that will soon be finished, however, the final scope will be reviewed during the detailed planning phase.

Why are we doing it?

Parks and open spaces are important areas for people to relax, exercise in and enjoy. Ongoing funding is required to maintain these spaces to the desired standard, and to expand the availability of these areas to better serve the community.

When is it likely to happen?

The renewal activities will occur progressively throughout the year. The railway corridor land works will proceed upon negotiation of arrangements with VicTrack.

Industrial Estates

Council Plan Theme: 3 Sustainability
 Service: Economic Development
 Asset category: Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue				\$0
External Grants			\$1,190,550	\$1,190,550
Loans				\$0
Reserves	\$30,000		\$1,793,941	\$1,823,941
Total	\$30,000	\$0	\$2,984,491	\$3,014,491

Project background

Council owns several precincts that are gradually being developed to facilitate sale for industrial or commercial use. Existing precincts are at the Wimmera Agriculture and Logistics Hub at Dooen (formerly WIFT precinct), Enterprise Estate, adjacent to Ballinger St in Horsham South, and at Burnt Creek, near the Horsham Regional Livestock Exchange.

What are the proposed works?

The table below outlines the intended scope of works during 2022-23. The works represent a staged approach to developing both the Burnt Creek and Enterprise Estates. The specific works at each site involve establishing the required utilities to service the land parcels, being roads, drainage, water and power. Sewerage would also be provided at the Enterprise Estate.

Priorities and Actions	2022-23 \$
Burnt Creek industrial estate roads drainage water power	1,785,600
Renewal of assets at WIFT	30,000
Enterprise Estate Stage 1, roads, water, power, trees, crossovers	1,198,891
Total	3,014,491

Why are we doing it?

These works will facilitate the establishment of new industries in Horsham. At present there is a shortage of suitable industrial land.

When is it likely to happen?

The timing of works is subject to the outcome of a grant funding application. It is planned for the works to be completed during the 2022-23 financial year.