



HORSHAM RURAL CITY
COUNCIL
BUDGET

2018 – 2019



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Disclaimer

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

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

Mayor's Introduction

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

The budget has been written in the context of the Draft 2018-2022 Council Plan. The Council Plan outlines our key strategic objectives and directions, as we work to build a better municipality by delivering improved services, facilities and opportunities for the community under the five goals of:

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

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

As Councillors, it is our job to listen to the community and understand your priorities. This year, Council will have again been undertaking a range of activities to engage with the community via councillor listening posts, budget drop-in sessions, website information and an on-line Q&A via Facebook. 8 Submissions were received and considered by council.

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

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

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

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

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

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

Cr Pam Clarke
Mayor

Executive summary

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

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

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

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

1. Key things we are funding:

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

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

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

a) Operational initiatives:

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

Community Services

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

Corporate Services

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

Planning and Economic Services

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

Technical Services

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

b) Capital Works:

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

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

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

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

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

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

Council Plan Goal 1 – Community and Cultural Development

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

Council Plan Goal 2 – Sustaining the Economy and Environment

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

Council Plan Goal 3 – Asset Management

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

Council Plan Goal 4 – Governance and Business Excellence

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

Council Plan Goal 5 – Natural and Built Environments

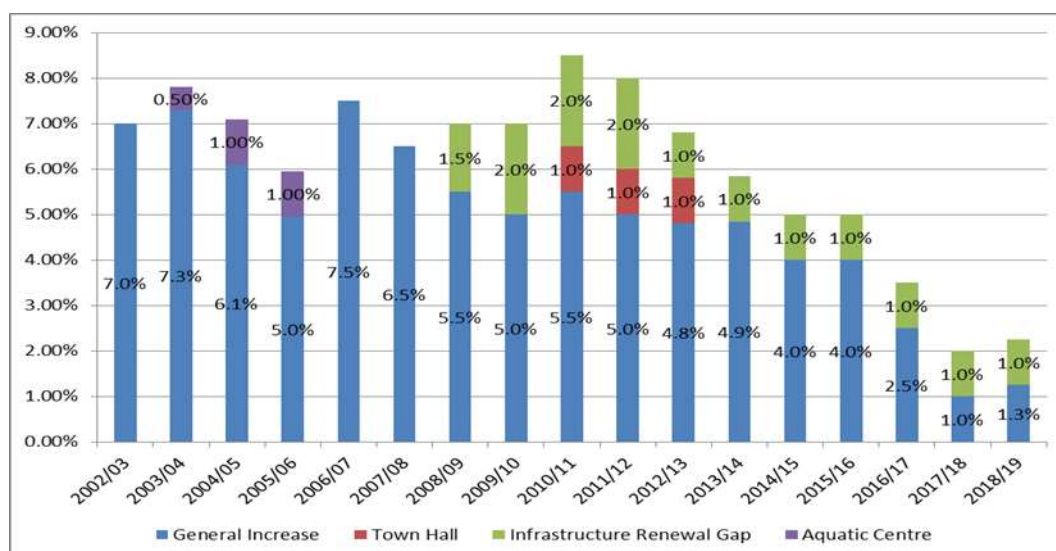
- \$1.00 million (Renewal & Upgrade works) Waste Transfer Station Improvements - Kenny Road Transfer station upgrade of facility (Grant Dependent)
- \$0.20 million (New works) Sustainability Projects such as, double glazing, solar panels and other energy efficiency projects across council facilities

2. Summary of Budget on a Cash Basis

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

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

3. The Rate Rise



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

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

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

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

4. Garbage Charges

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

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

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

5. Valuations

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

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

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

6. Key Statistics

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

7. Key Budget Influences

External Influences

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

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

Internal Influences impacting on the Council Budget:

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

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

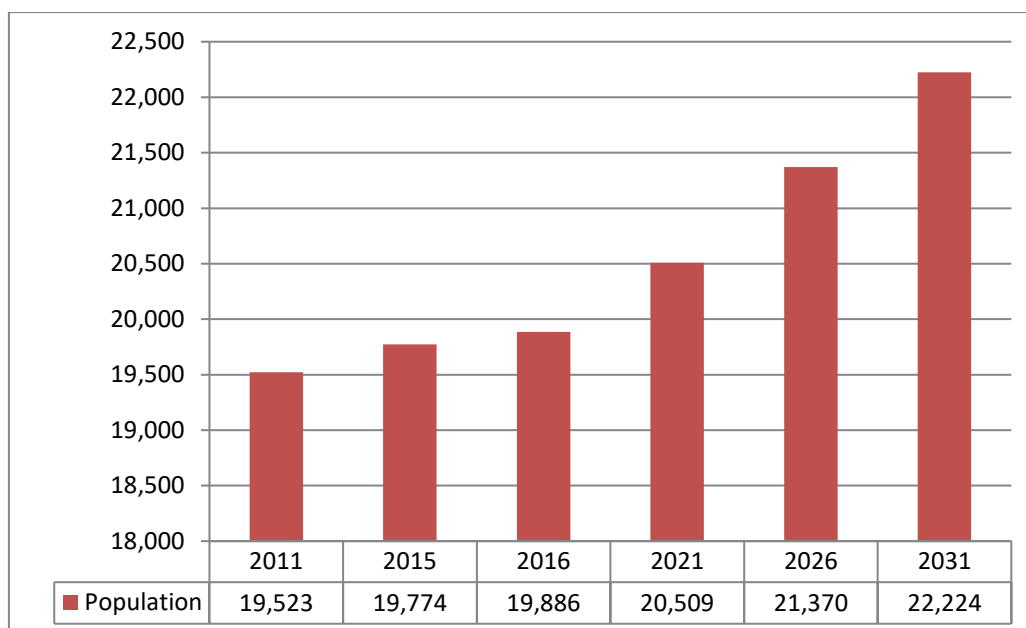
Our current Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years from 2008-09 to 2011-12. For the years from 2012-13 to 2015-16 only a 1% rate increase was tagged to contribute to the renewal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

8. Budget wish list

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

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

9. Population Growth



How are we travelling against population projections?

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

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

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

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

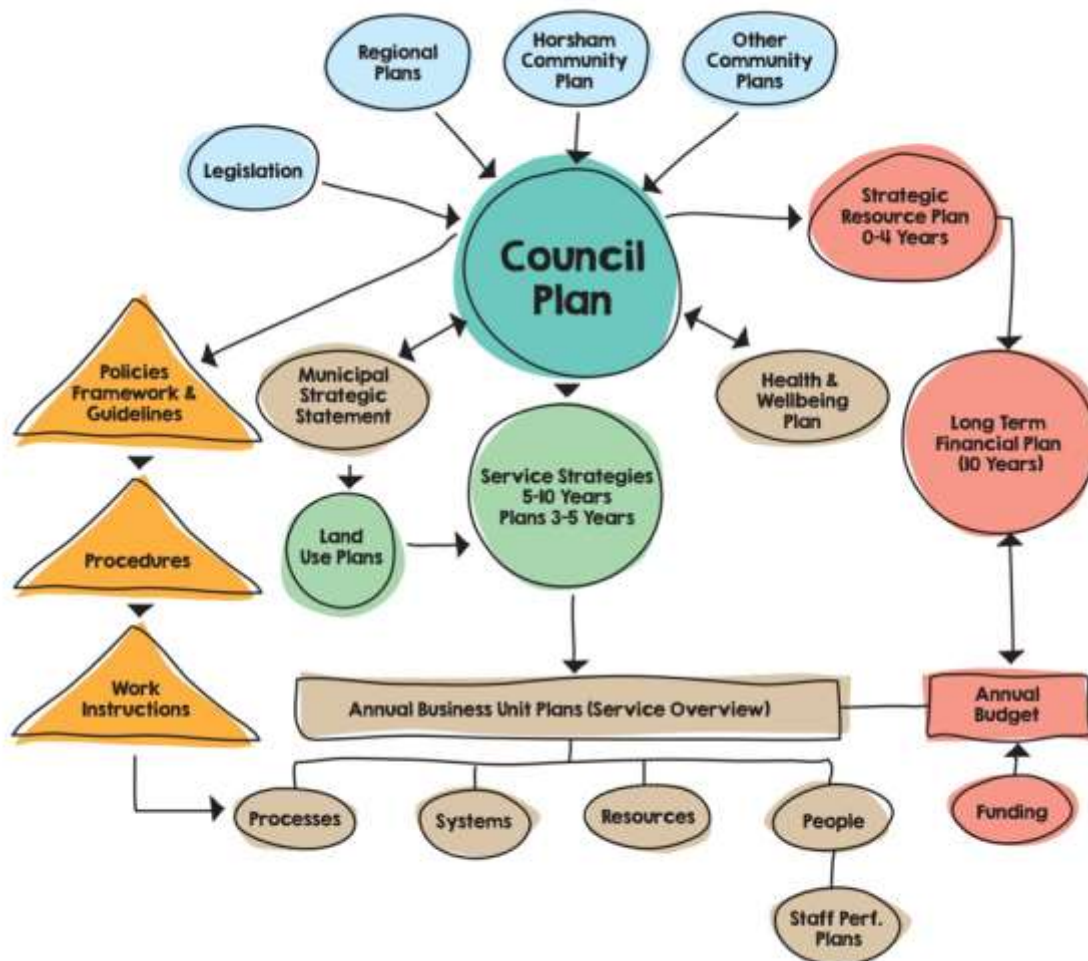
In all there is a predicted population change for Horsham Rural City of 2,701 residents over the 20 year period of 2011-2031 or an average annual of 0.6% per annum.

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



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



1.2 Our purpose

Our vision

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

Our mission

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

Our values

We will be



1.3 Goals (Strategic objectives)

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

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

2. Services and initiatives and service performance outcome indicators

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

2.1 Goal 1 - Community and Cultural Development

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

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

Services

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

Service area breakout

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

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

Major Initiatives and Capital Works

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

Service Performance Outcome Indicators *

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

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

2.2 Goal 2 - Sustaining the Economy

Lead in sustainable growth and economic development.

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

We continue to promote and develop sustainable projects.

Services

Service area	Description of service areas		2017/18	2018/19
			Budget	Budget
			\$'000	\$'000
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service.	<i>Exp</i>	599	522
		<i>Rev</i>	277	281
		<i>NET</i>	322	241
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	<i>Exp</i>	557	554
		<i>Rev</i>	-	-
		<i>NET</i>	557	554
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	<i>Exp</i>	376	352
		<i>Rev</i>	713	634
		<i>NET</i>	(337)	(282)
Promotions and Tourism	This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals.	<i>Exp</i>	637	640
		<i>Rev</i>	95	97
		<i>NET</i>	542	543
Net Cost to Council for Goal 2 - Sustaining the Economy			1,084	1,056

Service area breakout

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

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

Major Initiatives and Capital Works

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

2.3 Goal 3 – Asset Management

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

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

Services

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

Service area breakout

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

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

Major Initiatives and Capital Works

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

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

Service Performance Outcome Indicators

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

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

2.4 Goal 4 – Governance and Business Excellence

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

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

Services

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

Service area breakout

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

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

Major Initiatives and capital Works

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

Service Performance Outcome Indicators

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

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

2.5 Goal 5 – Natural and Built Environments

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

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

Services

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

Service area breakout

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

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

Major Initiatives

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

Service Performance Outcome Indicators

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

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

2.6 Service Performance Outcome Indicators

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

2.7 Reconciliation with budgeted operating result

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

3. Financial statements

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

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

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

Comprehensive Income Statement

For the four years ending 30 June 2022

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

Balance Sheet

For the four years ending 30 June 2022

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

Statement of Changes in Equity

For the four years ending 30 June 2022

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

Statement of Cash Flow

For the four years ending 30 June 2022

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

Statement of Capital Works

For the four years ending 30 June 2022

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

Statement of Human Resources

For the four years ending 30 June 2022

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

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

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

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

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

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

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

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

4.1.1(a) Reconciliation of Rates

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

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

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

4.1.1(b) Rate in the dollar

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

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

4.1.1(c) Total Rate Revenue from General Rates

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

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

4.1.1(d) Assessment numbers

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

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

4.1.1(e) Basis of valuation

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

4.1.1(f) Valuation by Type

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

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

4.1.1(g) Municipal Charge per assessment

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

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

4.1.1(h) Total revenue from municipal charge

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

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

4.1.1(i) Garbage Charges

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

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

4.1.1(j) Total revenue from garbage charges

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

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

4.1.1(k) Rates & Charges - Summary

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

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

4.1.1(l) Fair Go Rates System Compliance

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

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

Council's reconciliation to the rate cap increase:

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

4.1.1(m) Significant changes

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

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

4.1.1(n) Differential rates

Rates to be levied

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

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

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

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

Farm land

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

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

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

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

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

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

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

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

Other Concessional Rates - Culture and Recreational Land

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

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

Council has reviewed its policy in relation to concessions for Cultural and Recreational Organisations and has established two concessions, a 50% concession for those organisations that have significant revenue raising capacity and a 100% concession for those with limited revenue raising capacity. The objective of this concessional rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

4.1.2 Statutory fees and fines

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

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

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

4.1.3 User fees

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

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

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

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

4.1.4 Grants

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

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

Grants - operating (\$0.043 million decrease)

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

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

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

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

Grants - capital (\$0.706 million increase)

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

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

4.1.5 Other income

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

Other income (\$0.25 million increase)

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

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

4.1.6 Employee costs

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

Employee costs (\$0.78 million increase)

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

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

4.1.7 Materials and services

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

Materials and services (\$1.79 million increase)

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

4.1.8 Depreciation and amortisation

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

Depreciation and amortisation (\$0.10 million increase)

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

4.1.9 Other expenses

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

Other expenses (\$0.05 million decrease)

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

4.2 Balance Sheet

4.2.1 Assets

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

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

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

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

Restricted and unrestricted cash and investments

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

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

Explanation of items in above table:

Statutory reserves (\$0.3 million)

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

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

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

Unrestricted cash and investments (\$29.6 million)

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

Discretionary cash reserves (\$13.09 million)

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

Staff provisions (\$5.4 million)

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

Landfill and quarry provisions (\$2.6 million)

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

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

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

4.2.2 Liabilities

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

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

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

4.2.3 Borrowings

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

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

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

4.3 Statement of changes in Equity

4.3.1 Reserves

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.3.2 Equity

Equity (\$6.47 million increase)

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

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

4.4 Statement of Cash Flows

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

Operating activities (\$3.55 million decrease)

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

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

Investing activities (\$1.37 million decrease)

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

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

Financing activities (\$1.04 million increase)

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

4.5 Capital works program

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

4.5.1 Summary by Class of asset

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

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

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

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

Property

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

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

Plant and equipment

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

Infrastructure

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

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

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

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

Carried forward works

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

4.5.2 Capital Works – 2018-19

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

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

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

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

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

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

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

5. Financial performance indicators

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

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

Key to Forecast Trend:

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

Notes to indicators

1. Adjusted underlying result

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

2. Working Capital

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

3. Unrestricted Cash

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

4. Debt compared to rates

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

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

5. Asset renewal

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

6. Rates concentration

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

Appendices

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

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

The contents of the appendices are summarised below:

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

Appendix A Non-capital Initiatives

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

Appendix B

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

COMMUNITY GRANTS AND DONATIONS 2018/2019

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

Appendix C Fees and Charges Schedules

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

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

charges listed do not include GST unless otherwise stated

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

charges listed do not include GST unless otherwise stated

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

charges listed do not include GST unless otherwise stated

Service Description	Charge Frequency	Charge 2017/18	Charge 2018/19	Year of last increase
DOG/CAT CONTROL				
Dog/Cat Fees to be set for year commencing 10th April, 2019				
Dogs over three months - Entire	Annual	126.00	132.00	2017/18
- Desexed/Microchipped/Over 10 yrs	Annual	42.00	44.00	2017/18
- Working	Annual	42.00	44.00	2017/18
Pensioner Concession - Entire	Annual	63.00	66.00	2017/18
- Desexed/Microchipped/Over 10 yrs	Annual	21.00	22.00	2017/18
- Working	Annual	21.00	22.00	2017/18
Cats over three months - Entire	Annual	126.00	132.00	2017/18
- Desexed/Microchipped/Over 10 yrs	Annual	42.00	44.00	2017/18
Pensioner Concession - Entire	Annual	63.00	66.00	2017/18
- Desexed/Microchipped/Over 10 yrs	Annual	21.00	22.00	2017/18
Dog – Dangerous. If first registered in municipality after 1 July 2016.	Annual	210.00	220.00	2017/18
Dog – Restricted Breed. If first registered in municipality after 1 July 2016.	Annual	210.00	220.00	2017/18
Replacement registration tag for dogs & cats. First Replacement Only.	Each	0.00	0.00	2016/17
Replacement registration tag for dogs & cats. Subsequent Replacement.	Each	15.00	15.00	2016/17
Registration tag for dogs and cats not required to be registered in the Municipality	Each	15.00	15.00	2016/17
The Domestic (Feral and Nuisance) Animals Act 1994 operative April 1996 requires that Council fix a maximum fee for dogs/cats that applies to all dogs/cats except :-				
Desexed Dogs/Cats.				
Dogs/Cats over 10 years old.				
Dogs kept for working stock.				
Dogs/Cats kept for breeding by the proprietor of a domestic animal business conducted on registered premises.				
Dogs that have undergone obedience training which complies with the regulation.				
Dogs/Cats registered with the Victorian Canine Association/Feline control Council.				
(\$2.50 per dog and \$1.00 per cat of fee paid to Bureau of Animal Welfare)				
The maximum fee must be three times the reduced fee.				
Pound - First release fee - Dog/Cat During Normal Working Hours (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		95.00	100.00	2017/18
Pound - Second release fee - Dog/Cat		95.00	100.00	2017/18
Pound - Third and subsequent release fee - Dog/Cat		200.00	210.00	2017/18
Additional release fee if dog involved in attack		135.00	145.00	2017/18
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)		0.00	0.00	2012/13
Daily feeding and cleaning charges - Per weekday after first 24 hours	per day	25.00	26.00	2017/18
Daily feeding and cleaning charges - Per weekend/public holiday	per day	50.00	52.00	2017/18
Additional charge if animal is required to be kept in quarantine at Pound.	per day	28.00	29.00	2017/18
Additional charge if animal is required to be kept in quarantine with Veterinarian. Plus 30% administration and transport fee.	per day	At cost	At cost	2016/17
Surrendered Animal - If animal surrendered to Pound.	Each	35.00	40.00	2016/17
Surrendered Animal - If animal found at large & subsequently surrendered.	Each	80.00	85.00	2017/18
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.		At cost	At cost	2016/17
Transport Costs to deliver and retrieve animal from Veterinarian.	Each	27.50	30.00	2017/18
Hire Charge – Cat Trap (Each). First two weeks.	Two Weeks	0.00	0.00	2016/17
Hire Charge – Cat Trap (Each). After first two weeks.	Week	15.00	15.00	2016/17
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	30.00	35.00	2017/18
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Two Weeks	0.00	0.00	2016/17
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Week	17.50	20.00	2017/18
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	30.00	35.00	2017/18
Registration/Renewal of a Domestic Animal Business. (\$10.00 of fee paid to Bureau of Animal Welfare)		260.00	270.00	2017/18

charges listed do not include GST unless otherwise stated

Service Description	Charge Frequency	Charge 2017/18	Charge 2018/19	Year of last increase
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PARKING CONTROL

Parking Fines (Set by Act)

Expired Meter (Minimum \$28 Maximum \$70)*		65.00	65.00	2017/18
On a footpath, etc. (Set by Act) [#]		95.00	97.00#	2017/18
No Stopping Area (Set by Act) [#]		155.00	160.00#	2016/17

* Council may set a fee of b/n 0.2 & 0.5 Penalty Units [#] estimated amount - to increase with CPI

Parking Meter Charges

*includes GST	Per hour	*1.00	*1.00	2011/12
Allocated on Street Car Parking Fee (per Bay)	Monthly	100.00	100.00	2014/15
Low cost all-day parking	Per day	*2.00	*2.00	2017/18
Parking Bay Closed Off / Not Available.	Per day.	25.00	25.00	2016/17
Hire charge – Traffic Cones. Bond may be required.		7.00	7.00	2016/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation Per cone		0.00	0.00	2016/17

HEALTH FEES

Food Premises

*Class One - Premises - Base fee	Annual	380.00	390.00	2017/18
*Class Two - Premises - Base fee	Annual	380.00	390.00	2017/18
Full time equivalent employees - greater than 5	Each	33.00	34.00	2017/18
Class Two Accommodation Meals (B&B)	Annual	125.00	130.00	2017/18
Class Two - School Canteens	Annual	35.00	37.00	2017/18
Class Two - Food Vehicle	Annual	280.00	290.00	2017/18
Class Two - Community Group (unlimited events)/Low volume home caterer	Annual	90.00	95.00	2017/18
Class Two - Temporary Event	Each	50.00	52.00	2017/18
Class Three - Premises	Annual	250.00	260.00	2017/18
Class Three - Accommodation Meals (B&B)	Annual	105.00	110.00	2017/18
Class Three - Community Group (unlimited events)/Low volume home caterer	Annual	85.00	90.00	2017/18
Class Three - Food Vehicle	Annual	250.00	260.00	2017/18
Class Three - Temporary Event	Each	40.00	42.00	2017/18

Health Premises

Registered premises - Annual	Annual	280.00	290.00	2017/18
Registered premises - Ongoing Initial	Ongoing/Each	280.00	290.00	2017/18
Registered premises - Ongoing Renewal	Ongoing/Each	85.00	90.00	2017/18
Registered premises - Ongoing Transfer	Each	115.00	120.00	2017/18
Accommodation	Annual	280.00	290.00	2017/18

*Maximum fee

3,400.00 3,550.00 2017/18

Transfer of Registration

50% of full fee

Late Fees

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

Septic Tank Fees

Permit to Install	Each	460.00	480.00	2017/18
Permit to Alter	Each	230.00	240.00	2017/18
Permit Extension / Amend Permit	Each	60.00	65.00	2017/18

Service Fee

Inspection by request	Per hour	120.00	125.00	2017/18
Influenza vaccinations	Per dose	20.00	20.00	2014/15

charges listed do not include GST unless otherwise stated

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

charges listed do not include GST unless otherwise stated

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

charges listed do not include GST unless otherwise stated

Service Description	Charge Frequency	Charge 2017/18	Charge 2018/19	Year of last increase
WASTE MANAGEMENT FEES				
TRANSFER STATIONS AND RURAL LANDFILLS				
<i>* All waste management fees listed include GST</i>				
WASTE ITEM	CHARGE UNIT			
General Waste				
Car Boot/240 litre bin	Min. charge	13.50	14.00	2017/18
6 x 4 Trailer, Utility	(approx 1m3)	20.00	21.00	2017/18
6 x 4 Trailer with sides	(approx 1.5m3)	30.00	31.50	2017/18
Tandem Trailer	2m3	40.00	42.00	2017/18
Light Trucks	3m3	60.00	63.00	2017/18
Dead Animals - per carcass		19.00	20.00	2017/18
Green Waste (Sorted-Clean)				
Up to 2 cm (loose)	per load	8.00	8.00	2011/12
Trucks/Large Loads/Tandem Trailer	per load	20.00	20.00	2011/12
6 X 4 Trailer (clean, green)	per load	6.00	6.00	2011/12
Recyclables				
Paper / Cardboard / Polystyrene	} free if sorted			
Bottles / Glass / Cans				
Steel/W. Goods/Fencing/Tanks				
Car Batteries		No charge	No charge	
Car Bodies		No charge	No charge	
Empty Gas Cylinders		No charge	No charge	
Mattresses (Single)		15.00	16.00	2015/16
Mattresses (Double or larger)		30.00	32.00	2015/16
Light Tyres		24.00	24.00	2015/16
Heavy Tyres		42.00	42.00	2015/16
Heavy Tyres (Truck)		77.50	77.50	2015/16
Heavy Tyres (Tractor, etc.)		165.00	165.00	2015/16
Waste Oil (non-commercial only)		No charge	No charge	
T.V. (monitor) screens, etc.		No charge	No charge	
Chemical Drums (must be triple rinsed)		No charge	No charge	
Sale of chipped green waste (if available)				
Trailer 6 X 4	Load	15.00	15.00	2008/09
Tandem Trailer	Load	23.00	23.00	2008/09
Truckload	Load	29.50	29.50	2008/09
Loading (To max. \$5.00*)	per m3	2.00	2.00	2007/08

Commercial Waste

Large loads not accepted

Asbestos Waste

Not Accepted

Builders Waste/Concrete/Spoil

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

Builders Waste/Concrete/Spoil

If dumped at Transfer Station \$153.75* per m3 plus \$11.00* per m3 cartage
= \$164.75/m3 (i.e.. For 3 x m3 = \$494.25)

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

charges listed do not include GST unless otherwise stated

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

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

Department Area

PE = Planning and Economic

TS = Technical Services

CS = Community Services

		(excludes GST unless otherwise stated)	
Class	Service Description	Charge 2017/18	Charge 2018/19
PLANNING SCHEME AMENDMENTS			
Stage	Subdivision fees		
1	For:	2,871.60	2,929.30
	a) considering a request to amend a planning scheme; and		
	b) taking action required by Division 1 of Part 3 of the Act; and		
	c) considering any submissions which do not seek a change to the amendment; and		
	d) if applicable, abandoning the amendment		
2	For:		
	a) considering		
	<i>i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a</i>	14,232.70	14,518.60
	<i>ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a</i>	28,437.60	29,008.80
	<i>iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and</i>	38,014.40	38,778.00
	b) providing assistance to a panel in accordance with section 158 of the Act; and		
	c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and		
	d) considering the panel's report in accordance with section 27 of the Act; and		
	e) after considering submissions and the panel's report, abandoning the amendment.		
3	For:		
	a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		
	b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and		
	c) giving the notice of the approval of the amendment required by section 36(2) of the Act.		
4	For:		
	a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	453.10	426.20
	b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	453.10	426.20

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

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

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

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

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

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

(excludes GST unless otherwise stated)

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

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

Kalkee Road Children's & Community Hub

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

Office Rental (all inclusive)

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

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

*All prices listed are exclusive of GST

Appendix D



Capital Works Program Highlights from the 2018-19 Draft Budget

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

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

Project background

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

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



What are the proposed works?

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

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

Why are we doing it?

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

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

When is it likely to happen?

Between 31 August 2018 and 30 September 2018.

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

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

Project background

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

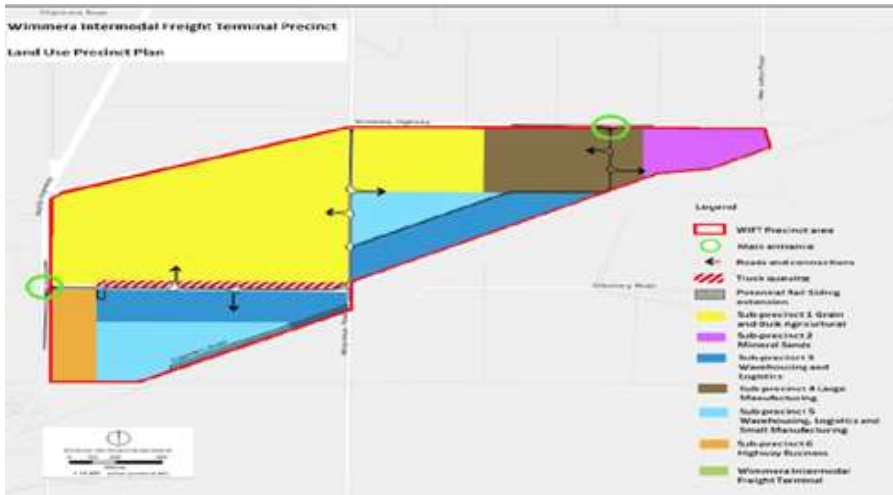
The \$16.75 million WIFT project was completed in August 2012 on 23.5 hectares. This important strategic investment for the Wimmera region will provide vital freight infrastructure for the Wimmera region for the next 50+ years. The relocation of the terminal from central Horsham removed heavy vehicle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

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

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

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

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



What are the proposed works?

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

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



Why are we doing it?

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

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

When is it likely to happen?

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

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

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

Project background

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



What are the proposed works?

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

Why are we doing it?

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

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

When is it likely to happen?

August 2018 to December 2018.

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

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

Project background

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

What are the proposed works?

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

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



Why are we doing it?

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

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

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

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

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

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

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

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

When is it likely to happen?

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

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

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

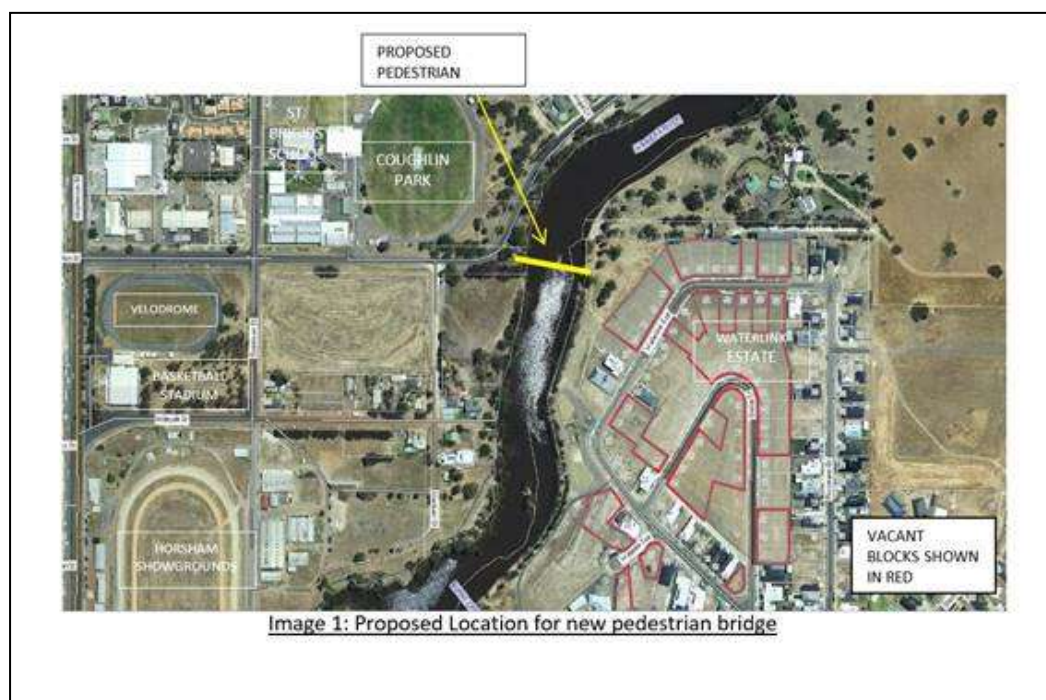
Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$160,000	\$160,000
Total			\$160,000	\$160,000

Project background

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

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

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





What are the proposed works?

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

Why are we doing it?

The intended outcomes of the proposed project are as follows:

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

When is it likely to happen?

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

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

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

Stage 3: Public Tender (Estimated late 2018)

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

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

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

Project background

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

What are the proposed works?

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



Why are we doing it?

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

When is it likely to happen?

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

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

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

Project background

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

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

What are the proposed works?

The following works are included in the overall program:

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



Why are we doing it?

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

When is it likely to happen?

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

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

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

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

Project background

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

What are the proposed works?

The following works are included in the overall program:

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



Why are we doing it?

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

When is it likely to happen?

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

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

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

Project background

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



What are the proposed works?

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

Why are we doing it?

Rehabilitation of drainage network (renewal).

When is it likely to happen?

October 2018 to March 2019.

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

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

Project background

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

What are the proposed works?

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



Why are we doing it?

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

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

When is it likely to happen?

March/April 2019.

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

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

Project background

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

What are the proposed works?

Construction of an aesthetically pleasing public toilet.

Why are we doing it?

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

When is it likely to happen?

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

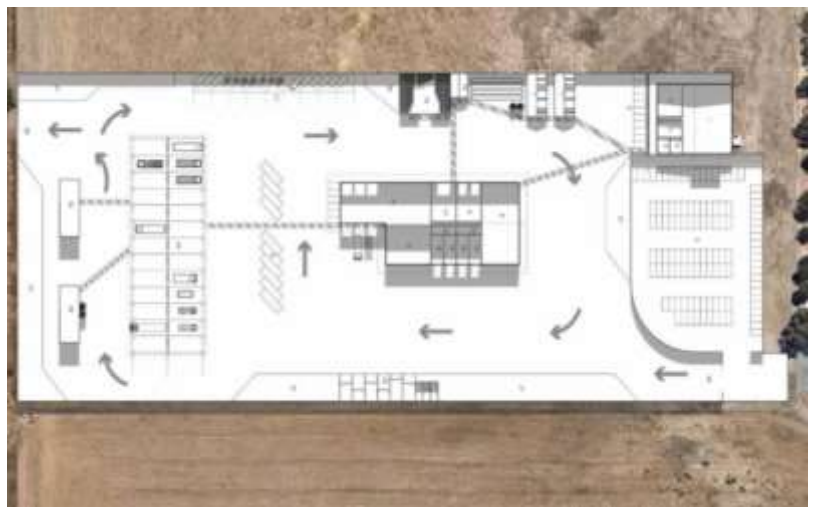
Title:	Depot Relocation Design and Cost Estimates
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management - Depot
Asset category:	Buildings
Project Leader:	Director Technical Services (John Martin)

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

Project background

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

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



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

What are the proposed works?

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

Why are we doing it?

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

When is it likely to happen?

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

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

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

Project background

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

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

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

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

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



What are the proposed works?

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



Why are we doing it?

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

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

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

When is it likely to happen?

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

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

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

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

Project background

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

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

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

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

What are the proposed works?

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

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



Why are we doing it?

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

When is it likely to happen?

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

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

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

Project background

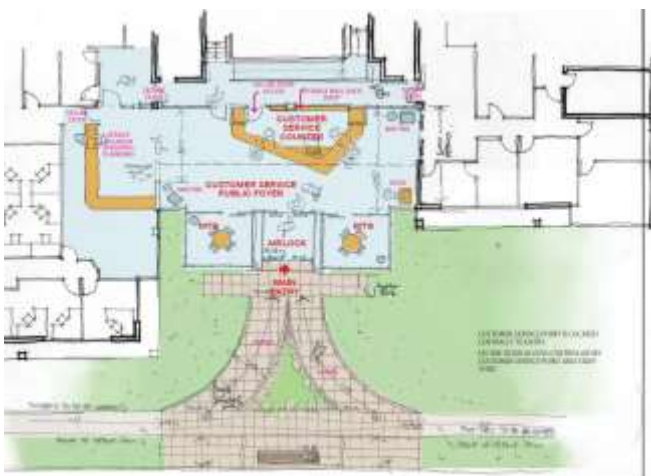
The Civic Centre was constructed in the 1960s and was built to accommodate the two Councils of Horsham City and Wimmera Shire. These two Councils were amalgamated in 1996.

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

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

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

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



What are the proposed works?

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

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

Why are we doing it?

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

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

When is it likely to happen?

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

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

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

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

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

Project background

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



What are the proposed works?

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

Why are we doing it?

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

When is it likely to happen?

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

Title:	Audio, Hearing Loop, Video Conferencing for Civic Centre meeting rooms / Council chamber
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Management & Administration
Asset category:	Computers & Telecommunications
Project Leader:	Director Corporate Services (Graeme Harrison)

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

Project background

Following recent refurbishments to the Council chamber and reception meeting spaces, there has been a need identified to improve the public sound system in the Council chamber during meetings.

This includes the installation of a hearing loop and options for video conferencing to occur across the meeting rooms.

What are the proposed works?

It is proposed to install wireless microphones, a hearing loop and related sound systems for improved public accessibility to public Council meetings.

Also video conferencing services are required to facilitate improved video conferencing options across the three public meeting rooms in the Civic Centre.

The exact hardware and technologies have as yet not been resolved although a significant amount of planning and investigation has been undertaken.

Why are we doing it?

To improve accessibility for the public and the hard of hearing and to offer video conferencing as an option within the meeting room spaces.



When is it likely to happen?

Equipment will likely be installed during 2018. Exact timing is dependent on the final solution and the procurement process that will be required.

Title:	Transfer Station Improvements Upgrade of Facility
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Waste Management
Asset category:	Waste Management Infrastructure
Project Leader:	Director Technical Services (John Martin)

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants		\$500,000		\$500,000
Contributions				
Reserves	\$300,000	\$200,000		\$500,000
Total	\$300,000	\$700,000		\$1,000,000

Project background

Improvements to facilitate better recycling of waste.

What are the proposed works?

The key infrastructure upgrades are:

- A new drive through recycling shed strategically located before the weighbridge area.
- Two new weighbridges for vehicles entering and exiting site
- Installation of modern weighbridge software with number plate recognition and surveillance equipment (CCTV Cameras) for viewing of incoming waste loads.
- Minor earthworks and new pavement for recycling shed and weighbridge approaches.
- A new gatehouse positioned between the weighbridges to allow the gatehouse attendant to speak directly to users and to view vehicles leaving the weighbridge.
- New roofing over existing bins and public drop-off areas for municipal and hard waste (2 bays currently uncovered). The provision of roofing over the unloading and waste storage areas is a best practice measure which aims to minimise ingress of water, contamination of stormwater and odour issues.
- New roof flashing to close gap over existing tip shop to minimise dust and rain entering the shop area.
- New fencing and garden areas near entrance to enhance the aesthetics of the facility.
- New traffic management and wayfinding signage throughout site.



Why are we doing it?

The Horsham Transfer Station Upgrade Business Case Report (December 2017) summarised the key improvements/outcomes to be as follows:

- Resource recovery
- Diversion of recyclable materials from landfill
- Operational efficiency
- Reporting & record keeping
- Site safety
- Environmental protection

To add further context to the above, the following key points should be considered:

- 1) The Grampians Central West Waste and Resource Recovery Implementation Plan 2017 (Regional Plan) (attached) recommends the facility upgrade for inclusion in the plan's infrastructure scheduling. The Horsham Transfer Station is one of 8 key regional infrastructure projects recommended in the Regional Plan.
- 2) This project will provide a significant upgrade to the Horsham Transfer station which will result in a modern facility, featuring best practice design to cater for the needs of the city of Horsham and surrounding municipality.
- 3) Increased tonnages of materials to be diverted (from Landfill) as a result of the project - the Grampians Central West Waste and Resource Recovery Implementation Plan (Regional Plan) notes (pg.19) that:

“the recovery of the majority of resource materials is lower in the Grampians Central West region compared to state trends and could be significantly improved. In total the region only recovers around 13 per cent of materials through reprocessing. Particularly poor recovery streams are glass (recovery rate 0.1%) and plastics (recovery rate 2%).”

- 4) Key operational improvements resulting from the project include:
 - Increased public queuing available on site to reduce vehicles backing up in Kenny Road
 - Weight based billing for all customers to provide more accurate data and records of residual waste tonnages
 - Modern weighbridge software will streamline the receipt of waste and payment process with provision to adopt an automated system in the future.
 - Greater undercover storage areas for waste.

When is it likely to happen?

The timing on this project is subject to the announcement of funding by Sustainability Victoria, which is currently overdue.

Per the grant application, key milestones are anticipated to be as follows:

- 01/07/2018 – Commencement of detailed design
- 01/01/2019 - Completion of Detailed Design
- 01/03/2019 - Award of Construction Contract(s)
- 01/01/2020 - Completion of Phase 1 works
- 01/07/2020 - Completion of Phase 2 works
- 01/11/2020 - Completion of Phase 3 works
- 01/12/2020 - Issue certificate of Practical Completion to Contractor
- 31/12/2020 - Project Completion & Closeout

Title:	Sustainability Projects
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Sustainability
Asset category:	Buildings
Project Leader:	Director Technical Services (John Martin)

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$100,000	\$100,000
Contributions				
Reserves			\$100,000	\$100,000
Total			\$200,000	\$200,000

Project background

Council introduced Goal 5 in to the Council Plan in 2016-17 to improve the focus on environmental and planning matters, rather than just including these items with in our Economic Development goal. Council had not until recently implemented alternative energy options or energy efficiency options in the municipality. In 2016-17 Council installed 99kwh's of solar panels on the roof of the Civic Centre.

Sustainability Victoria has advised Council that it will receive \$100,000 in funding for energy efficiency and renewable energy upgrades on high-consuming assets, providing Council also invests \$100,000 for this purpose.

What are the proposed works?

The proposed works are not fully documented and designed but include the following possible items:

- Energy efficient lighting for the Wimmera Business Centre and Mibus Centre (other major buildings have already been completed)
- Solar panels for the Aquatic Centre, Wimmera Business centre, Mibus Centre, Horsham Town Hall and community halls
- Biomass boiler for the Aquatic Centre
- Double glazing for the Civic Centre
- Southbank energy efficient street lighting



Additional to the above possible works, Sustainability Victoria is offering opportunities of funding for the preparation of Emissions Profiles and Emission Reduction Action Plans and to undertake detailed energy audits on priority Council-owned sites.

Why are we doing it?

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

When is it likely to happen?

During 2018-19, exact projects and dates have not as yet been determined.