

Revenue and Rating Plan

2025 - 2029



Horsham Rural City Council

Revenue and Rating Plan 2025-2029

Draft – April 2025

Amendment Register

Issue	Date	Details	By
1	2025	Draft Plan for consideration	Council



TABLE OF CONTENTS

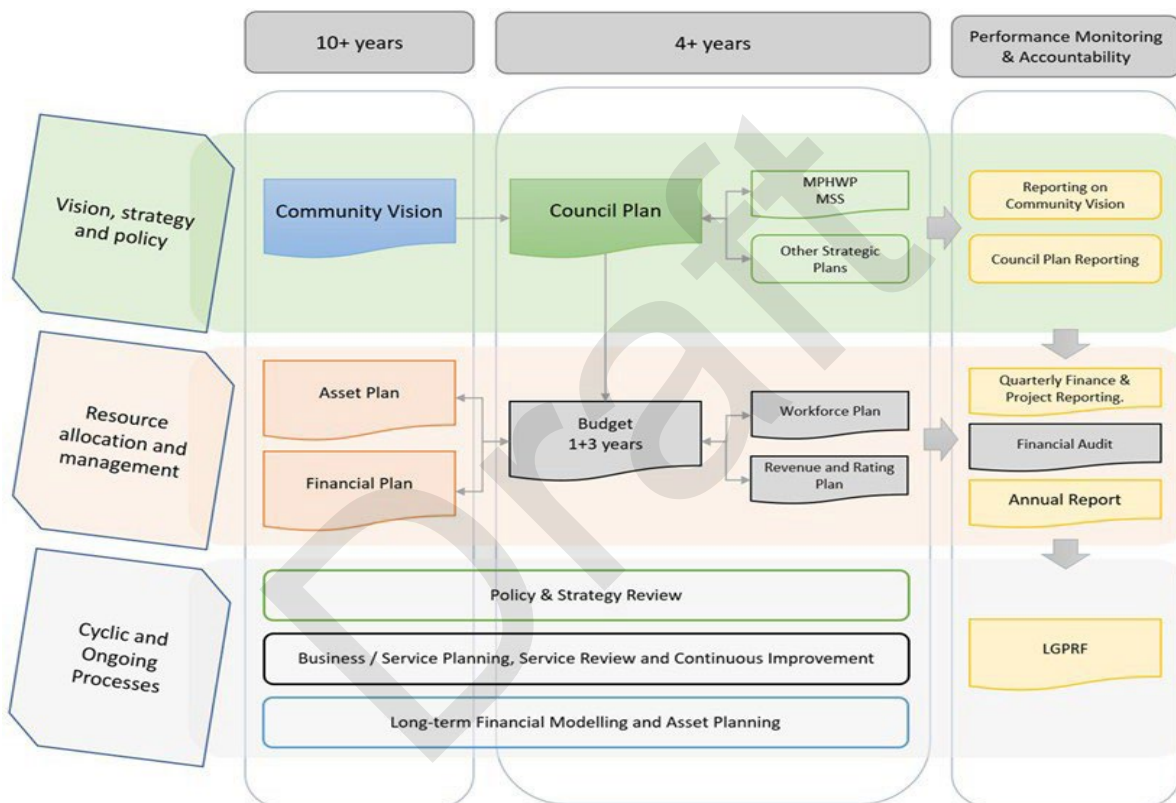
1.1	PURPOSE	1
1.2	INTRODUCTION.....	2
1.3	EXECUTIVE SUMMARY AND CHANGES	3
1.4	COMMUNITY ENGAGEMENT.....	4
1.5	RATES AND CHARGES.....	4
1.5.1	RATING LEGISLATION	5
1.5.2	RATING PRINCIPLES	6
1.5.3	DETERMINING WHICH VALUATION BASE TO USE	8
1.5.4	RATING DIFFERENTIALS.....	9
1.5.5	DISCOUNTS AND WAIVERS	13
1.5.6	MUNICIPAL CHARGE	14
1.5.7	SPECIAL CHARGE SCHEMES	15
1.5.8	SERVICE CHARGES.....	15
1.5.9	COLLECTION AND ADMINISTRATION OF RATES AND CHARGES	16
1.6	OTHER REVENUE ITEMS	17
1.6.1	USER FEES AND CHARGES.....	17
1.6.2	STATUTORY FEES AND CHARGES	18
1.6.3	GRANTS.....	19
1.6.4	CONTRIBUTIONS	19
1.6.5	INTEREST ON INVESTMENTS.....	19
1.6.6	RECOUP OF FEES AND CHARGES.....	20
1.6.7	PROPERTY RENTALS.....	20
	Appendix A – Graphical Presentation of differential rating.....	21
	Rating under a “fixed” differential rating model.....	21
	Rating under a “floating” differential rating model.....	21
	Comparison of 2024/25 Rate Revenue Calculations using the two methods	22

1.1 PURPOSE

Section 93 of the *Local Government Act 2020* (the Act) requires Council to prepare a Revenue and Rating Plan (the Plan) for a period of at least the next four financial years by 30 June after a general election.

While the Act does not prescribe the content to be covered by the Plan, Local Government Victoria has provided detailed guidance¹ to assist Councils. The purpose of this 2025-2029 Plan is to determine the most appropriate and affordable revenue and rating approach for Horsham Rural City Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

The Plan is part of the Integrated Strategic Planning and Reporting Framework as depicted below.



This Plan explains how Council will calculate the revenue needed to fund its activities, and how the funding contributions will be apportioned between ratepayers and other users of Council facilities and services for the period 2025-2029.

It sets out principles and policy positions that Council has adopted in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. The Plan also sets out the principles Council has adopted for other revenue sources such as fees and charges.

It is important to note that this Plan does not set revenue targets for Council, rather it outlines the strategic framework and decisions that Council have made in relation to the calculation and collection of its revenue. Decisions around revenue targets are set out in Council's Budget and long-term financial planning documents.

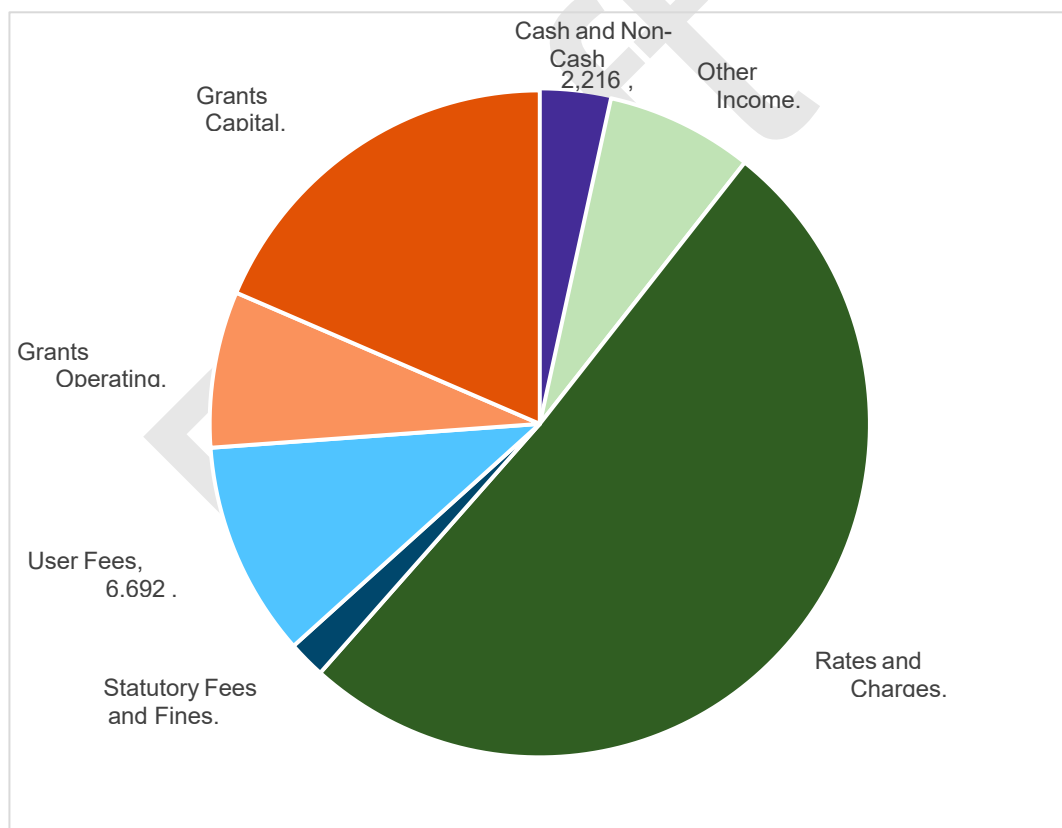
¹ Local Government Better Practice Guide – Revenue and Rating Plan available online via <https://www.localgovernment.vic.gov.au/strengthening-councils/sector-guidance-planning-and-reporting>

1.2 INTRODUCTION

Council provides many services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources in the 2023-24 Annual Report included:

- Rates & Charges (includes Waste)
- Grants from other levels of Government for Capital
- Grants from other levels of Government for Operations
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups), and
- Other income including Interest from investments, sale of assets, rents.



Rates are the most significant revenue source for Council and comprised 51% of annual income in 2023-24. It should be noted that this percentage fluctuates in accordance with changes to the level of grant funding received in any given year.

Maintaining service delivery levels and investing in community assets remain key priorities for Council however the introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless an application is made to the Essential Services Commission.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges are largely dependent on whether they relate to statutory or discretionary services. Some fees, such as statutory planning fees, are set by State Government statute and are commonly known as regulatory fees and councils usually have no control over service pricing. For non-statutory services Council can set a fee or charge in accordance with the principles outlined in this Revenue and Rating Plan.

Council's revenue can also be adversely affected by changes to funding from other levels of government. While some grants are tied to the delivery of council services, many are tied directly to the delivery of new community assets, such as roads or sports pavilions. Notably there is a significant untied grant from the Federal Government's Financial Assistance Grant (FAGS) program which is provided to councils by the Victorian Grants Commission, under a complex formula to address fiscal imbalances between councils.

It is therefore important for Council to be clear about the grants it intends to apply for, and the obligations that such grants create in the delivery of services or infrastructure.

HISTORY

In 2005 Council developed a Rating Strategy, which was adopted in conjunction with the adoption of the 2005-06 Budget. The strategy has been reviewed annually as part of the budget process, but in 2013-14 Council undertook a more detailed review of its entire Rating Strategy to investigate the concerns raised by some sectors within the community through budget submissions.

Following the Victorian Auditor General's Report into the results from the 2012-13 audits Council undertook a review in 2013-14 to thoroughly examine the various elements of its current rating package to determine whether they could be varied to "more equitably distribute the rates contribution across the municipality". This was in response to the VAGO recommendations that councils needed to "apply a robust and strategic approach to the collection and use of revenue through rates and charges" and to improve the quality of the Rates Strategy and to implement a Rating Policy.

In the review of the Council's 2018-19 Rates Strategy, Council formed the Rates Strategy Review Advisory Committee (Committee) to capture community input and opinion on the setting of key rating principles, and to make recommendations to Council on revisions to the Rates Strategy and an overarching Rates Policy. A key outcome of the review was to achieve a fair and equitable distribution of the rate burden across all members of the community. The Committee made five overall recommendations with 18 parts in total, with Council accepting almost all the recommendations in 2019.

The previous Rating Policy and Rating Strategy have now been combined into a single Revenue & Rating Plan as per the requirements for a Revenue & Rating Plan in *Local Government Act 2020*.

1.3 EXECUTIVE SUMMARY AND CHANGES

Following the 2024 Election, the new Council undertook an intensive review of the current rating methodology to ensure this Plan be written to ensure consistency of rates contribution from the community and avoidance of "rate shock" brought about by significant movements in valuations. The methodology adopted in the 2021-2024 Plan was based on "triggers" related to valuation movement and resulted in that plan having to be reviewed annually. Rating differentials also had to be adjusted to attempt to smooth out the dollar value contributed by the various rating sectors.

The modified approach adopted for the 2025-2029 Plan establishes set contribution percentages for the various rating sectors to provide stability in the dollars contributed regardless of any movement as a result of valuations.

1.4 COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's approach to the calculation and collection of revenue. The following public consultation process was undertaken to ensure due consideration and feedback was received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan was released for public feedback in May 2025
- The Community were encouraged to engage in the Plan together with the 2025/26 Budget and 2025/26 Pricing Register during the community engagement process in April 2025
- All opportunities for community submissions were promoted through local news outlets, social media; e-newsletters and Council's website
- The final Revenue and Rating Plan was adopted by Council at the (insert date) Council meeting.

1.5 RATES AND CHARGES

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater for their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in their rating structure to accommodate issues of equity and ensure fairness in rating for all ratepayers. Whilst the *Local Government Act 2020* requires this Revenue and Rating Plan many rating requirements remain as per the *Local Government Act 1989*.

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

1. **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*
2. **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
3. **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

Striking an appropriate balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by utilising rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Horsham Rural City Council rating structure comprises four differential rates, residential commercial, industrial, and farm. These rates are structured in accordance with the requirements of section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The methodology for setting the differential rates is set out in Section 1.5.4 and the rate in the dollar for each rating differential is included in Council's annual budget.

Cultural and Recreational rates levied on recreational land are based on capital improved valuations at concessional rates in the dollar of between 0% for those entities with little other sources of revenue and 50% of the general rate for those entities with significant revenue raising capacity.

Council also levies a municipal charge which is a minimum rate per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each ratable property in the municipality makes a contribution.

Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services. Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government. The rate cap is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs (i.e. some years may generate a surplus, whilst other a deficit, however the service breaks even over the longer term). The waste service charge is not capped under the Fair Go Rates System, and Council will continue to quarantine any surplus funds from this charge towards the provision of waste services for future year expenses via a specific reserve fund. Ministerial guidance has been provided to assist with ensuring Council service charges are priced accordingly.

The waste service is based on the type and size of the services provided. A recycling service is also included for residential waste service recipients and some outer urban areas. During 2020 the State Government announced a "4 Bins" policy which requires all councils across the state to provide four waste stream services as far as practicable across the community, being for general waste, comingled recycling (excluding glass), glass & organic waste. Council commenced this new service during 2022-23.

Rates and Charges Overall Principles to be applied are that:

- Property Rates will be reviewed in accordance with the Rating & Revenue Plan
- Rating methodology will be set in the Plan which attempts to limit the variability of rates paid by the various sectors.
- Property Rates will be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.
- Council acknowledges that a discount given to one sector will need to be picked up by other sectors
- Council will be mindful of the impacts of revaluation on the various property types in implementing any differential rating to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree

In addition to the above principles, Council have endorsed that a rebate of \$50 be paid to eligible pensioners in addition to the State funded Pensioner Rebate Scheme.

1.5.1 RATING LEGISLATION

The legislative framework for rating has not yet been included in the *Local Government Act 2020* so the provisions of the *Local Government Act 1989* remain in force. The framework determines Council's ability to develop a rating system and provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges, and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157(1) of the *Local Government Act 1989* provides Council with three choices of valuation base to utilise. They are Site Value, Capital Improved Value (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation bases are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the Essential Services Commission for a special order and is waiting for the outcome of the application; or
- c) that a special order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This Plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating contribution of property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Horsham Rural City Council budget.

1.5.2 RATING PRINCIPLES

The Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014 states that when developing a rating strategy, in particular with reference to differential rates, a council should consider the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

Many of these principles conflict with one another so the rating challenge for Council is to determine the appropriate balance of these competing considerations.

a) Wealth Tax

Council supports the principle that rates paid are dependent upon the value of the ratepayer's real property to ensure that people in similar economic circumstances are treated similarly.

Issues: There is a direct relationship between property holdings and disadvantage with less wealthy people tending to own lower valued housing stock. While property owners with higher valued assets generally having a greater capacity to pay.

b) Equity (Horizontal)

Council considers issues of horizontal equity, to ensure that people in similar economic circumstances are treated similarly.

Issues: Levels of Government with more diverse taxing and investigative powers and resources struggle to achieve this principle and use a broad range of taxing instruments from income and assets tests, consumption versus income taxation and so on. It is therefore difficult to expect a property tax system alone to deal practically with this issue.

c) Equity (Vertical)

Council considers issues of vertical equity, i.e. the amount of tax to be paid varies in accordance with an individual's economic circumstances.

Issues: Economic circumstances can be very subjective, depending upon how we define and measure this. Similar circumstances may be judged differently based on wealth, income and expenditure. Information around individual economic circumstances is not freely available to Council.

d) Efficiency

Council considers issues of economic efficiency, i.e. the level of rates burden can affect the extent to which production and consumption decisions are made by people.

Issues: Efficiency can be defined as the ratio of ends produced (outputs) to means used (inputs). Being more efficient, means that the burden on ratepayers can be reduced or ratepayer's utility can be increased by limited resources being diverted to more productive areas. For services where users are price sensitive, direct charging can influence demand patterns and thus lead to greater allocative efficiency.

e) Simplicity

Council considers issues of simplicity, i.e. the complexity of the rating system affects how easily it can be understood by ratepayers and the practicality and ease of administration.

Issues: All reviews of taxation have argued that simplicity is a critical goal. The simpler the rating system is, the easier it is for ratepayers to understand, but the simplicity principle can often conflict with other principles.

f) Benefit

Council considers the "benefit" or "user pays" principle. The benefit principle points to the fact that some groups may have more access to Council services.

Issues: More use of user charges, special rates and service charges lend themselves to dealing with the issue of benefit. Another issue to consider is that of the degree of "public" good in a service where a public good is something that is difficult or impractical to exclude non-payers from the benefit. A user charge can be used where the benefit of a particular service can be mapped to an individual ratepayer. A comprehensive analysis of access to services is extremely costly, complex and difficult to determine with many subjective judgements to be made. In some ways arguing the

benefit principle with respect to Council rates is like trying to do the same for income tax that is used to fund a wide range of universally accessed services. It might be argued that a country ratepayer derives less benefit from library services or street lighting than their town counterparts, but the reverse may be argued with respect to the cost of repairing rural roads that are seldom travelled on by the urban ratepayer. Many services are not location specific, and access is not synonymous with consumption as residents can travel or use technology to access services. Services provided in different locations within the municipality have different costs e.g. waste collection in rural areas may be more costly than in urban areas etc. Rates are a property wealth tax based on valuation of properties and not based upon access to services. Services are available on a “whole of life” basis i.e. different services are accessed at different points during a person’s life.

g) Capacity to Pay

Council considers issues of capacity to pay, i.e. that some groups may have a greater or lesser capacity to pay (i.e. asset rich but income poor).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply to have their rates waived, deferred or interest waived on hardship grounds and in doing so need to provide Council with some of this information.

h) Diversity

Council considers issues of diversity, that is that some ratepayers within a group may have a greater or lesser capacity to pay (i.e. urban versus rural).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates waived, deferred or interest waived and in doing so need to provide Council with some of this information. Establishing sub-groups may lead to an overly complex rating system.

Council has considered each of the above principles when considering its Revenue and Rating Plan.

1.5.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

1. Capital Improved Value (CIV)– Value of land and improvements upon the land.
2. Site Value (SV) – Value of land only.
3. Net Annual Value (NAV) – Rental valuation based on CIV.

a) Recommended valuation base

CIV is the valuation base most widely adopted for use by local government, with almost all Victorian Councils applying this methodology. (75 out of 79 Councils). Use of CIV allows the use of differential rates.

b) Property Valuations

The *Valuation of Land Act 1960* is the principal legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Valuer-General Victoria conducts annual property valuations. The CIV basis of the valuation considers the total market value of the land including buildings and other improvements.

The value of land is always derived by the principle of valuing land for its highest and best use at the relevant time of valuation.

c) Supplementary Valuations

The *Valuation of Land Act 1960* allows for councils to have its Valuer make regular inspections following sales in subdivisions and consolidations as well as following the construction and demolition of buildings. This way the maximum financial benefit can be gained from development as it occurs in the municipality, while at the same time ensuring that rates are levied equitably and transparently on new and changed properties.

d) Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Horsham Rural City Council or via the State Government's Rating Valuation Objections online portal. Property owners can also object to the site valuations on receipt of their Land Tax Assessment or can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

1.5.4 RATING DIFFERENTIALS

Section 161A of the Act allows Council to strike a different rate in the dollar for separate property classes, if Council uses CIV as the system of valuation. Council must specify the characteristics of the land which are the criteria for declaring a differential rate and the objectives of the differential rate in accordance with s161(2). These objectives must include a definition of the types and classes, a statement of the reasons for the level of the rate, and the identification of the types or classes of land. There is also a requirement that the highest differential rate be no more than 4 times the lowest differential rate (s161(5)).

Council must also have regard to any Ministerial Guidelines made before declaring a differential rate (s161(2A)) with the latest guidelines in April 2013. These guidelines attempt to clearly articulate what types and classes of land may be considered for differentials and identify those that are either not appropriate for differentials or need to be "carefully considered". Geographic location may also be considered as a basis for the use of a differential.

Until the year 2000-2001, Council levied a uniform rate in the dollar on all properties, whether they were residential, commercial, industrial or farm. It then resolved that the equity of the rating system would be enhanced if the different characteristics of the farming sector were recognised by applying a differential rate.

The table below details the differential rates applied since that time:

Year	Farming	Residential	Commercial	Industrial
Prior Years	100%	100%	100%	100%
2000-01	95%	100%	100%	100%
2010-11	90%	100%	100%	100%
2014-15	80%	100%	100%	100%
2019-20	67%	100%	95%	95%
2021-22	59%	100%	95%	100%
2022-23	50%	100%	95%	100%
2024-25	50%	100%	100%	100%

Since the implementation of differential rating, both the commercial and industrial sectors have also had differential rates applied, however these were removed following further consideration in later years.

In 2025-26, Council opted for a floating differential, with 33% revenue contribution for farms and 67% shared contribution by residential, commercial and industrial. The rate in the dollar will fluctuate to provide consistency of contribution by the sectors – See Appendix A for a graphical presentation of the information.

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 classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

a) Differential Residential Land

A differential may be offered for residential land and is considered appropriate for residential land under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for residential land will include the following:

- Rates are an allowable deduction for tax purposes for residential properties held for investment purposes and homebased businesses in relation to the portion of the home that is used for business purposes,
- Properties within the township of Horsham generally have higher access to council services,
- Residential properties tend to be lower in value and therefore are adversely impacted by the regressive nature of the municipal charge and any other factors as may be deemed relevant from time to time.

b) Differential Commercial Land

A differential may be offered for commercial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for commercial land will include the following:

- Rates are an allowable deduction for tax purposes for commercial properties,
- Commercial properties are operated for profit,
- There is a wide diversity of retail operators both in size and type, and
- The farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

c) Differential Industrial Land

A differential may be offered for industrial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for industrial land will include the following:

- Rates are an allowable deduction for tax purposes for industrial properties,
- Industrial properties are operated for profit,
- There is a wide diversity of retail operators both in size and type, and
- The farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

d) Differential Farm Land

A differential may be offered for farming land and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following:

- Farms can have reduced access to services compared to residential properties, and this reduced access is not reflected in the property values,
- The extent to which relative property values may have varied between sectors,
- An excessive rate burden is applied on farmers due to their land holding having a significantly greater value than for other small businesses,
- Agriculture producers are unable to pass on increases in costs,
- Farms are seen as more susceptible or fragile than other commercial or industrial operations,
- The farming sector underpins economic activity for much of the local economy,
- Rates are an allowable deduction for tax purposes and often include the principal place of residence,
- Farms are operated for profit, and
- Any other factors as may be deemed relevant from time to time.

Eligibility for the farm land differential has been based on the definitions of Farmland under the *Valuation of Land Act 1960*:

- 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 to ensure that all properties below the 60-hectare minimum lot size within the farm zone meet the above definition.

Increasing the differential for farm land creates a significant discount to farm properties and creates an incentive for land to be rated as farm land instead of residential land. As a result, Council has introduced some further processes to ensure that all properties below the 60-hectare minimum lot size in the farm zone, that are not part of a larger farming enterprise, meet the requirement of “a business that has significant and substantial commercial purpose”. To be eligible to receive the farm differential the land must meet the definition of Farmland as per the *Valuations of Land Act 1960* above.

For land designated as farm land by the Valuer but which is below the minimum 60-hectare lot size in the farm zone, is not part of a larger farming enterprise, and has a habitable dwelling on it, Council will require the following information to substantiate the conduct of a business that has significant and substantial commercial purpose:

1. There must be a valid ABN that applies to the farm business operations being undertaken on the site
2. That ABN must be registered for GST
3. A letter will be required from the business owner’s accountant or other proof from the Australian Taxation Office that they are conducting a farm business.

4. The following will be required if there is a share farming or lease arrangement in place:
 - a. a copy of the relevant agreement between the parties detailing the term of the agreement and indicating the substantial nature of the operations and the legal entities involved
 - Or
 - b. a letter from a farming enterprise with a valid ABN, stating they are farming the land commercially
 - c. conditions 1,2 & 3 will then need to be met if the relevant farming enterprise is not already known to council

A separate review of farm properties under 60 Hectares will be undertaken once every 4 years to confirm that properties remain eligible.

e) Differential Retirement Villages

A differential may be offered for Retirement Villages and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of the Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for Retirement Villages will include:

- determining if a lower differential for this class of properties is considered appropriate based on:
 - the reduced number of services accessed by residents of retirement villages,
 - savings in capital investment and maintenance to council for roads, footpaths, drainage, street lighting, car parking and landscaping,
 - council benefits from increased rate revenue because of the density of retirement village housing and
 - any other factors as may be deemed relevant from time to time.

Council does not believe that there is any basis on which to offer a differential.

f) Differential Other Classes of Land Use

A differential may be offered for range of other classes of land use under the current Ministerial Guidelines however Council has not identified any other classes of land use to consider at this time.

g) Differential for Geographic Reasons

A differential may be offered for definable Geographic areas and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for geographic reasons included that a lower differential for this class of properties may be considered appropriate based upon the distance from Horsham and therefore the ability to access services. In practice it would be very difficult to determine where the line should be and how to administer the differential. To do so Council would need to consider the extent of service usage and satisfy itself that the situation is consistent across most properties within a property class. On this basis no differential has been considered for definable geographic reasons.

h) Cultural and Recreational Land

Under the provisions of the *Cultural and Recreational Lands Act 1963* most councils levy rates on outdoor cultural and recreational facilities at concessional rates. These lands must be occupied by a body which exists for an outdoor recreational purpose, and which applies its profits in promoting the furthering of this purpose. The lands must be owned by the body or owned by the Crown or

Council to be eligible. Agricultural showgrounds are specifically included. Indoor bodies may be exempt as charities under section 154 of the *Local Government Act 1989* on the basis of providing a general community benefit.

During 2014-15 Council undertook a detailed review of culture and recreational assessments within the municipality and developed a policy to guide officers in applying the principles. This policy clearly defines eligibility criteria

Council sets rates which differentiate between those which have significant fund-raising capacity and those which do not. The levels are discretionary and consequently have been reviewed so that the lower rate aligns with the full exemption that may be granted to groups of the Act (s154). The upper rate is set at 50% to provide concession to these groups in recognition of the general community benefit they provide.

i) Trigger for Review of Differentials

Due to the change of methodology for the calculation of rating differentials, no trigger points are proposed in the policy. Instead, Council will review its detailed rate modelling immediately following the delivery of annual valuations and verify the principles outlined in Section 1.5 – Rates and Charges. Notwithstanding, any proposed calculations which may give rise to the breach of any relevant Act or Guidelines will trigger a review of the Plan to address that breach.

1.5.5 DISCOUNTS AND WAIVERS

a) Rate Exemptions for Charitable and Other Properties

The Act provides for limited exemption of certain categories of properties from rating (s154). Non-rateable land is primarily regarded as being used for charitable purposes, as well as specified types of property such as those used for mining. Most Government and Council owned properties, including educational institutions and hospitals, are also included in non-rated categories.

A degree of discretion needs to be applied when looking at some charities as they may often be almost commercial in nature, so a detailed review of non-rateable assessments is undertaken on a regular basis. Council also has a “Rate concessions for Cultural, Recreational and Charitable Organisations” policy to guide decision making in relation to the granting of exemptions under section 154 of the Act.

b) Rating of Retail Premises of Charitable Organisations

The Act provides that any part of land used for the retail sale of goods cannot be regarded as used exclusively for charitable purposes and is thus rateable (s154(4)). These are commercial operations that are not charitable by nature and hence they should be rated.

These retail premises operate to raise income for their charitable cause and to provide a cheap source of recycled clothing which provides a social benefit to the community.

For the purpose of charging rates, Council’s Valuer will be asked to separately value that part of land which is occupied by a charitable organisation and used for the retail sale of goods so as to allow that part to be separately rated. Council will then make an annual Community Donation/Grant equivalent to the rates charged to the charitable organisations so rated in accordance with this policy.

c) Rebates and Concessions

A council may grant a rebate or concession in relation to any rate or charge (s169) to:

- Assist the proper development of the municipal district; or
- Preserve buildings or places in the municipal district which are of historical or environmental interest; or

- Restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or
- Assist the proper development of part of the municipal district.

A council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession. Rebates and concessions may be offered for reasons defined in s169 of the Act but are primarily “to assist the proper development of the municipal district” or to assist the preservation and/or restoration of places “of historical or environmental interest.”

Council has established through clear policy direction, the following rebates:

- Council provides for the state funded pensioner rebate scheme.
- A specific rebate has been granted under an historical agreement, to provide 50% general rate concession (excluding the municipal charge) on the low value rental units owned by the Department of Families, Fairness & Housing.
- An additional rebate of \$50 is offered to eligible pensioners to recognise the impact of rates on this section of the community.

The following rebates have been considered but are not currently in place. They may be considered in more detail in future iterations of the Plan subject to clear policy direction.

- Land with Conservation Covenants issued by the Trust for Nature for landowners undertaking conservation of their land, which has been suggested by the Trust as being appropriate and desirable.
- A rebate or concession to be offered for relevant landholders in return for weed management has been discussed.
- A rebate to Health Care Card holders

d) Rating of Granny Flats

Where a flat is constructed on land on which there had previously been one dwelling only, and where the flat is occupied by an elderly or disabled pensioner who is a relative of the occupier of the adjacent house, Council will waive the rates and charges over and above the pensioner concession granted, providing the pensioner makes an application for such a waiver each year before the rate payment is due.

1.5.6 MUNICIPAL CHARGE

Under section 159 of the Act, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates.

A person may apply to Council for an exemption from the payment of a municipal charge on rateable land if the rateable land is farm land, the rateable land forms part of a single farm enterprise, and an exemption is not claimed in respect of at least one other rateable property which forms part of the single farm enterprise. In the case of a single farm enterprise which is occupied by more than one person, an exemption cannot be claimed in respect of more than one principal place of residence.

A fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council i.e. its administrative functions.

Issues: Because the municipal charge is a fixed charge, it is regressive, meaning that as the value of properties decrease, the municipal charge increases as a percentage of rates paid, thus the total burden is reduced on higher value properties. The higher the municipal charge the greater is the

benefit to farms with multiple assessments that are eligible for the “single farm enterprise” exemption, a municipal charge may be used by a council to collect a portion of revenue not linked to property value but paid equally by all ratepayers. The charge cannot be more than 20% of total rates. A reduction in the level of the municipal charge would benefit lower valued properties, but any reduction would need to be balanced by an increase in the ad-valorem rate accordingly which would increase the rates on all properties across all sectors. Some councils tie the municipal charge to specific administrative or governance costs and set it accordingly. Council has considered the effect of lowering the level of the charge and consequently raising the ad-valorem rate to compensate.

Council recognises the regressive nature of this charge but will continue to levy a municipal charge on the grounds that all properties should contribute to its administrative costs. The charge remains at \$200.

1.5.7 SPECIAL CHARGE SCHEMES

Section 163 provides that ‘a council may declare a special rate, a special charge or a combination of both only for the purposes of - defraying any expenses, or repaying (with interest) any advance made to or debt incurred or loan raised by the Council - in relation to the performance of a function or the exercise of a power of the council, if the council considers that the performance of the function or the exercise of the power is or will be of special benefit to the persons required to pay the special rate or special charge’.

In 1999 VCAT ruled that “if a benefit accrues to the land so as to make it more desirable and therefore more valuable for sale, the owner derives a special benefit even if his or her present use of the land does not provide it there and then”.

Special rates and Charges may be utilised and have been utilised principally for drainage, footpaths and road schemes where the “benefit” to individual ratepayers can be clearly identified.

Issues: A greater use of Special Charges where there are clearly “special benefits” that can be identified will help address some of the equity issues associated with the benefit principle.

Council will use special rates and charges wherever it believes these may be appropriate.

1.5.8 SERVICE CHARGES

Under Section 162 of the Act, a council may declare a service rate or charge for any of the following services:

- Waste, recycling or resource recovery services,
- Any other prescribed service

In December 2023 the Minister for Local Government released Good Practice Guidelines in relation to Service Rates and Charges. Councils are expected to comply with this guidance.

Council continues to review its detailed plans and associated costs for the collection and disposal (both short term and long term) of all types of waste, recycling and resource services.

Council is working towards a model which ensures that user pays principals are encapsulated and that future generations are not burdened with the cost of waste obligations of the current service users.

1.5.9 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

I. Payment Options and Incentives

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments.

Quarterly payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

A council may also allow rates and charges to be paid in a lump sum. Council could therefore offer incentives for early payment, however has chosen to remain with lump sum payments due 15 February.

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via BPAY and Post Billpay,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- By mail (cheques and money orders only).

The lump sum payment option has remained in February largely due to the preference by the farming community to pay annually at this time.

II. Interest on arrears and overdue rates

Interest is charged on overdue rates in accordance with section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

Council will not charge interest on overdue amounts incurred as long as the ratepayer adheres to the payment arrangement that they had agreed to or contacts Council to discuss their payments if they are unable to continue the arrangement.

Council has a Debt Collection Policy which guides this process.

III. Early Payment Incentives

Under Section 168 of the Act a council may also provide incentives for prompt payment with early payment incentives offered if rates are paid early. Early payment benefits council by improvements to cashflow.

Council has previously considered a discount on early payment of rates however concluded that the discount may be seen to benefit ratepayers in the community who have greater cashflow and capacity to pay so be inequitable for those who don't have that capacity. There is also a cost associated with the discount itself, plus additional administrative and system costs.

Council does not offer a discount for early payment of rates and charges.

IV. Financial Hardship

Under section 170 of the Act, a council may defer in whole or in part the payment by a person of any rate or charge which is due and payable for a specified period and subject to any conditions determined by the council if it considers that an application by that person shows that the payment would cause hardship to the person.

Under section 171 of the Act, a council may waive the whole or part of any rate or charge or interest in relation to an eligible recipient or any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Deferments, discounts and/or waivers of rates and charges are available in specific hardship cases. Sections 169, 170 & 171 of the Act allow for people in designated groups to such deferments, discounts and/or waivers i.e. pensioner rate discount or for individual cases of hardship.

Horsham Rural City Council like most councils across the state, has traditionally preferred to offer deferrals rather than granting waivers. This means that there is little lost revenue to Council, and it meets the equity issue of capacity to pay by delaying payment until assets are realised at a later date.

Council has a separate and specific policy, “Rates and Charges Financial Hardship Policy” for the handling of hardship cases which allows waivers or deferment of all or part of rates for varying times depending on circumstances.

V. Debt recovery

Council has in place a “Debt Collection Policy” that guides decision-making in relation to the pursuit of overdue debts. Council makes every effort to contact ratepayers at their correct address, and with the contact details previously supplied, noting it is the ratepayers’ responsibility to properly advise Council of any changes to their contact details. The *Local Government Act 1989* at sections 230 and 231 requires both the vendor and purchaser of property, or their agents (e.g. solicitors and/or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land.

In accordance with policy, ratepayers who have a documented hardship case will not be referred to the credit management company.

VI. Fire Services Property Levy/Emergency Services and Volunteers Fund

In 2013 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers whereas this had previously been collected through building and property insurance premiums. The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

From 1 July 2025, the Fire Services Property Levy will be replaced by the Emergency Services and Volunteers Fund. The Emergency Services and Volunteers Fund is like the Fire Services Property Levy in that it will remain based on a fixed charge and a variable charge that is calculated on property value. The Emergency Services and Volunteers Fund Legislation requires Council to include all levies on Council Rate Notices and collect the levy on their behalf before remitting to the State Revenue Office.

1.6 OTHER REVENUE ITEMS

1.6.1 USER FEES AND CHARGES

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. Examples of user fees and charges include:

- Parking fees
- Waste Management fees
- Leases and facility hire fees

The provision of infrastructure and services form a key part of Council’s role in supporting the local community. In providing these, Council must consider a range of ‘Best Value’ principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Council must also comply with the government's Competitive Neutrality Policy for significant business activities that are provided and adjust the service price to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council will determine the extent of cost recovery for each service consistent with the level of both individual and collective benefit that the service provides and in line with the community's expectations.

Services are provided based on one of the following pricing methods:

I. Market Price

Market pricing is where Council sets prices based on the benchmarked competitive prices of alternate suppliers. In general, market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and Council needs to meet its obligations under the government's Competitive Neutrality Policy.

Note: if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

II. Full Cost Recovery Price

Full cost recovery price aims to recover all direct and indirect costs incurred by Council. This pricing will be used where a service provided by Council benefits individual customers specifically rather than the community as a whole. In principle, fees and charges will be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

III. Subsidised Price

Subsidised pricing is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and State funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council maintains a Pricing Register of all fees and charges. This register is presented to Council for adoption in line with the annual budget. Any changes to fees and charges required during the year are presented to Council for adoption accompanied by the relevant section of the register.

1.6.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units with the rate for penalty units is indexed each financial year so that it is raised in line with inflation.

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court Registrar of Probates is 1.6 fee units with the value of one fee unit determined at the beginning of a financial year, at the same time as penalty units.

1.6.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are one-off and attached to the delivery of specific projects, (often referred to as Tied Grants) whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects (Untied Grants).

Grants may be made for both operational purposes and for funding capital works. The largest ongoing grant that Council receives is from the Federal Government's Financial Assistance Grants (FAGS) through the Victorian Grants Commission.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

1.6.4 CONTRIBUTIONS

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset handovers.

Examples of contributions include:

- Monies collected from developers under planning and development agreements.
- Monies collected under developer contribution plans and infrastructure contribution plans.
- Contributions from user groups towards upgrade of facilities
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

1.6.5 INTEREST ON INVESTMENTS

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy which seeks to earn the best return on funds whilst minimising risk.

1.6.6 RECOUP OF FEES AND CHARGES

Where Council operates in a 'commercial' environment (such as at the Horsham Town Hall), it reserves the right to pass on EFTPOS fees to the relevant customer at the point of sale. This is a common practice across the commercial sector and contributes in a small way to the additional costs of providing these services. These charges will NOT be passed on in relation to general council operations such as rates or similar.

Likewise, where Council is charged with the cost of the failure of a payment made to Council being honoured by the financial institutions, these charges will also be passed on to the relevant customer. Examples of these fees include cheque dishonour fees, credit card dishonour fees and direct debit dishonour fees. Financial institutions include banks, Austpost, credit management agencies (debt collection) and other third-party Point of Sale providers.

1.6.7 PROPERTY RENTALS

Where Council is holding properties of a commercial nature and is seeking to obtain rental income, rents and/or leases will be set at commercial tenancy rents and conditions in an open and transparent manner. Where any economic stimulus provisions are applied (such as a rent inducement or rate reimbursement) these will be addressed via other mechanisms such as a rebate after full compliance with other conditions and fully costed to the appropriate service within Council. The rental will not be discounted for these matters.

1.6.8 REVENUE IN LIEU OF RATES (PiLoR)

Established under section 94 of the Electricity Industry Act 2000, the payment in lieu of rates (PiLoR) framework allows electricity generators to negotiate payments made to local councils.

It includes a methodology under section 94(6A) to assist in calculating these payments. For most generators, the methodology includes both a fixed and variable component, the latter based on the nameplate capacity of the power station.

For community and smaller commercial solar and wind generators up to 25 MW capacity, the methodology sets a variable charge only based on electricity generation sent to the grid (subject to a minimum amount payable). This aims to encourage more community projects and lower access costs for smaller renewable generators, while ensuring councils receive enough revenue to help fund local services.

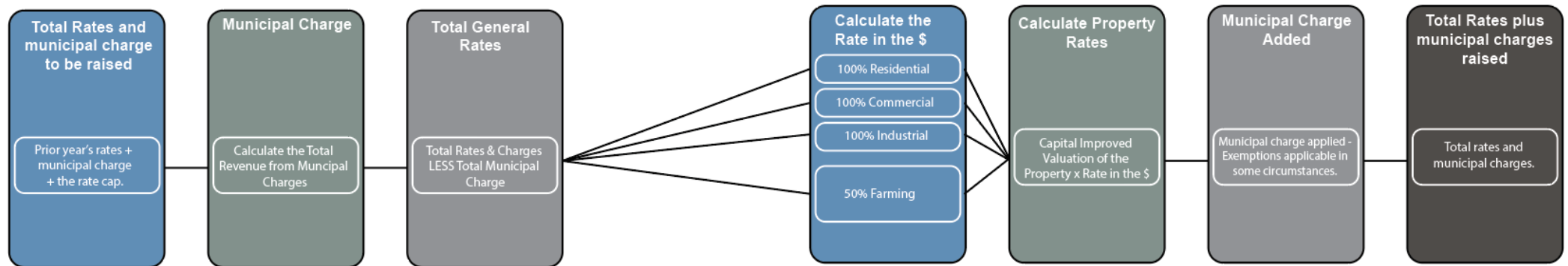
Further information is available:

<https://www.energy.vic.gov.au/renewable-energy/payment-in-lieu-of-rates-for-electricity-generators>

Appendix A – Graphical Presentation of differential rating

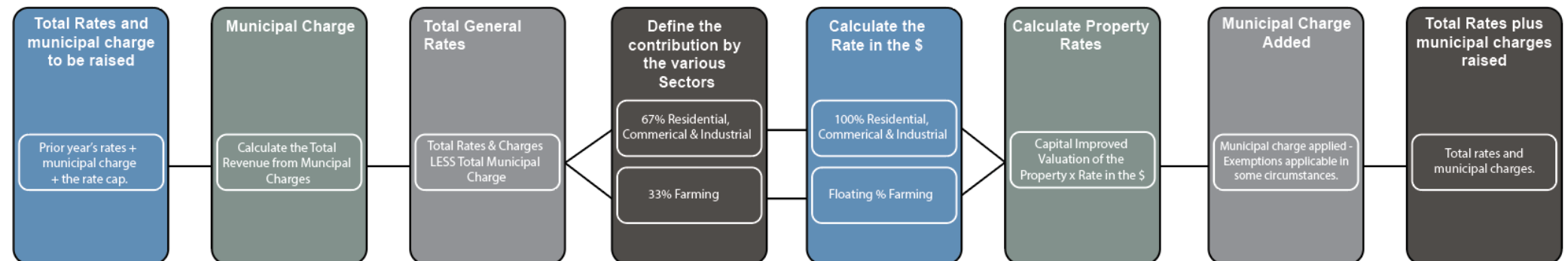
Rating under a “fixed” differential rating model

It should be noted that the rates raised will vary for each sector (residential, commercial, industrial and farming) due to the movement of the valuations.



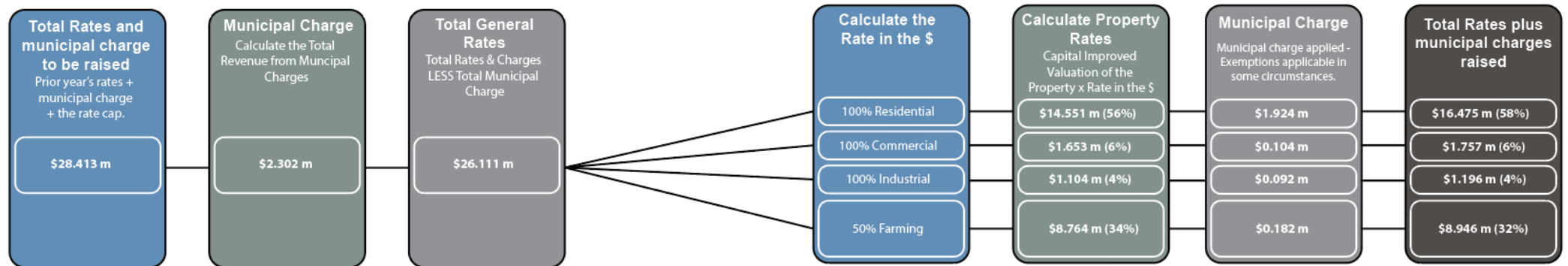
Rating under a “floating” differential rating model

It should be noted that the rates raised will stay approximately the same for each sector (residential, commercial, industrial – 67% combined and farming 33%) regardless of the movement of the valuations.

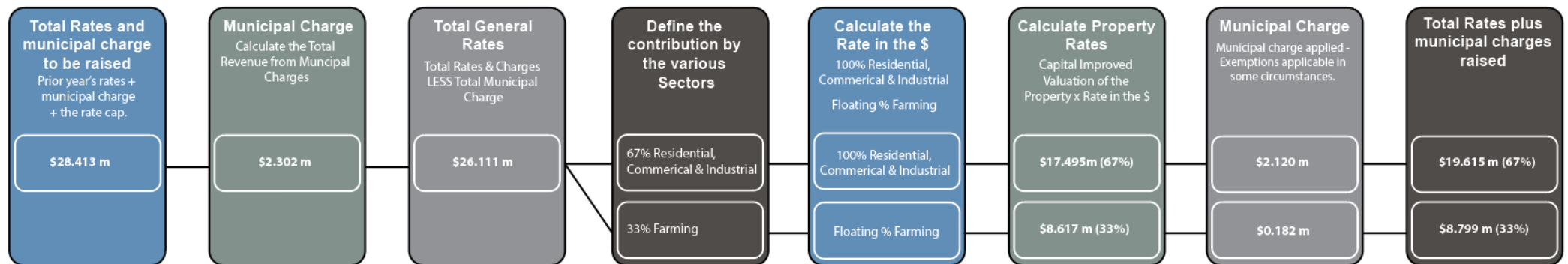


Comparison of 2024/25 Rate Revenue Calculations using the two methods

Fixed Rate model using 2024/25 Budget Figures



Floating Rate model using 2024/25 Budget Figures





Draft Register of Fees & Charges

2025-26



Purpose of the Register

The purpose of the Fees and Charges register is to provide the community with a comprehensive list of the charges, their current amounts and basis of the charges. The register is reviewed by Council during budget development and therefore demonstrates an open and transparent process to fee setting. The register is available for public feedback prior to adoption and the commencement of the new charges (where applicable) from the 1 July each year. The document supports the Revenue and Rating Plan which sets out the policy framework and principles for fee setting.

Notes:

- 1 On 22 May 2025, fee and penalty unit values were fixed by the Treasurer and published in Victoria Government Gazette Number S245 on 22 May 2025. These fee and penalty units apply from 1 July 2025. Under the Monetary Units Act 2004 - Section 7 (3) The amount of a fee calculated using a fee unit may be rounded to the nearest 10c and (4) the amount of a penalty calculated using a penalty unit may be rounded to the nearest dollar.
Fee Unit = \$16.81
Penalty Unit = \$203.51
- 2 This register is an abbreviated version for the purpose of public display. Agreements which are "commercial in confidence" will not be included. Further details and specific inclusions and exclusions are available from the appropriate staff within council or with regard to statutory fees, from the applicable legislation.
- 3 Statutory fees may be increased at any time by other levels of government which is outside the control of Council.
- 4 The setting of some fees are subject to Council delegations, however all fees and charges will be reviewed and endorsed by Council annually as part of the budget setting process.
- 5 Not all fees or charges will generate revenue in any given year. Some fees or charges are listed for reference only such as specific fines which will only be charged if a breach occurs.
- 6 Where Council operations in a commercial environment (such as the Horsham Town Hall), it reserves the right to pass on fees such as EFTPOS fees. These fees will NOT be passed on for general council services such as payment of rates, charges and fines.
- 7 The Horsham Town Hall has developed guidance to support community groups through its price setting - See Appendix A.

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Aerodrome								
1442	Occasional Landing Fee	Per Landing		Taxable	15.00	15.00	0%	
Animal Control								
1291	Dog - General Registration	Per Dog	Statutory	Non-Taxable	168.00	173.00	3%	Note: Animal Registration Fees for 2025-26 are for the year commencing 10 April 2026.
1292	Dog - Desexed/Microchipped	Per Dog	Statutory	Non-Taxable	56.00	58.00	4%	
1293	Dog - Working	Per Dog	Statutory	Non-Taxable	56.00	58.00	4%	
1294	Dog - Pensioner Concession - General Registration	Per Dog	Statutory	Non-Taxable	84.00	86.50	3%	
1295	Dog - Pensioner Concession - Desexed/Microchipped	Per Dog	Statutory	Non-Taxable	28.00	29.00	4%	
1296	Dog - Pensioner Concession - Working	Per Dog	Statutory	Non-Taxable	28.00	29.00	4%	
1301	Dog - Dangerous Registration	Per Dog	Statutory	Non-Taxable	279.00	300.00	8%	
1302	Dog - Restricted Breed Registration	Per Dog	Statutory	Non-Taxable	279.00	300.00	8%	
1675	Dog- Menacing Dog Registration	Per Dog	Statutory	Non-Taxable	270.00	300.00	11%	
1297	Cat - General Registration	Per Cat	Statutory	Non-Taxable	168.00	173.00	3%	
1298	Cat - Desexed/Microchipped	Per Cat	Statutory	Non-Taxable	56.00	58.00	4%	
1299	Cat - Pensioner Concession - General Registration	Per Cat	Statutory	Non-Taxable	84.00	87.00	4%	
1300	Cat - Pensioner Concession - Desexed/Microchipped	Per Cat	Statutory	Non-Taxable	28.00	29.00	4%	
1320	Hire Charge – Cat Trap (Each). First two weeks.	Per Animal		Taxable	0.00	0.00	0%	
1321	Hire Charge – Cat Trap (Each). After first two weeks.	Per Animal		Taxable	18.10	18.50	2%	
1323	Cat Trap - lost/stolen/damaged/not returned	Per Trap		Taxable	191.00	197.00	3%	
1324	Hire Charge – Dog Barking Control Device (Each). First two weeks.	Per Device		Taxable	No Charge	No Charge		
1325	Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Per Device		Taxable	31.00	32.00	3%	
1327	Dog Barking Control Device - lost/stolen/damaged/not returned	Per Device		Taxable	181.00	186.00	3%	
1328	Registration/Renewal of a Domestic Animal Business.	Per Business	Statutory	Non-Taxable	331.00	341.00	3%	
1674	Microchip Implant cat or dog	Per Animal		Taxable	45.00	45.00	0%	
1676	Annual Excess Animal Permit fee	Per Animal		Taxable	99.00	102.00	3%	
1677	Annual Excess Animal Permit (Concession) fee	Per Animal		Taxable	49.50	51.00	3%	
1712	Microchip Implant cat or dog/ Rescue Group	Per Animal		Taxable	15.00	15.00	0%	
1303	Replacement registration tag for dogs and cats. First Replacement Only.	Per Tag		Taxable	No Charge	No Charge		
1304	Replacement registration tag for dogs and cats. Subsequent Replacements	Per Tag		Taxable	16.00	16.50	3%	
1305	Registration tag for dogs and cats not required to be registered in the Municipality	Per Animal		Taxable	16.00	16.50	3%	
1306	Pound - First release fee - During Normal Working Hours (1 free release every two years, but does not apply if Dog involved in attack)	Per Release		Taxable	No Charge	No Charge		
1307	Pound - First release fee - (Outside normal working hours)	Per Release		Taxable	129.00	133.00	3%	
1308	Pound - Second release fee	Per Release		Taxable	129.00	133.00	3%	
1309	Pound - Third and subsequent release fee	Per Release		Taxable	269.00	277.00	3%	
1310	Additional release fee if dog involved in attack	Per Release		Taxable	186.00	192.00	3%	
1311	Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)	Per Day		Taxable	0.00	0.00	0%	
1312	Daily feeding and cleaning charges - Per weekday after first 24 hours	Per Day		Taxable	33.00	34.00	3%	
1313	Daily feeding and cleaning charges - Per weekend/public holiday	Per Day		Taxable	66.00	68.00	3%	
1314	Additional charge if animal is required to be kept in quarantine at Pound.	Per Day		Taxable	35.00	36.00	3%	
1315	Additional charge if animal is required to be kept in quarantine with Vet	Per Visit		Taxable	Cost + 30%	Cost + 30%		
1316	Surrendered Animal - If animal surrendered to Pound.	Per Animal		Taxable	61.00	63.00	3%	
1318	Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.	Per Animal		Taxable	Cost + 30%	Cost + 30%		
1340	62.b Failing to immediately remove and appropriately dispose of any animal excrement	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1341	62.a Failing to carry a device suitable for picking up and cleaning of any animal excrement	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1342	62.c Failing to have dog on leash on any road or municipal place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1715	R.7 Tethering of an animal	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1716	R.78 Failure to implement instructions of vet	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1717	R6(2) Animal unattended in vehicle on hot day	Penalty Unit	Statutory	Non-Taxable	494.00	509.00	3%	
1718	R.6(1) Animal transport in boot of sedan car	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1778	S.15A(2) Dog not secured on utility or trailer	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Animal Control								
1713	S.25A Trespass after S16A Notice	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1714	S.25B Not complying with S16B Notice	Penalty Unit	Statutory	Non-Taxable	790.00	814.00	3%	
1329	10(1) Failure to apply to register a dog or cat over 3 months S10(1)	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1330	20(1) Registered dog or cat not wearing council identification marker S20(1)	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1331	S.22 Remove/Alter/Deface Council Marker	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1332	23(4) Dog or cat on private property after notice of objection served S23(4)	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1333	24(1) Dog at large during daylight hours S24(1)	Penalty Unit	Statutory	Non-Taxable	296.00	305.00	3%	
1334	24(2) Dog at large at night S24(2)	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1335	25(1) Cat at large 25(1)	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1336	26(1) Contravening Council Order relating to presence of dogs or cats in public places S26(1)	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1337	27(1) Greyhound outside premises of owner not adequately muzzled and on leash	Penalty Unit	Statutory	Non-Taxable	296.00	305.00	3%	
1338	32(1) Dog or cat being a nuisance	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1339	32(4) Not complying with court order to abate nuisance created by dog or cat	Penalty Unit	Statutory	Non-Taxable	296.00	305.00	3%	
1719	10(2) Not renewing dog or cat registration	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1720	S.21 Unregistered Dog/Cat Wearing Council ID	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1721	29(5) Non-Serious Injury Caused By Dog Attack	Penalty Unit	Statutory	Non-Taxable	494.00	509.00	3%	
1722	41D(B) No notice of missing Menacing dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1723	S.10(3) No declaration of restricted breed	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1724	S.12A(1) Sell give away unidentified dog, cat	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1725	S.12B Advertising dog/cat without source number	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1726	S.12C Publishing dog/cat without source number	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1727	S.37(1C)(C) No address notice/investigated dog	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1728	S.37(1C)(D) No place change notice/investigated dog	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1729	S.37(2)(A) No notice council change/dangerous dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1730	S.37(2)(c) No notice of custody/ownership change	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1731	S.37(2)(BA) No address change notice/ Dangerous dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1732	S.37(2)(BB) No place change notice/ Dangerous dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1733	S.37A Fail to advise receiver re Dangerous dog	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1734	S.38(1) Dangerous dog not confined/ residence	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1735	S.38(2) Dangerous dog not confined/ non residence	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1736	S.39 not displaying Dangerous dog warnings	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1737	S.41D(BA) No address change notice/ menacing dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1738	S.41D(BB) No place change notice/Menacing dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1739	S.41E(2) Not muzzling or controlling Menacing dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1740	S.41F(1)(A) No notice of missing restricted breed	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1741	S.41F(1)(AA) No address change notice/restricted dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1742	S.41F(1)(AB) No place change notice/restricted breed	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1743	S.41F(1)(B) No ownership notice/restricted breed dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1744	S.41F(1)(C) No notice council change/restricted breed dog	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1745	S.41F(2) No restricted breed advice to new owner	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1746	S.41G(1) Not confining restricted breed dog	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1747	S.41I Restricted breed dog not muzzled or controlled	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1748	S.448(1) Body Corporate DAB over 10 relevant fertile females	Penalty Unit	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1749	S.448(1) DAB over 10 relevant fertile females	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1750	S.58R(1) Fail to submit animal sale report	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1751	S.58R(1) Body Corporate Fail to submit animal sale report	Penalty Unit	Statutory	Non-Taxable	988.00	1,018.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Animal Control								
1752	S.63A(1) Not complying with practice code	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1753	S.63AAB(1) Body Corporate Pet shop sell illegal dog or cat	<i>Penalty Unit</i>	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1754	S.63AAB(1) Pet shop sell illegal dog or cat	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1755	S.63AAB(2) Body Corporate Cause sale of illegal dog, cat in pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1756	S.63AAB(2) Cause sale of illegal dog, cat in pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1757	S.63AAB(3) Pet shop act as agent in sale of illegal dog, cat	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1758	S.63AAB(4) Body Corporate Pet shop receive illegal dog, cat for sale	<i>Penalty Unit</i>	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1759	S.63AAB(4) Pet shop receive illegal dog, cat for sale	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1760	S.63AAC(1) Sell illegal dog or cat to pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1761	S.63AAC(2) Cause sale illegal dog, cat to pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1762	S.63AAD(1) Sell young dog cat to pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1763	S.63AAD(2) Cause sale of young dog, cat to pet shop	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1764	S.63AAD(4) Pet shop accept young dog, cat to sell	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1765	S.63AAE(1) Sell dog or cat to shelter or pound	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1766	S.63AE(1) Not complying with G/Hound code	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1767	S.96 Illegal selling of pet shop animal	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1768	29(7) Allow dog to rush or chase a person	<i>Penalty Unit</i>	Statutory	Non-Taxable	198.00	204.00	3%	
1769	S.12A(1) Sell give away unidentified dog, cat	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1770	S.37(1C)(A) No notice of missing investigated dog	<i>Penalty Unit</i>	Statutory	Non-Taxable	198.00	204.00	3%	
1771	S.37(2)(B) No notice of missing dangerous dog	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1772	S.41D(B) No notice of missing menacing dog	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1773	S.41D(C) No ownership change notice/ Menacing dog	<i>Penalty Unit</i>	Statutory	Non-Taxable	395.00	407.00	3%	
1774	S.41H Not displaying restricted breed signs	<i>Penalty Unit</i>	Statutory	Non-Taxable	198.00	204.00	3%	
1775	R.10(2) Incorrect display restricted breed dog sign	<i>Penalty Unit</i>	Statutory	Non-Taxable	99.00	102.00	3%	
1776	R.8(2) Incorrect display dangerous dog sign	<i>Penalty Unit</i>	Statutory	Non-Taxable	99.00	102.00	3%	
1777	R.9(2) Dangerous dog collar on non- dangerous dog	<i>Penalty Unit</i>	Statutory	Non-Taxable	99.00	102.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Building								
Extensions and Alterations								
1571	Value of Works \$5,001 to \$10,000	Each		Taxable	877.00	934.00	7%	
1572	Value of Works \$10,001 to \$20,000	Each		Taxable	1,139.00	1,213.00	7%	
1573	Value of Works \$20,001 to \$50,000	Each		Taxable	1,651.00	1,760.00	7%	
1574	Value of Works \$50,001 to \$100,000	Each		Taxable	2,254.00	2,403.00	7%	
1575	Value of Works \$100,001 to \$150,000	Each		Taxable	2,550.00	2,719.00	7%	
1576	Value of Works \$150,001 to \$200,000	Each		Taxable	2,994.00	3,192.00	7%	
1577	Value of Works \$200,001 to \$250,000 *	Each		Taxable	3,359.00	3,581.00	7%	
1578	Value of Works \$250,001 to \$300,000 *	Each		Taxable	3,780.00	4,030.00	7%	
1579	Value of Works \$300,001 to \$350,000 *	Each		Taxable	4,281.00	4,563.00	7%	
1580	Value of Works above \$350,000	Each		Taxable	4,531.00	4,831.00	7%	
1581	Protection Works	Each		Taxable	911.00	970.00	6%	
	Partial Compliance	Each		Taxable		550.00	New fee	
	Performance Solution	Each		Taxable		550.00	New fee	
Owner Builder (New Dwellings, Re-erection / Re-siting)								
1582	Value of Works \$1 to \$200,000	Each		Taxable	3,359.00	3,581.00	7%	
1583	Value of Works \$200,001 to \$250,000	Each		Taxable	4,036.00	4,302.00	7%	
1584	Value of Works \$250,001 to \$350,000	Each		Taxable	4,366.00	4,655.00	7%	
1585	Value of Works above \$350,000	Each		Taxable	4,281.00	4,990.00	7%	
1586	Protection Works	Each		Taxable	911.00	970.00	6%	
	Partial Compliance	Each		Taxable		550.00	New fee	
	Performance Solution	Each		Taxable		550.00	New fee	
Registered Builder (New Dwellings, Re-erection / Re-siting)								
1587	Value of Works \$1 to \$200,000	Each		Taxable	2,744.00	2,925.00	7%	
1588	Value of Works \$200,001 to \$340,000	Each		Taxable	3,233.00	3,394.00	5%	
1589	Value of Works \$340,001 to \$550,000	Each		Taxable	3,558.00	3,792.00	7%	
1590	Value of Works above \$550,000	Each		Taxable	3,916.00	4,175.00	7%	
1591	Protection Works	Each		Taxable	911.00	970.00	6%	
	Partial Compliance	Each		Taxable		550.00	New fee	
	Performance Solution	Each		Taxable		550.00	New fee	
Miscellaneous - Building Permits								
1592	Garage, Car Port, Shed, Patio, Veranda, Pergola	Each		Taxable	1,019.00	1,086.00	7%	
1593	Swimming Pool (Fence Alterations Only)	Each		Taxable	427.00	454.00	6%	
1594	Swimming Pool (New Fence Only)	Each		Taxable	751.00	801.00	7%	
1595	Swimming Pool and All Fences	Each		Taxable	968.00	1,031.00	7%	
1596	Restumping (Work must be performed by a Registered Builder)	Each		Taxable	1,036.00	1,105.00	7%	
1597	Demolish / Remove Building - Domestic (shed / house)	Each		Taxable	956.00	1,020.00	7%	
1598	Demolish / Remove Building - Commercial	Each		Taxable	1,002.00	1,068.00	7%	
1599	Minor Works less than \$5,000	Each		Taxable	854.00	910.00	7%	
1600	Additional Inspections	Each		Taxable	216.00	219.00	1%	
1627	Farm Building Exemption Request	Each		Taxable	342.00	363.00	6%	
Commercial Building Work (Class 2-9) - New Building, Extension, Alterations								
1601	Value of Works up to \$10,000	Each		Taxable	1,104.00	1,177.00	7%	
1602	Value of Works \$10,001 to \$50,000	Each		Taxable	1,651.00	1,760.00	7%	
1603	Value of Works \$50,001 to \$100,000	Each		Taxable	2,448.00	2,610.00	7%	
1604	Value of Works \$100,001 to \$150,000	Each		Taxable	2,903.00	3,095.00	7%	
1605	Value of Works \$150,001 to \$200,000	Each		Taxable	3,302.00	3,467.00	5%	
1606	Value of Works \$200,001 to \$250,000*	Each		Taxable	3,871.00	4,126.00	7%	
1607	Value of Works \$250,001 to \$300,000*	Each		Taxable	4,486.00	4,783.00	7%	
1608	Value of Works \$300,001 to \$500,000*	Each		Taxable	5,123.00	5,462.00	7%	
1609	Value of Works above \$500,000 - negotiated with Council*	Each		Taxable	By Negotiation	By Negotiation		
1610	Protection Works	Each		Taxable	911.00	970.00	6%	
1611	Additional Inspections	Per Inspection		Taxable	216.00	219.00	1%	
	Partial Compliance	Each		Taxable		550.00	New fee	
	Performance Solution	Each		Taxable		550.00	New fee	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Building								
Levies / Bonds								
1612	Building Administration Fund Levy - building works over \$10,000 (Cost x 0.128%)	Each	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1613	Bond / Guarantee: Re-erection of buildings - The lesser of the cost of building works or Fee	Each	Statutory	Non-Taxable	5,000.00	10,000.00	100%	Statutory amount set by the Building Regulator
1614	Council Infrastructure (Asset) Protection Deposit	Each		Non-Taxable	725.00	725.00	0%	
Swimming Pools and Spa's								
1618	Compliance Inspection Swimming Pool and Spa Barriers - First	Each		Taxable	342.00	363.00	6%	
1619	Compliance Inspection Swimming Pool and Spa Barriers - Reinspection	Each		Taxable	211.00	232.00	10%	
1620	Swimming Pool / Spa registration fee	Fee Unit	Statutory	Non-Taxable	35.10	36.10	3%	
1621	Swimming Pool / Spa records search determination fee	Fee Unit	Statutory	Non-Taxable	52.10	53.60	3%	
1622	Lodging a certificate of pool and spa barrier non-compliance	Fee Unit	Statutory	Non-Taxable	424.60	437.10	3%	
1623	Lodging a certificate of pool and spa barrier compliance	Fee Unit	Statutory	Non-Taxable	22.50	23.20	3%	
Inspections								
1615	Statutory Inspections	Each		Taxable	233.00	249.00	7%	
1616	Compliance Inspection	Each		Taxable	228.00	243.00	7%	
1617	Additional Inspections	Each		Taxable	250.00	267.00	7%	
Report and Consent								
1624	Application for report and consent (To build over an easement vested in Council) (Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)	Fee Unit	Statutory	Non-Taxable	320.20	329.60	3%	
1625	Application for report and consent (Regulation 610 - Location of Point of Stormwater Discharge)	Fee Unit	Statutory	Non-Taxable	321.40	330.80	3%	
1626	Application for report and consent (Section 29a – Demolition of Building)	Fee Unit	Statutory	Non-Taxable	93.90	96.70	3%	
File Retrieval / Search								
1628	Building Approvals Certificate	Fee Unit	Statutory	Non-Taxable	52.10	53.60	3%	
1629	File Retrieval – Minor Document (for example, Copy of Building / Occupancy Permit/ Plans)	Each		Taxable	52.10	55.00	6%	
1630	File Retrieval / Search (for example, Permit History)	Each		Taxable	137.00	145.00	6%	
Amended Building Permit								
1631	Amended Building Permit – Minor Alterations	Each		Taxable	205.00	218.00	6%	
1632	Amended Building Permit – Major Alterations (+ additional inspections)	Each		Taxable	336.00	358.00	7%	
1633	Time Extension – Building Permit (first request)	Each		Taxable	342.00	363.00	6%	
1634	Time Extension – Building Permit (second request)	Each		Taxable	387.00	413.00	7%	
1635	Time Extension – Building Permit (third request)	Each		Taxable	438.00	467.00	7%	
Refunds								
1636	Withdrawn Application – Permit Lodged Not Yet Assessed	Retained		Non-Taxable	421.00	448.00	6%	
1637	Withdrawn Application – Permit Assessed Not Yet Issued - Whichever is the greater of 40% of Total Fees or Listed minimum Fee	Retained		Non-Taxable	569.00	607.00	7%	
1638	Permit Cancellation – After Permit Issued - Refund only for inspections not carried out, based on inspection fee at time of cancellation	Retained		Non-Taxable	Permit Fee	Permit Fee		
1639	Permit Cancellation – After Permit Expired	Retained		Non-Taxable	No Refund	No Refund		
Lodgement Fee								
1640	Lodgement fee for Private Building Surveyors - (Submission of Section 80, 30, and 73) - lodged via hard copy / email / facsimile	Fee Unit	Statutory	Non-Taxable	134.40	138.30	3%	
1641	Lodgement fee for Private Building Surveyors - (Submission of Section 80, 30, and 73) - lodged wholly online via Greenlight only	Fee Unit	Statutory	Non-Taxable	134.40	138.30	3%	
Events								
1642	Place of Public Entertainment (POPE) Occupancy Permit	Each		Taxable	414.00	441.00	7%	
1643	Temporary Siting Approval or Temporary Structure Inspection	Each		Taxable	269.00	286.00	6%	
1644	Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each		Taxable	21.00	21.00	0%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Building and Asset Management								
1276	Council System Key - Key issue	Per Key		Taxable	56.90	56.90		
1277	Council Lock System – Change of Locks.	Per Change		Taxable	At Cost	At Cost		
1278	Building and Asset Management Administration Fee	Per Charge		Taxable	104.00	104.00	0%	
1279	Security Alarm Response (False Alarm / Accidental Activation)	Per Incident		Taxable	104.00	104.00	0%	Or At cost
1280	Fire Alarm Response (False Alarm / Accidental Activation)	Per Incident		Taxable	At Cost	At Cost		
2007	Council Key System - Lost swipe card or Fobs	Per Item		Taxable		25.00	New fee	
Freedom of Information								
1645	Freedom of Information (FOI) Application Fee	Fee Unit	Statutory	Non-Taxable	32.70	33.60	3%	
1646	Search and retrieval of documents	Per Hour	Statutory	Non-Taxable	24.50	25.20	3%	
1647	Supervised inspection of documents	Per Hour	Statutory	Non-Taxable	24.50	25.20	3%	
1648	Photocopying A4 Black & White [FOI]	Per Page	Statutory	Non-Taxable	0.20	0.20	0%	
1649	Photocopying A4 other than Black & White [FOI]	Per Page	Statutory	Non-Taxable	1.00	1.00	0%	
Health Fees								
Health Fees								
1352	Class 1 - Premises - Base fee	Annual	Statutory	Non-Taxable	455.00	525.00	15%	Increase reflects cost of service delivery
1353	Class 2 - Premises - Base fee	Annual	Statutory	Non-Taxable	455.00	470.00	3%	
1354	Maximum Fee Class 1 and 2	Annual	Statutory	Non-Taxable	4,295.00	4,425.00	3%	
1355	Full time equivalent employees - greater than 5	Per Employee	Statutory	Non-Taxable	40.00	41.00	3%	
1357	Class 2 - School Canteens	Annual	Statutory	Non-Taxable	46.00	50.00	9%	
1358	Class 2 - Food Vehicle	Annual	Statutory	Non-Taxable	352.00	380.00	8%	
1359	Class 2 - Community Group	Annual	Statutory	Non-Taxable	124.00	128.00	3%	
1360	Class 2 - Home Based Premises	Annual	Statutory	Non-Taxable	135.00	140.00	4%	
1361	Class 2 - Temporary Event	Per Event	Statutory	Non-Taxable	62.00	64.00	3%	
1362	Class 3A - Premises	Annual	Statutory	Non-Taxable	248.00	275.00	11%	Increase reflects cost of service delivery
1363	Class 3A - Accommodation Premises	Annual	Statutory	Non-Taxable	160.00	165.00	3%	
1364	Class 3A - Home Based Premises	Annual	Statutory	Non-Taxable	124.00	128.00	3%	
1365	Class 3A - Community Group	Annual	Statutory	Non-Taxable	119.00	124.00	4%	
1366	Class 3A - Temporary Event	Annual	Statutory	Non-Taxable	57.00	59.00	4%	
1367	Class 3 - Premises	Annual	Statutory	Non-Taxable	321.00	332.00	3%	
1368	Class 3 - Accommodation Premises	Annual	Statutory	Non-Taxable	135.00	140.00	4%	
1369	Class 3 - Community Group	Annual	Statutory	Non-Taxable	114.00	118.00	4%	
1370	Class 3 - Home Based Premises	Annual	Statutory	Non-Taxable	114.00	118.00	4%	
1371	Class 3 - Food Vehicle	Annual	Statutory	Non-Taxable	321.00	332.00	3%	
1372	Class 3 - Temporary Event	Per Event	Statutory	Non-Taxable	52.00	54.00	4%	
Health Premises								
1373	Registered premises	Annual	Statutory	Non-Taxable	352.00	365.00	4%	
1374	Registered premises - Renewal	Per Renewal	Statutory	Non-Taxable	119.00	123.00	3%	
1375	Registered premises - Transfer	Per Transfer	Statutory	Non-Taxable	150.00	155.00	3%	
1376	Accommodation	Annual	Statutory	Non-Taxable	352.00	365.00	4%	
Health Septic Tank Fees								
1377	Permit to Install or Install a OWMS	Fee Unit	Statutory	Non-Taxable	798.20	821.70	3%	
1378	Permit to Alter a OWMS	Fee Unit	Statutory	Non-Taxable	326.60	336.20	3%	
1379	Minor Alteration	Fee Unit	Statutory	Non-Taxable	608.30	626.20	3%	
1380	Transfer a Permit	Fee Unit	Statutory	Non-Taxable	162.20	166.90	3%	
1381	Amend a Permit	Fee Unit	Statutory	Non-Taxable	169.50	174.50	3%	
1382	Renew a Permit	Fee Unit	Statutory	Non-Taxable	135.70	139.70	3%	
1383	Exemption from a Permit/Assessment Only	Fee Unit	Statutory	Non-Taxable	239.60	246.60	3%	
1384	Inspection by Request	Per Hour		Taxable	166.00	172.00	4%	
Swimming Pools								
1385	Category 1 Swimming Pool	Per Pool	Statutory	Non-Taxable	345.00	356.00	3%	
1386	Category 1 Swimming Pool - Caravan Park	Per Pool	Statutory	Non-Taxable	238.00	246.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Horsham Aquatic Centre - Not retained by Council - Set in Consultation with Contract Provider								
Memberships								
1220	Standard Joining Fee (Health and Wellness Start-up Fee)	Each		Taxable	102.90	105.00	2%	
1221	Standard Joining Fee (Health and Wellness Start-up Fee - 6 month Commit & Save)	Each		Taxable	31.10	31.95	3%	
1222	Health & Wellness	Each		Taxable	45.95	47.45	3%	
1224	Health & Wellness Concession	Each		Taxable	37.90	38.95	3%	
1227	New Corporate/Concession members	Each		Taxable	41.50	42.95	3%	
1228	Teen Gym	Each		Taxable	25.00	25.75	3%	
1230	Pryme Movers	Each		Taxable	27.50	28.45	3%	
1234	Aquatic	Each		Taxable	31.20	31.95	2%	
1236	Aquatic Concession	Each		Taxable	26.00	26.90	3%	
1238	Aquatic Corporate	Each		Taxable	26.00	26.75	3%	
Recreational Swimming								
1239	Adult Swim	Each		Taxable	6.50	6.70	3%	
1240	Child/Concession Swim	Each		Taxable	5.50	5.70	4%	
1241	Family (Group) Swim	Each		Taxable	14.00	15.00	7%	
2008	Cool Off for Summer Swim	Each		Taxable	0.00	2.00		
Swimming Lessons								
1242	Swimming Lesson Membership	Each		Taxable	40.75	41.95	3%	
1244	Private Lesson (30 minutes)	Each		Taxable	39.50	40.75	3%	
1245	Adult/Aqua guard/Pre-Club	Each		Taxable	57.10	58.95	3%	
Schools - Aquatic								
1246	Swimming Lesson (instructor) 30 minutes - per participant	Each		Taxable	6.00	6.20	3%	
1247	Swimming Lesson (instructor) 45 minutes - per participant	Each		Taxable	7.80	8.10	4%	
1248	Swimming Lesson (instructor) 60 minutes - per participant	Each		Taxable	9.40	9.60	2%	
Swimming Carnivals								
1249	Schools - per entrance	Each		Taxable	2.60	2.70	4%	
1250	Carnival Hire	Each		Taxable	129.90	134.95	4%	
1251	Swim Club (within operating hours) - per participant	Each		Taxable	4.70	4.80	2%	
Facility Rental								
1252	Community Studio - 1 hour	Each		Taxable	49.90	52.00	4%	
1253	Crèche - 1 hour	Each		Taxable	49.90	52.00	4%	
1254	Recreation Hall - 1 hour	Each		Taxable	49.90	52.00	4%	
1255	Lane hire - 1 hour	Each		Taxable	49.90	52.00	4%	
1256	Any additional hours (50% reduction)	Each		Taxable	24.90	26.00	4%	
Other								
1257	Shower	Each		Taxable	4.20	4.50	7%	
1258	Locker	Each		Taxable	2.10	2.20	5%	
Health Club								
1259	Casual Gym	Each		Taxable	18.70	19.20	3%	
1260	Casual Gym concession	Each		Taxable	14.50	15.00	3%	
1261	Health Consultation & Program Induction	Each		Taxable	98.70	105.00	6%	
Group Fitness								
1262	Casual Class	Each		Taxable	18.50	19.20	4%	
1263	Casual Class concession	Each		Taxable	14.30	14.70	3%	
1264	Pryme Movers	Each		Taxable	10.00	10.40	4%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Horsham Aquatic Centre - Not retained by Council - Set in Consultation with Contract Provider								
Birthday Parties								
1265	Non-catered - Community Studio	Each		Taxable	19.20	19.75	3%	
1266	Deposit	Each		Taxable	67.50	69.00	2%	
Personal Training								
1267	1/2 hour Session - Individual	Each		Taxable	47.80	49.00	3%	
1268	1/2 hour Session - 2 person (total)	Each		Taxable	31.20	32.00	3%	
1269	1/2 hour Session - 3 person (total)	Each		Taxable	18.70	19.20	3%	
Group Fitness								
1270	Group Fitness/Gym	Each		Taxable	3.90	4.00	3%	
1271	Group Swim	Each		Taxable	7.30	7.50	3%	
Crèche								
1272	Member Booking (sessional)	Each		Taxable	8.10	8.50	5%	
1273	Non-Member Booking (sessional)	Each		Taxable	10.20	10.75	5%	
1274	Member Families (sessional)	Each		Taxable	13.30	14.00	5%	
1275	Non-Member Families	Each		Taxable	17.50	18.50	6%	
2009	Occasional Care	Each		Taxable		19.95		New Fee

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Horsham Town Hall								
1095	Foyer	Per Hour		Taxable	78.00	110.00	41%	Increase to offset cleaning costs
1098	Heritage Hall - Expo Set-Ups/Event Set-Ups/Rehearsals*	Per Hour		Taxable	55.00	57.00	4%	
1099	Heritage Hall Balcony Room	Per Hour		Taxable	48.00	50.00	4%	
1100	Handbury Art Studio	Per Hour		Taxable	70.00	72.00	3%	
1101	Green Room	Per Hour		Taxable	57.00	58.00	2%	
1102	Council Gallery	Per Hour		Taxable	62.00	64.00	3%	
1103	Kitchen	Per Hour		Taxable	56.00	57.00	2%	
1104	Piano Hire	Per Hire		Taxable	225.50	605.00	268%	Hire fee now includes tuning cost
1105	Piano Tuning	Per Tuning		Taxable	376.20	N/A	(100%)	Merged into Piano Hire
1106	Additional Cleaning	Per Hour		Taxable	132.00	145.00	10%	
1107	Duty Manager/Front of House	Per Hour		Taxable	62.70	64.60	3%	
1108	Duty Manager/Front of House - Overtime	Per Hour		Taxable	98.00	122.70	25%	Benchmarking inline with other staffing costs
1109	Duty Manager/Front of House - Public Holiday	Per Hour		Taxable	129.00	161.50	25%	Benchmarking inline with other staffing costs
1110	Casual Box Office staff	Per Hour		Taxable	47.30	48.70	3%	
1111	Casual Box Office staff - Overtime	Per Hour		Taxable	89.90	92.50	3%	
1112	Casual Box Office staff - Public Holiday	Per Hour		Taxable	109.00	121.75	12%	Benchmarking inline with other staffing costs
1113	Casual Ushers, Bar Staff & Merchandise sellers	Per Hour		Taxable	47.30	48.70	3%	
1114	Casual Ushers, Bar Staff & Merchandise sellers - Overtime	Per Hour		Taxable	89.90	92.50	3%	
1115	Casual Ushers, Bar Staff & Merchandise sellers - Public Holiday	Per Hour		Taxable	109.00	121.75	12%	Benchmarking inline with other staffing costs
1116	Supervising Technician	Per Hour		Taxable	68.20	68.20	0%	
1117	Supervising Technician - Overtime	Per Hour		Taxable	129.60	133.40	3%	
1118	Supervising Technician - Public Holiday	Per Hour		Taxable	155.00	175.50	13%	Benchmarking inline with other staffing costs
1119	Casual technical staff	Per Hour		Taxable	57.20	58.90	3%	
1120	Casual technical staff - Overtime	Per Hour		Taxable	108.70	111.90	3%	
1121	Casual technical staff - Public Holiday	Per Hour		Taxable	129.00	147.25	14%	Benchmarking inline with other staffing costs
1122	Missed Meal Breaks	Per Hour		Taxable	21.00	22.00	5%	
1781	Live Broadcast Allowance	Per Hour		Taxable		170.00	New fee	
1123	Radio Mic	Per Day		Taxable	62.70	64.00	2%	
1124	Lapel Mic	Per Day		Taxable	62.70	64.00	2%	
1126	Haze Machine	Per Event		Taxable	148.50	165.00	11%	Increase to offset costs
1127	Projector 6000 Lumen	Per Hire		Taxable	342.10	352.00	3%	
1128	Projector 3300 Lumen	Per Hire		Taxable	114.40	121.00	6%	
1129	2400 x 1200 Riser (Beartrap 400mm)	Per Hire		Taxable	34.10	35.00	3%	
1130	2400 x 1200 Riser (Beartrap 600mm)	Per Hire		Taxable	34.10	35.00	3%	
1131	Glow Tape	Per Tape		Taxable	51.70	53.00	3%	
1133	Mirror Ball Hire	Per Event		Taxable	57.20	60.00	5%	
1136	Powered Speaker/Wedge	Per Day		Taxable	57.20	60.00	5%	
1138	Up Lights	Per Hire		Taxable	114.40	115.00	1%	
1142	Acoustic Drapes	Per Event		Taxable	57.20	60.00	5%	
1789	Microphone (corded)	Per Event		Taxable		64.00	New fee	
1790	Moving Lights (Ghibli x6)	Per Event		Taxable		286.00	New fee	
1152	Commercial Ticket fees	Per Ticket		Taxable	5.00	5.00	0%	
1153	Community Ticket fees	Per Ticket		Taxable	1.70	1.70	0%	
1154	Low Price (\$10 and under) Ticket Fees	Per Ticket		Taxable	1.70	1.70	0%	
1159	Cancellation of booking after on-sale	Per Cancellation		Taxable	275.00	275.00	0%	
1792	Ticketing Change after on-sale (major)	Per Ticket		Taxable		275.00	New fee	
1793	Ticketing Change after on-sale (medium)	Per Ticket		Taxable		100.00	New fee	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Horsham Town Hall								
1165	Marketing Package - Commercial	Per Event		Taxable	880.00	880.00	0%	
1656	Marketing Package - Add on components - Additional Facebook Posts	Per Item		Taxable	55.00	55.00	0%	
1657	Marketing Package - Add on components - Additional Instagram Posts	Per Item		Taxable	55.00	55.00	0%	
1658	Marketing Package - Add on components - Facebook Post Boosts	Per Item		Taxable	66.00	66.00	0%	
1659	Marketing Package - Add on components - Instagram Post Boosts	Per Item		Taxable	66.00	66.00	0%	
1660	Marketing Package - Add on components - Electronic Digital Media Mail (EDM)	Per Item		Taxable	82.50	82.50	0%	
1668	Membership - Single	Per Person		Taxable	60.00	60.00	0%	
1669	Membership - Concession	Per Person		Taxable	50.00	50.00	0%	
1670	Membership - Student	Per Person		Taxable	35.00	35.00	0%	
1146	Tea & Coffee - Supper (min 25)	Per Person		Taxable	2.20	2.30	5%	
1147	Tea & Coffee - All Day	Per Person		Taxable	5.50	6.30	15%	
1148	Tea, Coffee & Juice - All Day	Per Person		Taxable	7.70	7.90	3%	
1149	Tea, Coffee & Biscuits	Per Person		Taxable	6.60	6.80	3%	
1150	Juice - All Day	Per Person		Taxable	3.30	3.50	6%	
1151	Punch - Jug	Per Jug		Taxable	12.10	13.00	7%	
1782	Linen Table Cloths	Per Item		Taxable		16.50	New fee	
1783	Merchandise Fee (10%)	Per Item		Taxable		Calculated fee	New fee	Calculated fee - 10% of sales
1784	Table Centrepieces	Per Item		Taxable		5.00	New fee	
1785	HTH Theatre (workshop no audience)*	Per Hour		Taxable		205.00	New fee	
1786	HTH Theatre and Green Room*	Per Hour		Taxable		283.00	New fee	
1787	HTH Theatre*	Per Hour		Taxable		256.00	New fee	
1788	Meeting Room	Per Hour		Taxable		38.50	New fee	
1794	Bar space (no stock)	Per Hour		Taxable		125.00	New fee	
1795	Council Gallery Set up/Pack down	Per Event		Taxable		275.00	New fee	
1796	Heritage Hall - all events and performances*	Per Event		Taxable		174.00	New fee	
1797	Season Black-out Charge	Per Event		Taxable		30.00	New fee	
* Community rate may apply for eligible groups								
Jubilee Hall hire								
1217	Meeting Room (1, 2 & 3)	Per Hour		Taxable	5.60	5.60	0%	
1218	Meeting Room (1, 2 & 3)	4 Hours		Taxable	16.80	16.80	0%	
1219	Meeting Room (1, 2 & 3)	8 Hours		Taxable	33.50	33.50	0%	
Kalkee Road Children's Hub								
1166	Multipurpose Room - Full Rate	Per Hour		Taxable	68.30	70.30	3%	
1167	Multipurpose Room - Full Rate	Half Day		Taxable	153.70	158.30	3%	
1168	Multipurpose Room - Full Rate	Full Day		Taxable	284.60	293.10	3%	
1169	Multipurpose Room - Community Rate	Per Hour		Taxable	31.30	32.20	3%	
1170	Multipurpose Room - Community Rate	Half Day		Taxable	68.30	70.30	3%	
1171	Multipurpose Room - Community Rate	Full Day		Taxable	136.60	140.70	3%	
1172	Meeting Room - Full Rate	Per Hour		Taxable	25.00	25.80	3%	
1173	Meeting Room - Full Rate	Half Day		Taxable	54.60	56.20	3%	
1174	Meeting Room - Full Rate	Full Day		Taxable	108.20	111.40	3%	
1175	Meeting Room - Community Rate	Per Hour		Taxable	12.50	12.90	3%	
1176	Meeting Room - Community Rate	Half Day		Taxable	25.00	25.80	3%	
1177	Meeting Room - Community Rate	Full Day		Taxable	50.10	51.60	3%	
1178	Specialist/Consulting Room - Full Rate	Per Hour		Taxable	25.00	25.80	3%	
1179	Specialist/Consulting Room - Full Rate	Half Day		Taxable	54.60	56.20	3%	
1180	Specialist/Consulting Room - Full Rate	Full Day		Taxable	108.20	111.40	3%	
1181	Specialist/Consulting Room - Community Rate	Per Hour		Taxable	12.50	12.90	3%	
1182	Specialist/Consulting Room - Community Rate	Half Day		Taxable	25.00	25.80	3%	
1183	Specialist/Consulting Room - Community Rate	Full Day		Taxable	50.10	51.60	3%	
1190	Office Rental Single Desk - Exclusive Use	Per Week		Taxable	136.60	140.70	3%	
1191	Office Rental Single Desk - Exclusive Use	Annual		Taxable	6,376.00	6,567.00	3%	
1192	Office Rental Hot Desk	Per Day		Taxable	74.00	76.20	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Library Services								
1032	Replacement Membership Card	Per Item		Taxable	2.00	2.00	0%	
1034	Inter-Library Loans	Per Item		Taxable	At Cost	At Cost		
1037	Library Bags	Per Item		Taxable	1.60	1.60	0%	
1040	Programs & Activities	Per Activity		Taxable	At Cost	At Cost		
1041	Lost/damaged items	Per Item		Taxable	Calculated Fee	Calculated Fee		At Cost (RRP + inter-library loan processing fees)
1042	Book Clubs	Per Club / Calendar Year		Taxable	300.00	350.00	17%	Increase to offset program costs
1043	Temporary membership (non Victorian residents)	Per Unit		Taxable	5.00	5.00	0%	
1800	Coffee/Hot Chocolate	Per Item		Taxable	1.00	1.00	0%	
Photocopying & Laminating (not available at all locations)								
1281	Photocopying A4 Black & White	Per Page		Taxable	0.25	0.30	20%	Benchmarking against other libraries
1282	Photocopying A4 Colour	Per Page		Taxable	1.00	1.50	50%	Benchmarking against other libraries
1283	Photocopying A3 Black & White	Per Page		Taxable	1.00	0.60	(40%)	Benchmarking against other libraries
1284	Photocopying A3 Colour	Per Page		Taxable	2.50	3.00	20%	Benchmarking against other libraries
1285	Photocopying A2 Black & White	Per Page		Taxable	12.00	12.00	0%	
1286	Photocopying A2 Colour	Per Page		Taxable	13.50	13.50	0%	
1287	Photocopying A1 Black & White	Per Page		Taxable	19.00	19.00	0%	
1288	Photocopying A1 Colour	Per Page		Taxable	21.00	21.00	0%	
1289	Photocopying A0 Black & White	Per Page		Taxable	30.00	30.00	0%	
1290	Photocopying A0 Colour	Per Page		Taxable	33.00	33.00	0%	
1798	A3 Laminating	Per Page		Taxable		2.00	New fee	
1799	A4 Laminating	Per Page		Taxable		1.00	New fee	
Local Laws								
Permit								
1458	36.a Permit to make any change to the land	Each Permit	Statutory	Non-Taxable	93.00	96.00	3%	
1459	36.b Permit for removal of anything from the land	Each Permit	Statutory	Non-Taxable	93.00	96.00	3%	
1460	36.c Permit for erection of scaffolding, hoarding or overhead protective awnings and other structures or affixing of advertising or erection of signs or other things (including pipes, wires, cables, pavers, fixture, fitting and other objects) in, on, across, under or over the land	Each Permit	Statutory	Non-Taxable	93.00	96.00	3%	
1461	36.d Permit for any change, interference with or removal of a structure or ornament (including pipes, wires, cables, pavers, fixture, fitting and other objects) associated with the land	Each Permit	Statutory	Non-Taxable	93.00	96.00	3%	
1462	36.e Permit for planting of a tree or other vegetation on the land, interference with vegetation on the land or removal of vegetation from the land	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1463	36.f Permit for occupation of the land including without limitation by fencing, use of a mobile crane, travel tower, concrete line pump, scissor lift, or the swinging or hoisting of things across any part of the land by means of a lift hoist or tackle	Each Permit	Statutory	Non-Taxable	93.00	96.00	3%	
1464	36.g Permit for the deposit or leaving of materials, supplies, waste and things on the land including without limitation skip bins, machinery plant or equipment and tools, paving, gravel, aggregate or other surface treatments	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1465	37 Permit to collect wood from a road, road related area or Council land	Each Permit	Statutory	Non-Taxable	34.00	35.00	3%	
1466	38.b Permit to construct, install, remove or alter a vehicle crossover, including any temporary crossover	Each Permit	Statutory	Non-Taxable	85.00	87.50	3%	
1467	39 Permit to Leave a Trailer or Caravan for more than Seven Days - A person must not on road, road related area or Council land cause, allow or suffer— a. to remain a motor vehicle, caravan (or similar), trailer, boat, damaged or dilapidated motor vehicle— i. for more than seven (7) days;	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
1468	39.a.ii Permit to Place or Display a Vehicle or Goods for Sale	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1469	39.b Permit for any repair, service, dismantling, painting, panel beating, washing, cleaning or other work of similar nature on a motor vehicle, caravan (or similar) or trailer except for running repairs in the case of breakdown	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
1470	41.b Permit to Camp in a Public Place - Except in an area prescribed as an area for the purpose a person must not on road, road related area or Council land cause, allow or suffer camping, where camp has the same meaning as in the Road Management (General) Regulations 2016;	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1471	43 Permit for a prescribed vehicle or machine or class of vehicle or machine to be used on a road	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Local Laws								
Permit								
1472	48.a Permit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1473	48.b Permit to distribute any unsolicited document to persons;	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1474	48.c Permit to display any goods or samples	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1475	48.d Permit to erect or place a vehicle, caravan, trailer, table, chairs, stall, barrow, booth, tent, kiosk or barrow for the purpose of selling or hiring any goods or services;	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	Increase to offset costs
1476	48.e Licensed Premises - Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Statutory	Non-Taxable	61.00	Calculated units	3%	Increase to offset costs
1477	48.e Unlicensed Premises - Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Statutory	Non-Taxable	33.00	Calculated units	3%	Increase to offset costs
1478	48.f Permit to Sell or offer for sale or hire any goods or services carried about or placed on the person or any other moveable thing - includes ice cream trucks and coffee carts, etc.	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1479	48.g Non Profit - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1480	48.g Business/Other - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
1481	48.h Permit to Busk	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1482	48.i Permit to Conduct or hold a concert, festival, show, public gathering, rally, street party, circus, carnival, performance or other similar activity;	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1483	48.i Permit to Hold a Rally, Procession, or Demonstration	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1484	48.j Permit to hold any public exhibitions, displays or events (including without limitation weddings);	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1485	48.k Permit to provide organised athletics, sport, health or fitness services;	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1486	48.l Permit to record images by film, video, digital or other technology to broadcast publish or publicly exhibit for commercial purpose;	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1487	48.m Permit to undertake any other activity prescribed for the purposes of this clause	Each Permit	Statutory	Non-Taxable	176.00	181.00	3%	
1488	49 Permit to Conduct Fireworks	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
1489	53.a.i Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1490	54a Permit to Burn	Each Permit	Statutory	Non-Taxable	67.00	69.00	3%	
1491	57.b Permit for land in the urban area, cause, allow or suffer a freight container to be kept, stored, repaired or otherwise used or remain unless permitted under an Act	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1492	64.a.b Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each Permit	Statutory	Non-Taxable	0.00	0.00	0%	
1493	66.b.c.d Permit to Keep More than the Permitted Number of Animals	Each Permit	Statutory	Non-Taxable	99.00	102.00	3%	
1494	67.68.69.70 Permit to Drove	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
1495	71 Permit to Graze	Each Permit	Statutory	Non-Taxable	71.00	73.00	3%	
Abandoned Items								
1497	40a Recreational Vehicle Impound Release Fee - 1st Offence	Per Offence	Statutory	Non-Taxable	66.00	68.00	3%	
1498	40a Recreational Vehicle Impound Release Fee - 2nd Offence	Per Offence	Statutory	Non-Taxable	150.00	154.50	3%	
1499	40a Recreational Vehicle Impound Release Fee - 3rd and Subsequent	Per Offence	Statutory	Non-Taxable	290.00	299.00	3%	
1500	Abandoned Vehicle Release Fee	Per Vehicle	Statutory	Non-Taxable	290.00	299.00	3%	
1501	44 Shopping Trolley Impound Release Fee	Per Trolley	Statutory	Non-Taxable	145.00	149.00	3%	
1502	Impound Release Fee - Other item	Per Item	Statutory	Non-Taxable	150.00	154.50	3%	
1503	Impounded Vehicle or item towing and removal costs	Per Item		Taxable	At Cost	At Cost		
Local Laws								
1496	Permit Administration Fee	Each Permit		Taxable	11.00	11.00	0%	
1457	29d Clean Up of illegally dumped, items not disposed of properly, Hazard and unsightly clean up costs - Fee plus all contractor and Council costs associated with clean up and removal.	Each	Statutory	Non-Taxable	331.00	341.00	3%	
1509	Failure to adhere to Fire Prevention Notice. Fee plus contractor and Council costs	Per Offence	Statutory	Non-Taxable	331.00	341.00	3%	
1510	Vic Roads Search Fee - if required to identify vehicle owner	Per Search		Taxable	14.00	14.00	0%	
1511	ASIC Search Fee - if required to identify address or other details	Per Search		Taxable	28.00	28.00	0%	
1512	Regulatory Services Administration Fee. Plus Council costs	Per Fee		Taxable	99.00	99.00	0%	
Offences: Country Fire Authority Act 1958								
1837	s41D (1) Fail to comply with (Fire Prevention) notice	Penalty Unit	Statutory	Non-Taxable	1,976.00	2,035.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Local Laws								
Mobile Food Traders								
1504	48.f Annual permit	Annual	Statutory	Non-Taxable	1,035.00	1,500.00	45%	Increase to offset costs
1505	48.f 6 month permit	6 Monthly	Statutory	Non-Taxable	621.00	800.00	29%	Increase to offset costs
1506	48.f Peak weekend (holiday & long weekend periods) permit	Each Permit	Statutory	Non-Taxable	207.00	250.00	21%	Increase to offset costs
1507	48.f Off-peak weekend permit	Each Permit	Statutory	Non-Taxable	155.00	190.00	23%	Increase to offset costs
1508	48.f Weekday permit	Each Permit	Statutory	Non-Taxable	104.00	110.00	6%	
Offences: Environmental Protection Act								
1838	s115 (1) Unlawful Deposit of Litter	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1839	s115 (3) Unlawful Deposit if Waste <1000L	Penalty Unit	Statutory	Non-Taxable	1,186.00	1,221.00	3%	
1840	s115 (4) Unlawful Deposit Of Waste >1000 Litres	Penalty Unit	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1841	s119 Fail to remove waste when requested	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1842	s121 (5) Fail to comply with abatement notice	Penalty Unit	Statutory	Non-Taxable	1,186.00	1,221.00	3%	
1843	s143 (2) Unlawful transportation of waste	Penalty Unit	Statutory	Non-Taxable	1,976.00	2,035.00	3%	
1844	s259 (3) Fail to provide name & address	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1845	r55 (3) Unlawful deposit of junk mail	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1846	r57 Damage public waste receptacle	Penalty Unit	Statutory	Non-Taxable	790.00	814.00	3%	
1847	r58 (1) Fail to secure load	Penalty Unit	Statutory	Non-Taxable	790.00	814.00	3%	
Offences: Community Local Laws 2021								
1801	26.e Disobey direction of authorised officer	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1802	26.f Fail to comply with a Council sign	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1803	30. Disobey direction given by Auth Officer	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1804	32. Obstruction over road or municipal place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1805	37. Removal of wood without a permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1806	38.a Drive vehicle over kerb n/strip or t/pth	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1807	38.b Vehicle crossing without a permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1808	39. Abandoned caravan/trailers in municipal place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1809	39.a.ii Sell vehicle on Council land without a permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1810	39.b Repair of vehicles on road/munic. Place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1811	40. Use of a wheeled recreational device	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1812	41.b Camping in a municipal place without a permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1813	44. Abandoned shopping trolley	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1814	47. Open container of alcohol in CBD	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1815	48. Unlawful trading activities in municipal place	Penalty Unit	Statutory	Non-Taxable	988.00	1,018.00	3%	
1816	49. Failure to obtain fireworks permit	Penalty Unit	Statutory	Non-Taxable	988.00	1,018.00	3%	
1817	51. Drainage tapping without permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1818	53. Disobeying of clean up order	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1819	53.1.ii Behaviour in a municipal place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1820	53.b Offensive material, odour & noise emissions	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1821	53.c Clean up order - Health & Risk Issues	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1822	54. Light a fire in the open air	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1823	56. Non compliance with Solid Waste Code	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1824	60. Non compliance with property numbering	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1825	61. Aerodrome movement non compliance	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1826	62.c.ii Ineffective control of dogs in public place	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1827	64. Horses in prohibited areas	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1828	65. Non compliance Apiary Code of Practice	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1829	66. Animal keeping without permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1830	66.a.i Keep livestock in the urban area	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1831	66.a.iii Keep rooster in urban area	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1832	66.b.ii Failure to obtain bird permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1833	66.e Non compliance with Bird Keeping Permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1834	67. Failure to obtain livestock droving permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1835	71. Failure to obtain grazing permit	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	
1836	72. Inadequate fencing	Penalty Unit	Statutory	Non-Taxable	395.00	407.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Parking Control								
1346	Parking Meter	Per Hour		Taxable	1.50	1.50	0%	
1347	Allocated on Street Car Parking Fee (per Bay)	Per Month		Taxable	N/A	N/A		
1348	Low cost all-day parking	Per Day		Taxable	N/A	N/A		
1349	Closing Off a Parking Bay/Not Available.	Per Day		Taxable	25.00	25.00	0%	
1350	Hire charge – Traffic Cones (Bond may be required).	Per Cone		Taxable	7.00	7.00	0%	
1351	Hire charge – Traffic Cones. Non-Profit (Bond may be required)	Per Cone		Taxable	0.00	0.00	0%	
Parking Offences: Road Rules								
1345	RR 167 Stopped In A No Stopping Area	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1848	*RR 168 (1) Stopped Contrary To A No Parking Sign	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1849	RR 169 Stopped Next To A Yellow Edge Line	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1850	RR 170 (1) Stopped Within An Intersection	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1851	RR 170 (2) Stopped Within 20m Intersection With Traffic Light	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1852	RR 170 (3) Stopped Within 10m Of Intersection	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1853	RR 171 (1) Stopped On A Children's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1854	RR 171 (1) Stopped Within 10m After Children's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1855	RR 171 (1) Stopped Within 20m Before Children's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1856	RR 172 (1) Stopped On A Pedestrian's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1857	RR 172 (1) Stopped Within 20m After Pedestrian's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1858	RR 172 (1) Stopped Within 20m Before Pedestrian's Crossing	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1859	RR 173 (1) Stopped On A Marked Foot Crossing	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1860	RR 173 (1) Stopped Within 10m Bef Marked Foot Crossing	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1861	RR 173 (1) Stopped Within 3m After Marked Foot Crossing	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1862	RR 179 (1) Stopped In A Loading Zone	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1863	RR 179 (2)(a) Stopped In A Load Zone Long Than 30 Mins	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1864	RR 179 (2)(b) Illegally Stopped In A Loading Zone	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1865	RR 180 Stopped In A Truck Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1866	RR 182 (1) Stopped In A Taxi Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1867	RR 183 (1) Stopped In A Bus Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1868	RR 185 (1) Stopped In A Permit Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1869	RR 186 (1) Stopped In A Mail Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1870	RR 189 Stopped Double Parked	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1871	RR 191 Stopped Near An Obstruction	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1872	RR 194 (1) Stopped Within 1m Of Fire Hydrant Indicator	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1873	RR 195 (1) Stopped On A Bus Stop	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1874	RR 195 (1) Stopped Within 10m After A Bus Stop	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1875	RR 195 (1) Stopped Within 20m Before A Bus Stop	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1876	RR 197 (1) Stopped On A Footpath	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1877	RR 197 (1) Stopped On A Nature Strip	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1878	RR 198 (1) Stopped Obstruct Access To A Footpath	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1879	RR 198 (2) Stopped On/Across Driveway Or Other Way	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1880	RR 199 (1) Stopped Within 3m Public Postbox	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1881	RR 200 (2) Stopped Heavy Vehicle In Built-Up Area Longer Than 1hr	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1882	RR 200 (2) Stopped Long Vehicle In Built-Up Area Longer Than 1hr	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1883	RR 203 (1) Stopped In A Park Area For People With Disabilities	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1884	RR 203 (4) Disobey Direction To Move Vehicle From Park Area For People with Disabilities	Penalty Unit	Statutory	Non-Taxable	198.00	204.00	3%	
1885	*RR 205 Parked for period longer than indicated	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1886	*RR 207 (2) Parked Fail To Pay & Obey Insts On Sign	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1887	RR 208 (1)(2) Parked Not Facing Direction Of Travel	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1888	RR 208 (1)(3) Parked Not As Near As Practical To Far Left	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1889	RR 208 (1)(3) Parked Not Parallel To Far Left Side Of 2 Way Road	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1890	RR 208 (1)(8) Parked Unreasonably Obstructing The Path Of Vehicle	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1891	*RR 209 (2) Parked Contrary To Req Of Parking Area	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1892	*RR 211 (2) Parked Not Complete Within A Parking Bay	Penalty Unit	Statutory	Non-Taxable	99.00	102.00	3%	
1893	RR 220 (1)(a) Stopped Clearance & Side Mark Lights Not Operating	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1894	RR 220 (1)(b) Stopped Park Lights Not Operating Effective & Visible	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	
1895	RR181 (1) Stopped In A Works Zone	Penalty Unit	Statutory	Non-Taxable	119.00	122.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Parking Control								
Parking Offences: Road Safety Act								
1896	RSA 90E Park In Council Controlled Area	<i>Penalty Unit</i>	Statutory	Non-Taxable	198.00	204.00	3%	
1908	Penalty Reminder Notice (all Infringements)	<i>Fee Unit</i>	Statutory	Non-Taxable	28.40	29.20	3%	
1909	Fines Victoria Lodgement Fee - Notice of Final Demand (all Infringements excl. Local Laws)	Each	Statutory	Non-Taxable	147.10	147.10	0%	
Parks and Gardens								
1443	Weddings at Gardens - Hire Charge	Per Event		Taxable	109.00	112.00	3%	
1444	Booking Fee for Wedding Photographs	Per Event		Taxable	109.00	112.00	3%	
1445	Emergency Bore Water Charge - Water in excess of 20,000KL per year	Per KL		Taxable	1.00	1.00	0%	
1650	Rural Revegetation - tube-sized trees	Each		Taxable	0.50	0.50	0%	
Planning								
Planning Scheme Amendments								
1514	Stage 1 - consider request • considering a request to amend a planning scheme; and • taking action required by Division 1 of Part 3 of the Act; and • considering any submissions which do not seek a change to the amendment; and • if applicable, abandoning the amendment	<i>Fee Unit</i>	Statutory	Non-Taxable	3,364.00	3,462.90	3%	
1515	Stage 2 - up to 10 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: i. Up to 10 submissions	<i>Fee Unit</i>	Statutory	Non-Taxable	16,672.90	17,163.00	3%	
1516	Stage 2 - 11 to 20 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: ii. 11 to 20 submissions	<i>Fee Unit</i>	Statutory	Non-Taxable	33,313.20	34,292.40	3%	
1517	Stage 2 - more than 20 submissions • Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel: iii. More than 20 submissions	<i>Fee Unit</i>	Statutory	Non-Taxable	44,531.90	45,840.90	3%	
1518	Stage 3 - Adopt and approval of amendment • Adopting the amendment or part of an amendment; and • Submitting the amendment for approval by the Minister; and • Giving notice of the approval of the amendment	<i>Fee Unit</i>	Statutory	Non-Taxable	530.70	546.30	3%	
1519	Stage 4 - consideration and approval by the Minister • Consideration by the Minister of a request to approve an amendment; and • Giving notice of approval of an amendment	<i>Fee Unit</i>	Statutory	Non-Taxable	530.70	546.30	3%	
1520	Privately Initiated Planning Scheme Amendment	Per Amendment	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1521	Planning Officer Time	Per Hour	Statutory	Non-Taxable	192.50	192.50	0%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Planning								
Planning Fees								
1522	Class 1 Use only:	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1523	Class 2-6: Single Dwellings: Up to \$10,000 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:	Fee Unit	Statutory	Non-Taxable	220.50	226.90	3%	
1524	Class 2-6: Single Dwellings: >\$10,000 to \$100,000 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:	Fee Unit	Statutory	Non-Taxable	694.00	714.40	3%	
1525	Class 2-6: Single Dwellings: >\$100,000-\$500,000 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:	Fee Unit	Statutory	Non-Taxable	1,420.70	1,462.50	3%	
1526	Class 2-6: Single Dwellings: >\$500,000-\$1,000,000 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:	Fee Unit	Statutory	Non-Taxable	1,535.00	1,580.10	3%	
1527	Class 2-6: Single Dwellings: >\$1,000,000-\$2,000,000 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:	Fee Unit	Statutory	Non-Taxable	1,649.30	1,697.80	3%	
1528	Class 7 VicSmart application Up to \$10,000	Fee Unit	Statutory	Non-Taxable	220.50	226.90	3%	
1529	Class 8 VicSmart application >\$10,000	Fee Unit	Statutory	Non-Taxable	473.60	487.50	3%	
1530	Class 9 VicSmart application to subdivide or consolidate land	Fee Unit	Statutory	Non-Taxable	220.50	226.90	3%	
1531	Class 10 VicSmart application (other than a class 7, class 8 or class 9 permit)	Fee Unit	Statutory	Non-Taxable	220.50	226.90	3%	
1532	Class 11 <\$100,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	1,265.60	1,302.80	3%	
1533	Class 12 >\$100,000 - \$1,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	1,706.50	1,756.60	3%	
1534	Class 13 >\$1,000,000 - \$5,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	3,764.10	3,874.70	3%	
1535	Class 14 >\$5,000,000 - \$15,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	9,593.90	9,875.90	3%	
1536	Class 15 >\$15,000,000 - \$50,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	28,291.70	29,123.30	3%	
1537	Class 16 >\$50,000,000 To Develop land (other than single dwelling per lot) where the estimated cost is:	Fee Unit	Statutory	Non-Taxable	63,589.00	65,458.10	3%	
Planning								
1538	Class 17 To subdivide an existing building (other than a class 9 permit)	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1539	Class 18 To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1540	Class 19 To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1541	Class 20 Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1542	Class 21 To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	
1543	Class 22A permit not otherwise provided for in the regulation	Fee Unit	Statutory	Non-Taxable	1,453.40	1,496.10	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Planning								
Planning								
1544	Regulation 11 - Statutory fees in accordance with Planning and Environment Act 1987 Section 72 (Regulation 11), fees are set in accordance with the Monetary Units Act 2004.	Per Permit	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1545	Regulation 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	Per Permit	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1546	Regulation 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	Per Permit	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1547	Regulation 15 - For a certificate of compliance	Fee Unit	Statutory	Non-Taxable	359.30	369.80	3%	
1548	Regulation 16 - For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Fee Unit	Statutory	Non-Taxable	726.70	748.00	3%	
1549	Regulation 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	Fee Unit	Statutory	Non-Taxable	359.30	369.80	3%	
1550	Extension of time to Planning Permit (First)	Per Application	Statutory	Non-Taxable	197.00	197.00	0%	
1551	Extension of time to Planning Permit (Second)	Per Application	Statutory	Non-Taxable	321.00	321.00	0%	
1552	Extension of time to Planning Permit (Third and subsequent)	Per Application	Statutory	Non-Taxable	476.00	476.00	0%	
1553	Secondary Consent for Planning Permits - Minor	Per Application	Statutory	Non-Taxable	166.00	171.00	3%	
1554	Secondary Consent for Planning Permits - Major	Per Application	Statutory	Non-Taxable	321.00	331.00	3%	
1555	Amendment to Planning Permit not otherwise listed	Per Amendment		Taxable	217.00	223.00	3%	
1556	Planning Permit History	Per Permit		Taxable	140.00	144.00	3%	
1557	Advertising Fee	Per Advert		Taxable	166.00	171.00	3%	
1558	Copy of Title and Title Plan	Per Title		Taxable	78.00	80.00	3%	
1559	Copy of Covenant/Section 173	Per Covenant		Taxable	57.00	59.00	4%	
1560	Request for Council consent (i.e. Liquor Licence) where no P/P required	Per Request		Taxable	114.00	117.00	3%	
1561	Application for Section 173 Agreement	Per Application		Taxable	321.00	331.00	3%	
1562	Inspection Fee	Per Inspection		Taxable	166.00	171.00	3%	
1563	Request for Planning Information in writing	Per Request		Taxable	110.00	113.00	3%	
1897	Major Project Planning Review and Consent	Per Hour	Statutory	Taxable		165.00	New fee	
Subdivision Fees								
1564	Regulation 6 - For certification of a plan of subdivision	Fee Unit	Statutory	Non-Taxable	192.70	198.40	3%	
1565	Regulation 7 - Alteration of plan under section 10(2) of the Act	Fee Unit	Statutory	Non-Taxable	122.50	126.10	3%	
1566	Regulation 8 - Amendment of certified plan under section 11(1) of the Act	Fee Unit	Statutory	Non-Taxable	155.10	159.70	3%	
1567	Regulation 9 - Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	Per Plan	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1568	10 Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)	Per Plan	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1569	11 Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)	Per Works	Statutory	Non-Taxable	Calculated Fee	Calculated Fee		
1570	12 Public Open Space Valuation	Per Valuation	Statutory	Non-Taxable	911.00	938.00	3%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Rates and Property Management								
1000	Municipal Charge	Per Property		Non-Taxable	200.00	200.00	0%	
1001	Urban Bin Service	Per Property		Non-Taxable	527.00	543.00	3%	
1002	Rural Bin Service	Per Property		Non-Taxable	367.00	378.00	3%	
1003	Additional General Waste Bin	Per Bin		Non-Taxable	149.00	153.00	3%	
1004	Additional Recycling Bin	Per Bin		Non-Taxable	149.00	153.00	3%	
1005	Additional Organics Bin	Per Bin		Non-Taxable	149.00	153.00	3%	
1006	Additional Glass Bin	Per Bin		Non-Taxable	85.00	88.00	4%	
1007	Commercial Bin Service (weekly general waste/fortnightly recycling)	Per Property		Non-Taxable	509.00	525.00	3%	
1008	Additional/Standalone Commercial General Waste Bin (weekly)	Per Bin		Non-Taxable	318.00	328.00	3%	
1009	Additional/Standalone Commercial Recycling Bin	Per Bin		Non-Taxable	191.00	197.00	3%	
1010	Additional Commercial Organics Bin	Per Bin		Non-Taxable	191.00	197.00	3%	
1011	Additional Commercial Glass Bin	Per Bin		Non-Taxable	96.00	99.00	3%	
1012	Land Information Certificates	Fee Unit	Statutory	Non-Taxable	29.70	30.60	3%	
1013	Urgent Land Information Certificates	Each		Non-Taxable	60.00	60.00	0%	Includes Standard LIC Fee
Recoup of Fees								
1904	Cheque dishonour fees	Each		Non-Taxable	15.00	15.00		
1905	Direct Debit dishonour fees	Each		Non-Taxable		Actual Cost	New fee	
1906	Debt Collection recoup	Each		Taxable		Actual Cost	New fee	
1907	EFTPOS fees - Commercial settings only	Each		Taxable	0.00	Actual Cost		

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Recreation Reserves								
1A Facility								
1048	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 10 Hours		Taxable	300.00	310.00	3%	
1049	Facility Fee (Clubrooms and Oval) – Day Rate	Up to 10 Hours		Taxable	250.00	258.00	3%	
1050	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 10 Hours		Taxable	250.00	258.00	3%	
1051	Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Up to 10 Hours		Taxable	200.00	205.00	3%	
1052	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day rate	Up to 4 Hours		Taxable	150.00	155.00	3%	
1053	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours		Taxable	390.00	402.00	3%	
1054	Facility Fee (Clubrooms and Oval) – Day Rate	Up to 4 Hours		Taxable	125.00	129.00	3%	
1055	Facility Fee (Clubrooms and Oval) – Night Rate	Up to 4 Hours		Taxable	365.00	376.00	3%	
1056	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 4 Hours		Taxable	125.00	129.00	3%	
1057	Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Up to 4 Hours		Taxable	365.00	376.00	3%	
1058	Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Up to 4 Hours		Taxable	100.00	103.00	3%	
1059	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Per Hour		Taxable	50.00	52.00	4%	
1060	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour		Taxable	110.00	113.00	3%	
1061	Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour		Taxable	40.00	41.00	3%	
1062	Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour		Taxable	100.00	103.00	3%	
1063	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour		Taxable	40.00	41.00	3%	
1064	Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour		Taxable	100.00	103.00	3%	
1898	Clubrooms Only	Per Hour		Taxable		10.00	New fee	
1065	Oval/Greenspace Only – Day Rate	Per Hour		Taxable	30.00	31.00	3%	
1066	Oval/Greenspace Only – Night Rate	Per Hour		Taxable	90.00	93.00	3%	
1067	Tennis/Netball Courts Only – Day Rate	Per Hour		Taxable	30.00	31.00	3%	
1068	Tennis/Netball Courts Only – Night Rate	Per Hour		Taxable	90.00	93.00	3%	
1069	Line markings	Per Hour		Taxable	60.00	62.00	3%	
1B Facility								
1070	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 10 Hours		Taxable	75.00	77.00	3%	
1071	Facility Fee (Clubrooms and Oval) – Day Rate	Up to 10 Hours		Taxable	50.00	52.00	4%	
1072	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 10 Hours		Taxable	50.00	52.00	4%	
1073	Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Up to 10 Hours		Taxable	40.00	41.00	3%	
1074	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 4 Hours		Taxable	50.00	52.00	4%	
1075	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours		Taxable	130.00	134.00	3%	
1076	Facility Fee (Clubrooms and Oval) – Day Rate	Up to 4 Hours		Taxable	30.00	31.00	3%	
1077	Facility Fee (Clubrooms and Oval) – Night Rate	Up to 4 Hours		Taxable	110.00	113.00	3%	
1078	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 4 Hours		Taxable	30.00	31.00	3%	
1079	Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Up to 4 Hours		Taxable	110.00	113.00	3%	
1080	Facility Fee (Clubrooms or Oval or Tennis/Netball Courts only) – Day Rate	Up to 4 Hours		Taxable	25.00	26.00	4%	
1081	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Per Hour		Taxable	20.00	21.00	5%	
1082	Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour		Taxable	40.00	41.00	3%	
1083	Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour		Taxable	15.00	15.00	0%	
1084	Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour		Taxable	35.00	36.00	3%	
1085	Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour		Taxable	15.00	15.00	0%	
1086	Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour		Taxable	35.00	36.00	3%	
1087	Clubrooms Only	Per Hour		Taxable	10.00	10.00	0%	
1088	Oval/Greenspace Only – Day Rate	Per Hour		Taxable	10.00	10.00	0%	
1089	Oval/Greenspace Only – Night Rate	Per Hour		Taxable	30.00	31.00	3%	
1090	Tennis/Netball Courts Only – Day Rate	Per Hour		Taxable	10.00	10.00	0%	
1091	Tennis/Netball Courts Only – Night Rate	Per Hour		Taxable	30.00	31.00	3%	
1651	Kitchen Only – Day Rate	Per Hour		Taxable		5.00	New fee	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Regional Livestock Exchange								
Regional Livestock Exchange								
1014	Application fee	Annual		Taxable	79,000.00	79,000.00	0%	
1027	Weighing Fee Cattle (except those for sale)	Per Head		Taxable	7.74	7.74	0%	
1028	Holding Paddock fee - No charge first night. Stock removed by lunchtime Friday or an agistment fee is payable	Per Head/Day		Taxable	0.40	0.40	0%	
1029	Disposal Fee	Per Head		Taxable	42.10	42.10	0%	
1030	Ear Tagging Cattle	Per Head		Taxable	42.10	42.10	0%	
1031	Ear Tagging Sheep and Goats	Per Head		Taxable	6.03	6.03	0%	
New	Livestock Transport			Taxable	N/A	At Cost		Minimum \$500
New	Livestock Daily Holding Fee	Per Head		Taxable	N/A	50.00		
General Sales Dues								
1019	Sales Dues - Cattle (excluding Bulls)	Per Head/Day		Taxable	17.10	17.10	0%	
1020	Sales Dues - Bulls	Per Head/Day		Taxable	17.10	17.10	0%	
1021	Sales Dues - Calves	Per Head/Day		Taxable	8.54	8.54	0%	
1022	Sales Dues - Sheep	Per Head/Day		Taxable	1.23	1.23	0%	
1023	Sales Dues - Goats	Per Head/Day		Taxable	1.23	1.23	0%	
Holding Fees - for use of pens or other accommodation provided by Council								
1024	Cattle	Per Head/Day		Taxable	1.23	1.23	0%	
1025	Sheep	Per Head/Day		Taxable	1.23	1.23	0%	
1026	Goats	Per Head/Day		Taxable	1.23	1.23	0%	
Truck Wash								
1015	Purchase Avdata Key	Per Key		Taxable	46.00	46.00	0%	
1016	Occasional users - tray trucks/trailers	Per 3 mins. (Min Charge 3 mins)		Taxable	9.68	9.68	0%	
1017	Coin in the slot	Per 2 mins		Taxable	2.00	2.00	0%	
1018	Occasional users - semi-trailers	Per Visit		Taxable	20.70	20.70	0%	
Roads and Drainage								
1446	Road opening Permit Fee	Each Permit		Taxable	87.00	87.00	0%	
1447	Opening Gravelled Surface	Each Permit		Taxable	87.00	87.00	0%	
1448	Opening Bitumen or Concrete Footpath	Each Permit		Taxable	87.00	87.00	0%	
1449	Opening Removal of Kerb & Channel	Each Permit		Taxable	87.00	87.00	0%	
1450	Opening Sealed Roadways	Each Permit		Taxable	87.00	87.00	0%	
1451	Opening Tap into Stormwater drain	Each Permit		Taxable	87.00	87.00	0%	
1452	Boring Under Road (No disturbance to pavement)	Each Permit		Taxable	87.00	87.00	0%	
1453	Construction of Kerb Crossing permit	Each Permit		Taxable	87.00	87.00	0%	
1454	Subdivider/ Developer Contribution - For upgrading existing roads servicing development	Per Project		Taxable	Calculated Fee	Calculated Fee		
1455	Drainage Headwork's Urban areas	Per Hectare		Non-Taxable	21,735.00	21,735.00	0%	
1456	Drainage Headwork's Rural Residential areas - pro-rata	Per Hectare		Non-Taxable	21,735.00	21,735.00	0%	
The Station								
1213	Main Hall	Per Hour		Taxable	18.30	18.80	3%	
1214	Main Hall	4 Hours		Taxable	55.00	56.70	3%	
1215	Main Hall	8 Hours		Taxable	97.70	100.60	3%	
1216	Main Hall	Per Week		Taxable	488.50	503.20	3%	
1899	Music Room	Per Week		Taxable	0.00	29.70		

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Waste Management - Landfills								
1418	All Loads (Minimum 3 tonne)	Per 3 tonnes		Taxable	739.00	817.00	11%	Reflects EPA Levy increases per tonne
1419	Excess above 3 tonnes	Per Tonne		Taxable	246.00	272.00	11%	Reflects EPA Levy increases per tonne
1420	Hard Waste - Builders Rubble etc.	Per Tonne		Taxable	246.00	254.00	3%	Reflects EPA Levy increases per tonne
1421	Power Pole Surcharge in Addition to Hard Waste Charge	Per Tonne		Taxable	220.00	220.00	0%	
1422	Grain Tarp Surcharge in Addition to Hard Waste Charge	Per Tonne		Taxable	713.00	756.00	6%	Reflects EPA Levy increases per tonne
1423	Approved Commercial Waste Operators	Per Tonne		Taxable	246.00	272.00	11%	Reflects EPA Levy increases per tonne
1424	Sheepskins	Per Tonne		Taxable	238.00	264.00	11%	Reflects EPA Levy increases per tonne
1425	Animal Carcass (Larger than Sheep)	Per Carcass		Taxable	238.00	245.00	3%	Reflects EPA Levy increases per tonne
1426	Clean Concrete (Suitable for crushing)	Per Tonne		Taxable	5.00	5.00	0%	
1427	Asbestos (With EPA Approval)	Per Tonne		Taxable	371.00	401.00	8%	Reflects EPA Levy increases per tonne
1428	Low Level Contaminated Soil (Cat. C & Cat. D)	Per Tonne		Taxable	371.00	401.00	8%	Reflects EPA Levy increases per tonne
1429	Reportable Priority Waste & Priority Waste	Per Tonne		Taxable	371.00	401.00	8%	Reflects EPA Levy increases per tonne
1430	Grain Waste (GMO Waste requires completed Request for Disposal form)	Per Tonne		Taxable	246.00	272.00	11%	Reflects EPA Levy increases per tonne
1431	Sale of Crushed Concrete (subject to availability)	Per Tonne		Taxable	17.00	17.00	0%	
1435	Fill - Suitable for Landfill Cover	Per Tonne		Taxable	246.00	246.00	0%	
1436	Fill - Suitable for Capping	Per Tonne		Taxable	49.00	49.00	0%	
Putrescible Waste								
1432	Municipal - Councils within waste group area	Per Tonne		Taxable	183.00	207.00	13%	Reflects EPA Levy increases per tonne
1433	Municipal - Councils outside waste group area	Per Tonne		Taxable	246.00	272.00	11%	Reflects EPA Levy increases per tonne
Waste Management - Transfer Stations								
Replacement Waste Bins								
1387	120 Litre	Per Bin		Taxable	83.00	85.49	3%	
1388	240 Litre	Per Bin		Taxable	93.00	95.79	3%	
General Waste								
1389	Car boot/240 Litre Bin	Per Load		Taxable	19.00	20.00	5%	
1390	6 x 4 Trailer, Utility (1m3)	Per Load		Taxable	27.00	30.00	11%	
1391	6 x 4 Trailer with sides (1.5m3)	Per Load		Taxable	41.00	46.00	12%	
1392	Tandem Trailer	Per Load		Taxable	54.00	61.00	13%	
1393	Light Truck	Per Load		Taxable	81.00	90.00	11%	
1394	Dead Animals	Per Carcass		Taxable	27.00	27.81	3%	
Green Waste - Clean								
1395	Up to 2 Cubic Metres	Per Load		Taxable	30.00	32.00	7%	
1396	Trucks/Large Loads/Tandem Trailer	Per Load		Taxable	54.00	57.00	6%	
1397	6 X 4 Trailer	Per Load		Taxable	24.00	26.00	8%	
Recyclables								
1398	Sorted Paper/Cardboard/Polystyrene	Per Load		Taxable	No Charge	No Charge	0%	No Charge
1399	Sorted Bottles/Glass/Cans	Per Load		Taxable	No Charge	No Charge	0%	No Charge
1400	Scrap Metal	Per Load		Taxable	No Charge	No Charge	0%	No Charge
1401	Car Batteries	Per Load		Taxable	No Charge	No Charge	0%	No Charge
1402	Gas Cylinder/Extinguisher/Pressure Vessel	Per Unit		Taxable	No Charge	5.00	0%	
1403	Mattresses - Single	Per Mattress		Taxable	39.00	40.00	3%	
1404	Mattresses - Double or Larger	Per Mattress		Taxable	49.00	50.00	2%	
1405	Light Tyres	Per Tyre		Taxable	26.00	10.00	(62%)	Reduced to help combat dumped tyres
1406	Heavy Tyres/4WD Tyres	Per Tyre		Taxable	47.00	27.00	(43%)	Reduced to help combat dumped tyres
1407	Heavy Tyres (Truck)	Per Tyre		Taxable	85.00	85.00	0%	
1408	Heavy Tyres (Farm Vehicles)	Per Tyre		Taxable	250.00	200.00	(20%)	Reduced to help combat dumped tyres
1409	Waste Oil (non-commercial only)	Per Load		Taxable	No Charge	No Charge	0%	
1410	E-Waste	Per Load		Taxable	0.00	No Charge	0%	
1411	Chemical Drums - Triple Rinsed	Per Load		Taxable	No Charge	No Charge	0%	
1902	White Goods That Require Degassing - Fridges	Per Unit		Taxable		15.00	New fee	
1903	White Goods	Per Unit		Taxable	No Charge	No Charge	0%	

DRAFT Pricing Register 2025/26

Fee ID	Fee Name	Unit of Measure	Basis of Fee	Next Year GST Status	Current Year Fee Incl GST \$	Next Year Fee Incl GST \$	Fee Increase/ (Decrease)_%	Notes
Waste Management - Transfer Stations								
Commercial Waste								
1412	Builders Waste/Concrete/Spoil	Per m3		Taxable	230.00	236.90	3%	
1413	Builders Waste/Concrete/Spoil Cartage Fee	Per m3		Taxable	14.00	14.42	3%	
Sale of Chipped Green waste (if available)								
1414	Trailer 6 X 4	Per Load		Taxable	10.00	10.30	3%	
1415	Tandem Trailer	Per Load		Taxable	20.00	20.60	3%	
1416	Truckload	Per Load		Taxable	25.00	25.75	3%	
1417	Loading Charge (To max. \$5.00)	Per m3		Taxable	2.00	2.06	3%	
Wimmera Business Centre								
1194	Meeting Room hire	Full Day		Taxable	124.00	125.00	1%	
1195	Meeting Room hire	Evening		Taxable	78.00	80.00	3%	
1196	Meeting Room hire	Per Hour		Taxable	26.00	30.00	15%	
1197	Interview Room hire	Half Day		Taxable	52.00	60.00	15%	
1198	Interview Room hire	Full Day		Taxable	83.00	90.00	8%	
1199	Interview Room hire	Evening		Taxable	57.00	60.00	5%	
1200	Interview Room hire	Per Hour		Taxable	19.00	20.00	5%	
1201	Hot Desk Hire Sole Use	Full Day		Taxable	104.00	105.00	1%	
1202	Hot Desk Hire Sole Use	Per Hour		Taxable	16.00	20.00	25%	Benchmarking against other Business Centres
1203	Hot Desk Hire Shared Use	Full Day		Taxable	62.00	65.00	5%	
1204	Hot Desk Hire Shared Use	Per Hour		Taxable	10.00	15.00	50%	Benchmarking against other Business Centres
1711	Room Lease - Large	Per Week		Taxable	150.00	150.00	0%	

Appendix A - Horsham Town Hall

Community Group Rate Definitions



The community rate is available to eligible community groups and entitles them to:

- a 60% Subsidy on venue hire of the Heritage Hall, Theatre and/or Theatre/Green Room (denoted by a * in the HRCC Fees and Charges document)
- one Duty Technician for theatre (and theatre/green room) hires only at no charge (excluding overtime)

Groups eligible for the community rate are:*

- Community groups with NFP status/certificate, defined as:
 - Group is volunteer based with no paid positions, and
 - Must be a “Not For Profit group” as defined below;
 - “Not for Profit Group” is an organisation within the HRCC municipality that reflects compliance with the criteria used by the ATO to define a ‘not for profit’ organisation. Any profit made by the organisation goes back into the operation of the organisation and is not distributed to any of its members.
- Local Amateur theatre groups
- Group that is run by a volunteer-based committee
- Registered charity organisations where full proceeds of event are returned to local community
- Dance Schools
- Education institutions:
 - Local Primary and Secondary schools (including Government and Independent schools) and local tertiary (when the event is a student event)

*All groups receiving the community group rate MUST be located and operating in Horsham Rural City Council municipality and the activity undertaken associated with the event is of direct benefit to the wider community of the Horsham Rural City Council municipality. If you believe

Standard Rate applies to all other hirers including (but not limited to):

- Commercial Businesses
- Government Organisations
- Commercial Performances
- Weddings
- Dinners
- Private functions

Organisations that do not meet this criteria can apply in writing stating the purpose of their event and benefits to the community and will be forward to the Horsham Rural City Council Executive Management Team for assessment.





Draft Budget 2025-26

Acknowledgement of Country

“The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia (Were-guy-ya), Jupagulk, Jaadwa and Jadawadjali people.

We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.”

Contents

Mayor & CEO's Introduction.....	1
Executive summary	3
1. Integrated Strategic Planning and Reporting Framework.....	5
2. Services Information and Performance Indicators	9
3. Financial statements	27
4. Notes to the financial statements	36

This page is intentionally blank

Mayor & CEO's Introduction

It is with pleasure that I introduce the 2025-26 Horsham Rural City Council Budget.

This is the first Budget delivered by the Council elected in late 2024 and whilst this is the final budget prepared under the guidance and influence of the Council Plan 2021-2025, Council is undertaking community engagement to inform the 2025-2029 Council Plan and reaffirm the direction and aspirations of the Community Vision for Horsham 2041.



This document outlines a broad range of over 75 services under Council's five themes of:

- Community,
- Liveability,
- Sustainability,
- Accessibility and
- Leadership.

Council has adopted a "Business as Usual" view to develop the Budget, assuming the same consistent level of service to the community and developing a capital works plan to continue to deliver high class assets and maintain existing assets to the highest level with current funding priorities to support these services.

Council has also developed a suite of new and continuing initiatives which are short term projects with clearly defined outcomes, to be delivered in addition to core businesses and services.

Targets for several indicators have also been set to enable Council to report regularly to the community on the progression of service delivery and achievement of the Council Plan and Vision.

This year represents another year of budget preparation under the State Government's Fair Go Rates System which saw the introduction of rate capping in 2016. These rate caps limit the amount Council can increase its total revenue from general rates and municipal charges for the coming financial year and are announced by the Minister for Local Government. On 23 December 2024 the Minister announced a new rate cap of 3.0 per cent for all Councils for the 2025-26 financial year. (Service rates and charges for the collection of kerbside waste and recycling from properties are not subject to the rate cap). Council has accordingly increased rates in line with the 3.0 per cent rate cap for the 2025-26 financial year.

Mindful of the cost of living pressures, Council has retained the additional "Council funded" pensioner rebate amount of \$50. This rebate is the amount Council funds over and above the State Government rebate offered to pensioners.

Council has also maintained the Municipal Charge at \$200 noting the detrimental impact any further reduction would have on farm and residential properties.

Council has however, reviewed its Revenue and Rating Policy. Council is mindful of fluctuating property values and the impact this has on differential rating. In an attempt to smooth out the impact of this happening in the future, Council is setting the dollar value of rate revenue to be contributed by the farming properties. This change will see the total revenue contributed by the farming community to be more stable in coming years.

The costs associated with Council's waste collection services have continued to grow. Contributing factors include the State Government's Environmental Protection Agency (EPA) levy and the implementation of the 4 Bin Policy to comply with the State Government's bin collection policy. Council continues to look for more efficient methods of waste collection and the promotion of waste reduction through education and other programs. However, waste collection fees have increased in order to move to recover the associated costs.

Council also continues to collect the Fire Services Property Levy on behalf of the State Government on annual rate notices. This year sees significant proposed changes to the levy with it being renamed to be the Emergency Services and Volunteers Fund. This expanded fund will see a much higher level of fees collected along with changes to properties which are not classed as primary place of residence and

vacant land. Exemptions for volunteers are also proposed but will not be administered by Council. Unfortunately, Council is still awaiting definitive information about how this will operate, but will convey to ratepayers once it is available.

The proposed capital works budget is \$20.226million, made up of \$7.191 million of new projects, \$11.357 million in renewal and \$1.678 million in upgrades. The program will be funded by \$3.342 million of grant funding, \$16.854 million of Council cash from operations, reserves and investments and \$0.030 million of external contributions.

While the complete Capital Works program is provided in Section 4 of the budget document, some of the highlights from this year's capital works budget are:

- City Oval Netball Clubrooms completion and fit out
- Wimmera Libraries Open Access fit out
- Toilet Upgrade at Firebrace Street
- Horsham Town Hall lighting desk
- Apex (Adventure) Island Eastern Boardwalk Crossing and Fishing Platform
- Further work on developing our various industrial estates (\$2.8m) and
- Over \$7m in road and street works.

Council endorses the 2025-26 Budget as financially responsible, fair & equitable, and are pleased to provide the budget to our community.

Cr Ian Ross
Mayor
23 June 2025

Gail Gatt
Chief Executive Officer
23 June 2025

Executive summary

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres. The Wimmera Southern Mallee encompasses 20 percent of the area of Victoria and only 1 percent of the population. Horsham Rural City Council has an estimated residential population of approx. 20,000 and three quarters of residents live within the urban area of Horsham.

The work of the Community Panel to develop the Horsham 2041 Community Vision, together with a new Council Plan, Asset Plan and 10-year Financial Plan, has guided the development of this budget. These documents are currently being reviewed to guide future budgets and planning priorities.

The Ministerial Rate Cap of 3.00% means Council must continue to find ways to deliver its services more efficiently and to consider what services that the community still needs council to deliver and at what level that service should be delivered.

This document has been prepared in accordance with Ministerial pronouncements however every effort is made to explain these requirements in everyday language.

Section 1 of the document outlines the legislative framework that Horsham Rural City and other local governments operate in. It describes the engagement processes undertaken to understand what community priorities are for Council to deliver.

Section 2 provides information about the services Council provides to the community. These services are grouped together under the Council Plan themes which have been developed in partnership with the community. The revenues and expenses included in this section are of an operational nature. They are revenues such as user and statutory fees and charges and operating grants. The expenditure includes the workforce, utilities, materials and services used to deliver and maintain the many services Council provides. Depreciation is also included to demonstrate the cost of delivery. This information is supported by performance indicators and clearly sets out specific initiatives to help achieve the Horsham 2041 Vision. It should be noted that capital works (expenditure to replace/renew assets) is not included here. At the end of Section 2, a table is provided which reconciles this “service delivery” view of Councils finances to the “financial view” or the Comprehensive Income Statement.

Section 3 details the Financial Statements as required by the Local Government Act 2020 and the various Australian Accounting Standards. Whilst these are provided in adherence to these guidelines, Section 4 provides a more detailed breakdown and explanations of these Statements.

Of particular note to many will be Sections 4.5 and 4.6 which set out Council's capital works program. These sections outline the works required to keep Council and Community assets in optimum working condition. Council continues to invest heavily in these assets, reviewing the usage and condition of them. Works here include building renovations or upgrades, sporting facilities developments, all types of road reseals, reconstruction and resheeting, and plant replacement to name but a few. (Day to day maintenance of assets is not included here – See Section 2). Making decisions about the spend on assets is very difficult as the desirable levels of renewal or replacement are not always financially achievable. i.e. the amount budgeted falls short of the amount Council would like to spend on assets. This means that some assets will not be able to be maintained to the level the Community would like. Council actively seeks grant opportunities to assist with these costs which firstly enables more assets to be developed or renewed and secondly, eases some of the financial burden from the community.

Major capital projects

Council has prepared a detailed capital works program for the 4 years commencing 2025-26. This budget has allocated projects in specific years for presentation, however maintains a flexible approach to delivering the broader program.

External funding is key to being able to deliver such an ambitious program, therefore if funding is not forthcoming, projects may be deferred until suitable funding is obtained. Likewise, if funding becomes available for future year projects, Council will use its working capital to bring forward delivery of the project.

	2024-25 Budget	2024-25 Forecast	2025-26 Budget
Total Revenue	\$64.946m	\$64.234m	\$67.444m
Total Expenditure	\$63.082m	\$62.220m	\$61.833m
Surplus/(Deficit) for the year	\$1.864m	\$2.014m	\$5.611m
Underlying Operating Result – Surplus/(Deficit)	(\$4.550m)	(\$3.021m)	\$0.700m

(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)

Budget Influences

External Influences

The following external influences have been taken into consideration in the preparation of the 2025-26 Budget as they are likely to impact on the services delivered by Council:

- **Economic challenges** – The economy generally is very uncertain. In framing the budget, council has considered closely the capacity of the community to pay versus the need to play a role in continuing to stimulate economic activity within the community.
- **Operating Costs:** The Consumer Price Index (CPI) rose 0.9% during the March 2025 quarter and over the twelve months to March 2025, CPI rose 2.4%. However it should be noted that Council operating costs are most often increasing at a rate much higher than this.
- **Rate Capping** – The rate cap for 2025-26 is 3.0%.
- **Emergency Services Volunteers Fund** – Formerly the Fire Services Property Levy – In December 2024 announcements were made to increase the amount of the levy collected by Councils and other changes to the operations of the fund. Whilst this is a State Government Levy, local councils are appointed to collect the money via annual rate notices then forward the funds to the State. The collected funds are set aside in a separate account in trust for the State (i.e they don't appear in the income statement), the additional workload for Council together with implementation costs is of significant concern. Final arrangements are still not clear however there is still an implementation date of 1 July 2025.
- **Statutory Superannuation** – Statutory Superannuation contributions will rise by a further 0.5% in 2025-26 to 12%.

Internal Influences:

The following internal influences have been taken into consideration in the preparation of the 2025-26 Budget as they are likely to impact on the services delivered by Council:

- **Wage movement** - Council's Enterprise Agreement (which governs pay conditions and increases for staff) is due to expire on 30 June 2025. Any new agreement will bring with it further cost implications currently not known.
- **Budget Development** - Council has adopted a "Business as Usual" view to develop the Budget, assuming the same consistent level of service to the community and developing a capital works plan to continue to deliver high class assets and maintain existing assets to the highest level with current funding priorities to support these services.

1. Integrated Strategic Planning and Reporting Framework

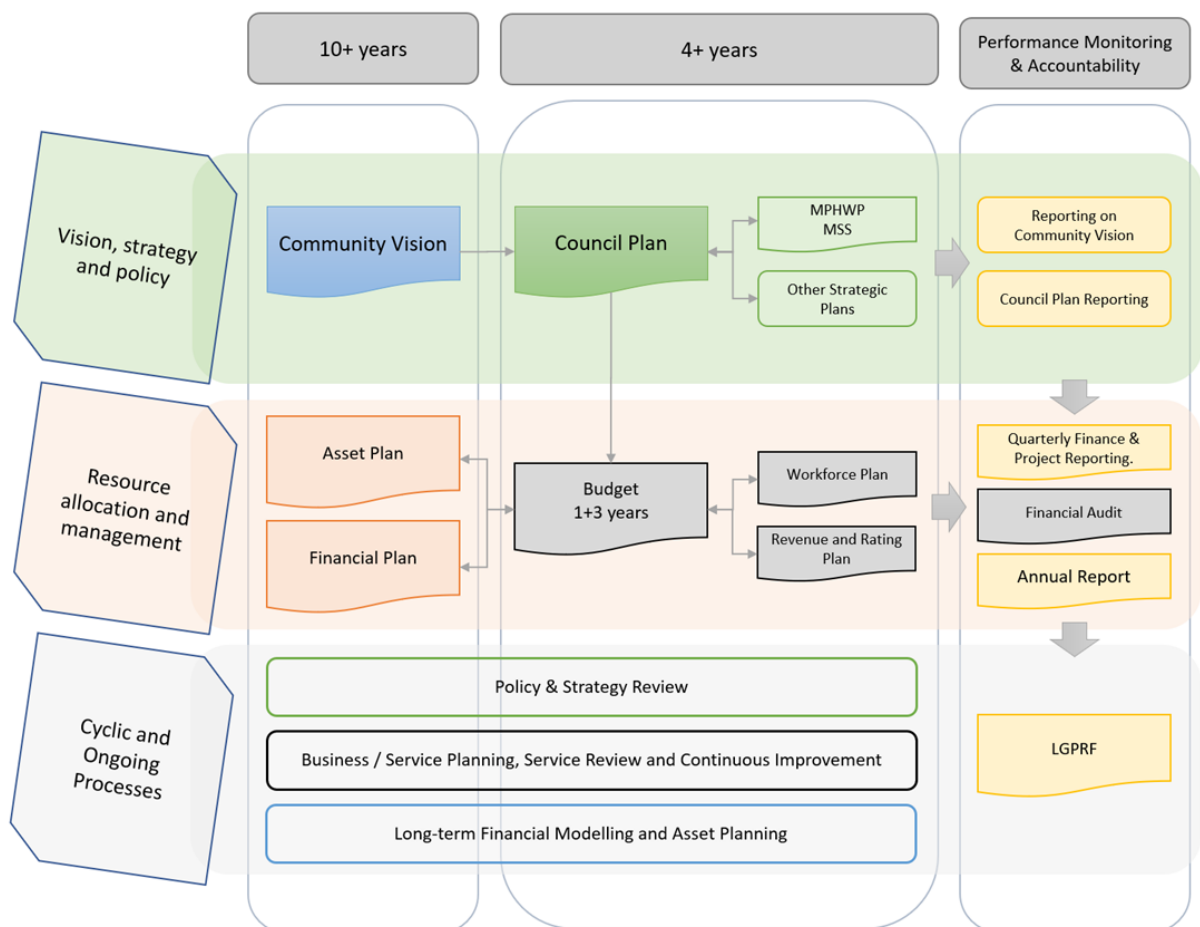
This section describes how the Annual Budget links to the achievement of the Council Plan within Council's overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget)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

1.1 Legislative Planning and Accountability Framework

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

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

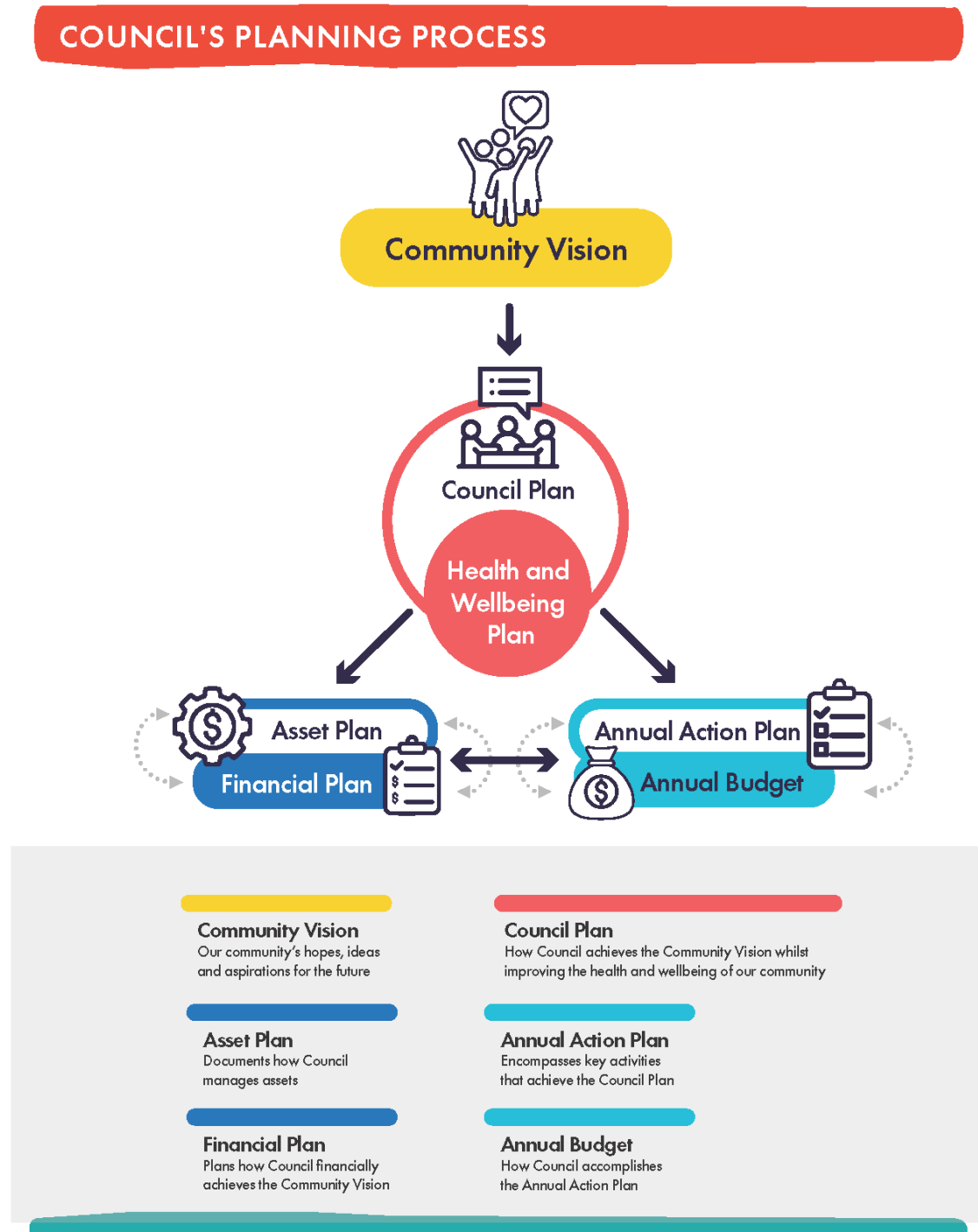
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4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



Department of Jobs, Precincts and Regions 2020

1.2 Horsham Planning and Budgeting Framework

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



1.3 Horsham 2041 Community Vision

A Community Vision describes our community's hopes, ideas and aspirations for the future of the Horsham Rural City Region.

Council developed the Horsham 2041 Community Vision through a deliberative engagement process and a Community Panel.

The Vision has been utilised to inform the Council Plan and to structure the themes within the plan which then flow through to the development of the Annual Action Plan and Annual Budget as shown in the Planning and Budgeting Framework.

At the time of preparing the Budget, Council was undertaking an extensive community consultation process to ensure the Vision is still relevant to the community and gather information to formulate the new 2025-29 Council Plan.

THE HORSHAM 2041 COMMUNITY VISION

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

SUSTAINABILITY

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

ACCESSIBILITY

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

LIVEABILITY

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

COMMUNITY

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



1.4 Council's Strategic Direction

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

Horsham Rural City Council commits to:

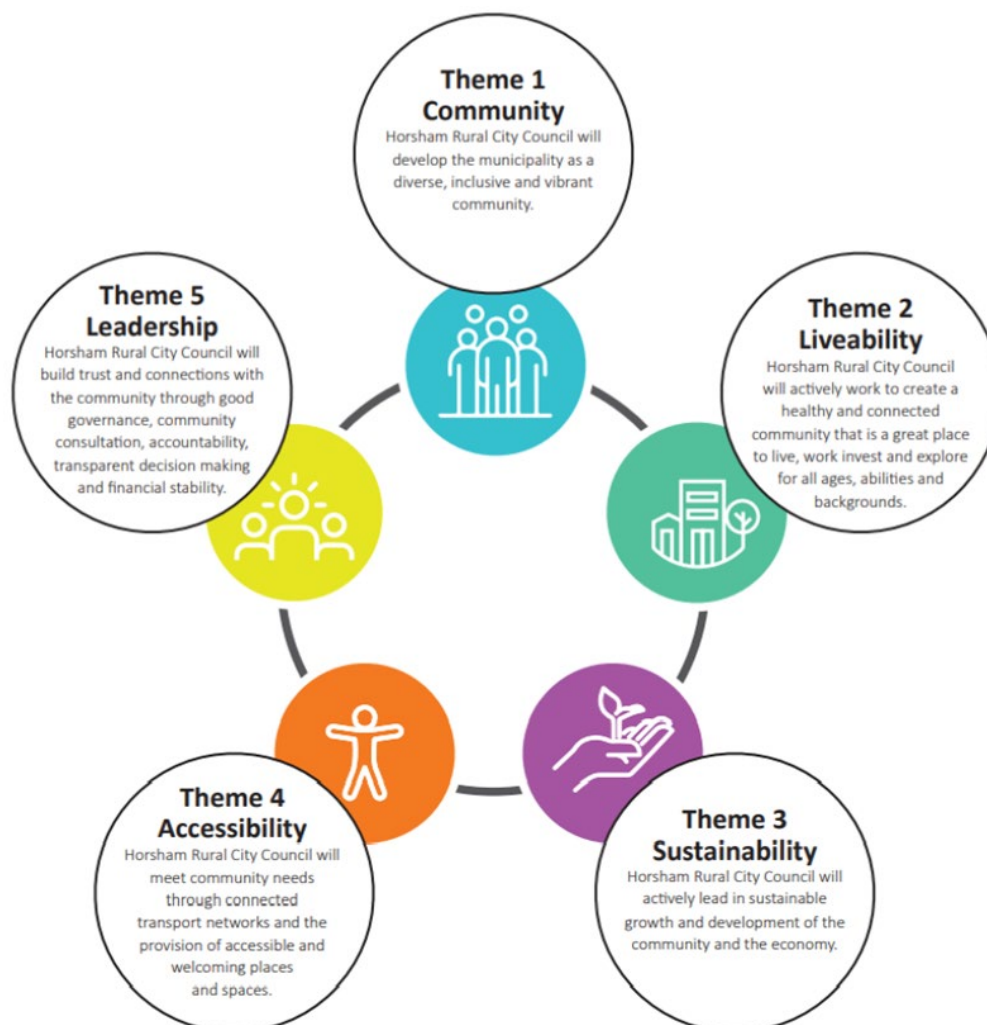
- ✓ working with the community,
- ✓ listening to and considering the knowledge and experience of residents,
- ✓ embracing social connection and valuing our natural environment.

Opportunities for strong economic growth, accessibility and sustainability, will be delivered through:

- good governance,
- strategic planning and
- transparent decision making.

1.5 Council's Planning & Delivery Themes (Strategic objectives)

Council delivers services and initiatives for over 75 separate service categories. Each contributes to the achievement of one of the five Themes as set out in the Council Plan for the years 2021-25. Council believes these themes to be robust, however will be testing and reviewing this through the community engagement process and amend as required over the coming year.

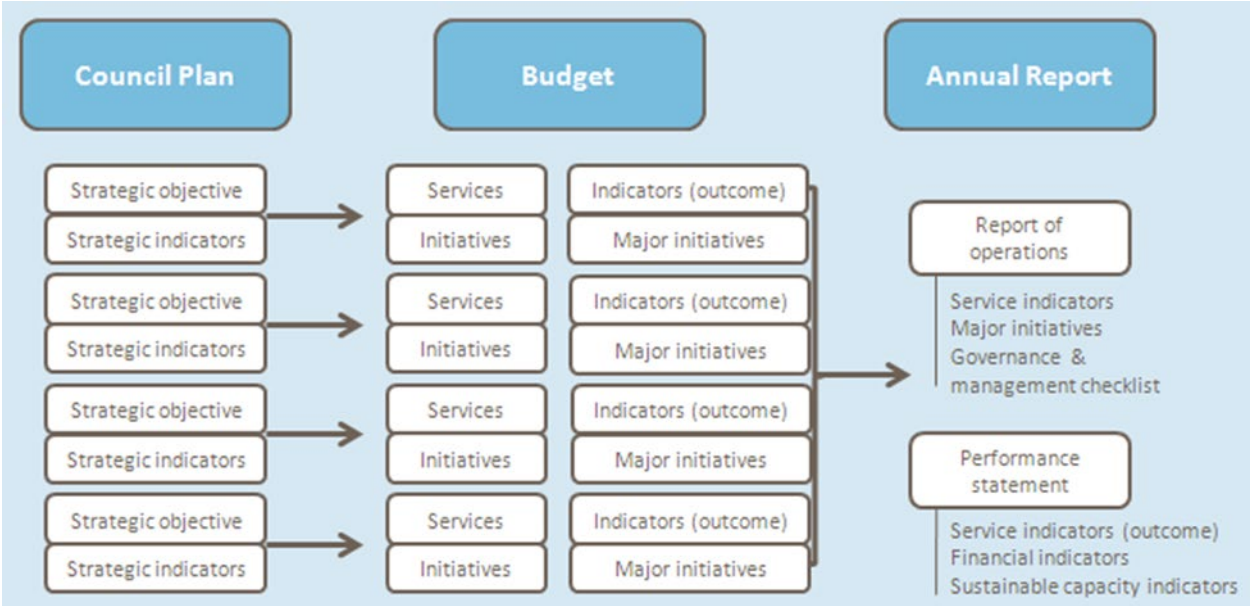


2. Services Information and Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2025-26 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan.

It also describes several initiatives 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.



Source: Department of Jobs, Precincts and Regions

2.1 Theme 1 - Community



Theme 1 – Community

Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.

2.1.1 Services

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	Exp	(542)	(415)	(316)
		Rev	567	561	656
		Net	25	146	340
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	Exp	(480)	(646)	(710)
		Rev	162	276	288
		Net	(318)	(370)	(422)
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	Exp	(301)	(282)	(306)
		Rev	247	262	300
		Net	(54)	(20)	(6)
Environmental Health	This service provides health administration, health vending machines and other preventative measures including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	Exp	(265)	(299)	(379)
		Rev	259	177	206
		Net	(6)	(122)	(173)
Social Infrastructure Support	This service provides Recreational and Openspace planning plus the maintenance, insurance and other ongoing costs for the municipality's recreation groups and community facilities. Also includes the community inclusion and the oversight of the Horsham Centre Cinema contract.	Exp	(919)	(1,043)	(819)
		Rev	140	143	72
		Net	(779)	(900)	(747)
Net Cost to Council for Theme 1 – Community			(1,132)	(1,266)	(1,008)

2.1.2 Initiatives

Continuing Initiatives	\$
Active Recreation and Sporting Strategy	60,290
Total Initiatives	60,290

Draft Budget 2025-26

2.1.3 Service Performance Outcome Indicators

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Animal Management	Animal Management prosecutions <i>[Percentage of animal management prosecutions which are successful]</i>	100% (none undertaken)	100%	100%
	Cost of Animal Management per head of population <i>[Direct cost of the animal management service / Population] x 100</i>	\$26.57	\$17.75	\$18.28
	Time taken to action animal management requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management Requests] x 100</i>	1.00	5.25	1.25
	Animals reclaimed <i>[Number of animals reclaimed/ Number of animals collected] x 100</i>	57.34%	57.20%	57.50%
	Percentage of animals rehomed <i>[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x 100</i>	66.67%	67.50%	68.00%

Service	Indicator <i>NOTE: These Indicators are for a Calendar Year</i>	2023 Actual	2024 Forecast	2025 Target
Food Safety	Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$518.17	\$856.36	\$860.00
	Critical and major non-compliance outcome notifications. <i>[Percentage of critical and major non-compliance outcome notifications that are followed up by Council]</i>	59.50%	57.45%	100.00%
	Time taken to action food complaints- days <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	2.20	3.33	2.00
	Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100</i>	94.20%	45.71%	100.00%
	Food safety samples <i>[Number of food samples obtained / Required number of food samples] x 100</i>	130.00%	103.85%	100.00%

2.2 Theme 2 – Liveability



Theme 2 – Liveability

Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds.

2.2.1 Services

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades.	Exp Rev Net	(871) 0 (871)	(1,161) 0 (1,161)	(1,040) 0 (1,040)
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	Exp Rev Net	(1,040) 582 (458)	(1,110) 550 (560)	(1,133) 542 (591)
Management & Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	Exp Rev Net	(481) 0 (481)	(535) 0 (535)	(496) 0 (496)
Parks & Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	Exp Rev Net	(4,012) 32 (3,980)	(4,093) 13 (4,080)	(3,967) 14 (3,953)
Performing Arts Centre & Visitor Services	This service encompasses the running of the Horsham Performing Arts Centre operations, including Performing Arts, the Regional Art Gallery and support to visitors accessing the Visitor Services.	Exp Rev Net	(3,545) 1,691 (1,853)	(3,398) 1,441 (1,957)	(3,426) 1,491 (1,935)
Sports & Recreation	Provision and maintenance of outdoor and indoor sports and recreation facilities throughout the municipality, and works with community groups and user groups to increase participation.	Exp Rev Net	(1,198) 73 (1,125)	(1,355) 113 (1,242)	(1,325) 57 (1,268)
Streetscape & Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	Exp Rev Net	(1,558) 0 (1,558)	(1,753) 0 (1,753)	(1,645) 0 (1,645)
Youth & Early Years Aquatic Recreation	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, youth facility "The Station", referrals and linking with local communities.	Exp Rev Net	(1,485) 949 (536)	(1,707) 1,027 (680)	(1,698) 1,166 (532)
Net Cost to Council for Theme 2 - Liveability			(10,863)	(11,968)	(11,459)

Draft Budget 2025-26

2.2.2 Initiatives

New Initiatives	\$
Upgrade the Horsham Town Hall Website and Point of Sale Software	10,000
Total Initiatives	10,000

2.2.3 Service Performance Outcome Indicators

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Statutory Planning	Planning applications decided within required timeframes <i>[Percentage of regular and VicSmart planning application decisions made within legislated timeframes]</i>	93.51%	90.00%	90.00%
	Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	46.00	50.00	55.00
	Council planning decisions upheld at VCAT <i>[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] x 100</i>	0.00%	0.00%	0.00%
	Cost of statutory planning process per application <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$4628.39	\$4612.00	\$4635.00

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Libraries	Library membership <i>[Percentage of the population that are registered library members]</i>	19.10%	19.50%	19.50%
	Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x 100</i>	37.05%	37.00%	37.00%
	Cost of Library Service per head of population <i>[Direct cost of the library service / Population]</i>	\$29.80	\$42.23	\$43.00
	Library loans per head of population <i>[Number of collection item loans / Population]</i>	3.78	3.50	3.50
	Library visits per head of population <i>[Number of library visits / Population]</i>	2.51%	2.50%	2.50%
Aquatic Facilities	Utilisation of aquatic facilities. <i>[Number of visits to aquatic facilities per head of population]</i>	5.18%	5.83%	6.00%
	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.00	1.00	1.00
	Cost of Aquatic Facilities per visit <i>[Direct cost of the aquatic facilities less income received / Number of visits to the aquatic facilities]</i>	\$8.28	\$7.86	\$8.00
Maternal & Child Health	Participation in the MCH service. <i>[Percentage of children enrolled who participate in the MCH service]</i>	88.56%	90.00%	90.00%
	Participation in the MCH service by Aboriginal children. <i>[Percentage of Aboriginal children enrolled who participate in the MCH service]</i>	90.91%	90.00%	90.00%
	Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service / Number of birth notifications received] x 100</i>	100.86%	100.00%	100.00%
	Participation in 4 week Key Age & Stage Visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received]</i>	96.20%	95.00%	95.00%
	Cost of MCH Service per hour of service delivered <i>[Cost of the MCH service / Hours worked by MCH nurse]</i>	\$65.20	\$97.00	\$99.50

Draft Budget 2025-26

2.3 Theme 3 – Sustainability



Theme 3

– Sustainability

Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

2.3.1 Services

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Business Development & Tourism	This service provides covers tourism marketing and development as well as promotion for major events and festivals.	Exp Rev Net	(519) 0 (519)	(654) 1 (653)	(536) 0 (536)
Commercial Operations	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal. Also included is the Horsham Regional Livestock Exchange, which provides weekly sheep sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	Exp Rev Net	(1,308) 908 (400)	(1,192) 981 (211)	(1,244) 1,012 (232)
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Agricultural Logistics (WAL) Hub, are also provided under this service.	Exp Rev Net	(1,406) 278 (1,128)	(1,378) 345 (1,033)	(1,465) 316 (1,149)
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.	Exp Rev Net	(140) 30 (110)	(150) 62 (88)	(114) 48 (67)
Statutory Planning & Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	Exp Rev Net	(932) 381 (551)	(980) 360 (621)	(1,110) 445 (665)
Strategic Planning Services	The function of strategic planning, aims to strategically plan the municipality's land use needs for the future.	Exp Rev Net	(400) 43 (358)	(448) 0 (448)	(466) 0 (466)
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp Rev Net	(416) 95 (321)	(374) 85 (289)	(417) 96 (321)
Waste Management Services	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp Rev Net	(8,569) 4,232 (4,337)	(10,121) 5,344 (4,778)	(10,900) 4,234 (6,667)
Net Cost to Council for Theme 3 - Sustainability			(7,725)	(8,120)	(10,101)

2.3.2 Initiatives

Continuing Initiatives	\$
Dooen Land Fill Master Plan	24,793
Significant Tree Register	25,000
New Initiatives	\$
Three Lakes Feasability Study (Green Lake, Taylors Lake & Dock Lake)	54,000
Total Initiatives	\$103,793

2.3.3 Service Performance Outcome Indicators

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Waste Collection	Kerbside collection waste diverted from landfill. [Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill]	48.63%	44.50%	45.00%
	Kerbside collection bins missed per 10,000 scheduled bin lifts <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</i>	3.98	4.60	4.50
	Cost of kerbside garbage collection service – per bin <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$111.13	\$106.50	\$107.00
	Cost of kerbside recyclables bin collection service - per bin <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$52.34	\$47.77	\$49.00

Draft Budget 2025-26

2.4 Theme 4 – Accessibility


Theme 4
 – Accessibility

Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces.

2.4.1 Services

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	Exp Rev Net	(659) 196 (463)	(584) 91 (493)	(850) 70 (780)
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	Exp Rev Net	(2,630) 763 (1,867)	(2,560) 819 (1,741)	(2,225) 369 (1,857)
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	Exp Rev Net	(13,099) 10 (13,088)	(12,950) 12 (12,938)	(12,805) 3 (12,802)
Management & Administration	This service provides administration and support services for the Infrastructure Services department.	Exp Rev Net	(825) 6 (820)	(532) 0 (532)	(533) 0 (533)
Facilities and Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs. Expenses in credit due to cost recoveries from other services.	Exp Rev Net	(289) 15 (275)	52 23 75	327 19 346
Parking & Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	Exp Rev Net	(219) 329 110	(184) 107 (77)	(221) 94 (127)
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	Exp Rev Net	(567) 0 (567)	(700) 0 (700)	(538) 0 (538)
Net Cost to Council for Theme 4 - Accessibility			(16,970)	(16,406)	(16,291)

2.4.2 Initiatives

Continuing Initiatives	\$
Community Road Safety Grants Program – Heavy Vehicle Forum	10,000
Total Initiatives	10,000

2.4.3 Service Performance Outcome Indicators

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Roads	Sealed local roads below the intervention level. <i>[Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal]</i>	98.71%	99.83%	100.00%
	Community satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	38	40	42
	Sealed local road requests per 100km of sealed road <i>[Number of sealed local road requests / Kilometres of sealed local roads] x 100</i>	10.88%	10.80%	10.90%
	Cost of sealed local road reconstruction per m2 <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$42.26	\$43.40	\$45.50
	Cost of sealed local road resealing per m2 <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$10.48	\$7.16	\$7.50

Draft Budget 2025-26

2.5 Theme 5 – Leadership


Theme 5
 – Leadership

Horsham Rural City Council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability.

2.5.1 Services

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Financial Services	Provides financial services internally to all staff, department managers, project leaders, Council, plus delivers external services in the form of information to government and the community.	Exp Rev Net	(2,244) 478 (1,765)	(1,222) 101 (1,121)	(1,726) 111 (1,615)
Community Relations & Advocacy	Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement.	Exp Rev Net	(548) 0 (548)	(686) 0 (686)	(750) 0 (750)
Governance & Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes the Customer Service, the management of Council's property portfolio (including Leases/Licenses & land sales/purchases), Records Management, the office of the Mayor and Councillors, and the office of the Chief Executive.	Exp Rev Net	(4,228) 2,235 (1,992)	(4,106) 804 (3,302)	(2,938) 0 (2,938)
Information Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	Exp Rev Net	(1,481) 82 (1,399)	(1,743) 109 (1,634)	(1,980) 32 (1,948)
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	Exp Rev Net	(1,770) 20 (1,750)	(1,956) 28 (1,927)	(2,050) 15 (2,036)
People & Safety	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions.	Exp Rev Net	(998) 4 (994)	(1,199) 0 (1,199)	(1,187) 0 (1,187)
Revenue Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system.	Exp Rev Net	(538) 78 (460)	(586) 82 (504)	(676) 83 (593)
Net Cost to Council for Theme 5 Leadership			(8,908)	(10,373)	(11,067)

2.5.2 Initiatives

Continuing Initiatives	\$
Replacement of Electronic Document Management System	93,000
Total Initiatives	\$93,000

2.5.3 Service Performance Outcome Indicators

Service	Indicator	2023-24 Actual	2024-25 Forecast	2025-26 Target
Governance	Satisfaction with community consultation and engagement. <i>[Community satisfaction rating out of 100 with the consultation and engagement efforts of Council]</i>	43%	45%	45%
	Council resolutions made at meetings closed to the public <i>[Number of Council resolutions made at meetings of Council, or at meetings of delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100</i>	23.45%	35.00%	30.00%
	Councillor attendance at Council Meetings <i>[The sum of the number of councillors who attended each council meeting / (Number of council meetings) x (Number of councillors elected at the last Council general election)] x 100</i>	89.01%	85.00%	90.00%
	Cost of elected representative <i>[Direct cost of the governance service / Number of councillors elected at the last council general election]</i>	\$50,138.99	\$58,456.10	\$55,600.00
Governance	Community Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with the performance of council in making decisions in the best interests of the community]</i>	40	45	45

2.6 Reporting on our Performance

At the end of each quarter, Council prepares a report which presents the information provided in the budget. The purpose of the report (apart from being legislated) is to demonstrate and inform the community of progress toward achievement of the Vision, Council Plan and Budget.

The Quarterly Report presents the financial information as adopted, forecast year end and actual financial balances at the end of the quarter.

Council initiatives are also presented with the same information. Initiatives are one off or short term projects that are in addition to Council's generally accepted levels of service.

Council has adopted the Local Government Planning and Reporting Framework Indicators to report on key service data and are audited annually by the Victorian Auditor General. These indicators are mandated by the State to report on annually, however Council feels that this information is important to measure performance against throughout the year.

This year Council has also provided an anticipated year end figure for the 2024/25 year as well as a "target" for the 2025/26 budget year for each of the indicators.

All 3 sources of information (financial, initiatives and indicators) also have narratives provided to explain the measures, progress and variances.

Council also prepares a number of financial indicators

Further information regarding the Local Government Planning and Reporting Framework can be found on the following websites.

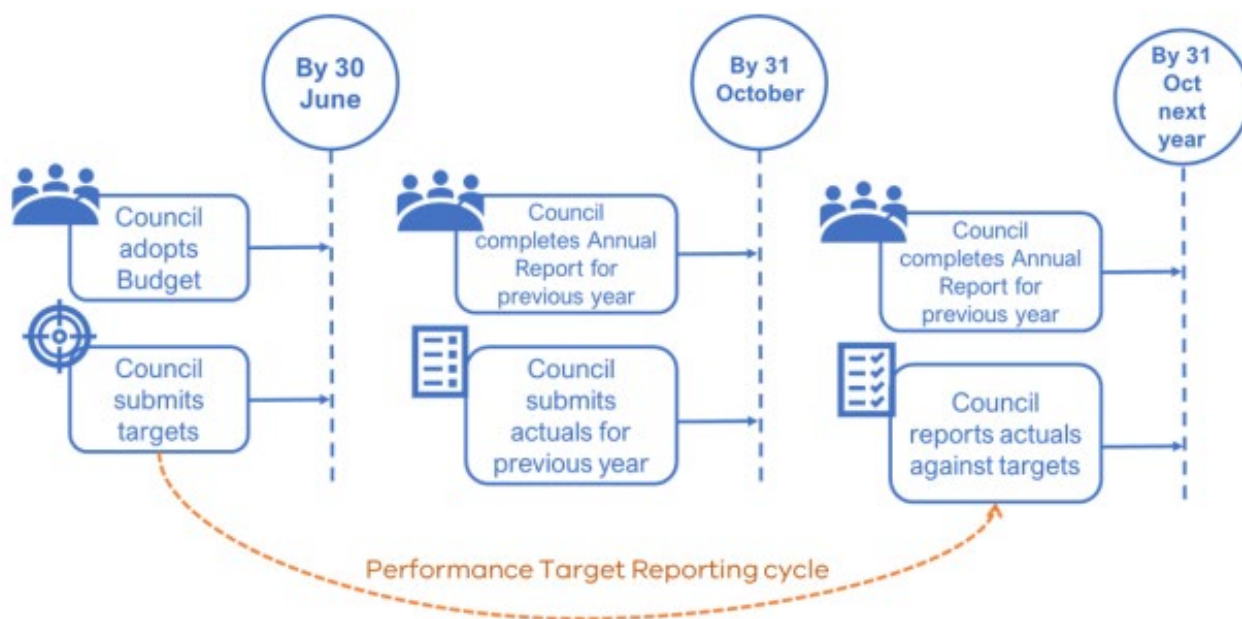
<https://www.localgovernment.vic.gov.au/strengthening-councils/performance-reporting>

<https://www.vic.gov.au/know-your-council>

2.7 Targeted Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Below is a depiction of the Performance Target Reporting Cycle as published in the Local Government Better Practice Guide.



Targeted performance indicators – Service

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend
						2026/27	2027/28	2028/29	+/-
Governance									
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	43%	45%	45%	46%	46%	47%	+
Roads									
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council and not requiring renewal / Kms of sealed local roads	2	98.71%	99.83%	100.00%	100.00%	100.00%	100.00%	+
Statutory planning									
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	93.51%	90.00%	100.00%	100.00%	100.00%	100.00%	+
Waste management									
Waste diversion (amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	48.63%	44.5%	45.00%	46.00%	47.00%	48.00%	+

Targeted performance indicators – Financial

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend
						2026/27	2027/28	2028/29	+/-
Liquidity									
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	5	238%	177%	220%	296%	266%	284%	+
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	93%	127%	80%	78%	81%	72%	-
Stability									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	67%	57%	56%	60%	60%	61%	o
Efficiency									
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	8	\$5,196	\$4,849	\$4,801	\$4,875	\$5,000	\$5,108	+

Notes

1. Council has engaged on a number of matters which have had diverse views from the community. Council consistently sets itself a high standard for engagement regardless of the expected outcome of the engagement.
2. Council reviewed its renewal intervention levels and measures during the past period, which has seen some roads now needing intervention works. Council will prioritise roads which do not meet the renewal intervention level above others.
3. Council aims to process all applications within timeframes.
4. Since implementation of the new 4 bin system in mid 2023, Council's diversion rate has increased considerably.
5. Council is reducing its working capital to enable delivery of the maximum possible spend, whilst maintaining enough to enable the flexibility to bring forward delivery of key projects if funded outside the normal budget cycle.
6. Council continually seeks to obtain grant funding to subsidise the cost of renewing and upgrading its asset base for the delivery of services
7. Council seeks to expand its revenue generation opportunities so as not to increase the pressure on rates as the predominant source of revenue.
8. Council expenditure is increasing at a higher rate than the revenue obtained from new properties and their attributable rate revenue.

2.8 Financial Performance Indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	-----Projections-----			Trend
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	+o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-36.7%	-5.1%	1.1%	-4.4%	-4.6%	-4.6%	+
Liquidity									
Working capital	Current assets / Current liabilities		238%	177%	220%	296%	266%	284%	o
Unrestricted cash	Unrestricted cash /Current liabilities		24%	38%	37%	61%	36%	59%	+
Obligations									
Loans borrowings	Interest bearing loans and borrowings / Rate revenue		13%	13%	0%	0%	4%	7%	+
Loans borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		1%	1%	13%	0%	0%	1%	+
Indebtedness	Non-current liabilities / Own source revenue		22%	10%	10%	13%	16%	17%	+
Asset renewal	Asset renewal and upgrade / Depreciation		93%	127%	80%	78%	81%	72%	-
Stability									
Rates concentration	Rate revenue / Adjusted underlying revenue		67%	57%	56%	60%	60%	61%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	+
Efficiency									
Expenditure level	Total expenditure / No. of property assessments		\$5,196	\$4,849	\$4,801	\$4,875	\$5,000	\$5,108	o
Revenue level	Total rate revenue /No. of property assessments		\$2,544	\$2,640	\$2,709	\$2,778	\$2,848	\$2,932	+

2.9 Reconciliation with budgeted operating result

The following demonstrates the financial revenues and expenses as shown in the various service delivery areas under each Council Plan Theme on the preceding pages. It then adjusts these to take account of adjustments to reconcile to the accounting format for budget presentation.

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Theme 1 – Community	1,523	(2,529)	(1,006)
Theme 2 – Liveability	3,270	(14,729)	(11,459)
Theme 3 – Sustainability	6,150	(16,251)	(10,101)
Theme 4 – Accessibility	554	(16,845)	(16,290)
Theme 5 – Leadership	241	(11,307)	(11,067)
Total Cost of Services & Initiatives	11,738	(61,661)	(49,924)
Non-attributable Expenses:			
➤ Loss on disposal of Assets			-
➤ Borrowing Costs			(171)
➤ Other Non attributable expenses			-
			(171)
Total Cost before funding sources			(50,094)
Funding Sources:			
➤ Rates & Charges Revenue			29,850
➤ Waste Charge Revenue			5,037
➤ Financial Assistance Grants			8,567
➤ Capital Project Revenue			7,318
➤ Interest Revenue			600
➤ Gain on Disposal of Assets			4,333
			55,705
Operating Surplus/(Deficit) for the Year <i>(as per Comprehensive Income Statement)</i>			5,611

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2025-26 has been supplemented with projections to 2028-29.

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

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

3.1 Comprehensive Income Statement

Budgeted Comprehensive Income Statement

For the four years ending 30 June 2029

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections 2026/27 2027/28 2028/29 \$'000		
Income					
Rates and charges	33,879	34,887	35,909	36,962	38,047
Statutory fees and fines	1,161	1,448	1,477	1,506	1,537
User fees	6,373	6,804	7,008	7,218	7,435
Grants - Operating	10,888	10,460	10,669	10,883	11,100
Grants - Capital	6,510	7,283	3,400	3,365	3,485
Contributions - monetary	793	248	220	488	30
Contributions - non-monetary	25	35	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	394	4,333	929	1,097	915
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-
Other income	4,211	1,946	1,946	1,946	1,946
Total Income	64,234	67,444	61,559	63,466	64,496
Expenses					
Employee costs	(23,442)	(24,619)	(25,358)	(26,118)	(26,902)
Materials and services	(21,462)	(19,872)	(20,468)	(21,082)	(21,715)
Depreciation	(16,317)	(16,317)	(16,317)	(16,317)	(16,317)
Amortisation - intangible assets	(330)	(330)	(18)	(18)	(18)
Amortisation - right of use assets	(55)	(56)	(56)	(56)	(56)
Bad and doubtful debts	(41)	(35)	-	-	-
Borrowing costs	(171)	(171)	-	(6)	(77)
Finance Costs - leases	(6)	(5)	(11)	(11)	(11)
Other expenses	(396)	(428)	(795)	(1,276)	(1,188)
Total Expenses	(62,220)	(61,833)	(63,023)	(64,885)	(66,283)
Surplus/(deficit) for the year	2,014	5,611	(1,464)	(1,419)	(1,788)
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Total comprehensive result	2,014	5,611	(1,464)	(1,419)	(1,788)

3.2 Balance Sheet

Horsham Rural City Council Budgeted Balance Sheet

For the four years ending 30 June 2029

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Assets					
Current assets					
Cash and cash equivalents	7,600	6,922	7,401	4,806	7,419
Trade and other receivables	6,794	6,794	3,007	3,060	3,080
Other financial assets	21,000	21,000	21,000	21,000	21,000
Inventories	217	217	217	217	217
Non-current assets classified as held for sale	48	48	48	48	48
Other assets	-	-	-	-	-
Total current assets	35,659	34,981	31,673	29,131	31,764
Non-current assets					
Trade and other receivables	419	419	419	419	419
Investments in associates and joint ventures	1,022	1,022	1,022	1,022	1,022
Property, infrastructure, plant & equipment	672,038	674,409	672,643	675,172	672,019
Right-of-use assets	165	109	53	297	241
Investment property	-	-	-	-	-
Intangible asset	690	360	342	324	306
Total non-current assets	674,334	676,319	674,479	677,234	674,007
Total assets	709,993	711,300	706,152	706,365	705,771
Liabilities					
Current liabilities					
Trade and other payables	8,339	7,516	3,832	3,973	4,094
Trust funds and deposits	-	823	823	823	823
Unearned income/revenue	892	892	892	892	892
Provisions	6,597	6,597	5,111	5,111	5,111
Interest-bearing loans and borrowings	4,305	-	-	119	220
Lease liabilities	56	56	55	55	55
Total current liabilities	20,189	15,884	10,713	10,974	11,195
Non-current liabilities					
Provisions	4,639	4,639	6,125	6,125	6,125
Interest-bearing loans and borrowings	-	-	-	1,371	2,343
Lease liabilities	179	179	180	180	180
Total non-current liabilities	4,818	4,818	6,305	7,676	8,648
Total liabilities	25,007	20,702	17,018	18,650	19,843
Net assets	684,986	690,598	689,134	687,715	685,928
Equity					
Accumulated surplus	245,873	255,240	253,776	252,357	250,570
Reserves	439,113	435,358	435,358	435,358	435,358
Total equity	684,986	690,598	689,134	687,715	685,928

3.3 Statement of Changes in Equity

Horsham Rural City Council Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024/25				
Balance at beginning of the financial year	682,972	244,106	419,937	18,929
Surplus/(deficit) for the year	2,014	2,014	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(247)	-	247
Balance at end of financial year	684,986	245,873	419,937	19,176
2025/26				
Balance at beginning of the financial year	684,986	245,873	419,937	19,176
Surplus/(deficit) for the year	5,611	5,611	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	1	3,756	-	(3,755)
Balance at end of financial year	690,598	255,240	419,937	15,421
2026/27				
Balance at beginning of the financial year	690,598	255,240	419,937	15,421
Surplus/(deficit) for the year	(1,464)	(1,464)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	689,134	253,776	419,937	15,421
2027/28				
Balance at beginning of the financial year	689,134	253,776	419,937	15,421
Surplus/(deficit) for the year	(1,419)	(1,419)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	687,715	252,357	419,937	15,421
2028/29				
Balance at beginning of the financial year	687,715	252,357	419,937	15,421
Surplus/(deficit) for the year	(1,788)	(1,788)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	685,928	250,570	419,937	15,421

3.4 Statement of Cash Flows

Horsham Rural City Council Budgeted Statement of Cash Flows

For the four years ending 30 June 2029

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	33,879	34,887	36,088	36,960	38,044
Statutory fees and fines	1,161	1,448	1,698	1,504	1,534
User fees	6,373	6,804	8,056	7,203	7,415
Grants - operating	10,888	10,460	12,265	10,867	11,080
Grants - capital	6,510	7,283	3,908	3,369	3,475
Contributions - monetary	793	248	220	488	30
Interest received	900	600	600	600	600
Other receipts	3,336	1,381	1,580	1,324	1,383
Employee costs	(23,442)	(24,619)	(27,361)	(26,062)	(26,832)
Materials and services	(21,462)	(19,872)	(22,086)	(21,036)	(21,658)
Other payments	(443)	(468)	(858)	(1,237)	(1,195)
Net cash provided by/(used in) operating activities	18,493	18,152	14,112	13,981	13,877
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(20,652)	(20,226)	(14,551)	(18,846)	(13,164)
Proceeds from sale of property, infrastructure, plant and equipment	864	5,872	929	1,097	915
Proceeds from investments	4,500	-	-	-	-
Net cash provided by/(used in) investing activities	(15,288)	(14,354)	(13,622)	(17,749)	(12,249)
Cash flows from financing activities					
Finance costs	(171)	(171)	-	(6)	(77)
Proceeds from borrowings	-	-	-	1,500	1,200
Repayment of borrowings	-	(4,305)	-	(10)	(127)
Interest paid - lease liability	-	-	(11)	(11)	(11)
Repayment of lease liabilities	-	-	-	(300)	-
Net cash provided by/(used in) financing activities	(171)	(4,476)	(11)	1,173	985
Net increase/(decrease) in cash & cash equivalents	3,034	(678)	479	(2,595)	2,613
Cash and cash equivalents at the beginning of the financial year	4,566	7,600	6,922	7,401	4,806
Cash and cash equivalents at the end of the financial year	7,600	6,922	7,401	4,806	7,419

3.5 Statement of Capital Works

For the four years ending 30 June 2029	Forecast	Budget	Projections		
	Actual				
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Property					
Land	64	830	-	-	50
Total land	64	830	-	-	50
Buildings	5,240	1,759	1,772	4,118	2,742
Total buildings	5,240	1,759	1,772	4,118	2,742
Total property	5,304	2,589	1,772	4,118	2,792
Plant and equipment					
Heritage plant and equipment	50	55	55	55	55
Plant, machinery and equipment	2,027	3,195	1,080	2,099	995
Fixtures, fittings and furniture	484	677	194	125	275
Library books	141	113	113	113	109
Total plant and equipment	2,702	4,040	1,441	2,392	1,434
Infrastructure					
Roads	8,816	7,993	6,106	6,551	5,780
Bridges	1,071	924	300	862	1,170
Footpaths and cycleways	567	818	459	484	476
Drainage	2	145	185	185	185
Recreational, leisure and community facilities	287	70	50	50	50
Waste management	119	657	3,712	-	-
Parks, open space and streetscapes	948	2,018	350	2,730	370
Aerodromes	15	50	50	50	732
Other infrastructure	820	923	125	1,425	175
Total infrastructure	12,645	13,598	11,337	12,336	8,938
Total capital works expenditure	20,651	20,226	14,551	18,846	13,164
Represented by:					
New asset expenditure	-	7,191	1,787	5,659	1,426
Asset renewal expenditure	20,651	11,357	11,847	10,674	9,684
Asset upgrade expenditure	-	1,678	917	2,513	2,054
Total capital works	20,651	20,226	14,551	18,846	13,164
Funding sources represented by:					
Grants	7,686	3,342	993	958	1,078
Contributions	254	30	220	488	30
Council Cash	12,711	16,854	13,338	15,900	10,855
Borrowings	-	-	-	1,500	1,200
Total capital works expenditure	20,651	20,226	14,551	18,846	13,164

3.6 Statement of Human Resources

Horsham Rural City Council Budgeted Statement of Human Resources

For the four years ending 30 June 2029

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Staff expenditure					
Employee costs - Operating	23,442	24,619	25,358	26,118	26,902
Employee costs - Capital	1,524	1,600	1,648	1,698	1,749
Total staff expenditure	24,966	26,219	27,006	27,816	28,650
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	223	223	223	223	223
Total staff numbers	223	223	223	223	223

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

Department	Comprises				
	Budget	Permanent	Permanent	Casual	Temporary
	2025/26 \$'000	Full time \$'000	Part Time \$'000	\$'000	\$'000
Communities & Place	6,929	4,654	2,275	174	-
Corporate Services	5,600	4,824	776	101	-
Infrastructure Services	11,376	10,813	563	-	-
Office of the CEO	439	439	-	-	-
Total Permanent Staff Expenditure	24,344	20,730	3,614	275	-
Casuals, temporary and Other Expenditure	275				
Capitalised Labour Costs	1,600				
Total Expenditure	26,219				

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

Department	Comprises				
	Budget	Permanent	Permanent	Casual	Temporary
	2025/26 FTE	Full time	Part Time		
Communities & Place	56	34	22	1	-
Corporate Services	44	37	7	1	-
Infrastructure Services	104	99	5	-	-
Office of the CEO	2	2	-	-	-
Total permanent staff	205	171	34	2	-
Casuals, temporary and Other Expenditure	2				
Capitalised Labour costs	16				
Total staff	223				

Statement of Planned Human Resources Expenditure
**Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2029**

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Communities & Place				
Permanent - Full time				
Female	\$ 3,011	\$ 3,101	\$ 3,194	\$ 3,290
Male	\$ 1,369	\$ 1,410	\$ 1,452	\$ 1,496
Self-described gender	\$ 274	\$ 282	\$ 290	\$ 299
Permanent - Part time				
Female	\$ 1,780	\$ 1,833	\$ 1,888	\$ 1,945
Male	\$ 375	\$ 386	\$ 398	\$ 410
Self-described gender	\$ 120	\$ 124	\$ 128	\$ 132
Total Communities & Place	\$ 6,929	\$ 7,136	\$ 7,350	\$ 7,572
Corporate Services				
Permanent - Full time				
Female	\$ 2,577	\$ 2,654	\$ 2,734	\$ 2,816
Male	\$ 1,850	\$ 1,906	\$ 1,963	\$ 2,022
Self-described gender	\$ 396	\$ 408	\$ 420	\$ 433
Permanent - Part time				
Female	\$ 690	\$ 711	\$ 732	\$ 754
Male	\$ -	\$ -	\$ -	\$ -
Self-described gender	\$ 86	\$ 89	\$ 92	\$ 95
Total Corporate Services	\$ 5,599	\$ 5,768	\$ 5,941	\$ 6,120
Infrastructure Services				
Permanent - Full time				
Female	\$ 1,201	\$ 1,237	\$ 1,274	\$ 1,312
Male	\$ 8,848	\$ 9,114	\$ 9,386	\$ 9,666
Self-described gender	\$ 765	\$ 788	\$ 812	\$ 836
Permanent - Part time				
Female	\$ 151	\$ 156	\$ 161	\$ 166
Male	\$ 412	\$ 424	\$ 437	\$ 450
Self-described gender	\$ -	\$ -	\$ -	\$ -
Total Infrastructure Services	\$ 11,377	\$ 11,719	\$ 12,070	\$ 12,430
Office of the CEO				
Permanent - Full time				
Female	\$ 439	\$ 452	\$ 466	\$ 480
Male	\$ -	\$ -	\$ -	\$ -
Self-described gender	\$ -	\$ -	\$ -	\$ -
Permanent - Part time				
Female	\$ -	\$ -	\$ -	\$ -
Male	\$ -	\$ -	\$ -	\$ -
Self-described gender	\$ -	\$ -	\$ -	\$ -
Total Office of the CEO	\$ 439	\$ 452	\$ 466	\$ 480
Casuals, temporary and other expenditure	\$ 275	\$ 283	\$ 291	\$ 300
Capitalised labour costs	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748
Total staff expenditure	\$ 26,219	\$ 27,006	\$ 27,815	\$ 28,650

Statement of Planned Human Resources Expenditure cont'd

	2025/26	2026/27	2027/28	2028/29
	FTE	FTE	FTE	FTE
Communities & Place				
Permanent - Full time				
Female	22.0	22.0	22.0	22.0
Male	10.0	10.0	10.0	10.0
Self-described gender	2.0	2.0	2.0	2.0
Permanent - Part time				
Female	17.0	17.0	17.0	17.0
Male	3.6	3.6	3.6	3.6
Self-described gender	1.1	1.1	1.1	1.1
Total Communities & Place	55.7	55.7	55.7	55.7
Corporate Services				
Permanent - Full time				
Female	19.5	19.5	19.5	19.5
Male	14.0	14.0	14.0	14.0
Self-described gender	3.0	3.0	3.0	3.0
Permanent - Part time				
Female	6.4	6.4	6.4	6.4
Male	0.0	0.0	0.0	0.0
Self-described gender	0.8	0.8	0.8	0.8
Total Corporate Services	43.7	43.7	43.7	43.7
Infrastructure Services				
Permanent - Full time				
Female	11.0	11.0	11.0	11.0
Male	81.0	81.0	81.0	81.0
Self-described gender	7.0	7.0	7.0	7.0
Permanent - Part time				
Female	1.3	1.3	1.3	1.3
Male	3.6	3.6	3.6	3.6
Self-described gender	0.0	0.0	0.0	0.0
Total Infrastructure Services	103.9	103.9	103.9	103.9
Office of the CEO				
Permanent - Full time				
Female	1.5	1.5	1.5	1.5
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time				
Female	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
Total Office of the CEO	1.5	1.5	1.5	1.5
Casuals and temporary staff	2.3	2.3	2.3	2.3
Capitalised labour	16.0	16.0	16.0	16.0
Total staff numbers	223.0	223.0	223.0	223.0

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2025-26 year the FGRS cap has been set at 3.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average revenue generated by the general rate and municipal charge will increase by 3.0% in line with the rate cap.

4.1.1(a) Reconciliation of Rates

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

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Forecast \$'000	Change Budget to Forecast %
General Rates*	26,106	26,284	27,199	915	3.48%
Municipal Charge*	2,302	2,302	2,305	3	0.14%
Service Rates/Charges	4,958	4,972	5,037	65	1.30%
Supplementary rates & Rates Adjustments	-	-			
Interest on Rates & Charges	20	20	40	20	100.00%
Revenue in lieu of Rates	301	301	306	5	1.67%
Total Rates and Charges	33,687	33,879	34,887	1,008	2.98%

*These items are subject to the rate cap established under the FGRS. The increase of the combined General Rates and Municipal Charges is 2.98% which is below the rate cap of 3%

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

	2024-25 Budget Cents/\$CIV	2025-26 Budget Cents/\$CIV	Change %
General Rate for rateable Residential Properties	0.0038040	0.0038340	0.79%
General Rate for rateable Commercial Properties	0.0038040	0.0038340	0.79%
General Rate for rateable Industrial Properties	0.0038040	0.0038340	0.79%
General Rate for rateable Culture & Recreational Land	0.0019020	0.0019170	0.79%
General Rate for rateable Farm Properties	0.0019020	0.0020140	5.89%

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:

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Forecast \$'000	Change Budget to Forecast %
Residential Properties	14,551	14,696	15,182	486	3.31%
Commercial Properties	1,653	1,662	1,718	56	3.35%
Industrial Properties	1,104	1,160	1,327	167	14.43%
Culture & Recreational Land	15	16	16	-	1.68%
Farm Properties	8,783	8,750	8,955	205	2.34%
Total amount raised by General Rates	26,106	26,284	27,199	915	3.48%

Total estimated % of the total general rate to be raised by general rates in relation to each type or class of land compared with the previous financial year:

	2024-25 Budget % of General Rate Revenue	2024-25 Forecast % of General Rate Revenue	2025-26 Budget % of General Rate Revenue
Residential Properties	55.74%	55.91%	55.82%
Commercial Properties	6.33%	6.32%	6.32%
Industrial Properties	4.23%	4.41%	4.87%
Culture & Recreational Land	0.06%	0.06%	0.06%
Sub Total	66.36%	66.71%	67.07%
Farm Properties	33.64%	33.29%	32.93%
Total amount raised by General Rates	100.00%	100.00%	100.00%

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.

	2024-25 Budget Number	2024-25 Forecast Number	2025-26 Budget Number	Change Budget to Budget
Residential Properties	9,624	9,630	9,630	-
Commercial Properties	518	526	526	-
Industrial Properties	458	460	460	-
Culture & Recreational Land (50% Rate)	3	3	3	-
Farm Properties	2,203	2,213	2,213	-
Total number of rateable assessments	12,806	12,832	12,832	-
<i>Culture & Recreational Land (0% Rate)</i>	58	58	58	-

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

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Budget \$'000	Change Budget to Budget %
Residential Properties	3,825,310	3,875,161	3,959,872	84,711	2.58%
Commercial Properties	434,576	436,999	448,038	11,039	2.53%
Industrial Properties	290,149	309,925	346,220	36,295	11.71%
Culture & Recreational Land (50% Rate)	8,143	8,203	8,250	47	0.57%
Farm Properties	4,607,646	4,600,567	4,446,596	(153,971)	(3.34%)
Total value of land	9,165,823	9,230,854	9,208,976	(21,878)	(0.23%)
<i>Culture & Recreational Land (0% Rate)</i>	27,349	27,384	28,730	1,346	4.9%

4.1.1(g) Municipal Charge per assessment

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

	2024-25 Budget \$	2025-26 Budget \$	Change \$	Change %
Municipal Charge	200	200	0	0.00%

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.

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Budget \$'000	Change Budget to Budget %
Municipal Charge	2,302	2,302	2,305	3	0.13%

4.1.1(i) Service Rates/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.

	2024-25 Budget \$	2025-26 Budget \$	Change \$	Change %
Urban Bin Service	527	543	16	3.03%
Rural Bin Service	367	378	11	2.99%
Commercial Bin Service	509	525	16	3.14%

4.1.1(j) Total revenue from Service Rates/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.

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Forecast \$'000	Change Budget to Forecast %
Urban Bin Service	4,197	4,300	4,345	44	1.05%
Rural Bin Service	491	494	509	15	3.04%
Commercial & Additional Bin Services	268	178	184	5	3.37%
Total Service Rates/Charges	4,956	4,972	5,037	64	1.31%

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.

	2024-25 Budget \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000	Change Budget to Forecast \$'000	Change Budget to Forecast %
General Rates*	26,106	26,284	27,199	915	3.48%
Municipal Charge*	2,302	2,302	2,305	3	0.13%
Total Rates and Municipal Charges*	28,408	28,586	29,504	918	3.21%
Waste Management Charge	4,958	4,972	5,037	65	1.31%
Total Rates and Charges	33,366	33,558	34,541	983	2.84%

*These items are subject to the rate cap established under the FGRS – 3.00% for 2025-26 financial year.

4.1.1(l) Fair Go Rates System Compliance

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

	2024-25 Budget \$	2025-26 Budget \$
Total Rates & Municipal Charge	28,408,381	29,503,591
Number of Rateable Properties	12,806	12,832
Base Average Rate	\$2,218.36	\$2,299.22
Maximum Rate Increase (Set by State Government)	2.75%	3.00%
Capped Average Rate	\$2,218.84	\$2,299.44
Maximum General Rates and Municipal Charges Revenue	28,414,142	29,512,888
Budgeted General Rates and Municipal Charges Revenue	28,408,381	29,503,591
Budgeted Supplementary Rates	0	0
Budgeted Total Rates and Municipal Charges	28,408,381	29,503,591

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
- The variation of returned levels of value (e.g. valuation appeals)
- Applications and or granting of Municipal Charge exemptions
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Differential Rates to be levied

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

- A general rate of 0.38340% (0.0038340 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.38340% (0.0038340 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.38340% (0.0038340 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.20140% (0.0020140 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.19170% (0.0019170 cents in the dollar of CIV) for all rateable cultural and recreational 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. Further information is available in Council Revenue and Rating Plan.

Residential Land

Any land on which a building designed or adapted for human occupation is erected; and which does not have the characteristics of:

- Farm,
- Commercial,
- Industrial or
- Cultural and Recreational Land.

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

The Revenue & Rating Plan includes further requirements for these properties to be eligible for the farm differential that includes the following requirements:

- The Farm business must have an ABN
- The Farm business must be registered for GST (A review will be undertaken of these properties at least once every 4 years)
- Further information is contained in the Revenue & Rating Plan

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

Commercial Land

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

Industrial Land

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

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 included

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

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

4.1.2 Statutory fees and fines

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Infringements & Costs	370	363	409	46	113%
Issue of Certificates	28	28	28	0	98%
Local Laws – Permits & Licences	348	370	513	143	139%
Town Planning	191	189	220	31	116%
Health & Wellbeing Registrations	143	135	163	28	121%
Other	58	76	115	39	151%
Total Statutory Fees & Fines	1,138	1,161	1,448	287	125%

Statutory fees remain consistent with the major variance being local laws permits, licences and associated costs which were higher in 2024/25 than historical levels.

4.1.3 User fees

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Administration Fees	65	66	70	3	105%
Animal Control	30	31	29	(1)	96%
Car Parking	180	61	-	(61)	0%
Building	172	87	45	(43)	51%
Performing Arts	1,105	1,110	1,153	44	104%
Library Operations		200	200	0	100%
Livestock Operations	642	670	710	40	106%
Facilities Hire	69	69	55	(15)	79%
Waste Management Services	3,406	3,808	4,235	427	111%
Other User Charges	417	272	308	36	113%
Total User Fees & Charges	6,086	6,373	6,804	431	107%

Council continues to review its fees and charges annually and has developed a comprehensive Fees and Charges Register separate to the budget process. Increases have been considered in line with Council's Revenue and Rating Plan, where Council articulates the basis upon which fees and charges are set. This process also allows significant reviews and adjustments to be provided to Council outside the annual budget process.

4.1.4 Grants

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Source of Grants:					
<i>Commonwealth Funded Grants</i>	15,692	14,106	13,744	(362)	97%
<i>State Funded Grants</i>	3,162	3,291	4,000	708	122%
Total Grants Received	18,855	17,398	17,743	346	102%

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Type of Grants:					
<i>Operating Grants</i>	10,966	10,888	10,461	(427)	96%
<i>Capital Grants</i>	7,889	6,510	7,283	773	112%
Total Grants Received	18,855	17,398	17,743	346	102%

Operating grants include monies from State and Commonwealth Government sources for the purposes of funding the delivery of the Council's services to residents.

The level of operating grants is projected to decrease by \$427k compared to the 2024/25 forecast. Whilst recurrent operating grants stay stable at 106% of the forecast for the year, non-recurrent grants for projects has reduced from \$1.25m to an anticipated \$249k.

Capital grants include monies from State and Commonwealth government sources which contributes to funding the capital works program. The amount of capital grants received each year can fluctuate dramatically, depending on the timing of specific projects and state and federal government programs and priorities.

Council is in the final year of capital works programmed under the Local Roads and Community Infrastructure Program anticipating final payments of funds of \$1.637m.

The Roads to Recovery program has been programmed to spend \$1.5m in the year ending 30 June 2025, with \$2.4m programmed for the 2025/26 year and the following 3 years to Council.

Council continues to actively advocate and therefore benefit from other infrastructure investments programs to align with community expectations of a growing regional city.

The Capital Works Program includes further analysis of the grants and contributions expected to be received during the 2025/26 financial year.

4.1.4 Grants cont'd

Operating Grants	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Recurrent Commonwealth Grants:					
Financial Assistance Grants	8,045	8,073	8,569	496	106%
Environmental Health	9	9	9	0	100%
Recurrent State Grants:					
Community Services & Safety Management	30	30	0	(30)	0%
Creative Services	170	170	170	0	100%
Emergency Management	240	240	240	0	100%
Immunisation	30	30	30	0	100%
Library	318	200	200	0	100%
Maternal & Child Health	672	707	745	38	105%
School Crossing Supervision	62	62	65	2	103%
Sustainability	85	85	85	0	100%
Youth Services	96	68	100	32	148%
Total Recurrent Grants	9,758	9,673	10,212	539	106%
Non Recurrent Commonwealth Grants					
Australia Day Celebrations	0	8	8	0	100%
Non-Recurrent State Grants					
Animal Management	0	22.5	0	(23)	0%
Council Transformation	882	802	0	(802)	0%
Creative Services	85	91	86	(5)	95%
Design and Engineering	0	16	0	(16)	0%
Early Years Education	0	10	0	(10)	0%
Environmental Health	8	42	42	1	102%
Investment Attraction & Growth Management	84	0	0	0	0%
Natural Resource Management	90	62	48	(14)	77%
Recreation & Open Space Planning	4	0	4	4	0%
Social Infrastructure Support	50	133	60	(73)	45%
Waste Management	6	6	0	(6)	0%
Youth Services	0	23	0	(23)	0%
Total Non-Recurrent Grants	1,208	1,215	249	(966)	20%
Total Operating Grants	10,966	10,888	10,461	(427)	96%

4.1.4 Grants cont'd

Capital Grants	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Recurrent Commonwealth Grants:					
Roads to Recovery	1,500	1,500	2,400	900	160%
Recurrent State Grants:					
Lending Materials	12	7	7	0	100%
Total Recurrent Grants	1,512	1,507	2,407	900	160%
Non-Recurrent Commonwealth Grants:					
Local Roads & Community Infrastructure	2,252	901	1,637	736	182%
Heavy Vehicle Safety and Productivity Program	3,586	3,311	761	(2,549)	23%
Buildings	250	0	0	-	
Bridges	50	305	0	(305)	0%
Street & Streetscapes	0	0	360	360	
Non-Recurrent State Grants					
Bridges	107	0	0	0	
Buildings	120	3	132	129	4231%
Fixtures, Fittings & Furniture	0	0	60	60	
Footpaths Walking Trails and Paths	11	39	315	276	806%
Roads	0	170	1,031	861	607%
Streets and Streetscapes	0	274	639	365	233%
Total Non-Recurrent Grants	6,377	5,002	4,876	(127)	97%
Total Capital Grants	7,889	6,510	7,283	773	112%

4.1.5 Contributions

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Monetary	586	539	248	(321)	46%
Non-Monetary	25	25	35	10	114%
Total Contributions	611	564	283	(311)	50%

Monetary contributions represent funds received from community groups to contribute toward specific projects. Non-monetary contributions are developer constructed assets contributed by developers in accordance with planning permits issued for property development, including land, roads, footpaths, play spaces and drainage.

4.1.6 Other income

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Interest	900	900	600	(300)	67%
Rental & Lease Income	711	669	727	57	109%
Rural Roads Victoria (RRV) Maintenance	898	794	371	(423)	47%
Insurance Reimbursements	1,610	1,674	124	(1,551)	7%
Other	158	173	124	(49)	72%
Total Other Income	4,277	4,211	1,946	(2,265)	46%

Council maintains significant cash balances to support operations and cash back reserve funds. This allows for substantial interest revenue. As Council draws down on investments and reserves to fund capital works and the expected interest rates, interest revenue has been budgeted conservatively.

The insurance reimbursements are “one off” situations in each year and are not recurrent revenue.

Council earns substantial income through rentals and leases. Under Section 115 of the Local Government Act 2020, Council is required to declare any proposed lease in the budget where the lease is for more than a year and has a value of over \$100,000 per year.

Council has no proposed leases in the 2025/26 Budget.

4.1.7 Employee costs

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Wages & Salaries	20,461	20,161	20,952	790	104%
WorkCover	476	476	511	35	107%
Superannuation	2,379	2,379	2,581	202	108%
Other	462	425	575	151	135%
Total Employee Costs	23,778	23,442	24,619	1,178	105%

Employee costs were forecast down due to a number of positions which were vacant during the 2024/25 year. The budget has been prepared on the basis that these positions will be filled to ensure service delivery as planned.

4.1.8 Materials and services

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Administration	450	488	460	(27)	94%
Audit & Legal	172	201	242	41	121%
Communications & Technology	2,170	1,950	1,797	(153)	92%
Contract Cleaning	394	643	557	(86)	87%
Consumables	1,422	1,286	1,066	(220)	83%
Contractors & Service Agreements	5,447	4,963	4,894	(69)	99%
Creative Services	941	896	913	17	102%
Donations	443	457	432	(25)	95%
External Plant Hire	199	222	100	(10)	91%
Agency Staff – Temporary	527	777	438	(340)	56%
Insurances	991	982	1,099	116	112%
Maintenance & Operations	4,104	3,293	2,544	(749)	77%
Utilities, Rates & Property Taxes	1,243	1,508	1,473	(35)	98%
Waste Disposal & Management	4,090	3,907	3,858	(49)	99%
Total Materials & Services	22,592	21,462	19,872	(1,590)	93%

4.1.9 Depreciation

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Property	1,348	1,373	1,373	-	100%
Plant & Equipment	1,611	1,607	1,607	-	100%
Infrastructure	12,758	13,338	13,338	-	100%
Total Depreciation	15,719	16,317	16,317	-	100%

4.1.10 Amortisation - Intangible Assets

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Intangible Assets – Landfill	330	330	330	-	100%
Total Amortisation – Intangible Assets	330	330	330	-	100%

4.1.11 Amortisation - Right of use Assets

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Right of Use Assets - Landfill	55	56	56	-	100%
Total Amortisation – Right of Use Assets	55	56	56	-	100%

4.1.12 Finance Costs - Leases

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Finance Costs - Leases	-	6	5	(1)	84%
Total Finance Costs - Leases	-	6	5	(1)	84%

4.1.13 Bad & Doubtful Debts

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Bad & Doubtful Debts	41	41	35	(6)	85%
Total Bad & Doubtful Debts	41	41	35	(6)	85%

4.1.14 Other expenses

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000	Change Budget to Forecast \$	Change Budget to Forecast %
Audit – External	55	55	57	2	104%
Audit – Internal	25	25	50	25	200%
Councillors Allowances	316	316	321	5	102%
Total Other Expenses	396	396	428	32	108%

4.2 Balance Sheet

4.2.1 Assets

4.2.1(a) Current Assets

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 liquid investments.

Council maintains a strong cash position with discretionary reserves backed by cash along with a healthy working capital balance to facilitate the re-prioritisation of capital works should this be desirable to take advantage of external funding.

4.2.1 (b) Trade Receivables

Trade and other receivables are monies owed to Council by ratepayers and other debtors as at 30 June. It is not anticipated that these balance will vary significantly from year to year.

4.2.2 Liabilities

4.2.2 (a) Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Council's operating liabilities (monthly creditors) are not anticipated to move significantly. Other liabilities associated with employee benefits are also predicated to remain steady.

4.2.3 Borrowings

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

	Forecast 2024/25	Budget 2025/26	Projection 2026/27	2027/28	2028/29
Amount borrowed as at 30 June of the Prior Year	4,305	4,305	0	0	1,490
Amount proposed to be borrowed	0	0	0	1,500	1,200
Amount projected to be redeemed	0	(4,305)	0	(10)	(127)
Amount of borrowings as at 30 June	4,305	0	0	1,490	2,563

Council is not proposing to borrow in 2025/26.

It is proposed to borrow \$1.5m in 2027/28 and \$1.2m in 2028/29.

Council also maintains an internal loan reserve which utilises reserve cash holdings and removes the need to seek external funding for those specific projects.

4.2.4 Leases by Category

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

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
<i>Right of Use Assets</i>			
Property	164	165	109
Total Right of Use Assets	164	165	109
<i>Lease Liabilities</i>			
<i>Current Lease Liabilities</i>			
Land & Buildings	55	56	56
Total Current Lease Liabilities	55	56	56
<i>Non Current Lease Liabilities</i>			
Land & Buildings	236	179	179
Total Non Current Lease Liabilities	236	179	179
Total Lease Liabilities	291	235	235

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5%.

4.3 Statement of changes in Equity

4.3.1 Discretionary Reserves

Although not restricted by statutory purpose, Council has made decisions regarding the future use of discretionary Reserve funds as described below:

	2024/25 Estimated Closing Balance \$'000	2024/25 Forecast Closing Balance \$'000	2025/26 Estimated Closing Balance \$'000
CBD Development Reserve			
For the Development of Horsham CBD and surrounds	927	1,019	1,019
Plant Replacement Reserve			
Funds Council's purchases of replacement plant and equipment.	227	1,241	596
Waste Management Reserve			
The waste management reserve is created to provide funds to rehabilitate landfills at the end of their useful lives and other major capital or operating expenditure in the waste management area.	2,991	4,882	3,987
Major Capital Projects Reserve			
This reserve is for major strategic projects, including the Livestock Exchange	3,835	4,362	4,272
Open Spaces Reserve			
This reserve is mainly used for Developer Contributions	456	473	28
Small Projects Reserve			
This reserve is for sustainability projects, (such as solar and zero carbon) Information Technology and other initiatives.	1,378	2,001	1,632
Industrial Reserve			
The reserve is for industrial land and building development including their associated costs.	2,117	2,430	5,235
Loan Fund Reserves			
The reserve is set aside for interest only loans, so the initial loan amount can be paid back on the due date.	4,405	4,305	0
Internal Loan Borrowings Reserve			
This reserve funds borrowings, by using the cash and cash equivalent's balance available, instead of accessing external loans.	(1,537)	(1,537)	(1,347)
Total Reserve Funds	14,800	19,176	15,421

4.4 Statement of Cash Flows

Council continues to return a cash surplus from operations to fund capital investment and transfer to reserves for future capital works and meeting other commitments.

Council is gradually drawing down on its cash reserves to deliver significant investment fitting with its role as a regional city.

It is anticipated that Council will end the 2025-26 year with a cash balance in excess of \$28m with \$15m of this set aside in discretionary reserves for future works.

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Cash Flows From Operations			
Income	64,552	63,840	63,111
Expenses	(46,807)	(45,347)	(44,959)
Net Cash From Operations	17,745	18,493	18,152
Cash Flows from Investing Activities			
Income	2,864	5,364	5,872
Expenses	(26,216)	(20,652)	(20,226)
Net Cash from Investing	(23,352)	(15,288)	(14,354)
Cash flows from Financing			
Income	-	-	-
Expenses	(171)	(171)	(4,476)
Net Cash from Financing	(171)	(171)	(4,476)
Total Cash Used Operations	(5,778)	3,034	(678)
Opening Cash	11,790	4,566	7,600
Closing Cash	6,012	7,600	6,922

In addition to operational cash, Council holds \$21m in investments.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2025-26 year, classified by expenditure type and funding source.

Whilst Council has prepared a detailed capital works program for the 4 years commencing 2025-26 and has allocated projects in specific years for presentation, Council maintains a flexible approach to delivering the broader program.

External funding is key to being able to deliver such an ambitious program, therefore if funding is not forthcoming, projects may be deferred until suitable funding is obtained. Likewise, if funding becomes available for future year projects, Council will use its working capital to bring forward delivery of the project.

4.5.1 Summary

	2024/25 Budget \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Property	10,043	5,304	2,589
Plant & Equipment	2,545	2,702	4,040
Infrastructure	13,673	12,645	13,598
Total	26,261	20,651	20,226

4.5.2 Asset Expenditure Type

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000
Property	2,589	910	1,082	596	-
Plant & Equipment	4,040	256	3,660	124	-
Infrastructure	13,598	6,026	6,614	958	-
Total	20,226	7,191	11,357	1,678	-

4.5.3 Asset Expenditure Funding Sources

	Project Cost \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowing \$'000
Property	2,589	989	30	1,600	-
Plant & Equipment	4,040	7	-	4,002	-
Infrastructure	13,598	2,346	-	11,252	-
Total	20,226	3,342	30	16,854	-

4.6 Summary of Planned Capital Works Expenditure

4.6.1 – 2025/26 Works

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Property								
Land								
Railway Corridor - Purchase of Land	450,000	450,000					450,000	
Railway Corridor - Purchase of Land	350,000	350,000					350,000	
Industrial Land Sales - Preparation and Legal Expenses	30,000	30,000					30,000	
Total Land	830,000	830,000					830,000	
Buildings								
City Oval Netball Clubrooms	1,100,000		550,000	550,000	937,037		162,963	
Building Renewal Program	500,000		500,000				500,000	
Wimmera Libraries Open Access Fitout	59,000	30,000		29,000	39,333		19,667	
Sustainability projects, Energy Saving measures & Zero Carbon Plan Projects	50,000	50,000			12,500		37,500	
Toilets - Firebrace St Commercial -Upgrade	34,750		17,375	17,375			34,750	
Aquatic Centre - Minor Equipment/Asset Replacements	15,000		15,000				15,000	
Total Buildings	1,758,750	80,000	1,082,375	596,375	988,870		769,880	
Total property	2,588,750	910,000	1,082,375	596,375	988,870		1,599,880	
Plant and equipment								
Plant, machinery and equipment								
Plant Renewal Purchases	2,695,000		2,695,000				2,695,000	
Plant Purchases - Garbage Truck Acquisition	500,000		500,000				500,000	
Total Plant, machinery and equipment	3,195,000		3,195,000				3,195,000	
Fixtures, fittings and furniture								
New Lighting Desk - Horsham Town Hall	178,000	178,000					178,000	
City Oval Netball Pavilion - furniture, signage and fitout	100,000			100,000	60,000		40,000	
Renewal of assets at Town Hall (fixtures)	32,401		32,401				32,401	
Total Fixtures, fittings and furniture	310,401	178,000	32,401	100,000	60,000		250,401	
Computers and telecommunications								
IT Hardware Replacement - Capital Purchases >\$1000	150,000		150,000				150,000	
CCTV Hardware Renewal (Public)	50,000		50,000				50,000	
Wimmera Libraries - IT Replacements	42,700		42,700				42,700	
IT Hardware Upgrades	10,000			10,000			10,000	
IT Software Licences/Upgrades	14,000			14,000			14,000	
IT Hardware - UPS Upgrades	5,000		5,000				5,000	
Council LAN & WAN Upgrades	40,000		40,000				40,000	
IT Hardware/Software - Backup Environment	35,000		35,000				35,000	
Digital Devices Rollout - Infrastructure Team	10,000	10,000					10,000	
Phone System Upgrade	10,000		10,000				10,000	
Total Computers and telecommunications	366,700	10,000	332,700	24,000			366,700	
Library books								
Wimmera Libraries Lending Materials	100,000		100,000				100,000	
Wimmera Libraries Premiers Reading Challenge Lending Materials	12,516	12,516			7,116	5,400		
Total Library books	112,516	12,516	100,000		7,116	5,400	100,000	
Total plant and equipment	3,984,617	200,516	3,660,101	124,000	67,116	5,400	3,912,101	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Infrastructure								
Roads								
Rural Roads - Gravel Resheeting	1,300,000		1,300,000				1,300,000	
Rural Roads - Reconstruction	857,442		857,442				857,442	
Rural Roads - Reseals	600,000		600,000				600,000	
Rural Roads - Heavy Patching	605,694		605,694				605,694	
Rural Roads - Safety Treatments - Three Bridges Road (TAC)	450,400	450,400			450,400			
Rural Roads - Shoulder Resheeting/Reconstruction	310,000		310,000				310,000	
Urban Roads & Streets - Reconstruction	300,000		270,000	30,000			300,000	
Urban Roads & Streets - Reseals	250,000		250,000				250,000	
Urban Roads & Streets - Heavy Patching	150,000		150,000				150,000	
Rural Roads - Local Roads - Final Seals	150,000		150,000				150,000	
Kerbs and Channel - Renewal	145,000		145,000				145,000	
Speed Treatments - Albert St, BowdenSt & Railway Avenue (TAC)	116,100	116,100			116,100			
Urban Roads & Streets - Donated Infrastructure	70,000	70,000					70,000	
Urban Roads & Streets - Local Roads - Final Seals	60,000		60,000				60,000	
Rural Roads - Vegetation clearance - construction	30,000		30,000				30,000	
Urban Roads & Streets - Consultancy/Design	20,000	20,000					20,000	
Urban Roads & Streets - Intersection treatments	20,000			20,000			20,000	
Urban Roads & Streets - Minor seal extensions	20,000	20,000					20,000	
Rural Roads - Intersections/Traffic improvement	15,000			15,000			15,000	
Rural Roads - Consultancy	11,500	11,500					11,500	
Rural Roads - Minor seal extensions	10,000	10,000					10,000	
Burnt Creek Estate - Roads & Drainage	1,054,850	1,054,850			635,000		419,850	
Enterprise Estate - Stage 1 - Roads & Drainage	1,447,364	1,447,364					1,447,364	
Total Roads	7,993,350	3,200,214	4,728,136	65,000	1,201,500		6,791,850	
Bridges								
Bridges - General Renewal	300,000		300,000				300,000	
Culvert Relocation - Freight Terminal Rd	260,000	260,000					260,000	
Bridge Strengthening - Gross Bridge	212,000	212,000					212,000	
Guardrails - Noradjuha Toon East Rd	152,438	152,438					152,438	
Total Bridges	924,438	624,438	300,000				924,438	
Footpaths and cycleways								
Share Use Path - Bennett Rd	194,359	97,180		97,180	184,641		9,718	
Footpaths - New - Streets without footpaths	168,000	168,000					168,000	
Footpaths - Renewal program	150,000		150,000				150,000	
Cycle Path - Natimuk Rd	144,887	72,444		72,444	127,501		17,386	
Bike Tracks - Extend bike tracks from Bike Plan	108,005	54,002		54,002	43,202		64,803	
Footpaths - Rehabilitation - Disability Strategy upgrades	52,500			52,500			52,500	
Total Footpaths and cycleways	817,751	391,625	150,000	276,125	355,343		462,407	
Drainage								
Drainage - Renewal	145,000		145,000				145,000	
Total Drainage	145,000		145,000				145,000	
Recreational, leisure and community facilities								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
Burnt Creek Dirt Jumps Plan (CHMP)	20,000			20,000			20,000	
Total Recreational, leisure and community facilities	70,000		50,000	20,000			70,000	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Waste management								
Kenny Rd Transfer Station - Upgrade	432,018	172,807		259,211			432,018	
Dooen Landfill - Cell 2 Capping - Design and Design Audit	80,000	80,000					80,000	
Ladlows - Cell 2B West - Capping design audit	60,000	60,000					60,000	
Closed Landfills - Rehabilitation Costs	40,000		40,000				40,000	
Transfer Station - Design and build leachate pond	35,000	35,000					35,000	
Landfill - Raise temporary bunding Cell 3A and Cell 2B	10,000			10,000			10,000	
Total Waste management	657,018	347,807	40,000	269,211			657,018	
Parks, open space and streetscapes								
Streetscape and Safety Works - O'Callaghans Parade	1,411,000	423,000	706,000	281,000	999,100		411,900	
Play Space Design - Various locations	40,000			40,000			40,000	
Open Space Assets - Urban - Renewal	200,000		200,000				200,000	
Park Development - Lukin Court Park	141,000	141,000					141,000	
Open Space Assets - Rural -Renewal	20,000		20,000				20,000	
Dog Park - Landscape Concept Plans	5,500			5,500			5,500	
Horsham Shade - Greening Greater Horsham Strategy	200,000	200,000					200,000	
Total Parks, open space and streetscapes	2,017,500	764,000	926,000	326,500	999,100		1,018,400	
Aerodromes								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
Total Aerodromes	50,000		50,000				50,000	
Other infrastructure								
Public Art projects	30,000	30,000					30,000	
Art Gallery Art Collection	25,000	25,000				25,000		
Enterprise Estate - Stage 1 - Water & Power	150,855	150,855					150,855	
Apex (Adventure) Island - Boardwalks	310,000	310,000					310,000	
Selkirk Drive Works Depot - Fuel Tank - remediation	100,000		100,000				100,000	
WIFT - Asset Renewal	75,000		75,000				75,000	
Livestock Exchange - Asset Renewal	50,000		50,000				50,000	
Burnt Creek Estate - Water & Power	187,753	187,753					187,753	
Burnt Creek Estate - Other Costs	27,397	27,397					27,397	
Enterprise Estate - Stage 1 - Other Costs	21,781	21,781					21,781	
Total Other infrastructure	977,786	752,786	225,000			25,000	952,786	
Total infrastructure	13,652,843	6,080,871	6,614,136	956,836	2,555,943	25,000	11,071,899	
Other Capital Works Funding								
Local Roads and Community Infrastructure Program Completion - Round 3					494,359			
Local Roads and Community Infrastructure Program Completion - Round 4					532,066			
Roads to Recovery - Not yet allocated to specific Roads					2,400,000			
Total Other Capital Works Funding					3,426,425			
Total capital works expenditure	20,226,211	7,191,387	11,356,613	1,677,211	7,038,354	30,400	16,583,881	

4.6.2 – 2026/27 Works

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Property								
Buildings								
Building Renewal Program	500,000		500,000				500,000	
Wesley Performing Arts Centre Refurbishment	1,000,000	500,000		500,000	500,000	190,000	310,000	
Wimmera Regional Sports Stadium - planning & design	250,000	250,000					250,000	
Horsham Cinema restoration works (internal)	22,163		22,163				22,163	
Total Buildings	1,772,163	750,000	522,163	500,000	500,000	190,000	1,082,163	
Total property	1,772,163	750,000	522,163	500,000	500,000	190,000	1,082,163	
Plant and equipment								
Plant, machinery and equipment								
Plant Renewal Purchases	1,080,000		1,080,000				1,080,000	
Total Plant, machinery and equipment	1,080,000		1,080,000				1,080,000	
Fixtures, fittings and furniture								
Renewal of assets at Town Hall (fixtures)	33,244		33,244				33,244	
Total Fixtures, fittings and furniture	33,244		33,244				33,244	
Computers and telecommunications								
IT Hardware Replacement - Capital Purchases >\$1000	160,678		160,678				160,678	
Total Computers and telecommunications	160,678		160,678				160,678	
Library books								
Wimmera Libraries Lending Materials	100,000		100,000				100,000	
Wimmera Libraries Premiers Reading Challenge Lending Materials	12,516	12,516			7,116	5,400		
Total Library books	112,516	12,516	100,000		7,116	5,400	100,000	
Total plant and equipment	1,386,438	12,516	1,373,922		7,116	5,400	1,373,922	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Infrastructure								
Roads								
Rural Roads - Gravel Resheeting	1,400,000		1,400,000				1,400,000	
Rural Roads - Reconstruction	1,285,566		1,285,566				1,285,566	
Rural Roads - Reseals	600,000		600,000				600,000	
Rural Roads - Heavy Patching	332,438		332,438				332,438	
Rural Roads - Shoulder Resheeting/Reconstruction	310,000		310,000				310,000	
Urban Roads & Streets - Reconstruction	300,000		270,000	30,000			300,000	
Urban Roads & Streets - Microsurfacing	200,000		200,000				200,000	
Urban Roads & Streets - Reseals	250,000		250,000				250,000	
Urban Roads & Streets - Heavy Patching	332,438		332,438				332,438	
Rural Roads - Local Roads - Final Seals	221,625		221,625				221,625	
Kerbs and Channel - Renewal	160,678		160,678				160,678	
Urban Roads & Streets - Donated Infrastructure	70,000	70,000					70,000	
Urban Roads & Streets - Local Roads - Final Seals	66,488		66,488				66,488	
Rural Roads - Vegetation clearance - construction	30,000		30,000				30,000	
Urban Roads & Streets - Consultancy/Design	20,000	20,000					20,000	
Urban Roads & Streets - Intersection treatments	20,000			20,000			20,000	
Urban Roads & Streets - Minor seal extensions	20,000	20,000					20,000	
Rural Roads - Intersections/Traffic improvement	15,000			15,000			15,000	
Rural Roads - Consultancy	12,000	12,000					12,000	
Rural Roads - Minor seal extensions	10,000	10,000					10,000	
Urban Roads & Streets - Urquhart St - Bike Paths, Amenity, Safety	450,000	135,000	90,000	225,000	450,000			
Total Roads	6,106,233	267,000	5,549,233	290,000	450,000		5,656,233	
Bridges								
Bridges - General Renewal	300,000		300,000				300,000	
Total Bridges	300,000		300,000				300,000	
Footpaths and cycleways								
Footpaths - New - Streets without footpaths	168,000	168,000					168,000	
Footpaths - Renewal program	150,000		150,000				150,000	
Bike Tracks - Extend bike tracks from Bike Plan	88,650	44,325		44,325	35,460		53,190	
Footpaths - Rehabilitation - Disability Strategy upgrades	52,500			52,500			52,500	
Total Footpaths and cycleways	459,150	212,325	150,000	96,825	35,460		423,690	
Drainage								
Drainage - Renewal	145,000		145,000				145,000	
Drainage - Upgrades related to developments	40,000	40,000					40,000	
Total Drainage	185,000	40,000	145,000				185,000	
Recreational, leisure and community facilities								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
Total Recreational, leisure and community facilities	50,000		50,000				50,000	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Waste management								
Landfill - Cell 3B Construction	3,362,057		3,362,057				3,362,057	
Landfill - Cell 2B West - Capping	350,000	350,000					350,000	
Total Waste management	3,712,057	350,000	3,362,057				3,712,057	
Parks, open space and streetscapes								
Open Space Assets - Urban - Renewal	200,000		200,000				200,000	
Open Space Assets - Rural -Renewal	20,000		20,000				20,000	
Rail Corridor - Development of Land	100,000	100,000					100,000	
Apex Adventure Island - Upgrade	30,000			30,000			30,000	
Total Parks, open space and streetscapes	350,000	100,000	220,000	30,000			350,000	
Aerodromes								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
Total Aerodromes	50,000		50,000				50,000	
Other infrastructure								
Public Art projects	30,000	30,000					30,000	
Art Gallery Art Collection	25,000	25,000				25,000		
WIFT - Asset Renewal	75,000		75,000				75,000	
Livestock Exchange - Asset Renewal	50,000		50,000				50,000	
Total Other infrastructure	180,000	55,000	125,000			25,000	155,000	
Total infrastructure	11,392,440	1,024,325	9,951,290	416,825	485,460	25,000	10,881,980	
Total capital works expenditure	14,551,041	1,786,841	11,847,375	916,825	992,576	220,400	13,338,065	

4.6.3 – 2027/28 Works

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Property								
Buildings								
Building Renewal Program	500,000		500,000				500,000	
Sustainability projects, Energy Saving measures & Zero Carbon Plan Projects	100,000	100,000			25,000		75,000	
Wesley Performing Arts Centre Refurbishment	1,000,000	500,000		500,000	500,000	190,000	310,000	
Depot Relocation Works	2,500,000	825,000	850,000	825,000			1,000,000	1,500,000
Public Toilets - Chenypool - Upgrade	18,106		9,053	9,053			18,106	
Total Buildings	4,118,106	1,425,000	1,359,053	1,334,053	525,000	190,000	1,903,106	1,500,000
Total property	4,118,106	1,425,000	1,359,053	1,334,053	525,000	190,000	1,903,106	1,500,000
Plant and equipment								
Plant, machinery and equipment								
Plant Renewal Purchases	2,099,000		2,099,000				2,099,000	
Total Plant, machinery and equipment	2,099,000		2,099,000				2,099,000	
Fixtures, fittings and furniture								
Renewal of assets at Town Hall (fixtures)	34,108		34,108				34,108	
Total Fixtures, fittings and furniture	34,108		34,108				34,108	
Computers and telecommunications								
IT Hardware Replacement - Capital Purchases >\$1000	90,955		90,955				90,955	
Total Computers and telecommunications	90,955		90,955				90,955	
Library books								
Wimmera Libraries Lending Materials	100,000		100,000				100,000	
Wimmera Libraries Premiers Reading Challenge Lending Materials	12,516	12,516			7,116	5,400		
Total Library books	112,516	12,516	100,000		7,116	5,400	100,000	
Total plant and equipment	2,336,579	12,516	2,324,063		7,116	5,400	2,324,063	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Infrastructure								
Roads								
Rural Roads - Gravel Resheeting	1,500,000		1,500,000				1,500,000	
Rural Roads - Reconstruction	1,428,406		1,428,406				1,428,406	
Rural Roads - Reseals	500,000		500,000				500,000	
Rural Roads - Heavy Patching	400,000		400,000				400,000	
Rural Roads - Shoulder Resheeting/Reconstruction	310,000		310,000				310,000	
Urban Roads & Streets - Reconstruction	300,000		270,000	30,000			300,000	
Urban Roads & Streets - Microsurfacing	300,000		300,000				300,000	
Urban Roads & Streets - Reseals	250,000		250,000				250,000	
Urban Roads & Streets - Heavy Patching	454,775		454,775				454,775	
Rural Roads - Local Roads - Final Seals	227,388		227,388				227,388	
Urban Roads & Streets - Donated Infrastructure	70,000	70,000					70,000	
Urban Roads & Streets - Local Roads - Final Seals	68,216		68,216				68,216	
Rural Roads - Vegetation clearance - construction	30,000		30,000				30,000	
Urban Roads & Streets - Consultancy/Design	20,000	20,000					20,000	
Urban Roads & Streets - Intersection treatments	20,000			20,000			20,000	
Urban Roads & Streets - Minor seal extensions	20,000	20,000					20,000	
Rural Roads - Intersections/Traffic improvement	15,000			15,000			15,000	
Rural Roads - Consultancy	12,000	12,000					12,000	
Rural Roads - Minor seal extensions	10,000	10,000					10,000	
Urban Roads & Streets - Urquhart St - Bike Paths, Amenity, Safety	450,000	135,000	90,000	225,000			450,000	
Total Roads	6,385,785	267,000	5,828,785	290,000			6,385,785	
Bridges								
Bridges - General Renewal	100,000		100,000				100,000	
Bridge Strengthening - Various Bridges	761,748		152,350	609,399	380,874		380,874	
Total Bridges	861,748		252,350	609,399	380,874		480,874	
Footpaths and cycleways								
Footpaths - New - Streets without footpaths	168,000	168,000					168,000	
Footpaths - Renewal program	150,000		150,000				150,000	
Bike Tracks - Extend bike tracks from Bike Plan	113,694	56,847		56,847	45,478		68,216	
Footpaths - Rehabilitation - Disability Strategy upgrades	52,500			52,500			52,500	
Total Footpaths and cycleways	484,194	224,847	150,000	109,347	45,478		438,716	
Drainage								
Drainage - Renewal	145,000		145,000				145,000	
Drainage - Upgrades related to developments	40,000	40,000					40,000	
Total Drainage	185,000	40,000	145,000				185,000	
Recreational, leisure and community facilities								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
Total Recreational, leisure and community facilities	50,000		50,000				50,000	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Parks, open space and streetscapes								
CBD Revitalisation Planning	100,000	100,000					100,000	
Open Space Assets - Urban - Renewal	204,649		204,649				204,649	
Open Space Assets - Rural -Renewal	20,000		20,000				20,000	
Rail Corridor - Development of Land	1,500,000	1,500,000					1,500,000	
Jenkinson Estate - Landscaping	275,000	275,000				137,500	137,500	
Jenkinson Estate - Reclaimed Water Irrigation	260,000	260,000				130,000	130,000	
Playground Strategy Implementation - Priority 1	170,000			170,000			170,000	
Total Parks, open space and streetscapes	2,529,649	2,135,000	224,649	170,000		267,500	2,262,149	
Aerodromes								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
Total Aerodromes	50,000		50,000				50,000	
Other infrastructure								
Public Art projects	30,000	30,000					30,000	
Art Gallery Art Collection	25,000	25,000				25,000		
Kerbs and Channel - Renewal	164,856		164,856				164,856	
Horsham Shade - Greening Greater Horsham Strategy	200,000	200,000					200,000	
WIFT - Asset Renewal	75,000		75,000				75,000	
Livestock Exchange - Asset Renewal	50,000		50,000				50,000	
Enterprise Estate - Stage 2	1,300,000	1,300,000					1,300,000	
Total Other infrastructure	1,844,856	1,555,000	289,856			25,000	1,819,856	
Total infrastructure	12,391,232	4,221,847	6,990,640	1,178,746	426,352	292,500	11,672,381	
Total capital works expenditure	18,845,917	5,659,363	10,673,756	2,512,799	958,468	487,900	15,899,550	1,500,000

4.6.4 – 2028/29 Works

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Property								
Land								
Selkirk Drive Works Depot - Site preparation for Urban Renwal Program	50,000	15,000	15,000	20,000			50,000	
Total Land	50,000	15,000	15,000	20,000			50,000	
Buildings								
Building Renewal Program	500,000		500,000				500,000	
Depot Relocation Works	2,000,000	660,000	680,000	660,000			800,000	1,200,000
Horsham Town Hall - Minor upgrade	100,000		50,000	50,000			100,000	
Horsham College Oval Pavilion (Dimboola Road) upgrade	91,000	91,000					91,000	
Public Toilets - Natimuk - Upgrade	29,250		14,625	14,625			29,250	
Public Toilets - Jung - Upgrade	21,450		10,725	10,725			21,450	
Total Buildings	2,741,700	751,000	1,255,350	735,350			1,541,700	1,200,000
Total property	2,791,700	766,000	1,270,350	755,350			1,591,700	1,200,000
Plant and equipment								
Plant, machinery and equipment								
Plant Renewal Purchases	995,000		995,000				995,000	
Total Plant, machinery and equipment	995,000		995,000				995,000	
Fixtures, fittings and furniture								
Renewal of assets at Town Hall (fixtures)	30,000		30,000				30,000	
Total Fixtures, fittings and furniture	30,000		30,000				30,000	
Computers and telecommunications								
IT Hardware Replacement - Capital Purchases >\$1000	215,000		215,000				215,000	
Open Space Digital Sensors	30,000	30,000					30,000	
Total Computers and telecommunications	245,000	30,000	215,000				245,000	
Library books								
Wimmera Libraries Lending Materials	96,798		96,798				96,798	
Wimmera Libraries Premiers Reading Challenge Lending Materials	12,516	12,516			7,116	5,400		
Total Library books	109,314	12,516	96,798		7,116	5,400	96,798	
Total plant and equipment	1,379,314	42,516	1,336,798		7,116	5,400	1,366,798	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Infrastructure								
Roads								
Rural Roads - Gravel Resheeting	1,600,000		1,600,000				1,600,000	
Rural Roads - Reconstruction	1,428,406		1,428,406				1,428,406	
Rural Roads - Reseals	500,000		500,000				500,000	
Rural Roads - Heavy Patching	400,000		400,000				400,000	
Rural Roads - Shoulder Resheeting/Reconstruction	300,000		300,000				300,000	
Urban Roads & Streets - Reconstruction	300,000		270,000	30,000			300,000	
Urban Roads & Streets - Microsurfacing	300,000		300,000				300,000	
Urban Roads & Streets - Reseals	250,000		250,000				250,000	
Urban Roads & Streets - Heavy Patching	150,000		150,000				150,000	
Rural Roads - Local Roads - Final Seals	150,000		150,000				150,000	
Urban Roads & Streets - Donated Infrastructure	70,000	70,000					70,000	
Urban Roads & Streets - Local Roads - Final Seals	60,000		60,000				60,000	
Rural Roads - Vegetation clearance - construction	30,000		30,000				30,000	
Urban Roads & Streets - Consultancy/Design	20,000	20,000					20,000	
Urban Roads & Streets - Intersection treatments	20,000			20,000			20,000	
Urban Roads & Streets - Minor seal extensions	20,000	20,000					20,000	
Rural Roads - Intersections/Traffic improvement	15,000			15,000			15,000	
Rural Roads - Consultancy	12,000	12,000					12,000	
Rural Roads - Minor seal extensions	10,000	10,000					10,000	
Total Roads	5,635,406	132,000	5,438,406	65,000			5,635,406	
Bridges								
Bridges - General Renewal	100,000		100,000				100,000	
Bridge Strengthening - Various Bridges	1,070,000		214,000	856,000	535,000		535,000	
Total Bridges	1,170,000		314,000	856,000	535,000		635,000	
Footpaths and cycleways								
Footpaths - New - Streets without footpaths	168,000	168,000					168,000	
Footpaths - Renewal program	150,000		150,000				150,000	
Bike Tracks - Extend bike tracks from Bike Plan	105,000	52,500		52,500	42,000		63,000	
Footpaths - Rehabilitation - Disability Strategy upgrades	52,500			52,500			52,500	
Total Footpaths and cycleways	475,500	220,500	150,000	105,000	42,000		433,500	
Drainage								
Drainage - Renewal	145,000		145,000				145,000	
Drainage - Upgrades related to developments	40,000	40,000					40,000	
Total Drainage	185,000	40,000	145,000				185,000	
Recreational, leisure and community facilities								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
Total Recreational, leisure and community facilities	50,000		50,000				50,000	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
Parks, open space and streetscapes								
Open Space Assets - Urban - Renewal	180,000		180,000				180,000	
Open Space Assets - Rural -Renewal	20,000		20,000				20,000	
Playground Strategy Implementation - Priority 2	170,000	170,000			85,000		85,000	
Total Parks, open space and streetscapes	370,000	170,000	200,000		85,000		285,000	
Aerodromes								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
Aerodrome - Main Apron Reconstruction	682,163		409,298	272,865	409,298		272,865	
Total Aerodromes	732,163		459,298	272,865	409,298		322,865	
Other infrastructure								
Public Art projects	30,000	30,000					30,000	
Art Gallery Art Collection	25,000	25,000				25,000		
Kerbs and Channel - Renewal	145,000		145,000				145,000	
WIFT - Asset Renewal	75,000		75,000				75,000	
Livestock Exchange - Asset Renewal	100,000		100,000				100,000	
Total Other infrastructure	375,000	55,000	320,000			25,000	350,000	
Total infrastructure	8,993,069	617,500	7,076,704	1,298,865	1,071,298	25,000	7,896,771	
Total capital works expenditure	13,164,083	1,426,016	9,683,852	2,054,215	1,078,414	30,400	10,855,269	1,200,000



COMMUNITY DONATIONS 2025/2026

Organisation name	Purpose	Amount \$
Category A - Recreation Reserve Maintenance of Grass Surfaces		
Laharum - Camerons Oval	Community maintained Rec Reserve	\$ 13,560
Natimuk Showgrounds	Community maintained Rec Reserve	\$ 13,560
Quantong Recreation Reserve	Community maintained Rec Reserve	\$ 13,560
Dock Lake Recreation Reserve	Community maintained Rec Reserve	\$ 6,780
Kalkee Recreation Reserve	Community maintained Rec Reserve	\$ 6,780
Pimpinio Recreation Reserve	Community maintained Rec Reserve	\$ 6,780
Noradjuha Recreation Reserve	Community maintained Rec Reserve	\$ 6,780
Brimpaen Recreation Reserve	Community maintained Rec Reserve	\$ 575
Clear Lake Recreation Reserve	Community maintained Rec Reserve	\$ 575
Dooen Recreation Reserve	Community maintained Rec Reserve	\$ 575
Riverside Recreation Reserve	Equestrian outdoor surface	\$ 575
Toolondo Recreation Reserve	Community maintained Rec Reserve	\$ 575
Wonwondah Recreation Reserve	Community maintained Rec Reserve	\$ 575
Category B - Kindergarten Annual Maintenance		
Bennett Road Kindergarten	Maintenance support	\$ 960
Green Park Kindergarten	Maintenance support	\$ 960
Natimuk Pre-school	Maintenance support	\$ 960
Natimuk Road Kindergarten	Maintenance support	\$ 960
Category C - Public Halls Insurance		
Public Halls	Insurance Levy	\$ 20,000
Other Community Facilities	Insurance Levy	\$ 13,400
Category D - Charitable Retail Premise Refund of Rates		
Rates exemption for cultural, recreational and charitable organisations	Rates refund	\$ 8,510
Category E - Sponsorship of awards		
Federation University	Horsham Campus Nursing Award	\$ 300
Longerenong College (Skill Invest)	Citizenship Award	\$ 300
Holy Trinity Lutheran College	Senior Achievement Award	\$ 200
Horsham College	Alternate Pathways Achievement	\$ 200
Horsham College	Senior Achievement Award	\$ 200
St Brigid's College	Senior Achievement Award	\$ 200
Category F - Specific other donations		
<u>Welfare and Community Services</u>		
Christian Emergency Food Centre	Welfare and Community Services	\$ 5,490
Haven Bush Play Group	Welfare and Community Services	\$ 1,000
Horsham College Chaplaincy (Access Ministries)	Welfare and Community Services	\$ 6,275
Horsham Tidy Towns	Welfare and Community Services	\$ 6,165
Wimmera Association for Genealogy	Welfare and Community Services	\$ 360
Wimmera River Improvement Committee	Welfare and Community Services	\$ 9,180
Wimmera River Improvement Committee-Police Paddock	Welfare and Community Services	\$ 2,695
<u>Community Newsletters</u>		
Dadswell Bridge Community Newsletter	Community Newsletter	\$ 300
Natimuk & District Progress Association Inc	Community Newsletter	\$ 1,910
North West Grampians Newsletter	Community Newsletter	\$ 1,910
Wonwondah North Hall	Community Newsletter	\$ 300
<u>Support of community event</u>		
Christian Ministers Association	Carols by Candlelight	\$ 4,370
Horsham City Pipe Band	Support of community events	\$ 1,910
Horsham Rural City Band	Support of community events	\$ 1,910
Natimuk Brass Band	Support of community events	\$ 1,910
Total Donations		\$ 164,085

1. PURPOSE

Horsham Rural City Council (HRCC) provides annual assistance to a range of community groups on a recurrent basis to support the activities of these groups within the municipality. These community donations are included in the Council Budget adopted each year.

This policy provides the framework for Council's annual donations program including where corporate donations are made to support Council programs.

2. INTRODUCTION

In each annual budget process, HRCC allocates recurrent funding assistance to support the activities of a range of community organisations that provide community facilities, services, social support and recreational opportunities for the municipality.

From time to time, Council may also receive donations or sponsorship from corporate organisations to support Council programs.

This policy outlines the rationale for community donations, eligibility, donation requests, assessment criteria, donation approval (including corporate donations or sponsorship) and payment processes.

3. SCOPE

This policy is applicable to community groups that operate in or provide activities for the benefit of the residents of Horsham Rural City Council and receive a donation from Council. The policy also applies to corporate organisations seeking to donate to support Council programs

4. PRINCIPLES

HRCC provides a range of community donations to local community groups. Council recognises there are many community groups that work to make our municipality a better place to 'live, work and play'. The key principle is that the donation supports recurrent operational aspects of organisations within our community that provide community facilities, services or recreational activities that benefit the health and wellbeing of residents of our municipality. The donations program supports Theme 1 of the Council Plan to *"Develop the municipality as a diverse, inclusive and vibrant community"*.

4.1 Eligibility

Community donations are allocated under the following categories:

A. Recreation Reserve – maintenance of grass playing surfaces

This is an annual cash donation to assist recreation reserve Committees of Management maintain the standard of watered grass playing surfaces for the benefit of wider community use. Donations are based on whether a recreation reserve maintains a **watered** grass playing surface for competition sport during summer and/or winter, for example, a reserve that is watered for **both** summer and winter competition will receive two allocations. A reserve that is watered for **either** summer or winter will receive one allocation.

A smaller pre-determined allocation is provided for recreation reserves with no competition sport or that have a **non-watered** grass playing surface.

Recreation reserves that receive direct support and maintenance via Council recreation staff are not eligible for recurrent cash donations.

B. Kindergartens (Council owned) – annual maintenance

Council provides a general maintenance allocation to all Council-owned kindergartens.

Council also provides a recurrent grant to support the operations of the Horsham District Kindergarten Association (Emerge).

C. Public Halls – insurance

Council provides Industrial Special Risk (ISR) insurance for public halls. ISR insurance essentially provides property damage cover for buildings and (in cases where these have previously been nominated and accepted by Council) contents. In addition, Council also provides public liability cover for “casual” (and some designated “regular”) hirers of community halls, together with public liability insurance cover for the delegated activities of the HRCC Community Halls Community Asset Committee (noting that public liability is provided through the Crown, for any Crown Land Committees of Management).

D. Charitable Retail Premises – refund of rate payments

In recognition of the outstanding community service work provided to our municipality, Council refunds payments for the general rate and municipal charge levied against eligible charitable retail premises.

E. Sponsorship of Prizes

Council sponsors a number of annual prizes to support the activities of schools and local events.

F. Specific Other Donations

Council recognises the important role that certain not-for-profit organisations play within our community to enhance the physical, recreational and/or social attributes of our municipality, through an annual cash donation.

The eligibility and amount of community donations is reviewed each year as part of Council's annual budget process. A full list of yearly community donations is included in Council's Annual Budget (available on the Horsham Rural City Council website – www.hrcc.vic.gov.au).

Note - groups receiving a community donation may also apply under the Community Grants Program if they require cash support for a specific project.

4.2 Application for a Community Donation

The allocation of recurrent community donations is only made to community groups in accordance with Section 4.1. If a community group believes that they fit under one of the eligible categories for a community donation or if a current donation recipient requests a variation, they may lodge a request in writing to:

Chief Executive Officer
Horsham Rural City Council
PO Box 511
HORSHAM Vic 3402

The request must provide details of their organisation, including current membership, and details of community facilities and services provided including public access. The request must state the reasons why the organisation is seeking on-going operational support from Council.

The Chief Executive Officer will make a recommendation to Council. Council must approve any new community donations as part of the annual budget process.

4.3 Payment of a Community Donation

Once approved and listed in Council's adopted budget for a financial year, the grant funds will be paid in October of that year, unless an alternative payment schedule is requested and approved by Council's Chief Financial Officer.

5. CORPORATE DONATIONS

Council may choose to receive corporate donations or sponsorship that support Council programs and Theme 1 of the Council Plan to "Develop the municipality as a diverse, inclusive and vibrant community".

Any donations or sponsorship Council accept must not compromise its reputation, image, probity or ability to fulfill its functions and responsibilities. Council retains the right to decline a donation or sponsorship agreement with any external party, in respect to particular products or services for which Council considers inappropriate, inopportune or if costs outweigh the benefits.

Council will not, under any circumstances enter into a donation or sponsorship agreement with external parties who:

- Conflict with Council's principles of equity, access, participation, rights and accessibility for all community groups.
- Pose a conflict with the broader policies and practices of Council or may be perceived in conflict.
- Undertakes any illegal or unethical activity that negatively impacts the community and/or natural environment.

Where Council receives offers of corporate donations or sponsorship to support Council's programs, such offers will be considered on a case-by-case basis. If approved, a Memorandum of Understanding for use of the funds will be developed and approved by Council.

6. COMMUNICATION

A list of Community Donations is contained in the Operating Budget adopted by Council each year. This policy will be available on the Horsham Rural City Council intranet and website.

7. RESPONSIBILITY

Policy Owner: Coordinator Community Relations and Advocacy

This Policy will be reviewed every 12 months or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC.

8. DEFINITIONS

Term	Meaning
Community donation	For the purposes of this policy, a community donation means HRCC giving a cash payment or other Council resources to assist the recurrent operations of community groups

9. SUPPORTING DOCUMENTS

Document	Location
HRCC Community Development Grants Policy (C04/024)	Internet/Intranet

10. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	3 March 2014	Council	• New Policy	
02	January 2017	Council	<ul style="list-style-type: none"> • Removal of refund of rate payments for service clubs as properties no longer rateable • Clarification of eligibility D – refund of rates for charitable <u>retail premises</u> i.e. Opportunity shops • Removal of listing of organisations – this is now noted as included in Council budget 	
03	19 March 2018	Council	• Clarification of donations to watered and non-watered grass playing surfaces	
04	14 December 2020	Council	<ul style="list-style-type: none"> • Minor grammatical changes • Addition of new name for Horsham District Kindergarten Association • Minor clarification of the Public Halls Insurance category • Minor clarification to Charitable retail premises category 	14 December 2021
05	24 January 2022	Council	• Change in Council Plan wording	24 December 2022
	November 2022	Not required	• Reviewed by EMT – no changes required	24 December 2023
5.1	March 2023	n/a	• New logo	24 December 2023
06	29 January 2024	Council	• Inclusion of provision for corporate donations	24 December 2024
6.1	28 January 2025	Council	<ul style="list-style-type: none"> • Annual review • Addressed grammatical and numbering errors 	24 December 2025

It is recognised that from time-to-time circumstances may change leading to the need for minor administrative changes to Council and Administrative Policies. Where an update does not materially alter a Policy, such a change may be made administratively, without the need for formal adoption by EMT or Council. Examples include a change to the name of a Council Department/Position Title, a change to the name of a Federal or State Government Department, and a minor update to legislation which does not have a material impact. However, all changes will be noted in the document control section and version number updated.

HRCC COMMUNITY DONATIONS 2025/2026 – CONFLICT OF INTEREST DECLARATIONS**CONFLICT OF INTEREST DECLARATIONS FOR COUNCILLORS**

Councillor	Conflict of Interest Declared
Cr Ian Ross (Mayor)	Nil
Cr Brian Klowss	Natimuk Showgrounds, Bennett Road Kindergarten, Green Park Kindergarten, Natimuk Pre-school, Natimuk Road Kindergarten, Natimuk & District Progress Association Inc, Natimuk Brass Band
Cr Cam McDonald	Nil
Cr Angela Munn	Nil
Cr Dean O'Loughlin	Haven Bush Playgroup
Cr Rebecca Sluggett	Horsham College - Alternate Pathways Achievement Award
Cr Todd Wilson	Nil

2025 Local Government Community Satisfaction Survey

Horsham Rural City Council

Coordinated by the Department of
Government Services on behalf of
Victorian councils



Contents

<u>Background and objectives</u>	<u>3</u>
<u>Key findings and recommendations</u>	<u>6</u>
<u>Detailed findings</u>	<u>12</u>
<u>Overall performance</u>	<u>13</u>
<u>Customer service</u>	<u>24</u>
<u>Communication</u>	<u>30</u>
<u>Council direction</u>	<u>35</u>
<u>Individual service areas</u>	<u>39</u>
<u>Community consultation and engagement</u>	<u>40</u>
<u>Decisions made in the interest of the community</u>	<u>42</u>
<u>Condition of sealed local roads</u>	<u>44</u>
<u>Waste management</u>	<u>46</u>
<u>Maintenance of unsealed roads</u>	<u>48</u>
<u>Detailed demographics</u>	<u>50</u>
<u>Appendix A: Index scores, margins of error and significant differences</u>	<u>52</u>
<u>Appendix B: Further project information</u>	<u>56</u>



Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-sixth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 26 years

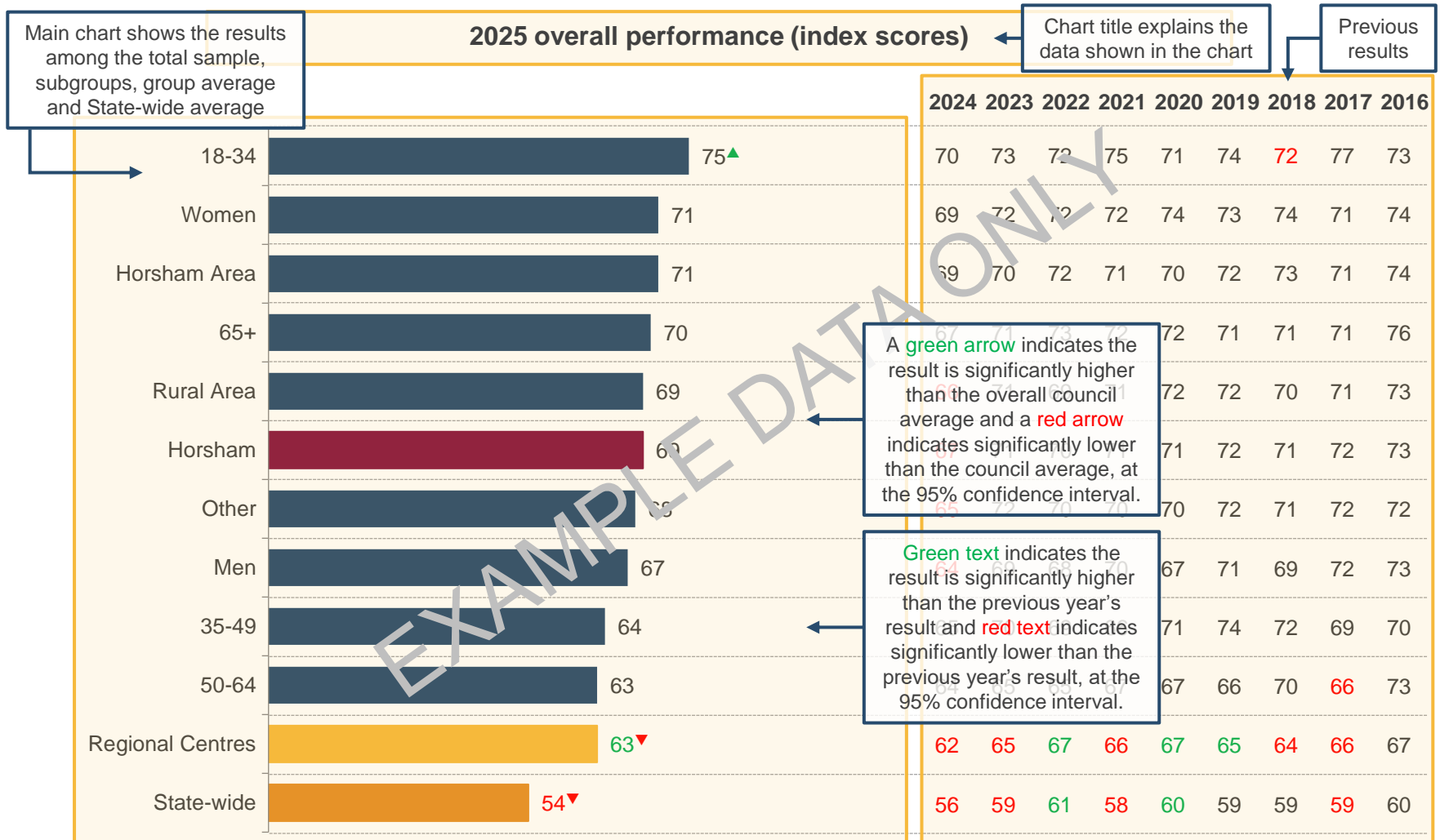
Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 26 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



How to read index score charts in this report



Question asked and base size(s)

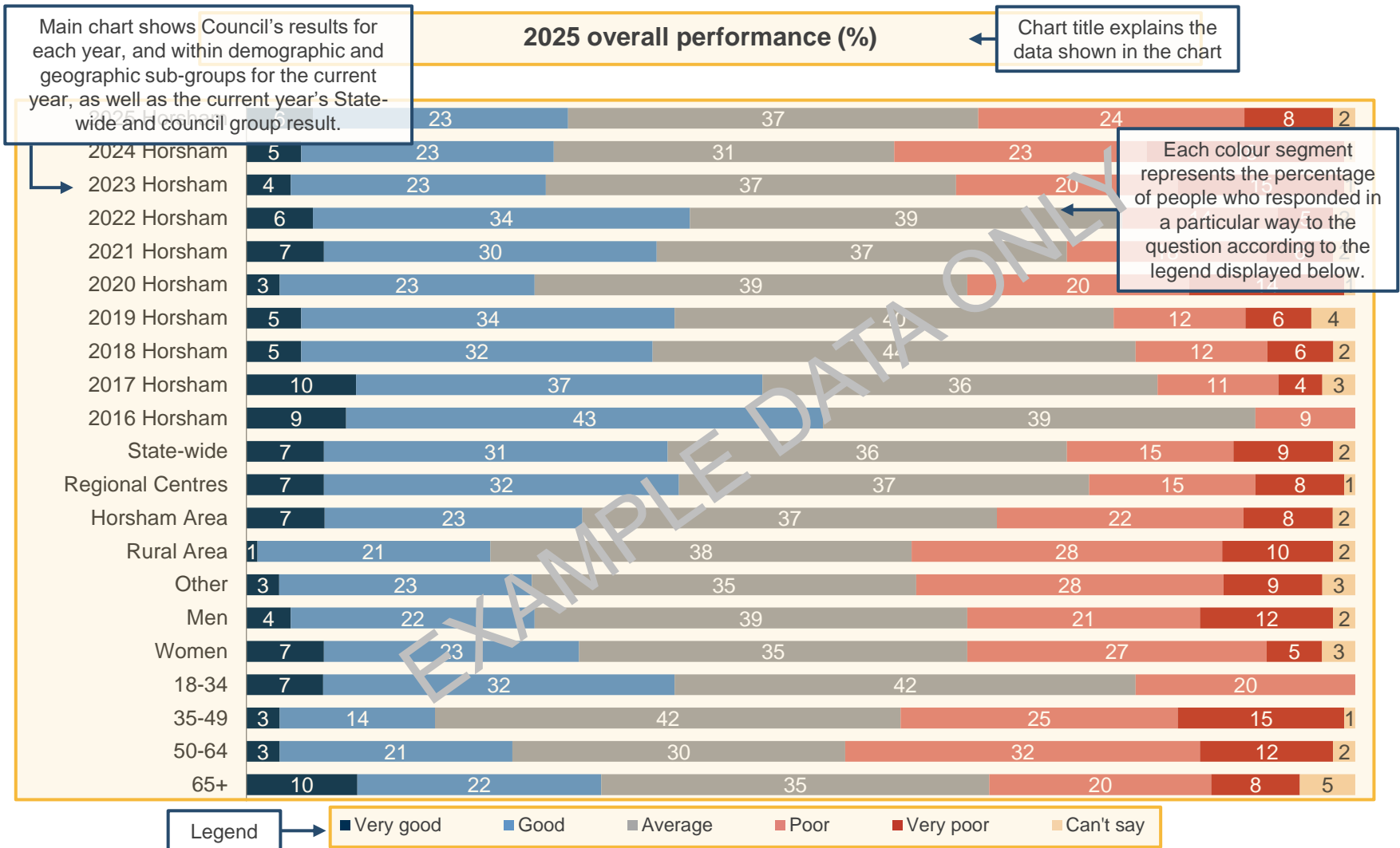
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

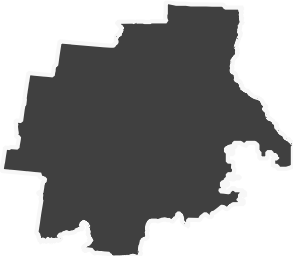
Key findings and recommendations



Horsham Rural City Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Horsham 48



Regional Centres 54



State-wide 53

Council performance compared to group average

Highest performing area		
	Waste management	= on par
Lowest performing area		
	Unsealed roads	= on par
	Customer service	= on par



Summary of core measures

Index scores



Overall
Performance



Value for
money



Community
Consultation



Making
Community
Decisions



Sealed
Local
Roads



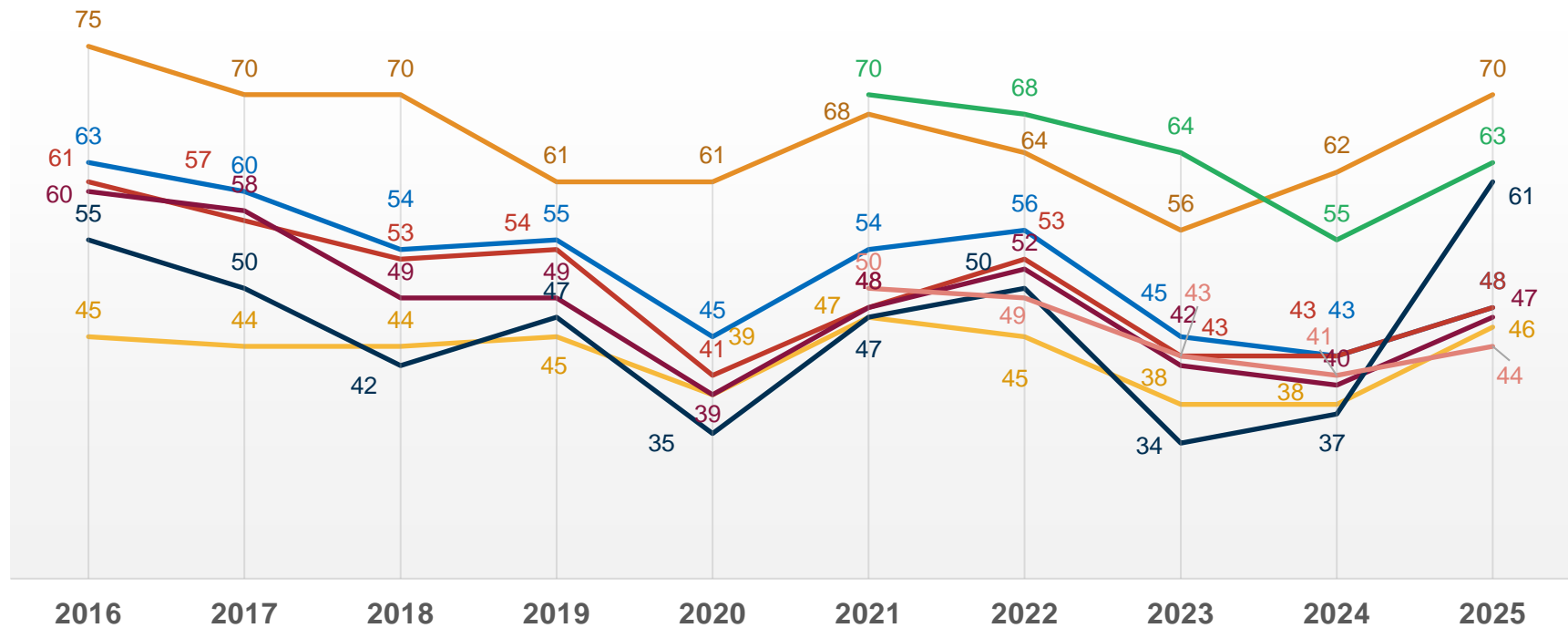
Waste
management



Customer
Service



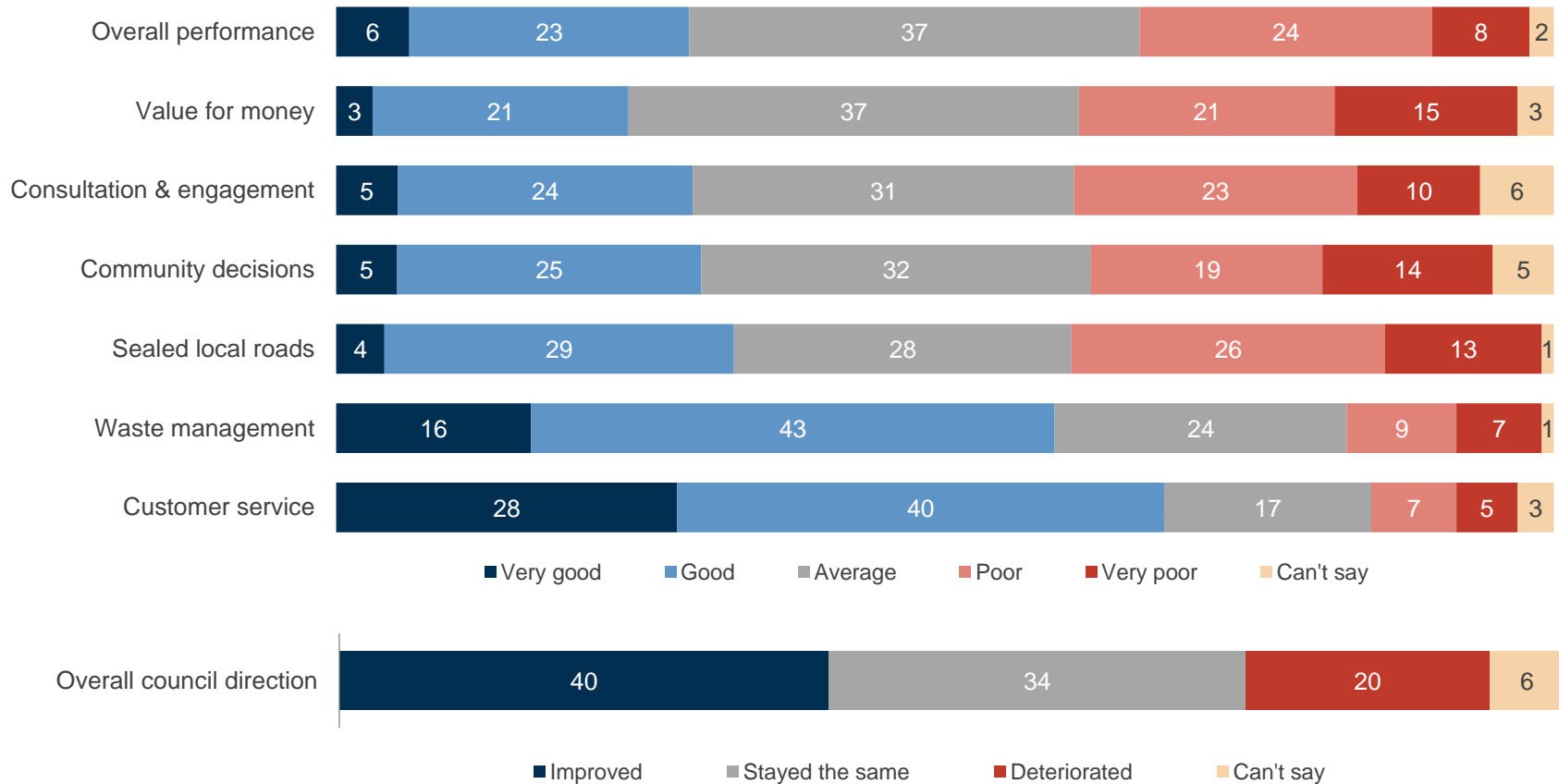
Overall
Council
Direction














Summary of core measures

Core measures summary results (%)





Summary of Horsham Rural City Council performance

Services		Horsham 2025	Horsham 2024	Regional Centres 2025	State-wide 2025	Highest score	Lowest score
	Overall performance	48	43	54	53	18-34 years	35-49 years
	Value for money	44	41	47	47	18-34 years	35-49 years
	Overall council direction	61	37	48	46	65+ years	50-64 years
	Customer service	70	62	68	66	18-34 years	35-49 years
	Waste management	63	55	65	65	65+ years	Rural Area residents
	Consultation & engagement	48	43	49	50	18-34 years	35-49 years
	Community decisions	47	40	48	49	18-34 years, 65+ years	35-49 years
	Sealed local roads	46	38	46	45	18-34 years	35-49 years
	Unsealed roads	36	33	39	38	18-34 years	35-49 years, Rural Area residents



Focus areas for the next 12 months

Overview

Perceptions of Horsham Rural City Council's overall performance, customer service and overall direction improved significantly in the last 12 months, the latter measure reaching a record-high rating. Performance ratings of waste management, consultation and engagement, making decisions in the community's interest and sealed local roads also increased significantly. However, continued efforts are needed on consultation which is mentioned by almost one in three residents as the area Council most needs to improve.

Focus areas

Improved performance in most areas means Council is showing signs of recovery from record or near record low ratings in these areas over the past two years. Council should seek to maintain and build upon these gains. Unsealed roads, however, remains Council's lowest-performing area, with little improvement since measurement began in 2024 (index score of 36 in 2025, up slightly – but not significantly – from 33). Increased attention in this area is warranted over the next 12 months to improve perceptions.

Comparison to state and area grouping

Council performs significantly higher than the Regional Centres group and State-wide averages on overall direction, but significantly lower than both groups on overall performance and value for money. In all five individual service areas evaluated, Council rates in-line with the Regional Centres group and State-wide averages. On customer service, Council performs significantly higher than the State-wide average and in-line with councils in the Regional Centres group.

Cohorts where ratings are consistently low require attention

Residents aged 34 to 49 years and those in the Rural Area are the most critical of Council's performance across many areas (despite some significant gains among Rural Area residents this year). Targeted efforts toward these groups over the next 12 months are recommended. These groups rate community decisions and Council's consultation and engagement efforts the lowest, indicating potential opportunity for some targeted activities to ensure they feel heard on local issues.

DETAILED FINDINGS

Overall performance



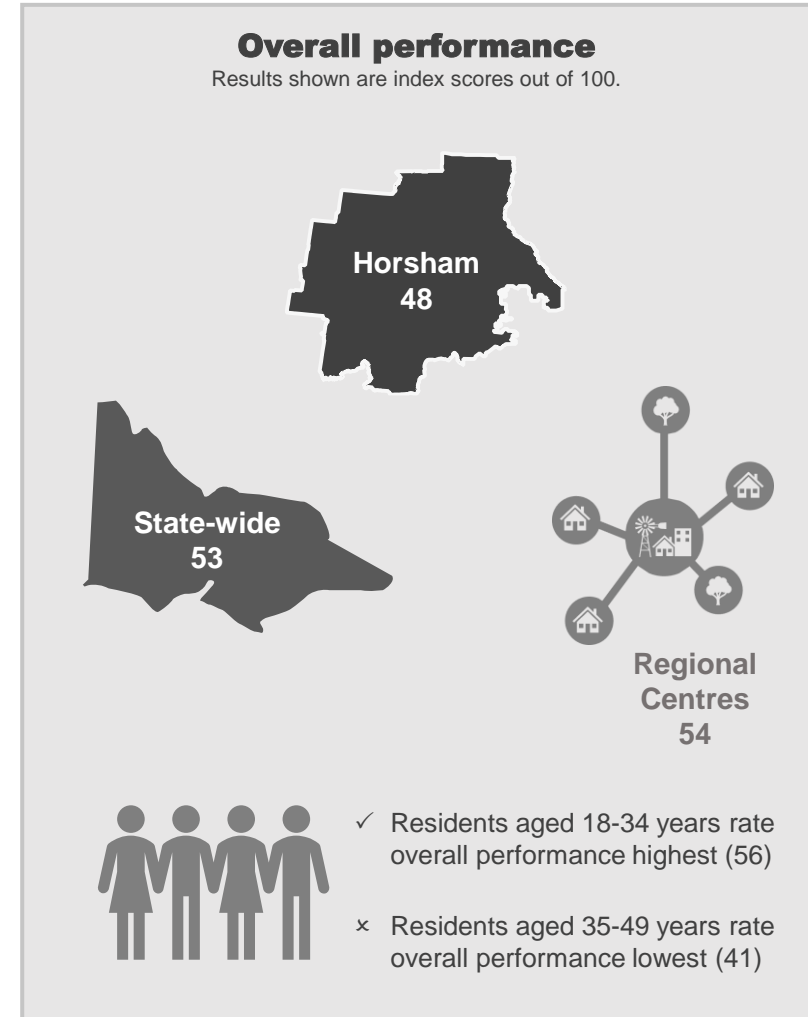
Overall performance

The overall performance index score of 48 for Horsham Rural City Council is a significant, five-point increase on the 2024 result. Perceptions of Council's overall performance are starting to rebound from a significant, 11-point decline in 2023, but are still below largely higher ratings recorded from 2016 to 2022.

Council's overall performance is rated statistically significantly lower (at the 95% confidence interval) than both the Regional Centres group and State-wide averages (index scores of 54 and 53 respectively).

- Perceptions of overall performance increased significantly among residents of the Rural Area (index score of 44, up 12 points), people aged 65 years and over (51, up seven points) and women (50, up six points).
- Ratings of overall performance are highest among residents aged 18 to 34 years (index score of 56, significantly higher than average) and lowest among those aged 35 to 49 years (41, significantly below average).

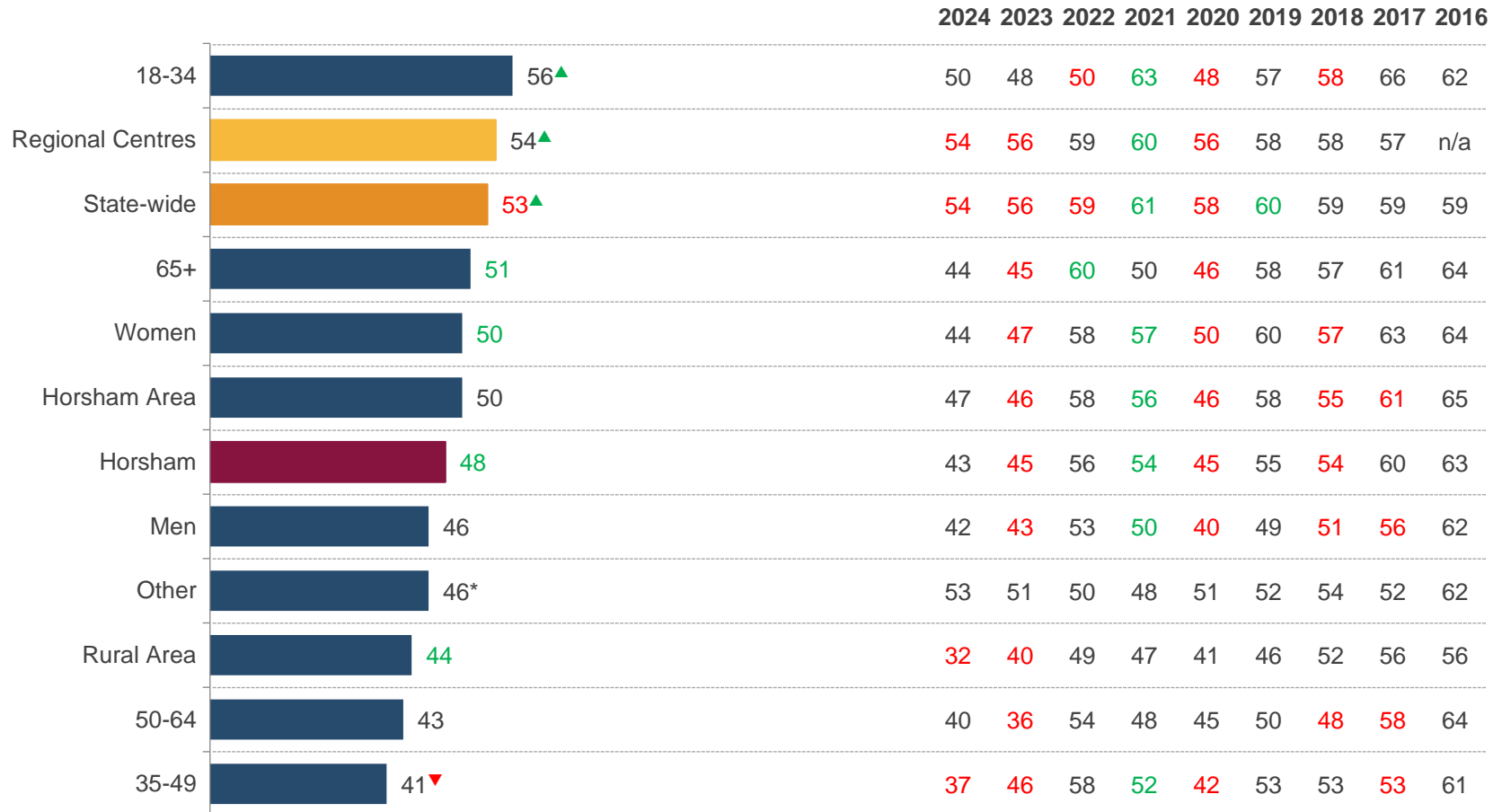
One in four residents (24%) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good', while 37% rate is as 'average'. Fewer residents this year (36%, down six percentage points) rate value for money as 'very poor' or 'poor'.





Overall performance

2025 overall performance (index scores)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

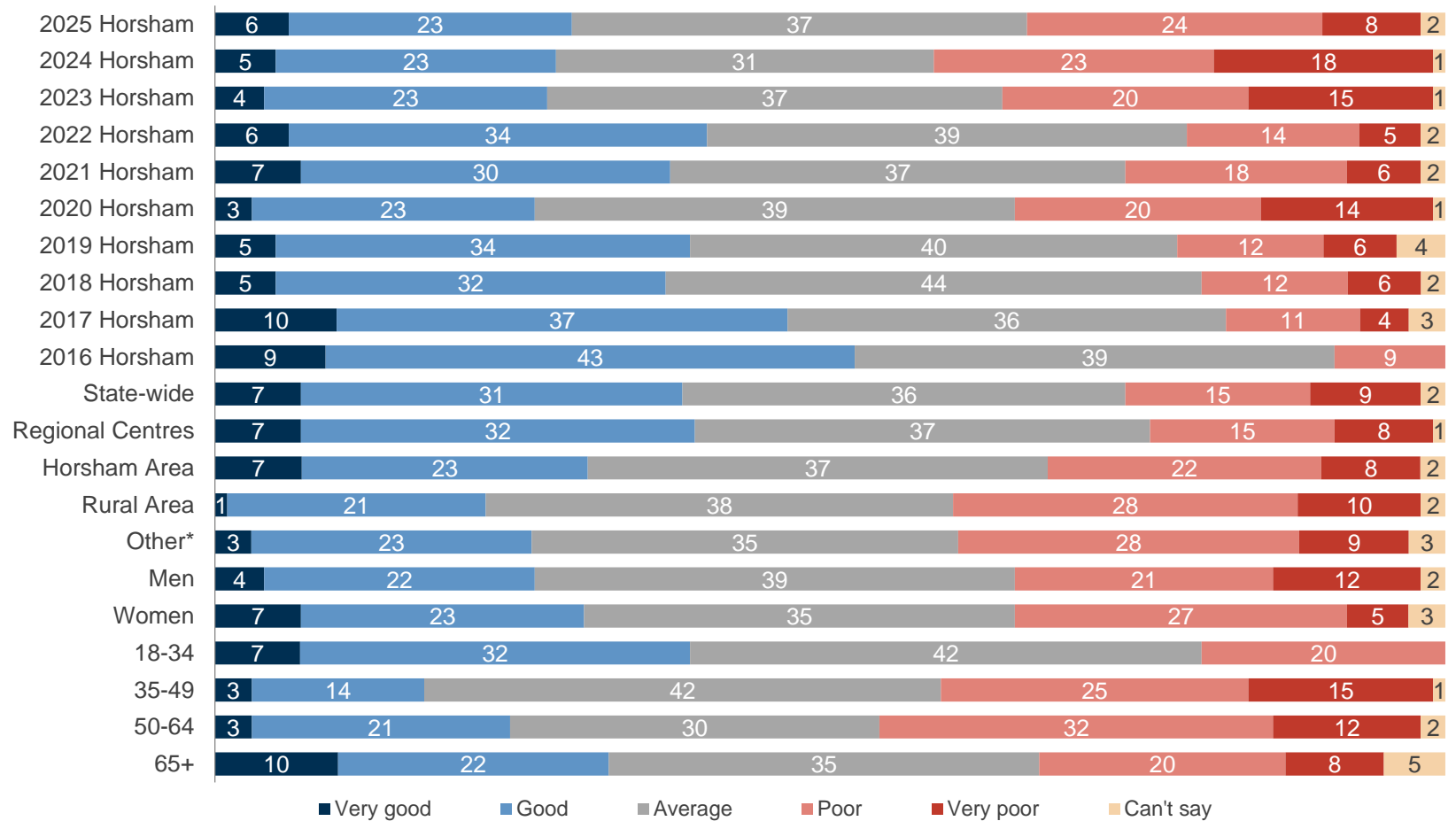
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Overall performance

2025 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30



Value for money in services and infrastructure

2025 value for money (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	49▲	47	40	46	52	n/a	n/a	n/a	n/a	n/a
65+	48	45	48	53	55	n/a	n/a	n/a	n/a	n/a
Regional Centres	47▲	48	50	53	55	n/a	n/a	n/a	n/a	n/a
State-wide	47▲	48	49	53	54	n/a	n/a	n/a	n/a	n/a
Other	46*	41	47	34	45	n/a	n/a	n/a	n/a	n/a
Horsham Area	46	44	45	51	53	n/a	n/a	n/a	n/a	n/a
Women	45	42	45	52	54	n/a	n/a	n/a	n/a	n/a
Horsham	44	41	43	49	50	n/a	n/a	n/a	n/a	n/a
Men	43	41	41	45	47	n/a	n/a	n/a	n/a	n/a
50-64	41	36	37	46	44	n/a	n/a	n/a	n/a	n/a
Rural Area	38▼	34	36	44	43	n/a	n/a	n/a	n/a	n/a
35-49	36▼	34	42	49	47	n/a	n/a	n/a	n/a	n/a

Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 9

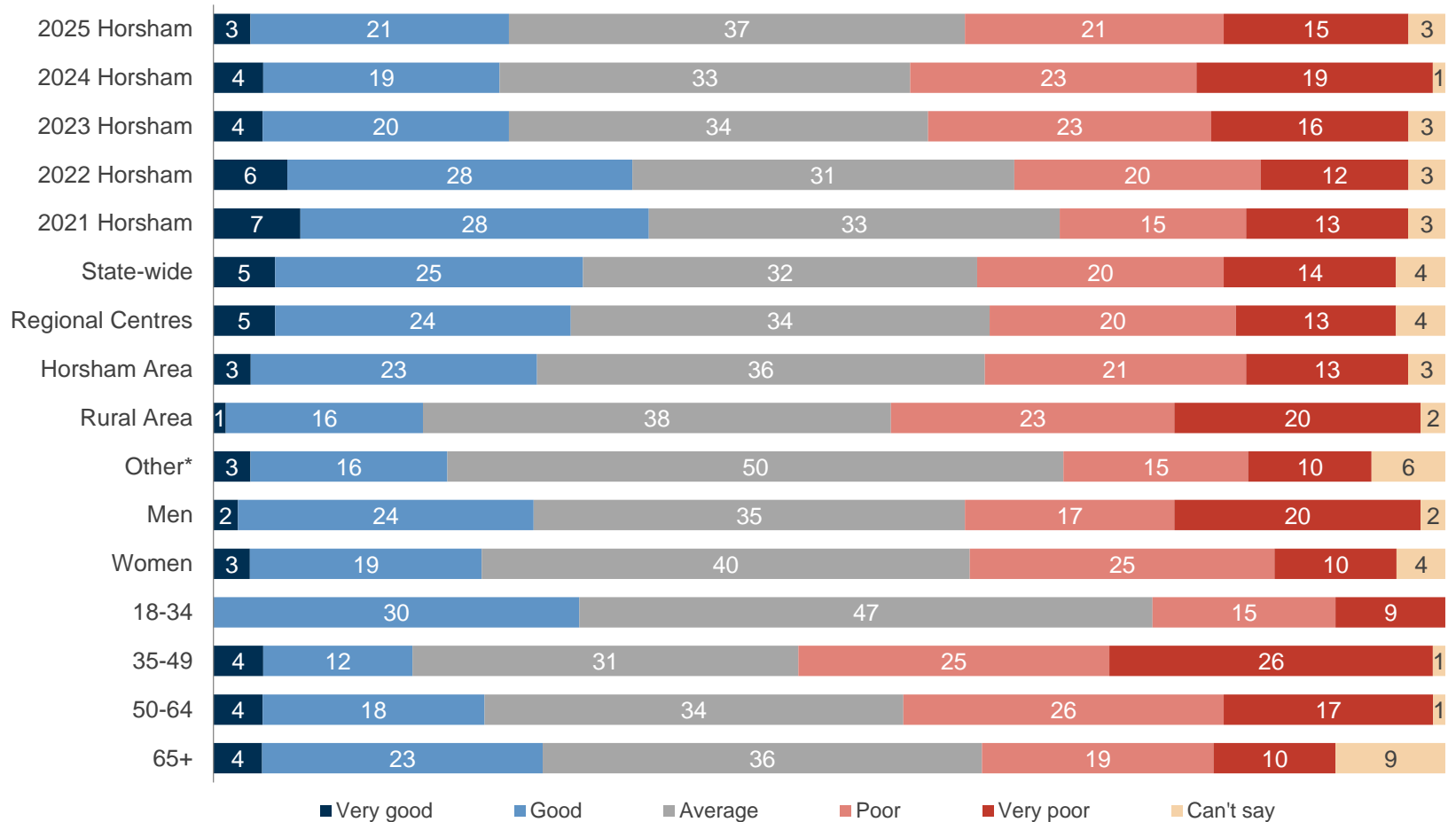
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Value for money in services and infrastructure

2025 value for money (%)



Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 9

*Caution: small sample size < n=30



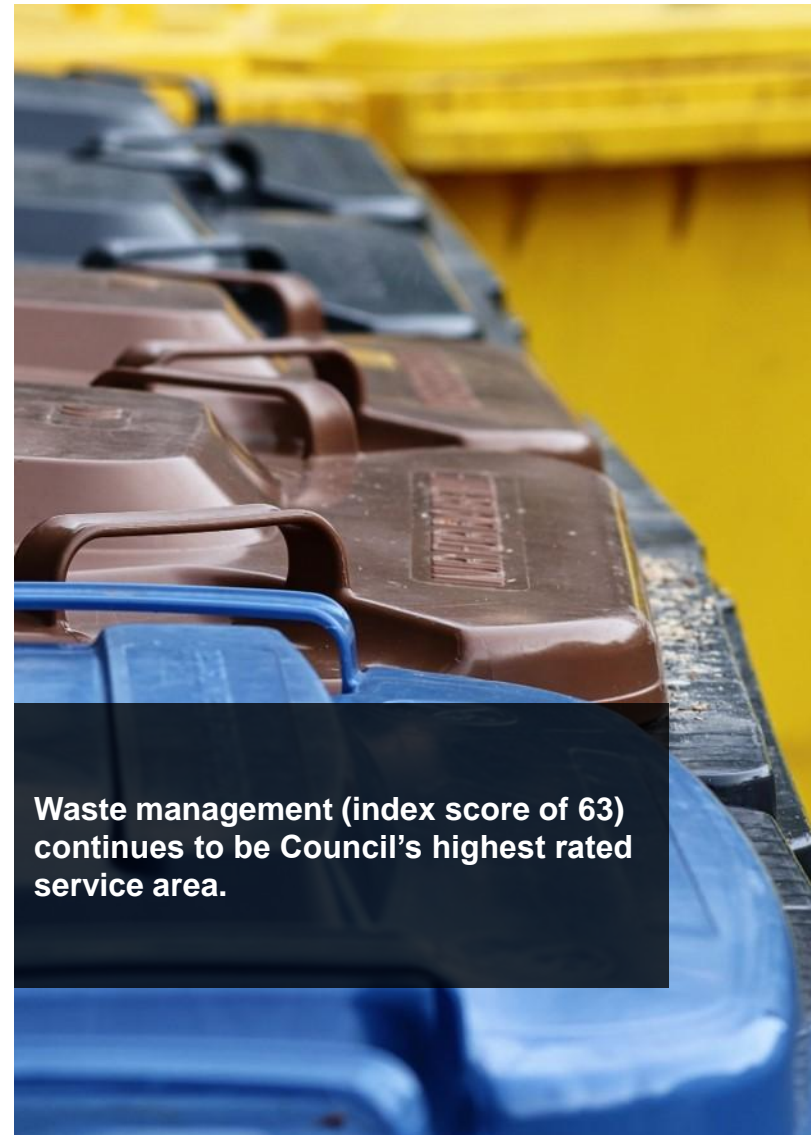
Top performing service area

Waste management (index score of 63) remains Council's top performing service area, with ratings increasing significantly from 2024 (up eight index points).

Perceptions of waste management are showing signs of recovery after two consecutive years of significant deterioration.

Council now performs in line with the Regional Centres group and State-wide averages on waste management (index score of 65 for both).

- All groups increased significantly in their perceptions of waste management, with the exception of residents aged 18 to 34 years and those in the 'Other'* area. The largest gains are among those aged 35 to 64 years and Rural Area residents; a strong result given these are the cohorts where ratings declined the most in 2024.
- Ratings of waste management are significantly higher than average among residents aged 65 years.

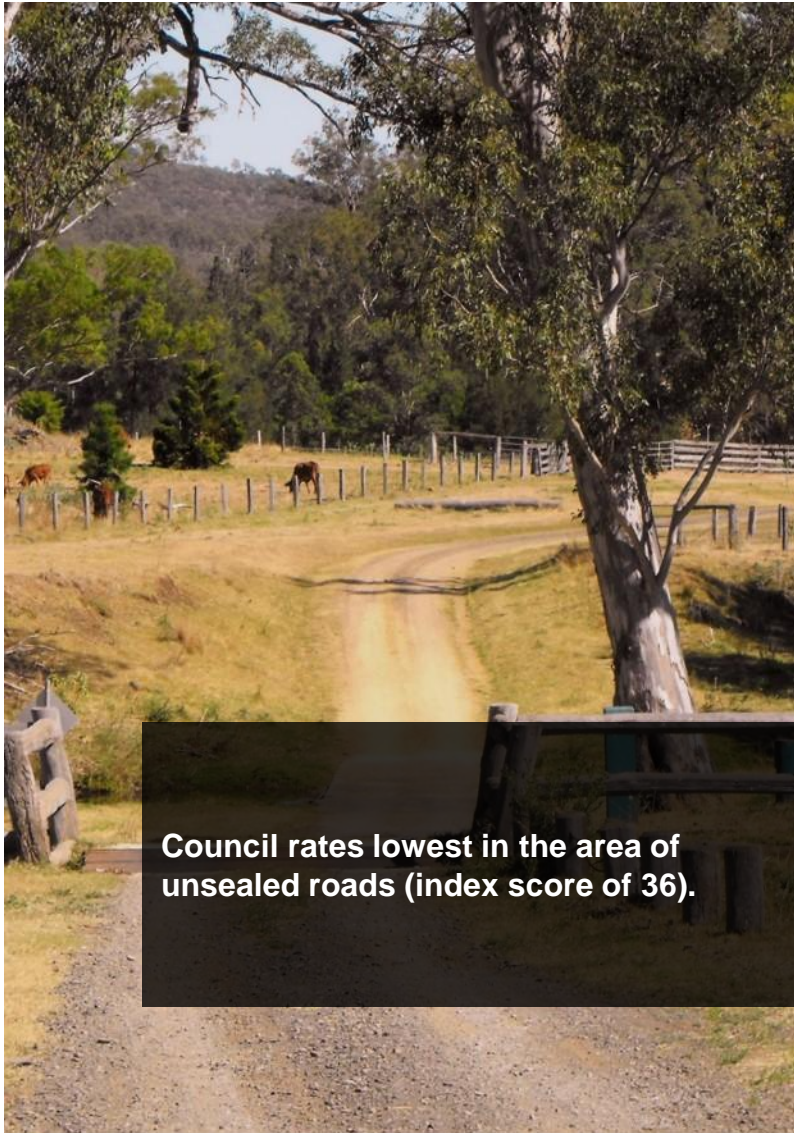


Waste management (index score of 63) continues to be Council's highest rated service area.

*Caution: small sample size < n=30



Low performing service areas



**Council rates lowest in the area of
unsealed roads (index score of 36).**

Council's lowest performing area continues to be unsealed roads (index score of 36), where perceptions have improved slightly – but not significantly – in the last 12 months (up three points).

However, ratings of Council's other lower performing areas have increased significantly this year, following sharp declines in 2023, which did not improve at last year's evaluation. These include sealed roads (index score of 46, up eight index points from 2024), making decisions in the community's interest (47, up seven points) and consultation and engagement (48, up five points).

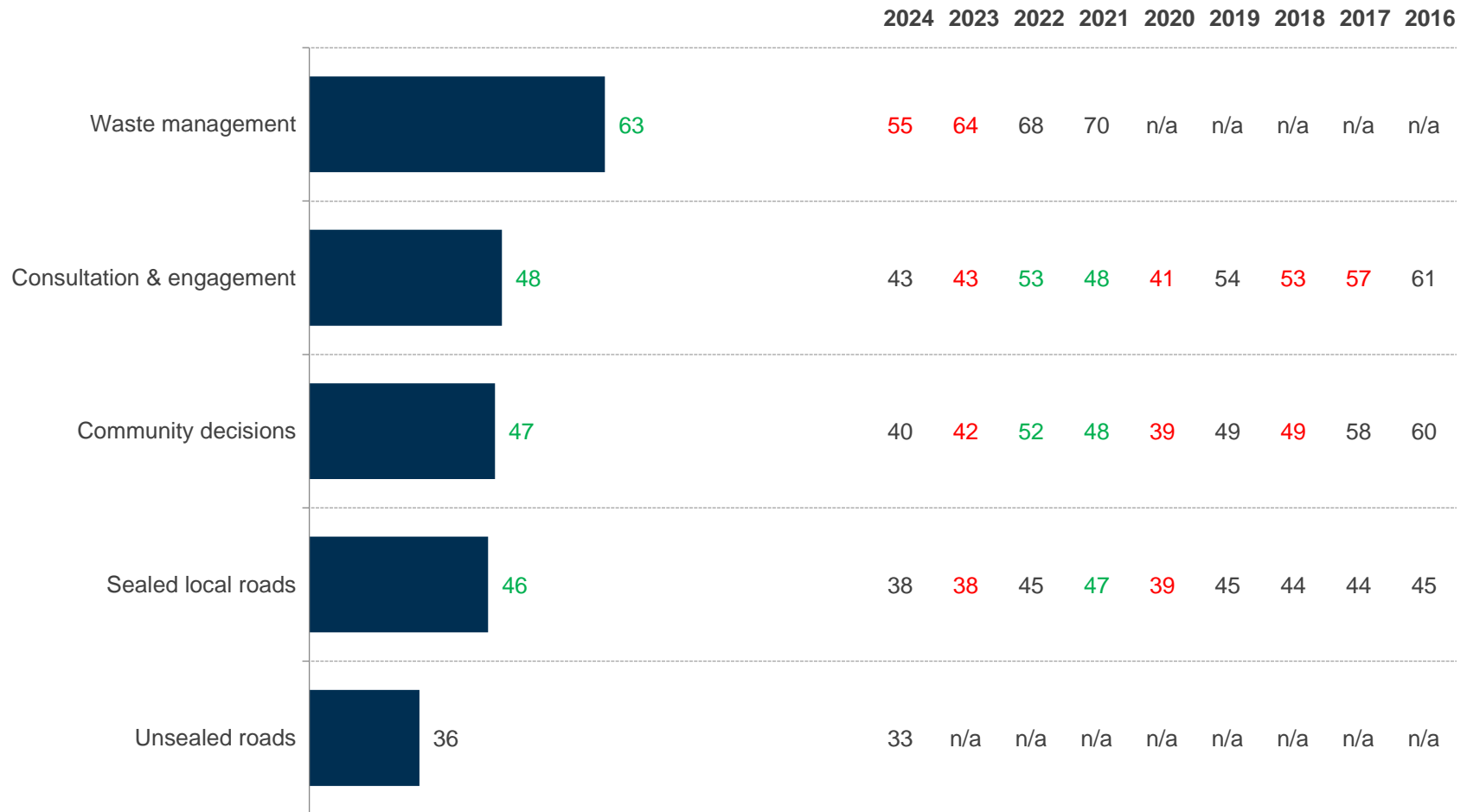
There remains room for further improvement here with community consultation (32%) and sealed road maintenance (15%) leading the areas cited by residents as most needing improvement, followed by financial management (14%).

- Council rates in-line with the Regional Centres and State-wide averages in these four service areas.
- Demographically, ratings are lowest for these areas among residents aged 35 to 49 years.
- Geographically, residents in the Horsham Area provide relatively higher ratings for unsealed and sealed roads than those in the Rural Area.



Individual service area performance

2025 individual service area performance (index scores)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

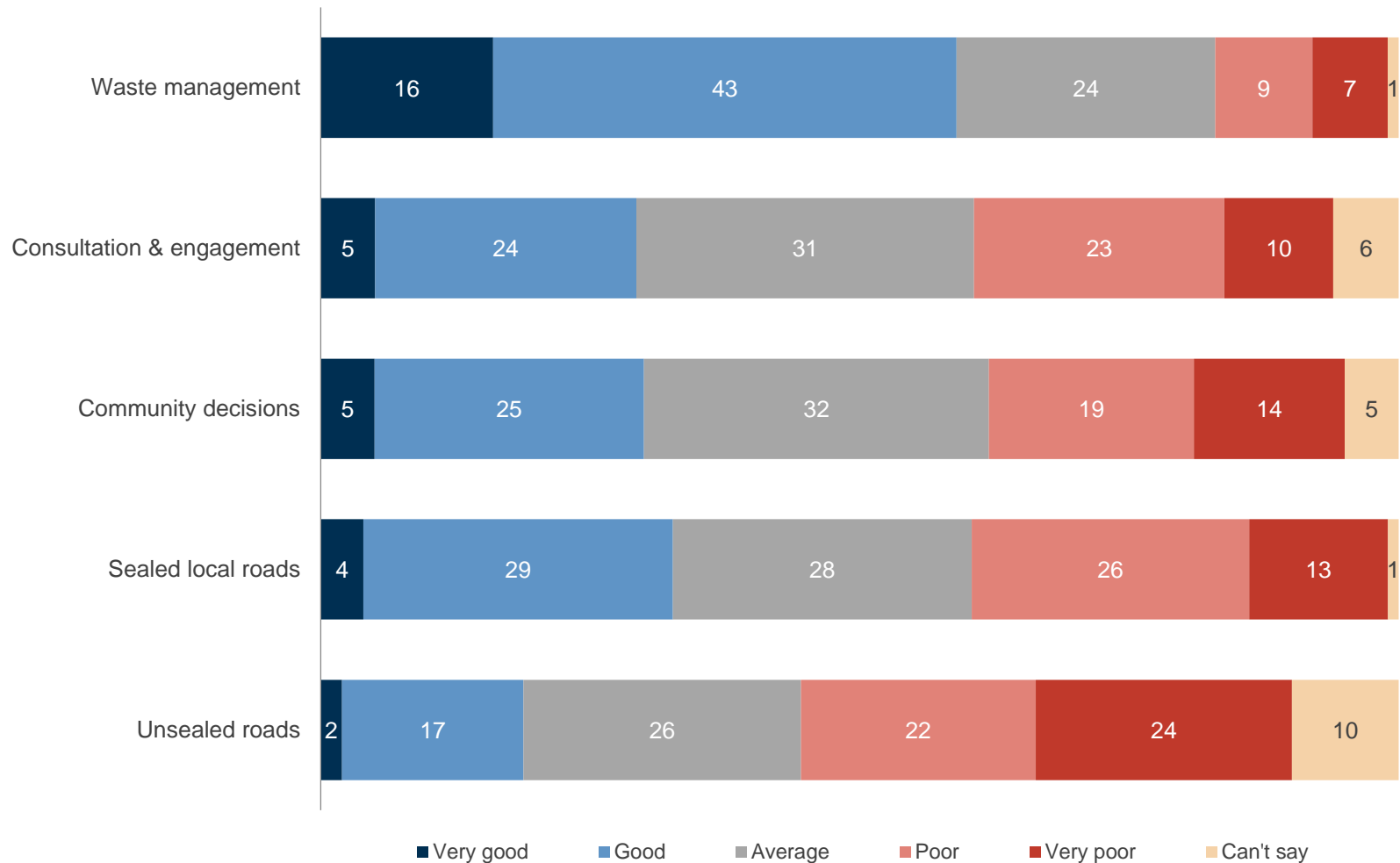
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



Individual service area performance

2025 individual service area performance (%)



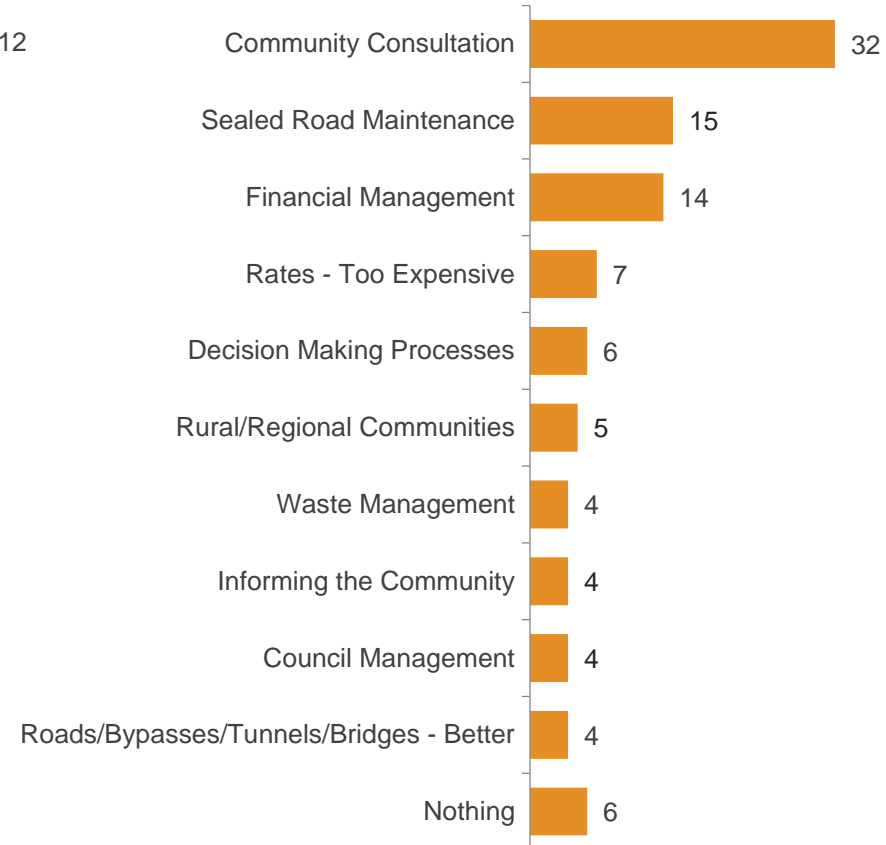


Best things about Council and areas for improvement

2025 best things about Council (%)
- Top mentions only -



2025 areas for improvement (%)
- Top mentions only -



Q16. Please tell me what is the ONE BEST thing about Horsham Rural City Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether?

Base: All respondents. Councils asked State-wide: 29 Councils asked group: 4

Q17. What does Horsham Rural City Council MOST need to do to improve its performance?

Base: All respondents. Councils asked State-wide: 44 Councils asked group: 9

A verbatim listing of responses to these questions can be found in the accompanying dashboard.

Customer service



Contact with council and customer service

Contact with council

More than six in ten residents (63%) had contact with Council in the last 12 months.

Rate of contact has increased by nine percentage points since 2023 and is now at its highest level recorded.

- Rate of contact among residents aged 65 years and over is significantly lower than average (50%).



Among those residents who have had contact with Council, 68% provide a positive customer service rating of 'very good' or 'good', including 28% of residents who rate Council's customer service as 'very good'.

Customer service

Council's customer service index of 70 is a significant, eight-point increase on the 2024 result. Impressions of customer service interactions have improved significantly over the past two years since experiencing a decline in 2023. This is a positive result for Council, returning to the higher rating last seen in 2017/2018.

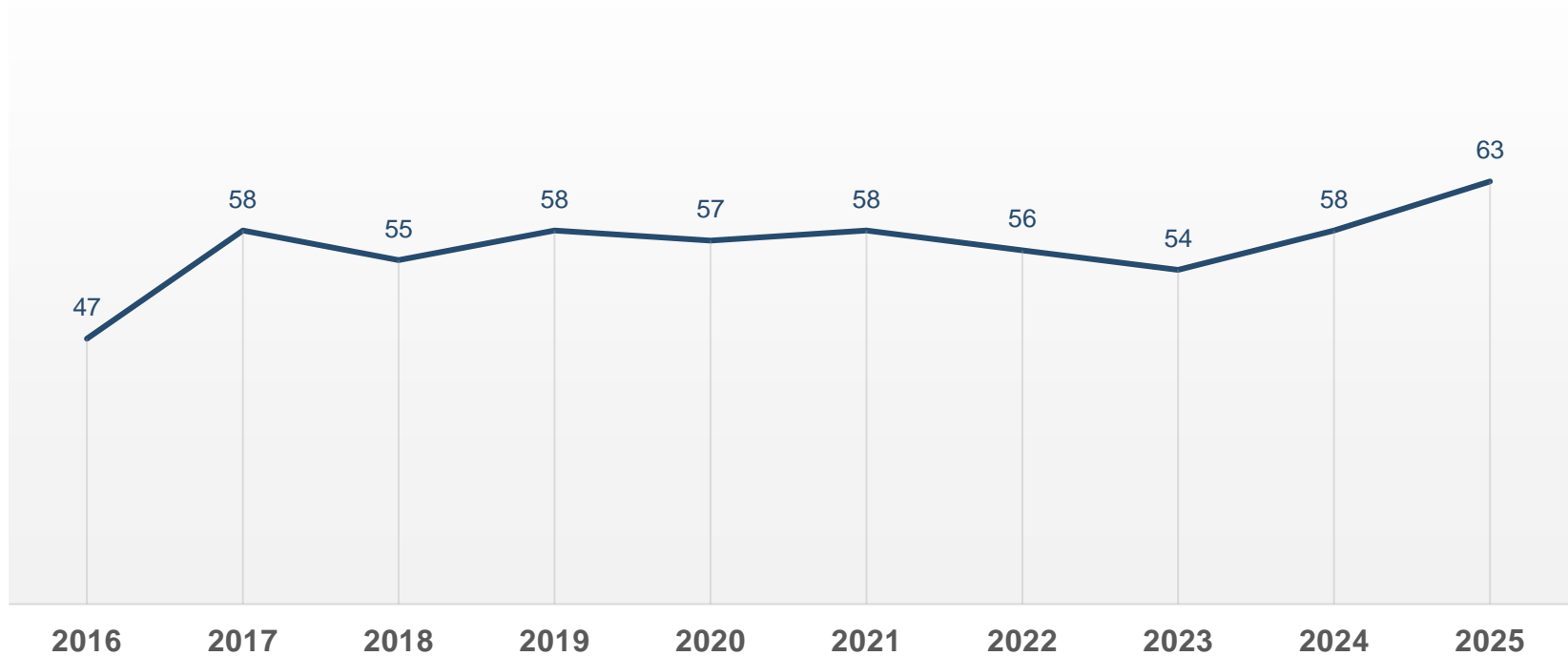
Customer service rates in line with the Regional Centres group, but significantly lower than the State-wide average (index scores of 68 and 66 respectively).

- Ratings of customer service are most improved among Rural Area residents (index score of 68, up 14 points) and people aged 50 to 64 years (70, up 12 points).
- Residents aged 18 to 34 years rate customer service the highest and significantly above average (index score of 77). This is a strong result, given this age group has a high rate of contact with Council (68%).
- Residents aged 35 to 49 years rate this relatively lower (index score of 63) and should be a priority for customer service improvements, given their high rate of contact with Council (67%).



Contact with council

2025 contact with council (%)
Have had contact



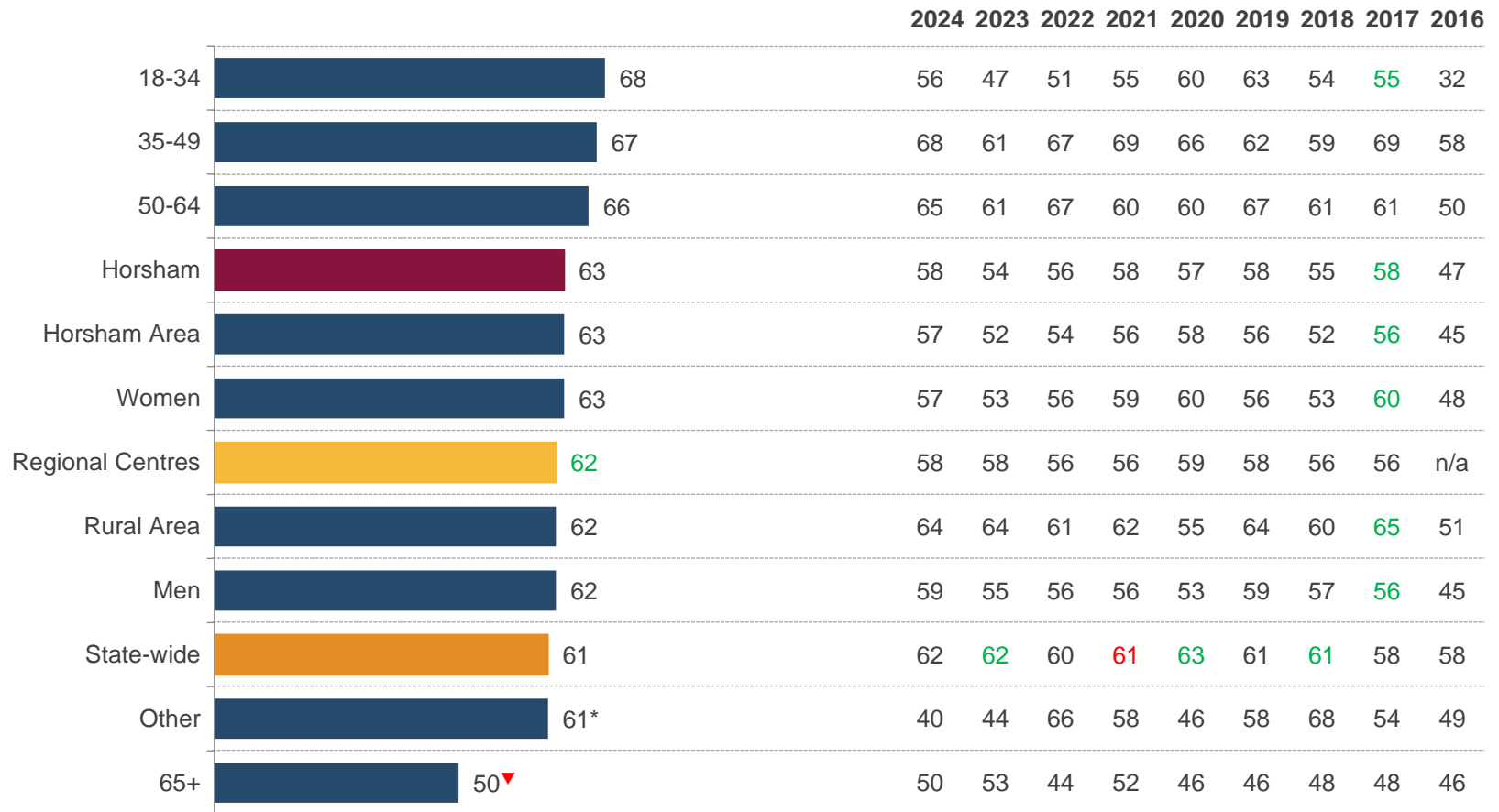
Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 4



Contact with council

2025 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council?
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 4

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2025 customer service rating (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	77▲	69	54	65	72	59	57	78	76	75
Women	75	66	58	66	76	63	65	72	76	78
Horsham Area	71	64	55	66	71	61	64	70	71	78
65+	71	64	55	65	67	63	64	67	73	76
Horsham	70	62	56	64	68	61	61	70	70	75
50-64	70	58	60	59	68	59	65	66	67	73
Other	68*	77	60	53	60	79	63	73	81	73
Rural Area	68	54	58	61	60	59	52	67	66	67
Regional Centres	68	68	68	69	71	70	72	72	72	n/a
State-wide	66▼	67	67	68	70	70	71	70	69	69
Men	65	57	54	62	58	59	57	67	64	72
35-49	63	54	58	66	65	63	60	67	67	75

Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 56 Councils asked group: 9

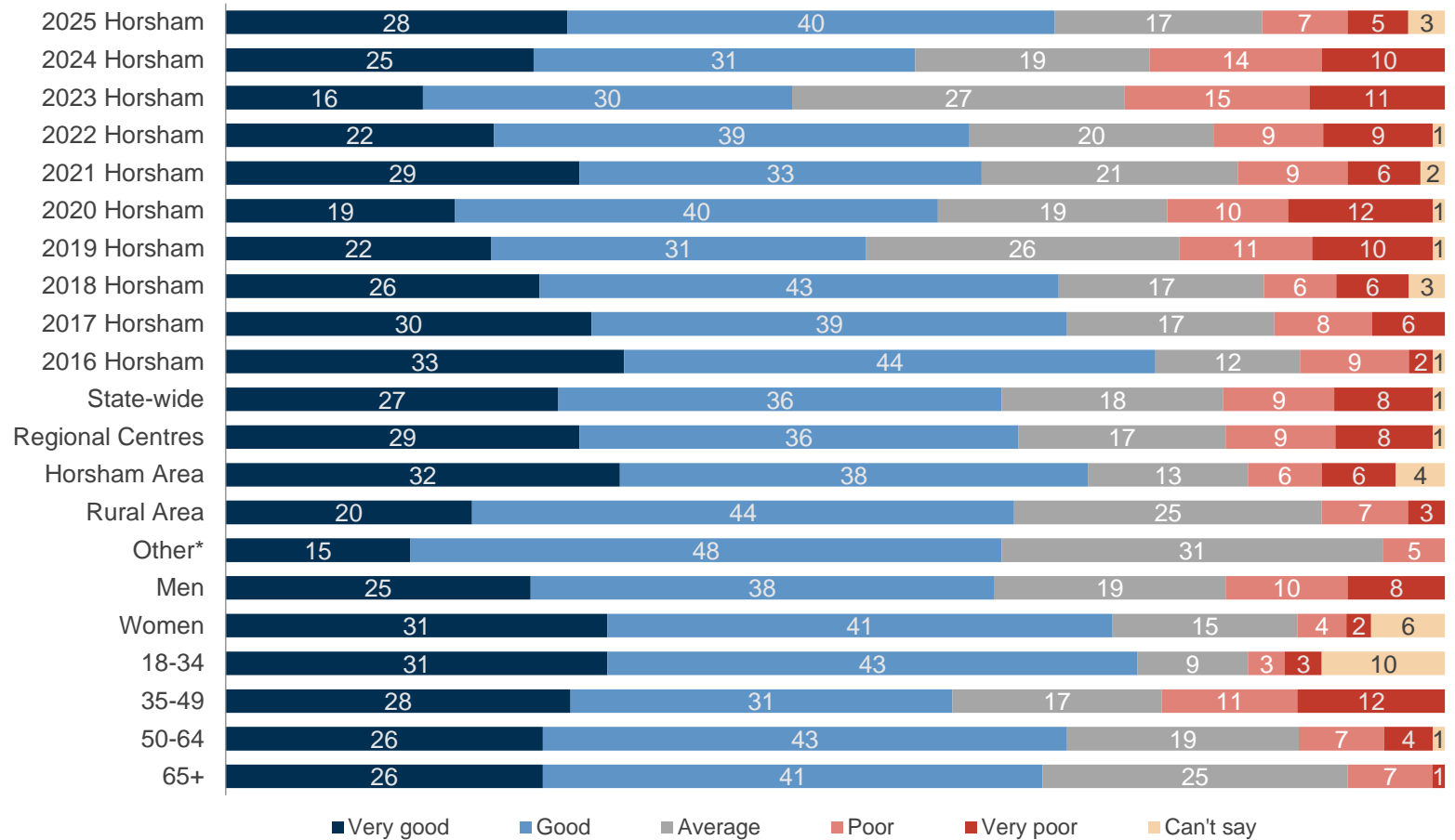
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2025 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30

Communication



Communication

A Council newsletter sent via email (31%) continues to be the leading preference for learning about news and information and upcoming events. The popularity of this method has increased by 11 percentage points since 2020 and is now at a series high. Social media (20%, up six percentage points from 2024) has overtaken a newsletter sent via mail (14%, down seven percentage points) as the next most preferred form of communication.

While the top communication preference is aligned across age groups, beyond this, preferences differ.

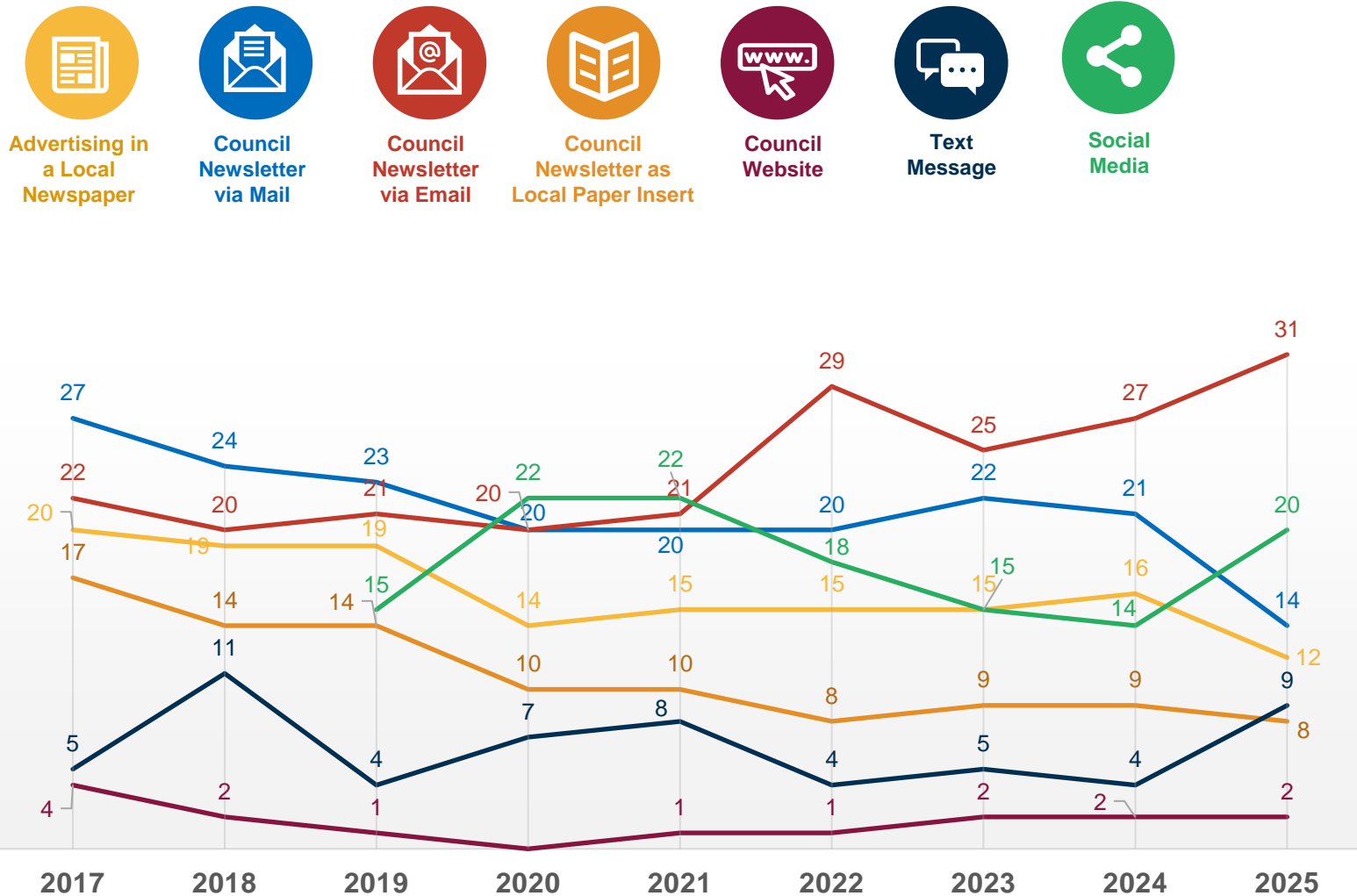
- Those aged under 50 years prefer a Council newsletter sent via email (33%, up five percentage points) and social media contact (28%, up seven points) as the best forms of communication, ahead of a newsletter sent via mail (12%, down six points) and text message (12%, up seven points).
- Those aged 50 years or older prefer a Council newsletter sent via email (29%), followed by advertising in a local newspaper (20%). Preference for a newsletter sent via mail declined in the last 12 months to its lowest level (now 17%, down six percentage points), while social media preference increased this year to an all time high (12%, up five points).





Best form of communication

2025 best form of communication (%)

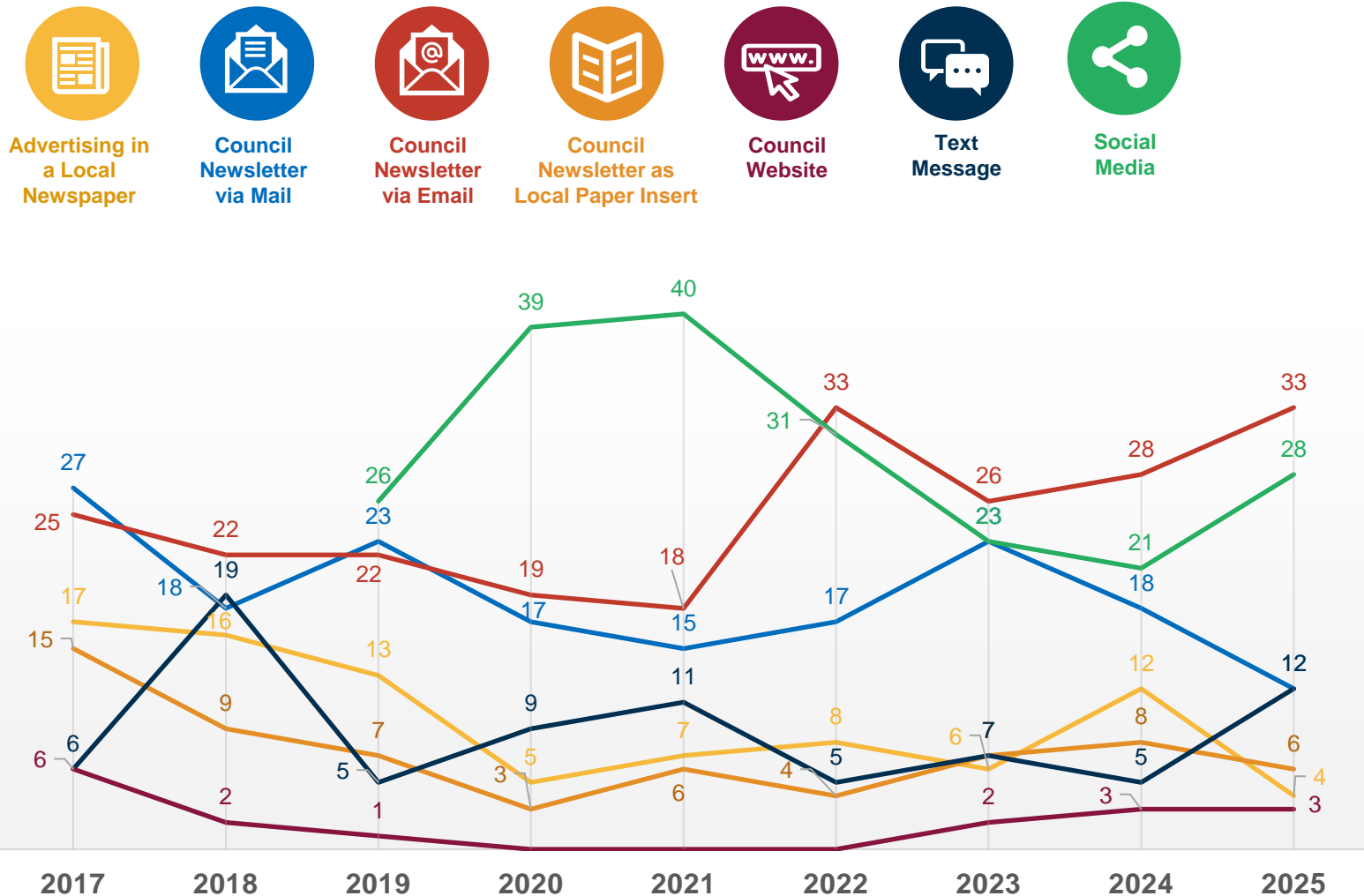


Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
Base: All respondents. Councils asked State-wide: 33 Councils asked group: 6
Note: 'Social Media' was included in 2019.



Best form of communication: under 50s

2025 under 50s best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged under 50. Councils asked State-wide: 33 Councils asked group: 6

Note: 'Social Media' was included in 2019.



Best form of communication: 50+ years

2025 50+ years best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



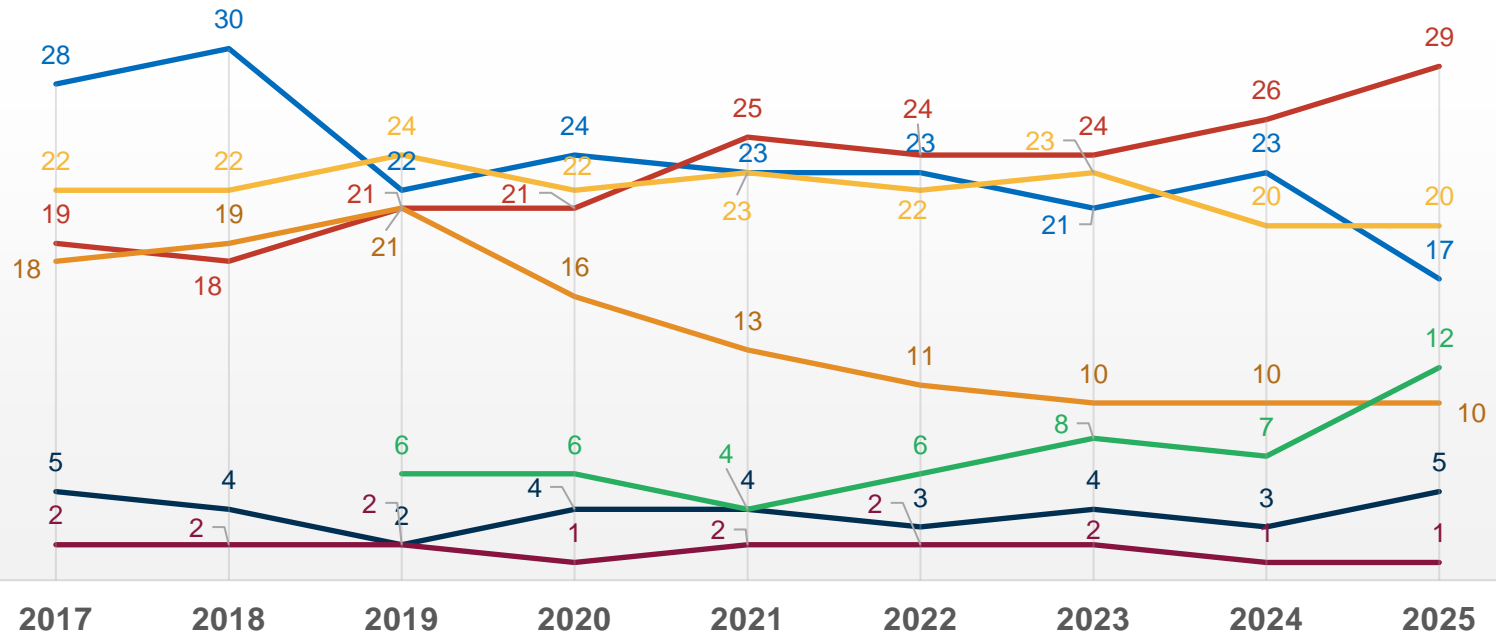
Council
Website



Text
Message



Social
Media



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged 50+ years. Councils asked State-wide: 33 Councils asked group: 6

Note: 'Social Media' was included in 2019.

Council direction



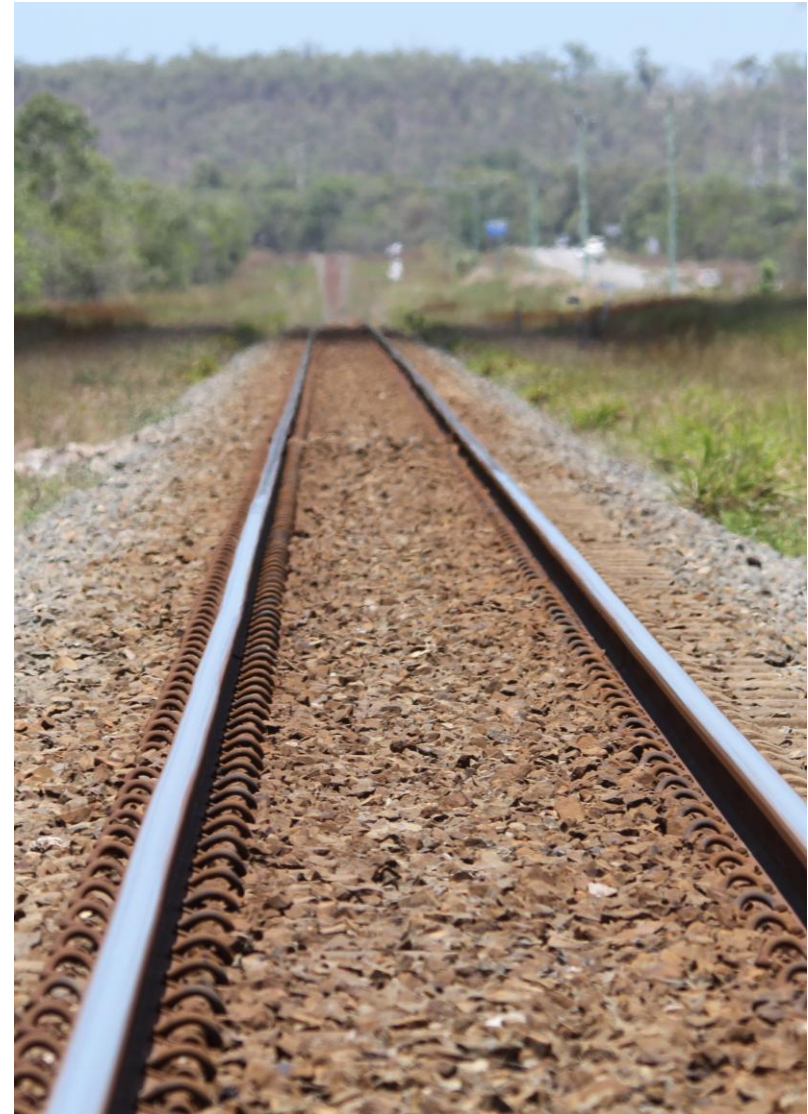
Council direction

Over the last 12 months, perceptions of the direction of Council's overall performance increased significantly to an index score of 61 (up 24 points on last year's result). This is the highest rating ever recorded for this measure and a strong result for Council, especially considering the lowest rating for overall direction was recorded only two years ago (34 in 2023).

- This result reflects significant increases in overall direction ratings across all geographic and demographic cohorts. The greatest gains have been among residents aged 65 years and over (index score of 73, up 35 points and significantly higher than average) and those in the Rural Area (58, up 30 points). All other cohorts recorded increases of between 12 and 27 index points.

Council is now rated significantly higher than both the State-wide and Regional Centres group averages (index scores of 46 and 48 respectively).

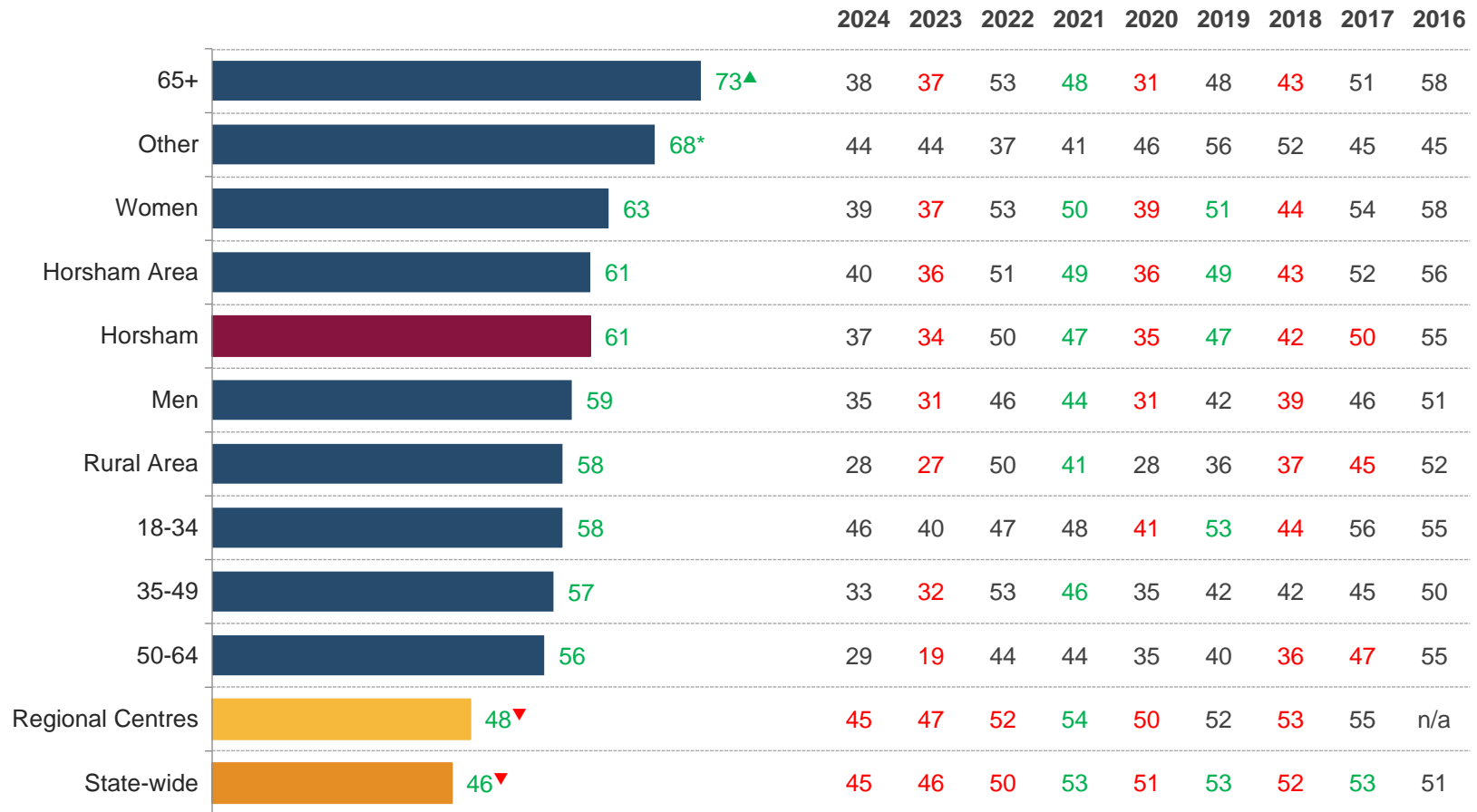
Four in ten residents (40%, up 27 percentage points) believe the direction of Council's overall performance has improved from 12 months ago. The proportion who think it has deteriorated has nearly halved (20%, down from 38%), while one in three (34%) believe it has stayed the same.





Overall council direction last 12 months

2025 overall council direction (index scores)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

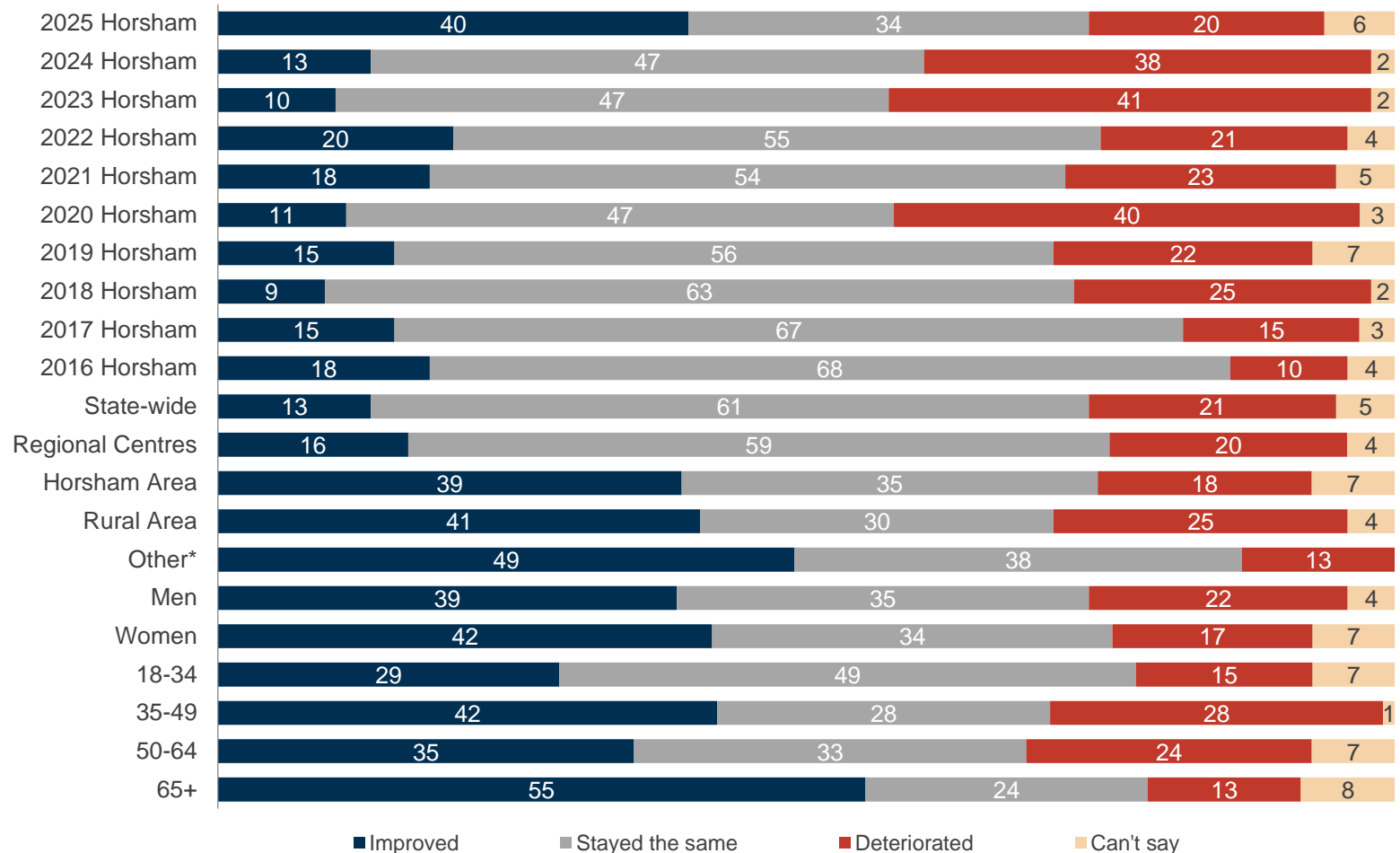
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Overall council direction last 12 months

2025 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30

Individual service areas



Community consultation and engagement performance



2025 consultation and engagement performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	51	52	46	50	50	44	58	59	62	61
State-wide	50	51	52	54	56	55	56	55	55	54
65+	50	41	44	55	46	38	56	53	59	63
Regional Centres	49	49	50	54	54	51	54	55	54	n/a
Other	49*	44	52	40	38	52	47	46	58	73
Horsham Area	48	47	44	55	50	42	56	54	57	61
Men	48	42	41	50	44	37	51	51	55	58
Horsham	48	43	43	53	48	41	54	53	57	61
Women	48	44	46	55	52	44	56	55	59	63
50-64	46	36	35	50	44	38	47	49	54	62
Rural Area	45	31	38	49	44	35	47	51	57	58
35-49	44	38	44	56	52	43	50	49	53	56

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

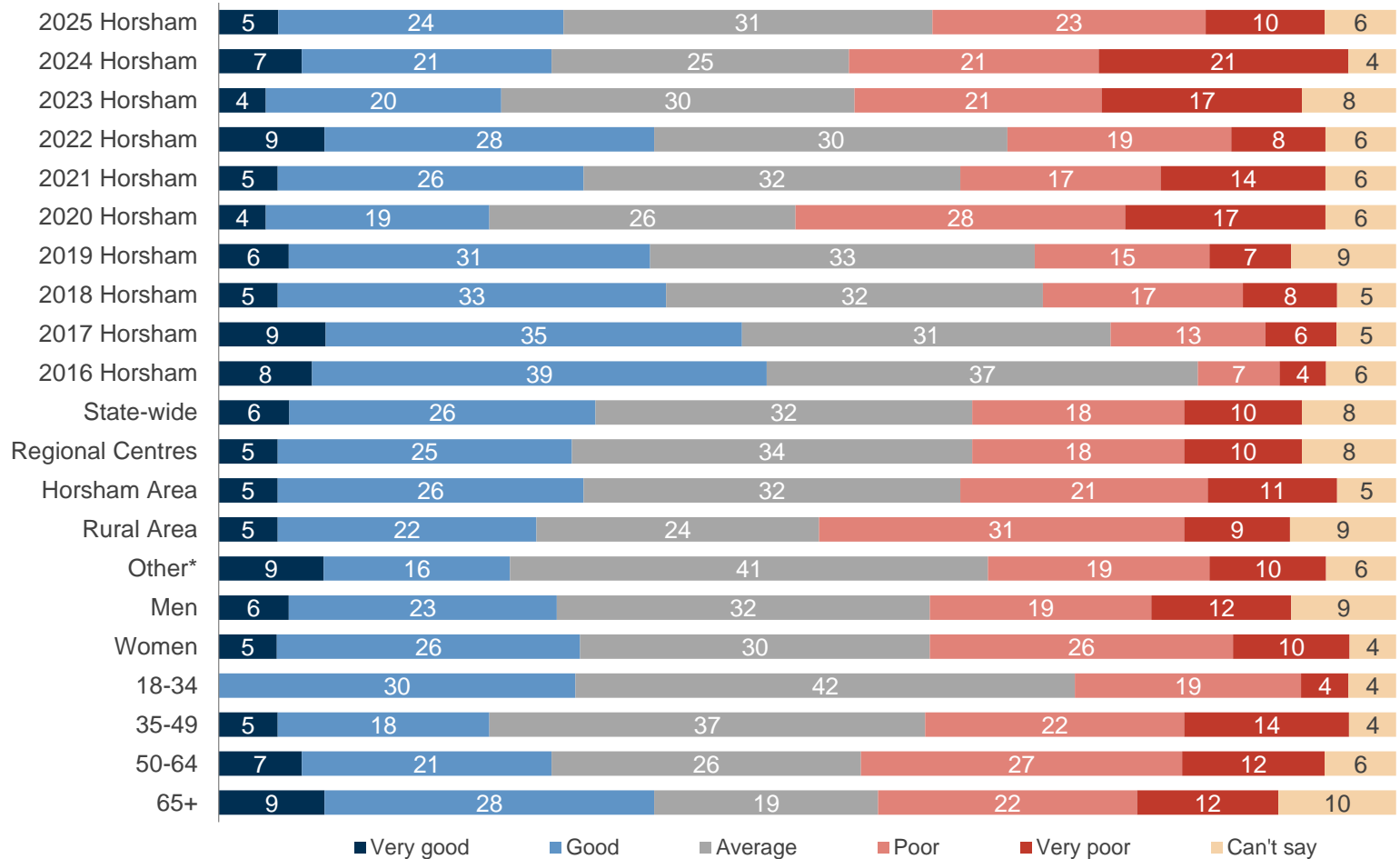
*Caution: small sample size < n=30



Community consultation and engagement performance



2025 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30

Decisions made in the interest of the community performance



2025 community decisions made performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	51	45	46	52	55	43	51	48	64	62
65+	51	42	43	54	47	41	51	52	59	63
State-wide	49	50	51	54	56	53	55	54	54	54
Horsham Area	48	43	43	54	52	40	52	51	59	62
Regional Centres	48	48	50	54	54	50	52	52	52	n/a
Women	48	42	44	54	54	43	53	50	62	64
Horsham	47	40	42	52	48	39	49	49	58	60
Men	46	38	39	50	43	35	45	48	54	57
Other	45*	44	47	46	39	48	48	54	54	55
50-64	44	35	30	48	43	38	46	47	55	59
Rural Area	42	32	36	47	41	36	40	44	55	54
35-49	39▼	33	43	54	47	34	48	51	53	56

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

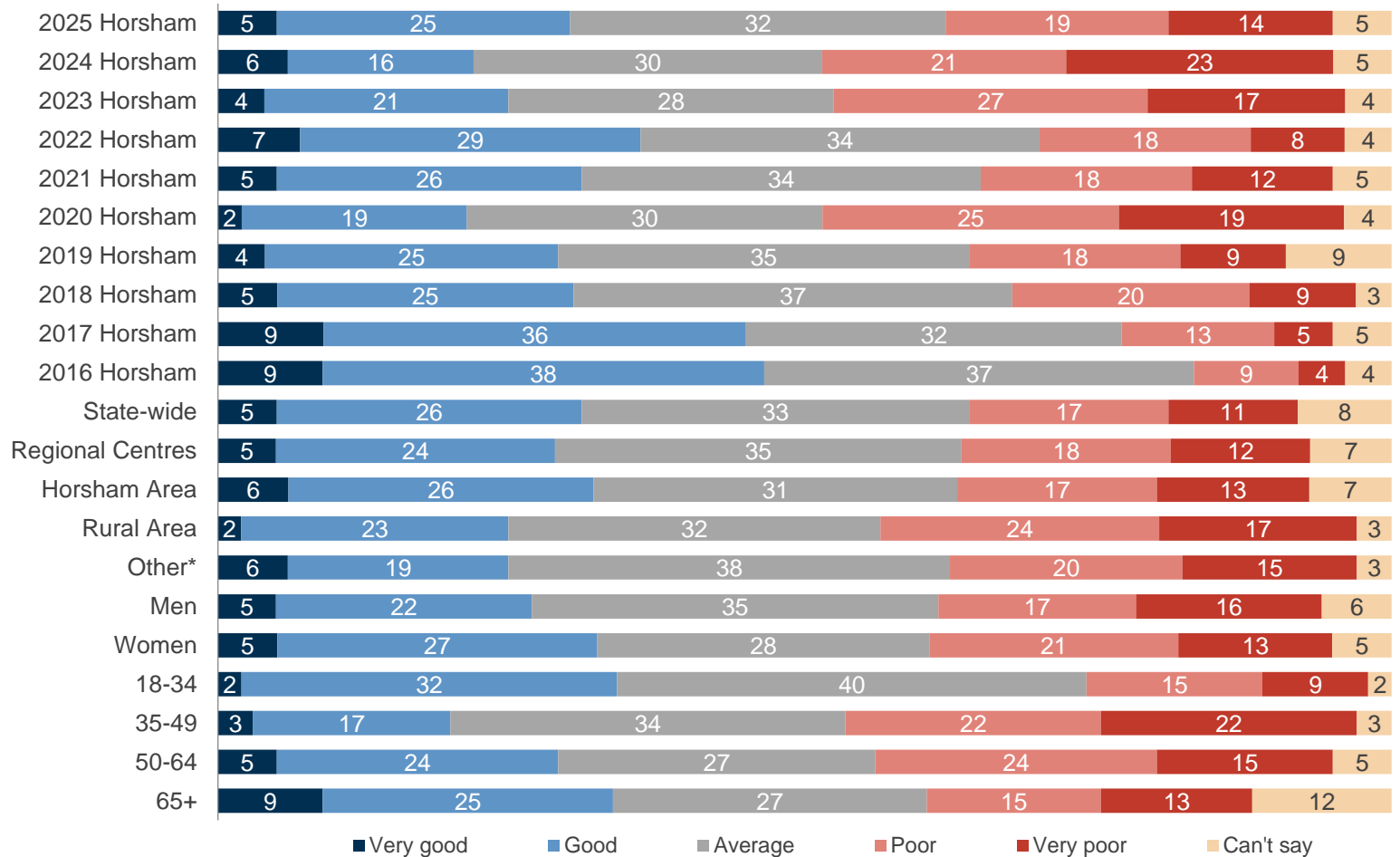
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Decisions made in the interest of the community performance



2025 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30

The condition of sealed local roads in your area performance



2025 sealed local roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	55▲	35	33	40	44	34	43	46	43	44
Horsham Area	47	42	40	48	51	40	48	47	46	49
Regional Centres	46	46	49	54	60	55	57	54	53	n/a
Women	46	41	40	48	51	43	48	45	46	47
65+	46	42	44	53	53	48	50	47	46	53
Horsham	46	38	38	45	47	39	45	44	44	45
Men	45	35	36	42	42	35	41	42	41	44
State-wide	45	45	48	53	57	54	56	53	53	54
Rural Area	43	30	30	40	36	33	35	36	36	40
50-64	42	41	30	45	43	36	45	39	44	42
Other	40*	38	45	28	27	40	42	34	42	25
35-49	39▼	34	39	42	41	35	39	41	40	41

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

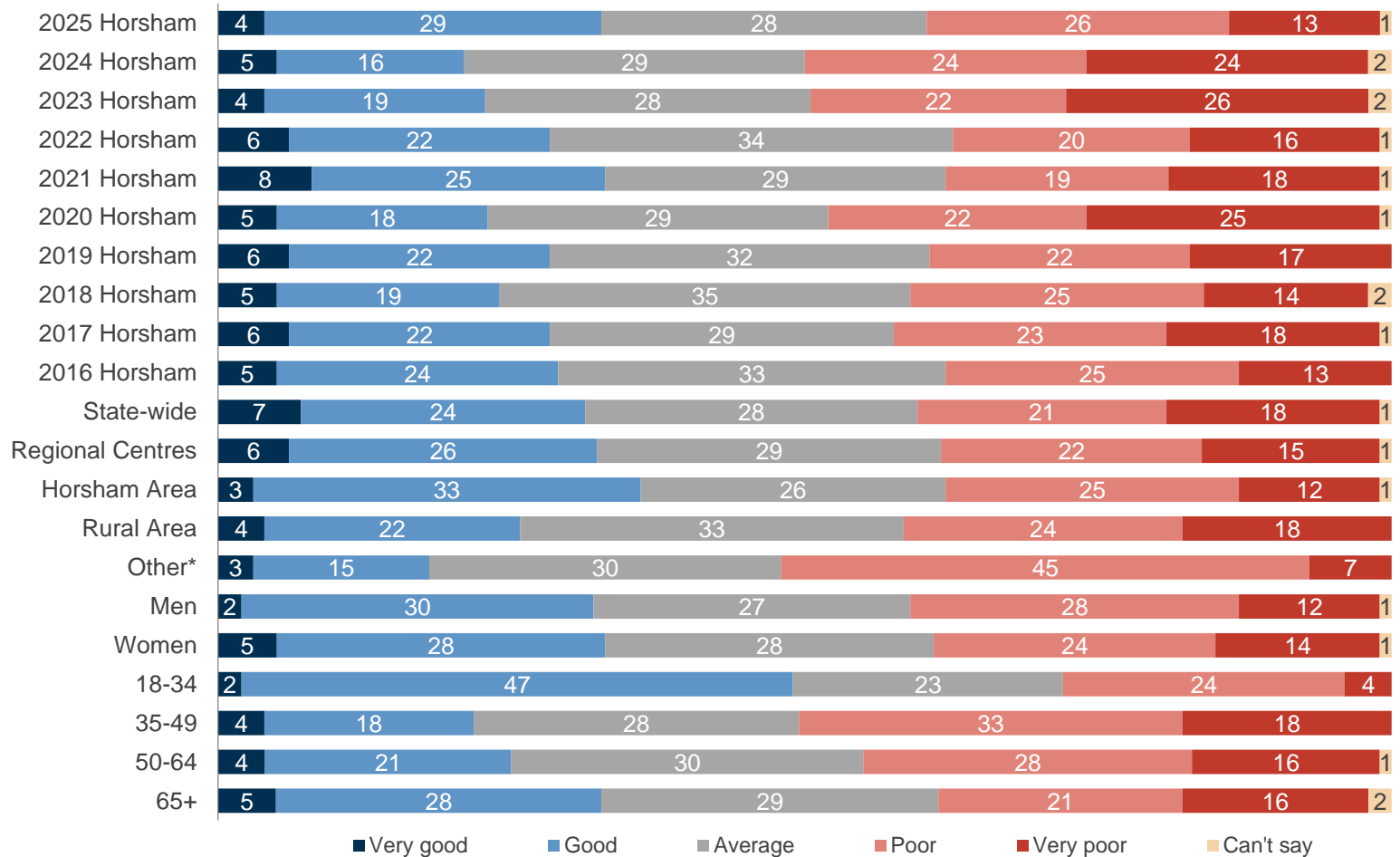
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of sealed local roads in your area performance



2025 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30



Waste management performance



2025 waste management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Other	71*	68	73	59	50	n/a	n/a	n/a	n/a	n/a
65+	69▲	60	68	74	73	n/a	n/a	n/a	n/a	n/a
Horsham Area	66	58	65	69	73	n/a	n/a	n/a	n/a	n/a
18-34	66	60	63	63	72	n/a	n/a	n/a	n/a	n/a
State-wide	65	67	66	68	69	65	68	70	71	70
Regional Centres	65	66	67	68	69	66	68	70	69	n/a
Women	64	55	64	69	73	n/a	n/a	n/a	n/a	n/a
Horsham	63	55	64	68	70	n/a	n/a	n/a	n/a	n/a
Men	63	54	65	67	66	n/a	n/a	n/a	n/a	n/a
50-64	61	47	58	70	60	n/a	n/a	n/a	n/a	n/a
35-49	57	47	62	65	68	n/a	n/a	n/a	n/a	n/a
Rural Area	53▼	43	60	66	65	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

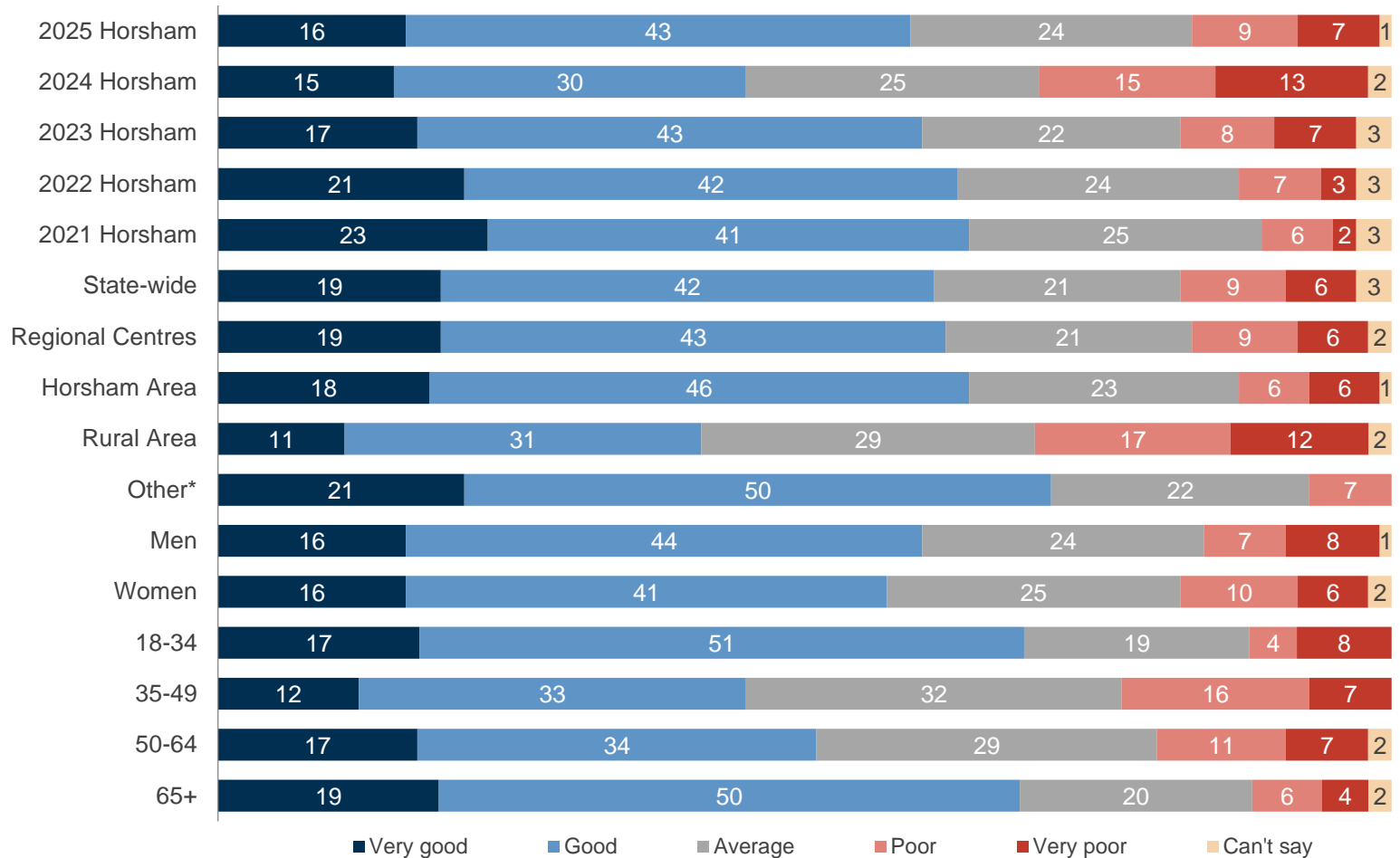
*Caution: small sample size < n=30



Waste management performance



2025 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

*Caution: small sample size < n=30



Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	41	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
65+	39	36	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Regional Centres	39	40	45	46	53	55	52	52	52	n/a
Horsham Area	39	37	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-wide	38	36	37	41	45	44	44	43	44	43
Women	37	35	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Horsham	36	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other	36*	21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Men	36	31	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
50-64	34	32	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Rural Area	31	24	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
35-49	31	29	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 28 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

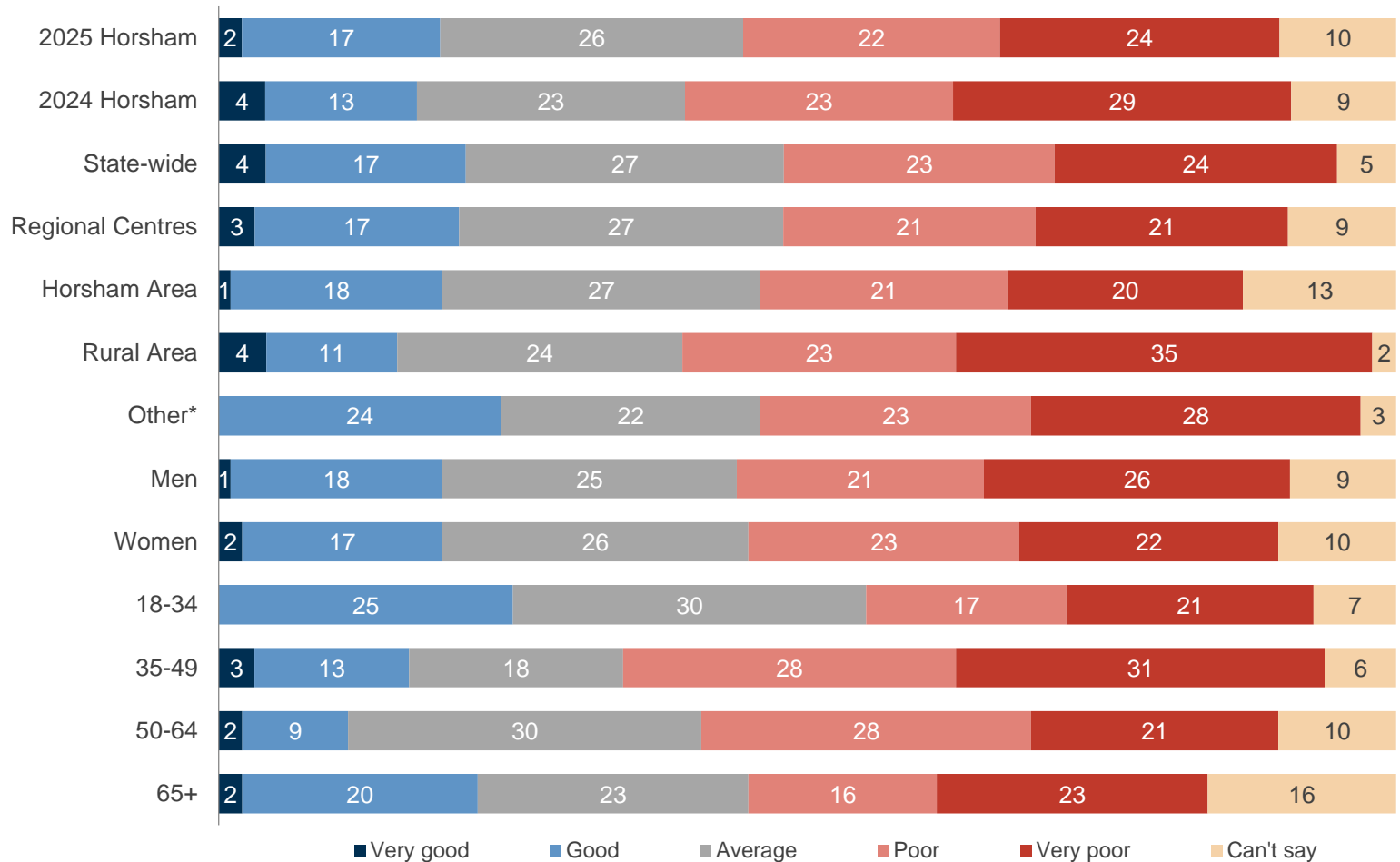
*Caution: small sample size < n=30



Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (%)



Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 28 Councils asked group: 5

*Caution: small sample size < n=30

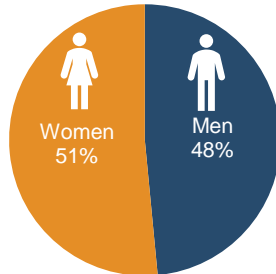
Detailed demographics



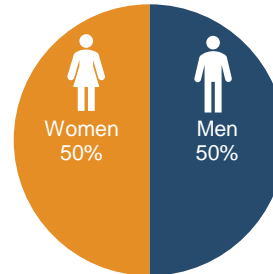
Gender and age profile

2025 gender

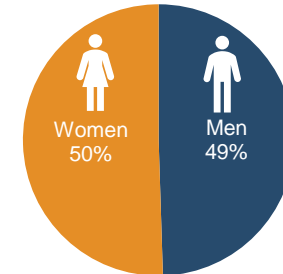
Horsham



Regional Centres

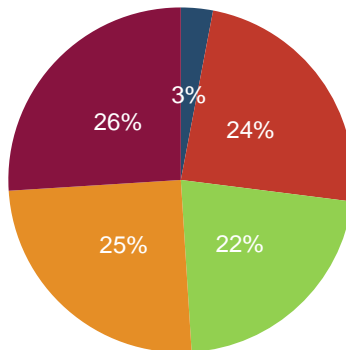


State-wide

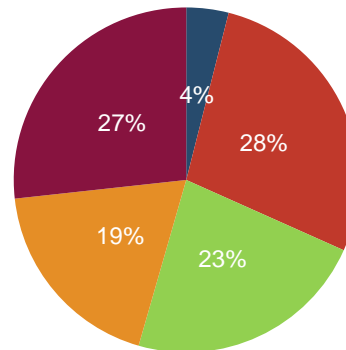


2025 age

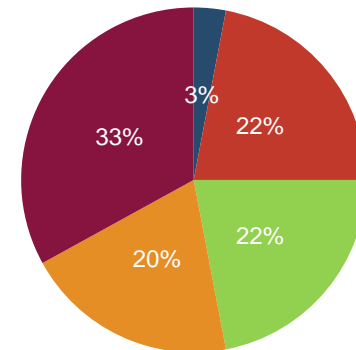
Horsham



Regional Centres



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+


■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. How would you describe your gender? / S4. To which of the following age groups do you belong?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

An "Other" option has been included for gender, hence the results may not add to 100%.

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



Appendix A: Index scores, margins of error and significant differences



Appendix A: Index Scores

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56

Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.



Appendix A: Margins of error

The sample size for the 2025 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 15,900 people aged 18 years or over for Horsham Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Horsham Rural City Council	400	400	+/-4.8
Men	209	194	+/-6.8
Women	190	206	+/-7.1
Horsham Area	271	282	+/-5.9
Rural Area	102	92	+/-9.7
Other	27	26	+/-19.2
18-34 years	47	106	+/-14.4
35-49 years	78	87	+/-11.1
50-64 years	136	102	+/-8.4
65+ years	139	105	+/-8.3



Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information



Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2025 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2025 results are compared with previous years, as detailed below:

- 2024, n=400 completed interviews, conducted across four quarters from 1st June 2023 – 18th March 2024.
- 2023, n=400 completed interviews, conducted in the period of 27th January – 19th March.
- 2022, n=400 completed interviews, conducted in the period of 27th January – 24th March.
- 2021, n=400 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=401 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Horsham Rural City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Horsham Rural City Council.

Survey sample matched to the demographic profile of Horsham Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 44% mobile phone numbers to cater to the diversity of residents within Horsham Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Horsham Rural City Council. Survey fieldwork was conducted in the period of 28th January – 16th March, 2025.



Appendix B: Analysis and reporting

All participating councils are listed in the State-wide report published on the DGS website. In 2025, 56 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2025 vary slightly.

Council Groups

Horsham Rural City Council is classified as a Regional Centres council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Regional Centres group are:

- Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

Wherever appropriate, results for Horsham Rural City Council for this 2025 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Regional Centres group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B:

Core, optional and tailored questions

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2025 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2025 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2025 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2025 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as ‘detailed results’, meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

THERE ARE OVER 6 MILLION PEOPLE IN VICTORIA...

FIND OUT WHAT THEY'RE THINKING.



Contact us
03 8685 8555



Follow us
@JWSResearch

John Scales
Founder
jscales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com



J W S R E S E A R C H

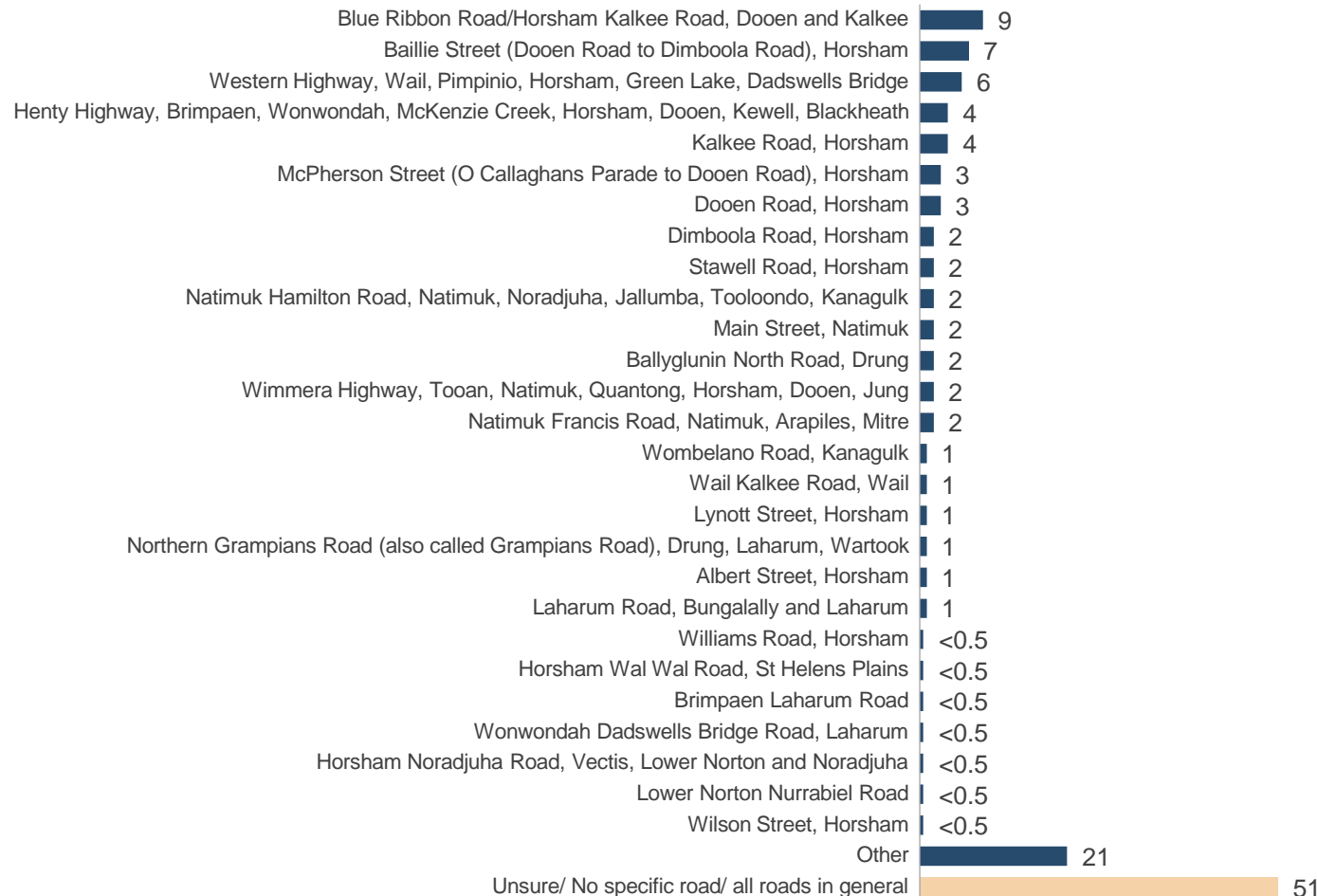
Local Government Community Satisfaction Survey

Horsham Rural City Council 2025 Tailored Question

Coordinated by the Department of
Government Services on behalf of
Victorian councils

Sealed local roads of concern

2025 sealed roads of concern (%)
Multiple responses allowed
 (among those that gave a 'poor' or 'very poor' rating)



HO2. You earlier rated the performance of sealed local roads as [INSERT RESPONSE FROM Q2(Y): poor / very poor], can you specify which particular road or roads are of concern?

Base: Respondents who rate the condition of sealed local roads as 'poor' or 'very poor' (n=164).

To further investigate the 21% 'Other' responses, please refer to verbatim responses in additional data file.

THERE ARE OVER 6 MILLION PEOPLE IN VICTORIA...

FIND OUT WHAT THEY'RE THINKING.



Contact us
03 8685 8555



Follow us
@JWSResearch

John Scales
Founder
jscales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com



J W S R E S E A R C H



Draft Victorian Transmission Plan, May 2025

Submission to consultation process by Horsham Rural City Council

June 2025

Draft Submission – Subject to Council Endorsement

Contents

1.	Executive Overview	3
2.	Context: The VTP in summary	6
	Preparation of the VTP	6
3.	HRCC Submission	8
3.1.	Building on previous feedback	8
3.2.	Key Issues	8
	Key Issue # 1: Agriculture & Productivity – a more transparent process needed	8
	Key Issue # 2 – Approvals, engagement, social cohesion & conflict resolution	12
	Key Issue #3 – Economic Development – a joined-up approach.....	15
4.	Conclusions	16
	Appendix 1 – Renewable Energy Zones and Council Boundaries	17
	Appendix 2 – Proposed Renewable Energy Zones (REZs) in Victoria	18
	Appendix 3 – Priority Transmission Programs in the VTP	19

1. Executive Overview

Horsham Rural City Council (**HRCC**) welcomes the opportunity to make a submission to the Draft Victorian Transmission Plan, May 2025 (the **VTP**), prepared by Victorian Government agency VicGrid.

The VTP includes the identification of seven Renewable Energy Zones (REZs) across Victoria where new renewable energy projects, such as solar farms, wind turbines and battery storage will be grouped and developed (subject to market interest). It also includes seven priority transmission projects needed to support upgrades and modernisation of the grid to connect and transmit energy into the electricity network. These are key items upon which VicGrid is now seeking feedback.

Our perspective

As a Council at the heart of the Wimmera Southern Mallee REZ, HRCC is uniquely positioned to represent our communities likely to be impacted by the transition to renewable energy. HRCC acknowledge that the preparation of a long-term plan to guide transition toward renewable energy over the next 15 years and beyond is a logical step to support state and federal government policy. Our submission considers the impacts of implementation of the Plan through the eyes of our community.

Regional Victorian communities taking the strain

North-western and western Victoria, via the concentration of the six of seven REZs, will carry most of the burden of hosting renewable energy projects and infrastructure on behalf of all Victorians. The extent and nature of the impacts this will have, positive and negative, are going to largely remain unclear until the energy market responds. The VTPs identification of REZs provides some clarity about where impacts will occur. This is important to landholders and others who may be impacted.

It is our communities and landscapes that will be directly affected. The possible triple bottom line effects are palpable and will inevitably include social (community cohesion, mental health and wellbeing), environmental (visual intrusion, impacts to biodiversity, water use) or economic (agricultural productivity, property values). Some of these impacts may be predictable, some will be unforeseen or unintended.

Uncertain outcomes and genuine local decision making for those most affected

HRCC understand the value of the VTP, however endorsing it would, effectively, require a confidence that a range of largely unknown impacts on our communities, environment and economy can or will be addressed positively. There remains too much uncertainty to do so currently.

Implementation of the VTP must not come at the expense of fair, transparent and equitable processes that prioritise genuine engagement and dissemination of information with affected local communities.

Across Victoria, Councils are continuing to see their role in decision making marginalised. State Government plans are increasingly accompanied by planning controls that limit engagement, fast-track processes and empower Ministers to make quick decisions that tend to favour well-resourced proponents ahead of impacted local communities.

The quantum of unknowns associated to the VTP and future outcomes in REZs demands that a more empathetic approach is needed that empowers local communities. The VTP must enable Councils to genuinely represent their communities and to enable them to properly assess project impacts. A priority must be placed on working proactively to avoid creating community discourse.

It is also imperative that a community benefit model delivers investment back into the region and ensures a significant amount of funds generated from energy transition are returned to impacted municipalities to assist economic growth.

HRCC acknowledge the input and feedback provided in June (Community Benefit Plan) and in late 2024 (VTP Guidelines) has been used by VicGrid to inform preparation of the VTP. This includes recognition throughout the VTP of the need to protect agriculture and productivity. This is the single biggest concern expressed by people in our region. It also acknowledges Council's other key concern which is to ensure that the location of any Renewable Energy Zones (REZs) and or renewable infrastructure, such as wind turbines, do not adversely impact the future growth of Horsham Airport.

Key Issues and Recommendations of the HRCC submission

In the context of these leading considerations outlined above, this submission highlights three key issues, each with a supporting recommendation, that emerge from our review of the VTP.

The full recommendations are contained in the main body of the submission in Section 3 along with the supporting discussion. As a snapshot, the Key Issue Recommendations made by HRCC are summarised below:

1. Key Issue #1 - Agricultural productivity: a more transparent process:

- The VTP and the State Government must adopt a consistent, statewide approach to identifying and protecting high-value agricultural land in Planning Scheme, independent of specific State projects.
- HRCC urges the Victorian Government to close the current land use planning gap and ensure agricultural productivity is not compromised by energy infrastructure.
- Map high-value agricultural land in and near Renewable Energy Zones (REZs) in the VTP.
- Require rigorous impact assessments for developments affecting agricultural land

2. Key Issue # 2 - Approvals, engagement, social cohesion & conflict resolution:

- Establish a clear, transparent planning and approval process for all renewable energy projects.
- Make Renewable Energy Zones (REZs) visible to land purchasers via Section 62 Certificates or a new statewide planning overlay.
- Ensure genuine, timely community engagement is central to project development.
- Require transparent social and financial impact modelling in all approvals.
- Embed conflict resolution processes and avoid undisclosed compensation agreements that may cause community division.
- Provide VicGrid-funded specialist staff to support community engagement and conflict mediation.
- Allocate funding and technical support to local councils for independent peer reviews and legal input, ensuring fair participation in complex assessments.

3. Key Issue # 3 - Economic development – a joined-up approach.

- Council supports the concept of REZ Community Energy funds to target areas such as supply chain networks (to support local economic growth and innovation). HRCC advocates that funding (across all Government areas) in rural communities needs to target common issues affecting multiple growth sectors as a 'whole-of- place approach to help address areas such as skills and training or housing challenges, for example, to promote long-term sustainable growth.

- This requires coordinated economic development strategies to leverage shared benefits rather than narrow industry specific interventions in regional Victoria.

2. Context: The VTP in summary

For the purposes of context to this submission, a short summary of the VTP is provided below.

The VTP is prepared under the requirements of the National Electricity (Victoria) Act 2005 (NEVA).

The release of the VTP establishes the release of seven (7) Renewable Energy Zones (REZs) across Victoria. It also identifies the seven (7) *'priority transmission programs'* and investments required in transmission required to 'strengthen and modernise' Victoria's grid.

The Wimmera Southern Mallee REZ includes land inside the HRCC boundaries (see **Appendix 1**). The Grampians Wimmera REZ is located just beyond our eastern boundary in the Northern Grampians and Yarriambiack municipalities. This is part of a concentration of six of the seven REZs in Victoria's north-west and western regions (see **Appendix 2**).

The key project affecting Horsham and the region is the 'North West Strengthening Program' (**Appendix 3**), which aims to significantly increase capacity through works that include replacement of single circuit transmission lines with new high-capacity double circuit lines (by 2035).

The VTP highlights:

- Energy scenario testing: This was undertaken to determine how much energy Victoria would require as a key input to how many project areas might be required (and size) to help supply these needs.
- REZs have been matched to best meet energy demand: how much energy required, potential generation capacity, suitability of regions and land within it to meet demand and infrastructure investment needs all informed REZ location and size (under 5-step approach to developing the VTP).
- Strategic land use assessment informed the plan (consideration of land constraints including agricultural productivity, environmental values & bushfire hazards).
- Feedback has helped inform areas suitable for energy development.
- Landowners right to say no: landowners will have the right to say no to projects in the future (renewable energy projects, not transmission priority projects).
- Compensation for landowners hosting projects and potentially impacted neighbours (although details about impacted neighbours are less clear)
- Detailed planning for priority transmission program projects: Further detailed planning (including engagement) will occur post the finalisation of the VTP for specific projects.
- Supported by State Government facilitated approval pathways: the VTP identifies the implementation of the Development Facilitation Program and speeding up the Environmental Effects Process to 'shorten development time' for future renewable projects.

Preparation of the VTP

Preparation of the VTP commenced in November 2023 and has included community renewable energy planning survey and mapping (November 2023 to February 2024), community workshops (May to June 2024), Draft Transmission Plan Guidelines & consultation (July 2024) and the release of public consultation reports in late 2024¹. HRCC been engaged during these phases by VicGrid.

¹ All background documents can be accessed here: <https://engage.vic.gov.au/project/victransmissionplan/page/document-library>

Council made submissions in respect of:

- The Draft Renewable Energy Zone Community Benefits Plan (June 2024); and
- The Draft Transmission Plan Guidelines (September 2024)

HRCC acknowledge the input and feedback in late 2024 that has been used to inform preparation of the VTP. This includes recognition throughout the VTP of the need to protect agriculture and productivity. This is the single biggest concern expressed by people in our region. It also acknowledges Council's other key concern which is to ensure that the location of any Renewable Energy Zones (**REZs**) and or renewable infrastructure, such as wind turbines, do not adversely impact the future growth of Horsham Airport.

Recognition of feedback from HRCC and our community is set out in the VTP itself, as well as in the *'Draft Victorian Transmission Plan Guidelines Final Engagement Report - What We Heard'*, December 2024 (the **2024 Engagement Report**) and the supporting factsheets that now accompany each REZ.

HRCC welcomes recognition of these key regional and local considerations in the development of the VTP to date and how it has responded to them.

3. HRCC Submission

HRCC's submission:

Acknowledges the principle of the VTP to provide long-term direction about the location and development of the REZs and the Transmission Projects provided the VTP:

- Prioritises and supports agricultural land use and productivity
- Safeguards Horsham Airport
- Avoids creating community discourse
- Establishes transparent, fair and equitable approvals processes
- Can deliver clear local economic benefits to host communities

3.1. Building on previous feedback

This submission builds on previous feedback provided in June 2024 and September 2024, which highlighted the following (summarised here):

- Need to safeguard the future of Horsham Airport from encroachment – in particular its flight paths and long-term expansion plans.
- Protect highly productive agricultural land use from overt intrusion of infrastructure
- Protect landowners and agricultural communities (and by extension their health and wellbeing).
- Consider sensitive use of pylons and reduce use of monopoles that have a higher adverse visual impact.
- The Plan should be prepared in an open and transparent manner.

It is noted that the Community Benefits Plan has not yet been finalised; however, our previous submission (June 2024) should continue to be read in conjunction with this submission and in particular Key Issue # 3.

3.2. Key Issues

This section outlines three (3) key issues that HRCC has identified following a review of the VTP where further action is considered necessary. A number of related issues are explored under each and HRCC makes a number of recommendations under each Key Issue.

Key Issue # 1: Agriculture & Productivity – a more transparent process needed

HRCC continues to reinforce the major economic importance of agricultural productivity to the region. This is recognised and acknowledged by the VTP and the 2024 Engagement Report that reflects both Council and community feedback.

HRCC does not need to provide any further economic assessment of the value of agriculture in support of this submission, recognising that this is well recognised by State Government for its importance as one of the *'world's greatest grain growing regions'*².

² See the Wimmera Southern Mallee Regional Partnership: <https://www.rdv.vic.gov.au/regional-partnerships/wimmera-southern-mallee>

Mapping agricultural land quality – a consistent and transparent approach?

The VTP indicates that various assessments of agricultural land have been key inputs in its preparation, including consideration of soil quality, productivity etc.

What is not apparent to HRCC is where this data can be transparently and easily accessed and understood to determine how land capability was assessed and determined in the context of this project but also longer-term agricultural productivity.

The maps within the VTP, notably Figure 17 (Wimmera Southern Mallee REZ) on page 70, do not show valuable productive agricultural land, yet other uses, such as mining (mineral sands) or biodiversity values are readily mapped. Given the major significance of agriculture to Victoria's economy, this is considered a less than adequate outcome.

The *Draft Victorian Transmission Plan Guidelines, Appendix A – Strategic Land Use Assessment* (July 2024)³ contains the following complex explanation of agricultural land use assessment, noting that no mapping specific to agricultural land value was contained in the same document or has been made available:

Agriculture

In relation to agriculture, VicGrid worked with specialist agriculture consultancy RMCG to develop a bespoke model of agricultural inputs combining several statewide datasets to understand the relative performance or significance of agricultural land for incorporation into the land use assessment. The agricultural land model brought together available statewide datasets, including the Victorian Government's updated Victorian Land Use Information System (VLUIS) 2022 dataset, to create a performance potential measure for agricultural land. This measure considers farmgate output, biophysical land capability (e.g., soil quality and rainfall), access to irrigation, and farm infrastructure investment. The combined dataset identifies higher-value agricultural land across Victoria – termed agricultural performance potential, which may be less favourable for hosting renewable energy development¹

This is another example of agricultural land quality being addressed in a siloed approach using a 'bespoke' assessment unique to a single project. That productive agricultural land is still not shown on REZ mapping is concerning.

It is considered that there should be a single source of agricultural mapping that identifies agricultural land quality and value used to inform all land use planning processes in Victoria.

Land use processes such as Melbourne's growth corridors, peri urban planning, green wedges, extractive resource planning or regional growth projects have long pitted agricultural land and productivity against competing land uses, often with less than desirable outcomes. Likewise, projects that are 'flavour of the month' often fail to have regard to long-term holistic outcomes. This has included the need to

³ Follow this link: <https://engage.vic.gov.au/project/victransmissionplan/page/draft-victorian-transmission-plan-guidelines-2024>

retrospectively introduce reverse controls over Melbourne's green wedges, extractive resource areas⁴ or create buffer controls⁵ to protect existing public utility assets (such as waste recycling) from encroachment that had been allowed to occur, often to prioritise short term residential land supply requirements.

State Government plans and policies, including the recently released *Plan for Victoria*, refer to a need to consider agricultural land quality, before making decisions about alternative land uses.

Pillar 4 in Plan for Victoria, under the heading 'Enabling' states:

Enabling

...

Sustainable agriculture: We'll prioritise food security and the agricultural sector by protecting agricultural land.

Action 22 of Plan for Victoria, while somewhat vague, states the intent to:

Protect and carefully use regional resources

It is supported by the following outcome:

Planning decision makes and the community will have clarity on use of rural areas and the location of new transmission lines.

This type of action remains a carry-over from *Plan Melbourne*.

The *Land Capability Assessment of Melbourne's Green Wedges and Peri-Urban Areas* (Final Report, October 2018)⁶ was one attempt from Plan Melbourne to protect agricultural land. It highlights the long and largely disjointed approach to the consideration and protection of agricultural land in Victoria. The report highlights different approaches already used in Western Australia, New South Wales and Queensland to map high value agricultural land.

A more consistent State-wide approach is required in Victoria so that processes such as preparation of the VTP are premised on clear and readily available data. This will also help to support a range of land use planning outcomes and avoid each municipality or State project having to determine a methodology as to what constitutes significant agricultural land.

HRCC has not undertaken any technical assessments specific to this process to understand the practical implications and consequences of renewable energy projects on agricultural land productivity. It remains to be seen how compatible renewable energy projects, concentrated at scale in the REZs, will be with continued agricultural use of land. We will observe the feedback from industry experts into this process and retain reservations about the potential impacts, which have not been modelled by the VTP.

HRCC considers it essential that future approvals processes require proponents to demonstrate there would be no significant adverse impacts on productivity. We accept that future approvals processes

⁴ See for example Extractive Resources Strategy and land use planning response: <https://resources.vic.gov.au/projects/past-projects/extractive-resources-strategy/resource-and-land-use-planning>

⁵ See the following for a summary of land use planning response to buffers: <https://www.planning.vic.gov.au/guides-and-resources/guides/all-guides/buffers-and-land-use-compatibility>

⁶ See https://www.planning.vic.gov.au/data/assets/pdf_file/0036/699183/agriculture_victoria_research_final_technical_report.pdf

beyond the VTP will address this⁷, however, to set this up, amendments to Clause 52.13 (*Renewable energy facility (other than wind energy facility)*) of the Victorian Planning Provisions (VPPs) should incorporate more specific requirements for proposals to address agricultural land productivity (where a proposal is on Farming Zone) land. Key Issue # 2 also considers broader land use planning issues.

In its previous feedback, HRCC made comments in relation to transmission lines and pylons. Again, we note that these will be subject to more detailed and separate planning processes in the future and so we retain reservations about the potential impacts on farming and agricultural productivity along with visual impacts until such processes detail the extent and scale of any impacts as projects emerge.

Key Issue # 1: Agriculture & Productivity – a more transparent process needed

HRCC Recommendation # 1:

HRCC recommend that:

- a) The mapping and data used to inform the Strategic Land Use Assessment is made available to all.
- b) High value productive agricultural land should be mapped in relation to each REZ (within and in proximity to).
- c) Rigorous assessment requirements are embedded into any approval pathway process for a proposal that will have potential impacts on agricultural land productivity and viability to avoid significant adverse impacts and unintended consequences. This should include a specific requirement under the provisions of Clause 53.13 (*Renewable energy facility (other than wind energy facility)*) of the Victorian Planning Provisions. See also Recommendation # 2.
- d) The State Government urgently adopts a consistent, statewide approach to identifying and protecting high-value productive agricultural land. This should be done independently of any State project to avoid a perception of conflict or bias and should have the support of peak agricultural representative bodies. This would support action 22 of Plan for Victoria.

This would enable transparent decision-making processes to occur where information is made visible to all members of the community. This could take the form of simple overlays in any planning scheme if necessary to safeguard the highest quality productive land and provide clear directives on future outcomes.

⁷ This assumes that any changes to planning approval pathways don't further marginalise the ability of Councils and communities to scrutinise and test proposals.

Key Issue # 2 – Approvals, engagement, social cohesion & conflict resolution

The VTP highlights that implementation is to be supported by the Development Facilitation Program and streamlined reviews of Environmental Effects Statements processes – in the interests of an *‘accelerated planning assessment pathway’* or *‘speeding up assessment review times’*.

Good decision making must be transparent and fully consider the impacts on local communities and prioritise social cohesion.

Identifying REZs and implementing renewable energy projects

It is unclear what further changes to Victorian Planning Provisions or policies will be required to implement both the priority transmission programs and renewable energy projects in the REZs once they are declared.

It appears that the term Renewable Energy Zone (REZ) has the capacity to confuse given it will not be applied as an actual ‘zone’ in any planning scheme. Zone is a term readily understood to mean the land use designation in Victoria, except here it will not. On this point, if there is no intention to use a zone or an overlay in planning schemes to identify an REZ, we would ask how visible these zones might be to future purchasers of land in or in proximity to them? Some form of overlay ought to be used as a minimum, including buffer overlays to alert potentially affected property owners. If no REZ related planning scheme tool is to be used, will legislation be created to require a Section 62 Certificate under the Sale of Land Act 1962 to identify them?

The VTP indicates that renewable energy proposals will be facilitated under the Development Facilitation Program (DFP), using Clause 53.22 (Significant Economic Development) as the tool to ensure that any proposal generating over 1 megawatt will be determined by the Minister for Planning (Ministerial Permit). A proponent needs to apply under this pathway directly to the DFP.

A headline planning scheme zone establishes planning permit requirements and notice and third-party review rights. Despite this, Clause 53.22 has the capacity, under sub-clause 53.22-2 to waive any application requirement in a planning scheme. In addition to this it also removes the right of objectors to any proposal to a right of review (e.g. VCAT). At best, this creates uncertainty around the ability to pursue a fair and transparent process.

To the lay person it is considered less than obvious that land may be subject to a REZ if the current status quo approach (to approval) continues to apply. In a scenario with no planning scheme overlay and the ability for a proponent to use the provisions of 53.22 to ‘fast track’ a proposal via Ministerial powers, it highlights gaps or disconnects within planning scheme provisions that are unlikely to be known to those without detailed knowledge of planning schemes. This should be addressed in the interests of legibility and fairness.

A new overlay, including buffer areas must be considered for REZs. It would create clear visibility of these areas. Any overlay can incorporate the requirements of Clause 52.32 (*Wind energy facility*), Clause 53.13 and Clause 53.22 into a single new renewable energy provision to make it easier to navigate the planning scheme through one provision.

Right to say no versus compulsory acquisition

The VTP indicates that landowners will have the right to say no to renewable energy proposals, but it is not expressly clear that this consideration does not apply to transmission projects (i.e. the connections and upgrades to the linear grid network). The latter, once preferred routes are determined, will be

delivered through a combination of negotiated outcomes and possible compulsory acquisition of land (likely easement rights over land). Evidently the 'right to say no' will not apply. The Plan needs to make it expressly clear that there are two very different approaches that will apply and communicate this openly.

Good decisions ahead of faster decisions

HRCC observe that there is a continued trend of decision-making being centralised in Victoria and an increasing emphasis placed on speed ahead of the most desirable outcomes for affected communities. 'State significant' projects are often undertaken with limited engagement processes with local communities left affected by State Government decisions and expected to manage outcomes on the ground, such as noise, dust, traffic or other amenity considerations. Projects such as recent housing reforms have reduced or removed Council decision making powers. Elsewhere, larger renewable energy projects, the Suburban Rail Loop, major road and rail projects or even post-Covid economic projects are all provided with Ministerial approval pathways and specific legislation to fast track them at the expense of marginalising community input.

It is our communities and landscapes that will be directly affected. The possible triple bottom line effects are palpable and will inevitably include social (community cohesion, mental health and wellbeing), environmental (visual intrusion, impacts to biodiversity, water use) or economic (agricultural productivity, property values). Some of these impacts may be predictable, some will be unforeseen or unintended.

HRCC understands the value of the VTP however, implementation must not come at the expense of fair, transparent and equitable processes that prioritise genuine engagement and place the impacts on our local communities at the forefront of decision making. HRCC is also concerned at the level of technical skills, inputs and resourcing that might be necessary to engage fully and equitably in any future processes pre and post approvals.

Social cohesion

The introduction of financial payments for host landowners and potentially '*significantly impacted neighbours*' is, at first glance a positive 'incentive' to promote landowner participation.

Council urges real caution here because of the social issues it raises, including potential for conflict and disconnection within communities and a range of unintended outcomes if a short-term outlook simply prioritises jump-starting renewable energy projects.

A number of questions emerge, such as where there are divergent views or a lack of clarity around 'significantly affected', (that is: at what distance does someone have to be considered affected?), who will be left to resolve such disputes and manage them on an ongoing basis? The potential economic impacts to land values or farm viability within or in proximity to an REZ haven't been modelled, including the role that financial payments might play in incentivising land use decision making or distorting outcomes (short and long-term). The impacts on the social and economic fabric of rural communities must be a core consideration of any impact assessment process.

Further, there needs to be greater clarity about when compensation/ payments are made, what payments might be and how this is disclosed. Compensation should not be used by proponents to create conflict within communities.

With a real risk that communities will become divided, local Councils and health agencies will be left to pick up the pieces if uninformed decision making prevails with a short-term outlook

Maintaining social cohesion and the health and wellbeing of our communities must be a major priority under the VTP. Ensuring this aspect of future planning is adequately funded and resourced is vital.

Key Issue # 2 – Approvals, engagement, social cohesion & conflict resolution

HRCC Recommendation # 2:

HRCC recommend that a clear and transparent planning and approval process for each and every project is clearly developed and communicated and must prioritise social cohesion through the following:

- a) Consider how to make Renewable Energy Zones visible to potential land purchasers via Section 62 Certificates issued under the Sale of Land Act 1962 and/ or
- b) Create a new single renewable energy precinct overlay for all planning schemes to make the REZs highly visible and the application and approval requirements, exemptions and approval pathways more visible and transparent.
- c) Genuine engagement with local communities must be a cornerstone of the development facilitation program and allow sufficient time for this to occur.
- d) Social and financial impact modelling must be a cornerstone of all future approvals processes and must be transparent.
- e) Any process must embed conflict resolution processes. The use of compensation payments, through undisclosed agreements, to cause conflict between landowners must be avoided. VicGrid funding and support must include dedicated specialist engagement staff trained to conduct and mediate community conflict or neighbour disputes. This may be important within local communities where there is the potential for possible community fracturing that could occur as a result of features such as financial incentives to host projects, impacted neighbour payments, disinformation or processes that are not perceived to be transparent.
- f) Funding & technical expertise: Funding should be made available for local Councils to undertake appropriate independent peer review work of any proposal on behalf of its community, including legal costs, to ensure a level playing field in terms of technical expertise and the time and resources involved in working through often technical areas. This would be consistent with other State projects, such as North East Link (NEL), where Councils received funding for additional staff resources and/ or consultant input.

Many of these proposals will affect smaller regional Councils with limited resources, technical skills, knowledge and budgets. It is important that the design of future assessment and approvals pathways is appropriately resourced.

Key Issue #3 – Economic Development – a joined-up approach

HRCC acknowledges the introduction of the REZ Community Energy Funds to help support, amongst other initiatives, energy supply chains or create jobs in the energy sector, as this is greatly needed. HRCC previously made a submission to the REZ Community Benefits Plan in June 2024, and this should continue to be read in conjunction with Key Issue #3.

Diversification of Horsham and the broader region's economy is a priority objective for the Council particularly where this realises genuine benefits to affected communities.

HRCC also highlight that the Victorian Government has dissolved the Regional Growth Plans into Plan for Victoria. Despite this, Horsham and many other rural and regional Councils believe that it is now more important than ever that Victoria's regions are given their own strategies that support and harness a whole-of-place approach to economic growth that will create more diverse, vibrant and prosperous futures. The model chosen for Community Benefit outcomes needs to drive structural change through integrated strategies. This must target common issues affecting economic growth sectors including local skills, training and education gaps, supply chains and infrastructure, local housing supply issues (including affordable housing, housing diversity and key worker accommodation), promote the retention and attraction of working age people into rural communities and deliver supporting infrastructure to create places that can support long-term growth.

It is not enough that the benefits proposed through the REZ Community Energy Funds only fund a set number of community projects. While this is important, such an approach will not lead to structural change to support economic transition.

Initiatives only focused on one sector, while welcomed, will not join the dots effectively across complex local rural economies that require joined-up strategies specific to their unique geographies, opportunities and constraints.

Key Issue #3 – Economic Development – a joined-up approach

HRCC Recommendation # 3:

HRCC welcome initiatives to promote local economic development under the VTP and will be keen to see this program developed in more detail as an early priority to promote thinking, innovation, upskilling, training and strategy development that can best harness the opportunities.

HRCC also recommend that economic growth should be undertaken as a whole-of-government (Federal/ State/ Local) approach specific to each region and its unique opportunities and challenges. This should avoid a siloed approach focused on one sector, instead adopting a cross-sectoral approach that addresses whole-of-place challenges. This will support integrated and efficient sustainable long-term growth and unlock more jobs and economic prosperity. It will also better target challenges that commonly apply to multiple economic growth sectors, such as key worker housing or skills, key infrastructure or training and education that are key to unlocking regional economies. It will also ensure that limited Government spending is targeted where it is most needed.

4. Conclusions

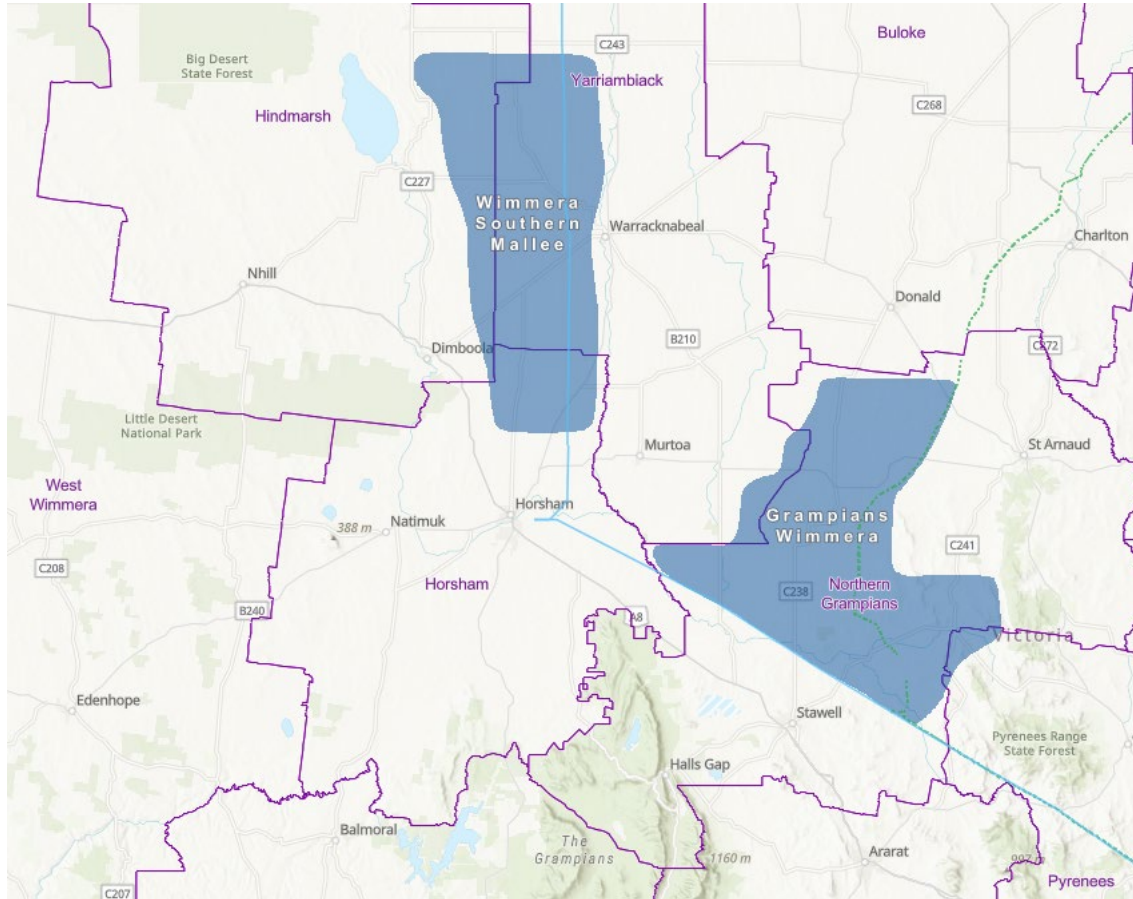
The broader Wimmera Southern Mallee region is entering into a phase of economic transition, from heavy reliance on the agricultural sector, to a more diversified economy inclusive of renewable energy projects, electricity transmission projects and critical minerals mining.

Vic Grid and the State Government have an opportunity and an obligation, through genuine engagement and an equitable community benefits scheme to ensure no community or individual is left behind.

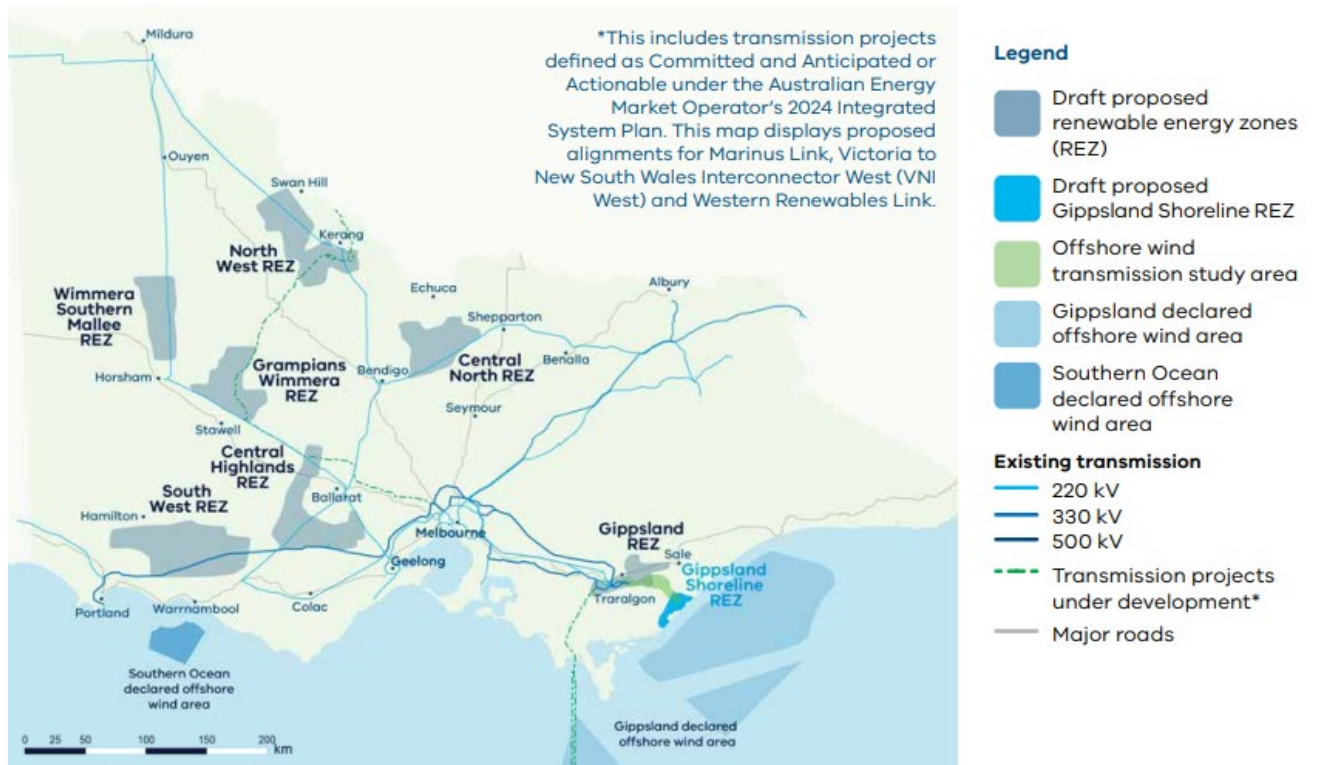
Our submission addresses a number of important issues being faced by our community who will bear the full impacts of new renewable energy zones.

HRCC appreciates the opportunity to contribute to this important planning process. We look forward to ongoing engagement with VicGrid to ensure that the final VTP delivers a just, inclusive, and sustainable energy transition for all Victorians—particularly those facing the greatest and yet unknown impacts.

Appendix 1 – Renewable Energy Zones and Council Boundaries



Appendix 2 – Proposed Renewable Energy Zones (REZs) in Victoria



Appendix 3 – Priority Transmission Programs in the VTP

Figure 3: Map of the 7 VTP priority transmission programs





PLANNING PERMIT APPLICATION

PROJECT **Proposed Electronic Promotion Sign**

LOCATION **95a McPherson Street, Horsham VIC
3400**

DATE **December 20, 2024**

1.CONTENTS

1. Contents	1
2. Introduction	2
2.1. Overview of Gawk.....	2
2.2. Outdoor Advertising Industry.....	2
2.3. Advertising Content.....	2
2.4. Community Benefits	2
3. Site Selection	3
4. Site Description & Existing Conditions.....	4
4.1. Site Description.....	4
4.2. Surrounding Context.....	5
5. Proposed Development	7
5.1. Description of Proposed Development.....	7
5.2. Design Response	7
6. Statutory Planning Controls	9
6.1. Zoning.....	9
6.2. Overlays.....	10
7. Local Planning Policies.....	13
8. Conclusion.....	18
9. Appendix 1 – Copy of title	19
10. Appendix 2 – Copy of Plan.....	20
11. Appendix 3 – Perspective Views Written Statement	21
12. Appendix 4 – Clause 52.05.....	22
13. Appendix 5 – Surrounding signage & built form.....	25
14. Appendix 7 – Vicroads ten point checklist.....	33
15. Appendix 6 – Brightness.....	34

2. INTRODUCTION

2.1. Overview of Gawk

Gawk is a family run business that develops, owns and operates outdoor advertising billboards throughout Victoria – primarily in regional areas. The company was founded by James & Luke Course – who have extensive experience in Outdoor Advertising, Town Planning and Managing Projects. The business was founded to ensure that local and regional businesses have access to Outdoor Advertising to grow their businesses.

2.2. Outdoor Advertising Industry

While traditional forms of media (radio, television, print) have been in decline for the past decade, Outdoor has been flourishing and has been used by a huge number of businesses to grow. Total out of home industry revenue in Australia has grown for the past 8 consecutive years, with over 6% growth from 2016-2017 (source: OMA).

2.3. Advertising Content

At Gawk we pride ourselves on helping local businesses grow using outdoor advertising. Companies within a small radius to our advertising signs will always take preference over large nationwide advertising campaigns. Typically, at least 50% of the advertising content is for businesses located within a 5km radius of the sign. Road safety messages from the TAC are also very common across regional billboards.

Gawk has a handful of electronic billboards around Regional Victoria (Ballarat, Traralgon, Torquay, Warragul, Warrnambool, Mildura + more). We have a track record of prioritising local businesses as advertisers. Over 75% of the advertising content on electronic signs has historically been local businesses, and another 15% being government advertising. For example, in Traralgon our long term clients have included Virtue Homes, Keith Williams Real Estate, Latrobe City Council, Latrobe Plaza, TR FM, Traralgon Harvey Norman, Traralgon Automotive Group, Zambrero Traralgon.

Advertising content is governed by the Australian Advertising Standards Bureau – which has a code of ethics in addition to industry specific controls for sensitive industries such as alcohol. The code of ethics is strictly obeyed and does not allow for religious, racist, sexually explicit or offensive advertising content.

2.4. Community Benefits

Our billboards help grow local businesses as well as attract visitors to the town. Advertisements often prompt travellers to stop in that town which puts money in the local economy when motorists may have not otherwise stopped. In addition to the immense benefits for advertiser's Gawk provides value to our landlords from which it leases property. Our landlords receive fixed rent payments each year throughout our lease term which can provide stability and increase their

property value. Additionally, wherever possible we use local contractors for construction and ongoing installation of billboard skins.

3. SITE SELECTION

When seeking a site in an area there are numerous factors that are considered. Gawk seeks to work within the planning policies and frameworks within the council and avoids sites that have planning overlays which discourage major promotion signs. Properties in commercial and industrial areas along major highways and arterial roads are typically what Gawk looks for.

Properties owned by local property owners and small businesses are prioritised over large national investors. When choosing the exact location on the property we seek an area that is currently unused and will not impact the day-to-day use of the property. It is also important to ensure the location where the sign will be located does not inhibit any development or future plans for the property. This collaboration is important to us as having a positive relationship with our property owners is something we pride ourselves on.

During the site selection process, Gawk focuses on areas outside the realm of residentially utilised and zoned properties. Ensuring there is always an extended visual and spatial barrier between the proposal and any potentially effected residential properties. The major focus is to identify areas with a built form character where the size and scale of the proposed sign will be justified by the surrounding context of the proposed site.

4. SITE DESCRIPTION & EXISTING CONDITIONS

4.1. Site Description

The subject site is currently a special use zoned lot, owned by the Secretary to the Department of Environment, Land, Water and Planning, and is currently known as the Horsham Greyhound Racing Complex. The site currently has numerous buildings that service the activities that the site hosts, including the main buildings which host public and hospitality events. The site also features multiple storage buildings, water tanks and sheds. The tallest building sits at approximately 12m in height. A part of the property is the large racing course and associated paths and carparks, as well as numerous vegetation areas. The site is of irregular shape, with the western border following the road and the southern boarder following the Wimmera River. The main frontage to the Henty Freeway is 309.99m and the overall site area is 78ha.

The land, although being owner by DECCA, has a existing lease with Horsham Greyhound Racing Club, which still has 19 years remaining. Consent has been granted from DECCA for the additional sublease of this proposal.

There are multiple driveways that allow vehicular access onto the property, most of which create a throughway around the property and racing course, as well as connecting onto the adjoining property at 22 McBryde Street. This dirt road connects to multiple buildings along the property, as well onto car parking areas off the Henty Highway. There is no parking along the property borders or on the Henty Highway, although there is a large shoulder used as a bike lane.

The main built form on the property sits along the western half of the property, with the additional built structures on the property creating a small activity hub that services the park for its multiple events and activities. The main built form is a medium sized building comprised mainly of sand Colourbond panelling with an attached grandstand. Multiple buildings along the western boarder of the property are also comprised of a similar material (without the grandstand), or wooden panelling or bricks. The largest built form is a green Colourbond viewing platform, which is three levels. All buildings on the site are relevant for the zoning and activities conducted on the site. There is minimal business identification signage present on the property, mainly towards the front entrances.

The subject site is covered by different materials depending on the appropriate use of the area. The drive around the property and car parks are typically comprised of gravel and pressed dirt roads, with some areas being sealed concrete. Other areas of the land are fields, vegetation patches and the racetrack itself. The typography of the Subject Site is generally flat, with an even gradient throughout the property boundaries.

The electronic promotion sign is targeted and northbound traffic along the Henty Highway.

A copy of the certificate of title and associated title plan are attached as part of this town planning submission.



Figure 1 – Aerial Photograph of Subject Site

4.2 Surrounding Context



Figure 2 – Aerial Photograph of Surrounding Area

The locality characteristics are:

- To the north is McBryde Street, a small lane that runs along the northern boundary of the subject site. Further from this is Horsham Amateur Basketball Association and a Cycling Track. This land at 85 McPherson Street is smaller than the subject site and falls under the Public Park and Recreation zone. Further north, as traffic heads towards the centre of Horsham, the zoning towards commercial before turning into residential.
- To the east is 22 McBryde Street, a property adjoining to the subject site, which comprises of stables and fields. This property is a mixture of general residential and special use. Further to the east in the Wimmera River.

- To the south is the Wimmera River, and the southern side of Horsham which is generally a mix of residential and industrial land.
- To the west in the Henty Highway, which is also known as McPherson Street. On the other side of the highway, is a large commercial area comprised of car dealerships, petrol stations, auto repairs centres and stores.

The sites and land surrounding the subject site are mixed between commercial and special use zoning, some of which have built forms which are aesthetically relative of the zonings and to those found on the subject site. The site is located within the beginning of the commercial area of Horsham. In it's wider context, the site also sits within the transport corridor between Melbourne and Horsham, and even further onto Adelaide, where there is a clear commercial theme present to passing traffic.

Local businesses and properties surrounding the subject site use a mixture of business identification signage at the frontage of their property. There is also the additional use of wall mounted business identification signage through the industrial and commercial contexts of Horsham region. There is some freestanding advertisement and wall mounted signs surrounding the subject site, all of which have a clear separation from the subject site, and would not be viewed at the same time by traffic traveling in the same direction. You would not view any of these signs at the same time due to separation in distance and the road.

The appropriate zoning and the robust commercial and special use context were key factors in choosing this site for this development. The absence of any heritage issues in the immediate context was also an important factor.

5. PROPOSED DEVELOPMENT

5.1. Description of Proposed Development

The proposal seeks approval for the erection and display of an electronic major promotion sign on the property at 95a McPherson Street, Horsham including the display of third-party advertising within the proposed advertising area specified on the attached town planning documentation.

The proposed electronic major promotion sign (as detailed in the attached town planning package) proposes one 18.26m² display face. The sign will primarily be viewed by northbound traffic on the Henty Highway.

In addition to this display face, there will be a permanent 0.27m² 'Gawk' business identification sign on the skirting board to the left of the display face. Therefore, the total advertising area will be 18.53m². Refer to the town planning documentation for further details.

5.2. Design Response

The proposal is carefully sited and designed, to ensure that:

- It has a clear connection to the built forms on the Subject Site and local area. It will add further colour and vitality to this special use area.
- It will always be viewed with a background of special use zoned land along the Henty Highway.
- The location of the site allows local advertisers to reach a key audience of local and visitor traffic through Horsham. This is a valuable audience for local advertisers which can have very positive impacts on the local economy.
- The electronic major promotion sign is located in a manner which compliments its context, and purposely sited to ensure the visibility to the subject site and abutting properties remains unaffected.
- The electronic portion of the sign is orientated to ensure it has no interface with any sensitive zones including residential.
- The size and height of the major promotion sign was designed to ensure it is visible to traffic, without compromising any views or impact on the visual amenity of this area in Horsham.
- The proposal is sited to have visual separation from any other advertising both on the subject site and within the surrounding context.
- The decision of this application will be influenced by the policies of clause 52.05. The consideration largely lies in the assessment of context, and its residential sensitivities. We submit that these sensitivities are nominal in the sign's direct context, due to the special use nature that projects out into the streetscape.

- Council have clearly identified this site as being of high commercial value, deviating from the more restrictive signage categories and applying the Category 1 classification to the subject site.

All surrounding properties have a consideration for the robust commercial and special use precinct. Almost all properties are designed to be visible and prominent for passing traffic. This is reinforced by the frequency of signage in the area – a clear theme which can be viewed in Appendix 5.

6. STATUTORY PLANNING CONTROLS

6.1. Zoning

The subject site is situated within the Commercial 1 Zone; therefore, the following items are relevant to the proposal outlined in this application:

- Promotional signs are encouraged in commercial and industrial locations in a manner which complements or enhances the character of the area. The character of this particular area is commercial and utilitarian in nature
- Advertising sign requirements are at Clause 52.05. This zone is in Category 1 (minimum limitation).

Refer to Appendix 4 for a detailed response to the provisions and requirements set out in Clause 52.05.

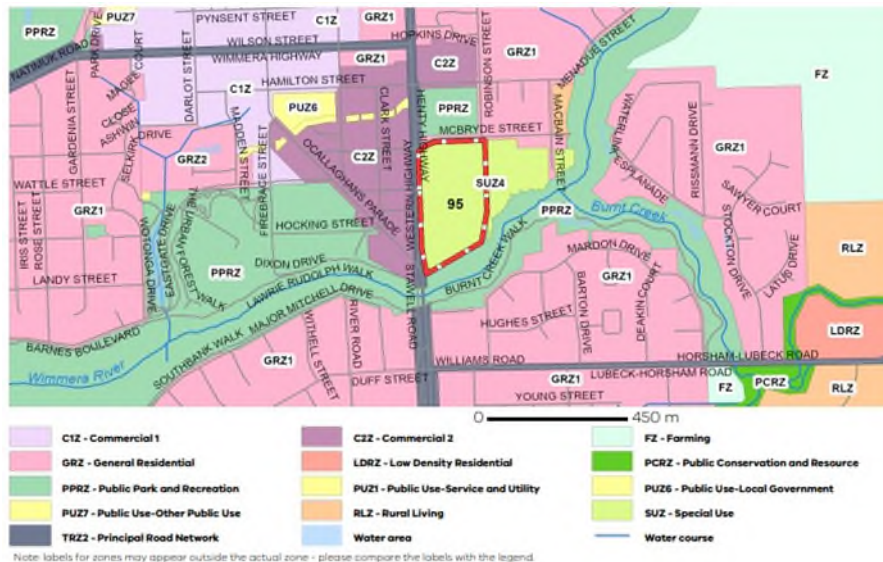


Figure 3 – Zone Controls of the Site & Surrounds

6.2. Overlays

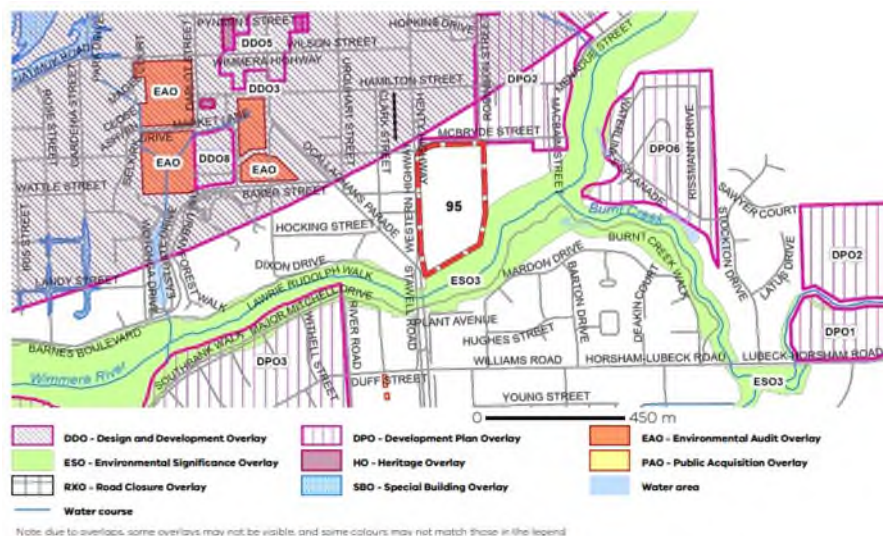


Figure 4 – Planning Overlays of the Site & Surrounds

There are no planning overlays present on the subject site.



Figure 5 – Floodway Controls of the Site & Surrounds

There are no floodway overlay present on the subject site.



Figure 6 – Inundation Controls of the Site & Surrounds

There is a Land subject to inundation overlay “LSIO” relevant to the subject site. Which details the requirements for the proposal to adhere to floor hazard and local drainage conditions. The proposal is deemed to have minimal impact on any potential flood waters surrounding the subject site.



Figure 7 – Cultural Heritage Controls of the Site & Surrounds

The subject site is covered by an Aboriginal Cultural Heritage Overlay. Which Identifies restricted uses for the subject site which is unrelated to the proposal. This overlay sets out guidelines regarding the use of the land however, it is identified that a cultural heritage management plan is unrequired for the erection of major promotion sign. As shown below:


 Department of Premier and Cabinet							
Process List							
Project Name:	Horsham						
Project Location:	Horsham						
Date:	16-Dec-2024						
	<table border="1"> <thead> <tr> <th>QUESTION</th> <th>ANSWER</th> </tr> </thead> <tbody> <tr> <td>Question 1</td> <td>Is the proposed activity, or all the proposed activities, exempt?</td> </tr> <tr> <td>Answer:</td> <td> <p>ON THE BASIS OF THE ANSWERS YOU HAVE ENTERED</p> <p>YOU ARE NOT REQUIRED BY THE REGULATIONS TO PREPARE A CULTURAL HERITAGE MANAGEMENT PLAN FOR THIS PROJECT.</p> <p>This process list is for information purposes only; the result must not be relied upon by a statutory authority in deciding whether a cultural heritage management plan is required for a proposed activity.</p> </td> </tr> </tbody> </table>	QUESTION	ANSWER	Question 1	Is the proposed activity, or all the proposed activities, exempt?	Answer:	<p>ON THE BASIS OF THE ANSWERS YOU HAVE ENTERED</p> <p>YOU ARE NOT REQUIRED BY THE REGULATIONS TO PREPARE A CULTURAL HERITAGE MANAGEMENT PLAN FOR THIS PROJECT.</p> <p>This process list is for information purposes only; the result must not be relied upon by a statutory authority in deciding whether a cultural heritage management plan is required for a proposed activity.</p>
QUESTION	ANSWER						
Question 1	Is the proposed activity, or all the proposed activities, exempt?						
Answer:	<p>ON THE BASIS OF THE ANSWERS YOU HAVE ENTERED</p> <p>YOU ARE NOT REQUIRED BY THE REGULATIONS TO PREPARE A CULTURAL HERITAGE MANAGEMENT PLAN FOR THIS PROJECT.</p> <p>This process list is for information purposes only; the result must not be relied upon by a statutory authority in deciding whether a cultural heritage management plan is required for a proposed activity.</p>						



Figure 6 – Bushfire Controls of the Site & Surrounds

The subject site is covered by a Designated Bushfire Prone Area. This overlay identifies the need to prioritise the protection of human life, and the requirements for non-combustible materials to be used in developments. Generally, this overlay is relevant to larger scale developments with habitable rooms. However, the proposal uses non-combustible materials and would not adversely affect the surrounding land in the case of a bushfire.

7. LOCAL PLANNING POLICIES

Clause 02.03-1 Settlement

Horsham regional city is the main urban centre for the municipality, the Wimmera Southern Mallee region and adjoining areas. It provides a wide range of retail, government, community, industrial and agribusiness services that are generally concentrated in the town centre.

Connecting Melbourne and Adelaide and a network of towns and communities in Victoria's western region, Horsham will continue to be diverse, responding to change in residential and commercial needs, revitalising existing urban areas, innovations in industry, and business opportunities with a focus on agricultural research and production.

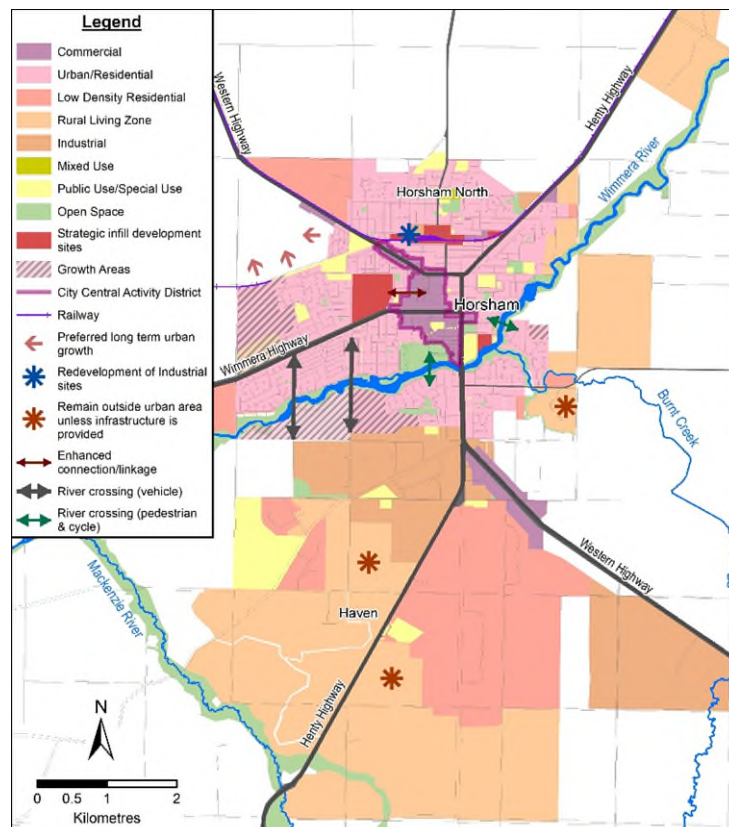
This clause describes the town of Horsham and the focus of its agricultural and related services. This focus on supporting the general economy are reflected in the types of businesses located around the subject site heading towards the main business district of Horsham. Many of these businesses in the area surrounding the subject site are a strong mixture of auto-machinery and community focus sporting and recreation groups.

Examples of some businesses who already utilise Gawk's current advertising space in Horsham are; Manhari Metals (Industrial) , McIntosh (Agriculture), West Side Horsham (Local Business), Choice's Flooring (Local Business) and BKT Tradefair (Agriculture), Good 360 (Charity), Uniting (Local Charity Store) and Country Racing (Sporting and Entertainment).

The proposal will support the ability of Horsham to act as a community hub and economic growth area for such services through the promotion of local businesses to traffic along the Highway. The proposed development is in keeping with Horsham Council's vision for growth and innovation within this key urban centre of the region.

Clause 02.04 Strategic Framework Plans

Horsham Rural City Strategic Framework Plan



The Horsham Rural City Strategic Framework Plan shows that the Subject Site is not located in any precincts identified for specific uses that would impact the proposal. The subject site is zoned under special use, and is separation from residential zonings. Further, it sits outside of the city central activity district, therefore protecting the character and vitality of that crucial precinct. As such, the proposal would not interfere with Horsham Council's vision for the town of Horsham and the related planning and development to fulfill that vision.

Clause 02.03-5 Built Environment and Heritage

Council's strategic directions for built environment and heritage are to:

- Create a built environment that supports active living and social connectedness.
- Conserve the places and sites of cultural heritage value within the Horsham municipality.
- Protect notable historic sites within the CAD and support proposed modifications that enhance the character of the precinct.

The proposed sign is located within a commercial precinct, despite being zoned as special use, in order to fulfill the urban design vision set out in the Horsham Planning Scheme. The sign would be placed on a Subject Site that is within a commercial precinct, meaning that the proposal will not be adding unnecessary signage to a non-commercial setting, or one that holds cultural heritage value for

the municipality. Further, the sign is located on the property's boundary, meaning that is set away from the main built forms.

The subject Site has been carefully selected to maintain the character and features of the surrounding area. Overall, the sign has been designed, positioned and sized to avoid detrimental impacts on the amenity and built environment in which it is to be situated, with the safety and efficiency of the roads also taken into consideration.

Clause 02.03-7 Economic Development Tourism

Council's strategic directions for tourism are to:

- *Encourage use and development that will enable visitors to stay longer in Horsham*

The addition of the proposed sign will add to the amenity of the area and its development, including advertising for small and medium sized businesses in the area. The subject site is located adjacent to the major transport route of the Henty Highway and Western Highway. This stretch of both highways is an important route for drivers traveling from Melbourne towards Adelaide and the towns and villages surrounding Horsham and Western Victoria in general.

The economic and employment significance of this area with Horsham and its surrounds support the proposed sign as aligned with the intended use of the precinct. Additionally, it's location on a key route for visitors to the regions offers valuable advertising opportunities for Horsham's businesses and industries, encouraging motorists to stop and spend more time in town or to discover local companies, tourism attractions, and other regional highlight Horsham has to offer.

We firmly believe that the proposed sign supports the objectives of Horsham Council's tourism policy. Outdoor advertising remains the fastest-growing traditional media platform, offering substantial benefits to local businesses. Unlike many competitors, Gawk prioritize supporting local enterprises wherever possible. Hawk already operates other promotional signs in Horsham, including the display on Darlot Street, which has previously promoted campaigns for Grampians Tourism and Journey Beyond.

This proposed sign is expected to attract tourist-facing businesses seeking to target traveling between Adelaide and Melbourne. The advertising space would primarily be marketed to local Horsham businesses, with occasional inclusion of businesses from nearby towns.

The sign would provide businesses in Horsham's town centre with a valuable opportunity to advertise to passing highway traffic, driving economic benefits by increasing the likelihood that motorists stop and engage with local offerings.

Furthermore, the proposed sign would help reduce signage clutter in Horsham's town centre by offering a regulated and permitted advertising solution. This approach supports the council in managing unpermitted signs, reducing the potential for future unauthorised advertising.

Clause 15.01-1S Urban Design

Objective

To create urban environments that are safe, healthy, functional and enjoyable and that contribute to a sense of place and cultural identity.

Strategies

Require development to respond to its context in terms of character, cultural identity, natural features, surrounding landscape and climate.

Ensure development contributes to community and cultural life by improving the quality of living and working environments, facilitating accessibility and providing for inclusiveness.

Ensure that interface between the private and public realm protects and enhances personal safety.

Ensure development supports public realm amenity and safe access to walking and cycling environments and public transport.

[...]

Ensure that development provides landscaping that supports the amenity, attractiveness and safety of the public realm.

Ensure that development, including signs, minimises detrimental impacts on amenity, on the natural and built environment and on the safety and efficiency of roads.

Promote good urban design along and abutting transport corridors.

The proposed sign aligns with the stated objectives to create urban environments that are safe, functional, and enjoyable, contributing to a strong sense of place and identity for local businesses in Horsham. It responds to its context by complementing the character of the area, which serves as a key route for visitors to the region. Positioned along a major transport route, the sign enhances the area's functionality by providing valuable information to passing motorists about local businesses and Horsham, promoting both economic activity and engagement.

The design and placement of the sign prioritise public safety, ensuring no interference with road visibility or efficiency while maintaining a high standard of urban design. By serving as a regulated advertising solution, the sign minimises the potential for unpermitted signage in Horsham, protecting the public realm and visual integrity of the area.

If council deems necessary, additional measures such as landscaping around the base of the sign can enhance the attractiveness of this blank space in the street.

By adhering to these principles, the sign supports the broader goal of improving the quality of the built environment while promoting good urban design along a key transport corridor in Horsham. This approach not only aligns with the policy but also contributes to the overall cultural and economic vitality of the region.

Schedule 4 to Clause 37.01 Special Use Zone

Purpose

To encourage the use and development of the Horsham Showgrounds for a range of entertainment, recreational, commercial and community events and activities.

To provide the physical facilities for the Horsham Agricultural and Pastoral Society to achieve its mission and objectives.

To encourage the multiple use of land and buildings within the Horsham Showgrounds in order to facilitate its usage throughout the year for events and other activities.

To facilitate office, retail, and other uses within the showgrounds that are commensurate with the overall use of the showgrounds.

To ensure that the combination of uses, their operation, and the scale and character of any development do not prejudice the amenity of the surrounding areas.

5.0 Signs

Sign controls are at Clause 52.05. The zone is in Category 1.

The proposed major promotion sign aligns with the purpose of encouraging the use and development of the Horsham Showgrounds for a variety of entertainment, recreational, commercial, and community events. By providing a prominent platform for advertising upcoming events and activities, the sign will help raise awareness of the diverse opportunities available at the racetrack throughout the year, especially during the racing season, and continue to promote their relevance to the community.

Importantly, the scale and placement of the sign will be carefully managed to ensure that it does not adversely affect the amenity of surrounding areas. The sign will be in keeping with the broader use of the special use zoning, contributing positively to the area's identity while minimising any potential impacts on neighbouring properties. This approach supports the continued success and integration of the Showgrounds as a key cultural and recreational hub in Horsham.

8. CONCLUSION

In conclusion, we submit that:

- The proposal seeks the approval for the development of an electronic major promotion sign on the property at 95a McPherson Street, Horsham.
- The Subject Site is the most suitable for the proposed sign in all of Horsham. It is located in the heart of the commercial and special use precincts and is not in close proximity to any heritage overlays or residential properties.
- The proposal is clearly supported by local policies in the Horsham Planning Scheme – whether evaluating the location or design of the sign.
- The proposed sign will primarily be used to advertise local businesses. This can have very positive impacts on the local economy.
- The proposal employs a high level of consideration to the provisions and policies set out about advertising signage in clause 52.05.
- The proposal is consistent with the built form on the subject site and surrounding properties. The design has carefully considered the height of nearby buildings and has ensured no important views or vistas will be impacted.

Overall, we conclude that the proposed development is consistent with the relevant state and local planning policies. The development also addresses the strategic directions and policy objectives of Horsham Rural City Council.

9. APPENDIX 1 – COPY OF TITLE



Copyright State of Victoria. This publication is copyright and includes confidential information. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act or pursuant to a written agreement. The State of Victoria does not warrant the accuracy or completeness of the information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

CROWN FOLIO STATEMENT

Page 1 of 1

VOLUME 11798 FOLIO 570
No CoIT exists

Security no : 124113950445Y
Produced 05/12/2024 01:09 PM

CROWN FOLIO

LAND DESCRIPTION

Crown Allotment 27 Section 16 Township of Horsham Parish of Horsham.
Created by instrument MI267135B 06/08/2016

CROWN LAND ADMINISTRATOR

SECRETARY TO THE DEPARTMENT OF ENVIRONMENT, LAND, WATER AND PLANNING of 8
NICHOLSON STREET EAST MELBOURNE VIC 3002
MI267135B 06/08/2016

STATUS, ENCUMBRANCES AND NOTICES

RESERVATION as to part MI267137W 06/08/2016
TEMPORARY
AGRICULTURAL SHOW GROUNDS

RESERVATION as to part MI267138U 06/08/2016
TEMPORARY
PUBLIC RECREATION

RESERVATION as to part MI267139S 06/08/2016
TEMPORARY
AGRICULTURAL SHOWCROUNDS AND PUBLIC RECREATION

DIAGRAM LOCATION

SEE CD102624A FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

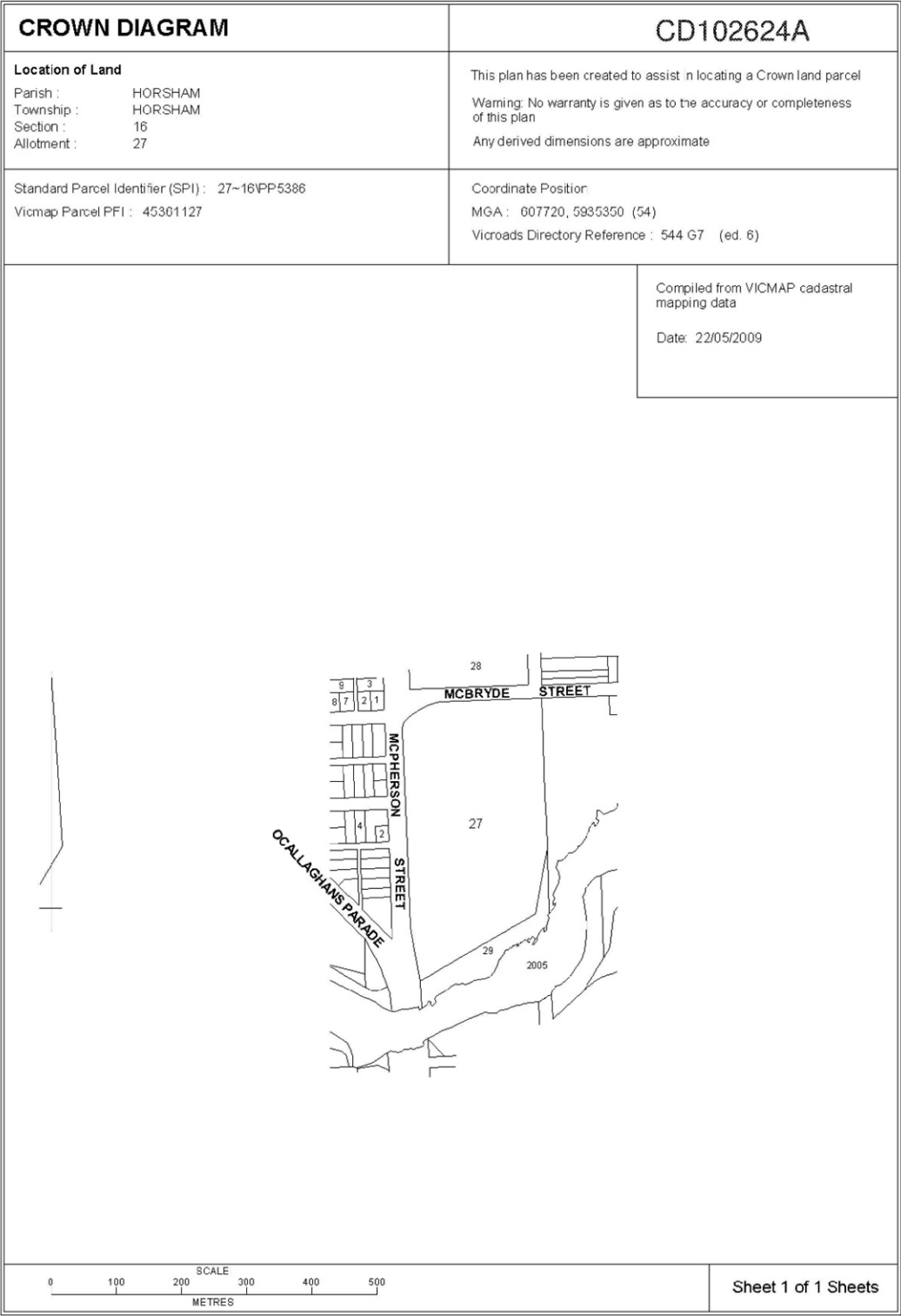
DOCUMENT END

Title 11798/570

Page 1 of 1

10.APPENDIX 2 – COPY OF PLAN

Delivered by LANDATA®, timestamp 23/09/2024 16:13 Page 1 of 1



11. APPENDIX 3 – PERSPECTIVE VIEWS WRITTEN STATEMENT

Prepared By:	James Course
Qualification:	Advanced Diploma of Building Design (Architectural) <i>Including: BUIL5922 – Undertake site survey and analysis to inform design process</i>
Software:	Adobe Photoshop Creative Cloud <i>Informed by: Site features and measurements plan prepared in Autodesk Revit 2018</i>
Methodology:	Relevant data obtained from site measure up performed by James Course in conjunction with topographical maps from various online sources: <i>services.land.vic.gov.au/maps &</i>
Perspective View 01:	Camera: Samsung Glazy S23 FE Type: Digital Lens Size: 27mm Angle: Landscape – Parallel to ground Date: 06/11/2024 Time: 08:48am Height Above Ground: 1600mm Modified elements: Nil Assumptions: Height and Length are relative to the documented site features plan; however definitive accuracy cannot be guaranteed.

12. APPENDIX 4 – CLAUSE 52.05

The relevant requirements for advertising signage are set out in Clause 52.05, which outlines that the following items must be addressed:

Site Context Report

Included on page A01 & A02 of the town planning documentation.

Location for Proposed Sign

Included on page A02 of the town planning documentation.

Location and Size of Existing Signage on the Site

There is minimal signage on the site.

Location and Form of Existing Signage on Abutting Properties

Below are images showing the signage that is present on surrounding properties, and the general theme of the area heading towards Horsham.



The Location of Closest Traffic Control Signs

The closest traffic control sign is sign notifying drivers of the next major centre along the A8 state route. This is shown below:



View Lines or Vistas Which May Be Affected by the Proposed Sign:

There are no important views or vistas impacted by the proposed sign which is freestanding on the edge of the property.

Dimensions, Height Above Ground Level and Extent of Projection of the Proposed Sign

Included on page A03 of the town planning documentation.

Height, Width & Depth of the Total Sign Structure Including Method of Support and any Associated Structures Such as Safety Devices and Service Platforms

Included on page A03 of the town planning documentation.

Details of Associated On-Site Works

Installation of steel structure in line with engineer's specifications, steel erection via crane (no onsite welding, all bolted together), installation of cladding/display face fixed on to steel structure.

Details of any Form of Illumination Including Details of Baffles and the Times at Which the Sign Would be Illuminated

The proposed sign is to be electronic, refer to appendix 6 for further information on the lighting. It would be switched off from Midnight to 4am.

The Colour, Lettering Style and Materials of the Proposed Sign

Included on page A03 of the town planning documentation.

The Size of the Display (Total Advertising Area Including all Sides of a Multi-Sided Sign)

Included on page A03 of the town planning documentation. Also referenced in section 5.1 of this report.

The Location of any Corporate Logo Box and Proportion of Display Area Occupied by such a Logo Box

Included on page A03 of the town planning documentation.

Any Landscaping Details

No additional landscaping details.

A Description of the Existing Character of the Area Including Built Form and Landscapes

Refer to section 4 of this report.

The Location of any Other Signs Over 18 Square Metres, or Scrolling, Electronic or Animated Signs Within 200 Metres of the Site

There are no signs of a similar nature within 200 metres of the site. The nearest promotion sign is one at 84-86 Stawell Road, Horsham, over 900m away from the Subject Site. This sign is a major promotion sign that is not digital. This is shown below:



Any Existing Identifiable Advertising Theme in the Area

As shown above and in Appendix 5, the majority of properties along this stretch of McPherson Street have medium to large sized business identification signage. This signage is the key source of colour and vitality in this precinct. This signage comes in many forms and sizes – with a mixture of medium-large scale business identification and promotion signage. These signs are a mixture of wall mounted, awning fascia and under awning signs. Images of typical signage are shown in Appendix 5.

Photo Montages or a Streetscape Perspective of the Proposed Sign

Included on page A04 of the town planning documentation.

Level of Illumination

Please refer to appendix 6 for further information on the lighting.

The Relationship to any Significant or Prominent Views and Vistas

As identified above, the proposal is deemed as having no effect on any significant views or vistas.

In summary, the proposal is representative of the guidelines set out in clause 52.05. The proposal is characteristic to the scale of the surrounding context of built form. The impacts on any important or significant views are negligible.

13. APPENDIX 5 – SURROUNDING SIGNAGE & BUILT FORM

















14.APPENDIX 7 – VICROADS TEN POINT CHECKLIST

No.	Item	Comment/Response
01	Obstructs a driver's line of sight at an intersection, curve or point of egress from an adjacent property.	The proposed sign freestanding and has no impact on any line of sight.
02	Obstructs a driver's view of a traffic control device, or is likely to create a confusing or dominating background which might reduce the clarity or effectiveness of a traffic control device.	The sign will not obstruct any views, and standard conditions for electronic signs will ensure it has no impact on the effectiveness of nearby traffic control devices.
03	Could dazzle or distract drivers due to its size, design or colouring, or it being illuminated, reflective, animated or flashing.	The electronic screen adjusts brightness depending on the time of day to ensure there are no brightness issues.
04	Is at a location where particular concentration is required, such as a high pedestrian volume intersection.	Our assessment is there are no features nearby which may require particular concentration.
05	Is likely to be mistaken for a traffic control device, because it contains red, green or yellow lighting, or has red circles, octagons, crosses, triangles or arrows.	The advertising face is reviewed under strict guidelines to ensure no traffic control symbolism exists.
06	Requires close study from a moving or stationary vehicle in a location where the vehicle would be unprotected from passing traffic.	Not considered to be an issue.
07	Invites drivers to turn where there is fast moving traffic or the sign is so close to the turning point that there is no time to signal and turn safely.	It is understood that the proposed sign would not have any traffic control symbolism or directional advice to drivers.
08	Is within 100 metres of a rural railway crossing.	The proposal is not within 100m of a railway crossing.
09	Has insufficient clearance from vehicles on the carriageway.	The proposal will not effect the current clearance conditions on the subject site.
10	Could mislead drivers or be mistaken as an instruction to drivers.	As is outlined above, strict guidelines are adhered to in order to ensure advertising faces do provide instructions to drivers.

15. APPENDIX 6 – BRIGHTNESS

Luminance Level

The sign will be installed with a two-way brightness sensor, which is programmed with the following settings:

LUMINANCE LEVELS FOR DIGITAL ADVERTISEMENTS		
Lighting Condition	Dimming Level to achieve compliance	Max Permissible Luminance (cd/m2)
Full Sun on face of Signage	100 %	No Limit
Day Time Luminance (typical sunny day)	85.7%	6000
Morning and Evening Twilight and Overcast Weather	10 %	700
Nighttime	5%	350

The dimming % is based on a maximum calibrated screen brightness of 7000 cd/m2. The above adjustments have been calculated to comply with the maximum allowable veiling luminance of 0.25 cd/m2.

Maintenance & Display Issues

We have several systems in place to help mitigate any potential issues, as well as rectification measures in place. As follows:

- Operating System: Is set up with remote access, which can be shot off via our online portal.
- Switchboard: It set up (through a different system), where we can turn the power supply on/off to the whole billboard at any stage.
- Screen: The individual LED panels have background sensors which report any malfunctions or content issues.
- Camera: We also install a camera, which is a secondary failsafe. This is reviewed against scheduled content to ensure it aligns.

These measures ensure we catch any potential issues early, and can rectify them through a few different solutions.

CROWN FOLIO STATEMENT

Page 1 of 1

VOLUME 11798 FOLIO 570
No Coft exists

Security no : 124113950445Y
Produced 05/12/2024 01:09 PM

CROWN FOLIO

LAND DESCRIPTION

Crown Allotment 27 Section 16 Township of Horsham Parish of Horsham.
Created by instrument MI267135B 06/08/2016

CROWN LAND ADMINISTRATOR

SECRETARY TO THE DEPARTMENT OF ENVIRONMENT, LAND, WATER AND PLANNING of 8
NICHOLSON STREET EAST MELBOURNE VIC 3002
MI267135B 06/08/2016

STATUS, ENCUMBRANCES AND NOTICES

RESERVATION as to part MI267137W 06/08/2016
TEMPORARY
AGRICULTURAL SHOW GROUNDS

RESERVATION as to part MI267138U 06/08/2016
TEMPORARY
PUBLIC RECREATION

RESERVATION as to part MI267139S 06/08/2016
TEMPORARY
AGRICULTURAL SHOWGROUNDS AND PUBLIC RECREATION

DIAGRAM LOCATION

SEE CD102624A FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

DOCUMENT END



Imaged Document Cover Sheet

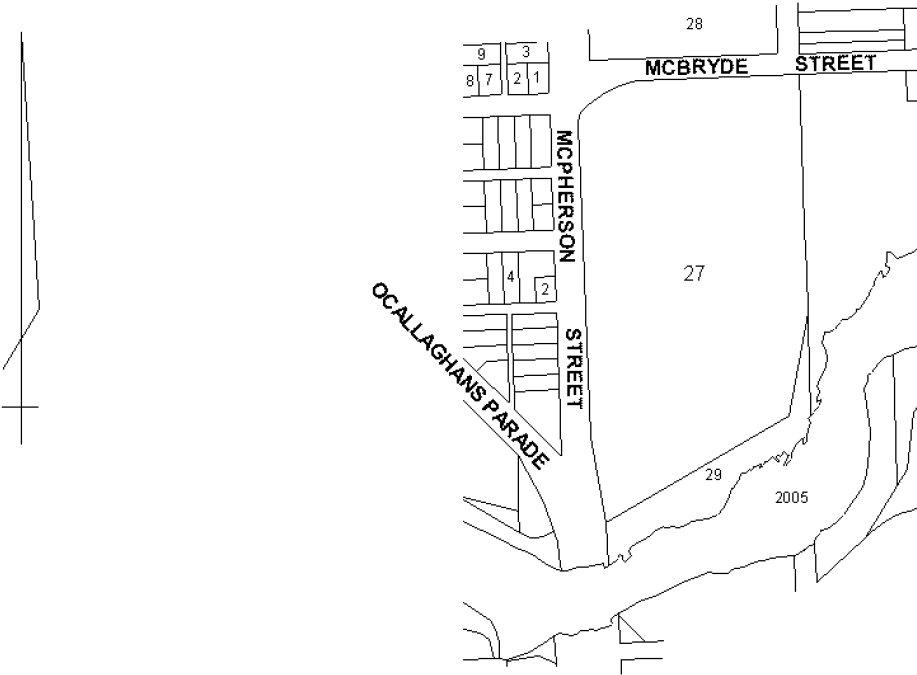
The document following this cover sheet is an imaged document supplied by LANDATA®, Secure Electronic Registries Victoria.

Document Type	Plan
Document Identification	CD102624A
Number of Pages (excluding this cover sheet)	1
Document Assembled	23/09/2024 16:13

Copyright and disclaimer notice:

© State of Victoria. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act 1968 (Cth) and for the purposes of Section 32 of the Sale of Land Act 1962 or pursuant to a written agreement. The information is only valid at the time and in the form obtained from the LANDATA® System. None of the State of Victoria, LANDATA®, Secure Electronic Registries Victoria Pty Ltd (ABN 86 627 986 396) as trustee for the Secure Electronic Registries Victoria Trust (ABN 83 206 746 897) accept responsibility for any subsequent release, publication or reproduction of the information.

The document is invalid if this cover sheet is removed or altered.

CROWN DIAGRAM	CD102624A	
Location of Land Parish : HORSHAM Township : HORSHAM Section : 16 Allotment : 27	This plan has been created to assist in locating a Crown land parcel Warning: No warranty is given as to the accuracy or completeness of this plan Any derived dimensions are approximate	
Standard Parcel Identifier (SPI) : 27~16\PP5386 Vicmap Parcel PFI : 45361127	Coordinate Position MGA : 607720, 5935350 (54) Vicroads Directory Reference : 544 G7 (ed. 6)	
		Compiled from VICMAP cadastral mapping data Date: 22/05/2009
<div> <div>0100200300400500</div> <div>SCALE</div> <div>METRES</div> </div>	Sheet 1 of 1 Sheets	

HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC, PROMOTION SIGN

95 MCPHERSON STREET,
HORSHAM VIC 3400

TOWN PLANNING DRAWINGS

- A01 COVER PAGE
- A02 SITE PLAN
- A03 FLOOR PLAN & ELEVATIONS
- A04 PERSPECTIVE VIEWS



PHOTO 01



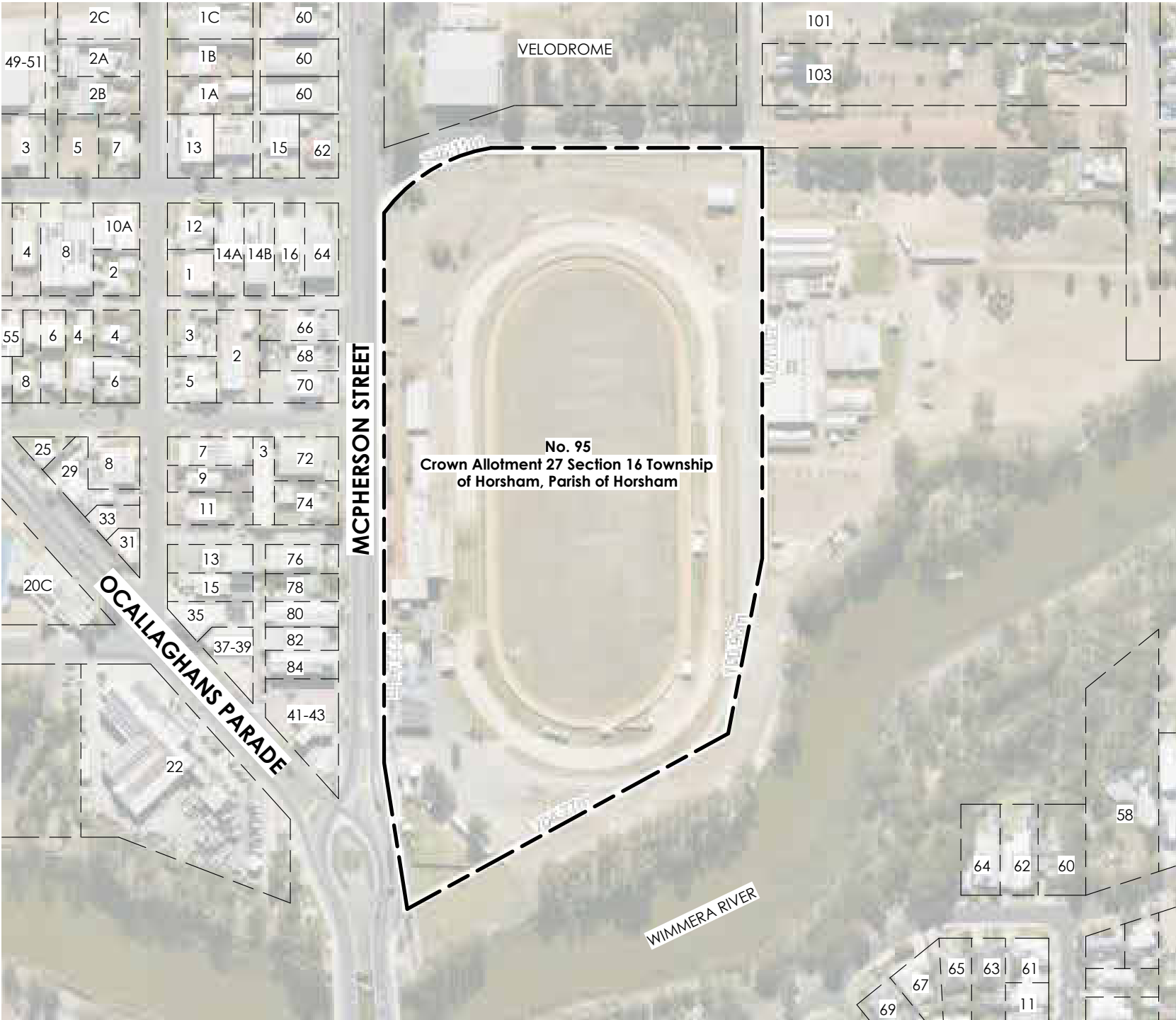
PHOTO 02



PHOTO 03



PHOTO 04



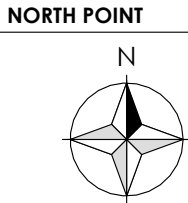
KEY PLAN
SCALE 1 : 3000

PHOTO LEGEND	
NO.	DESCRIPTION
01	PHOTOGRAPHIC VIEW OF THE PROPOSED LOCATION FOR THE SIGN FROM MCPHERSON STREET.
02	PHOTOGRAPHIC VIEW NORTH FROM PROPOSED LOCATION FOR THE SIGN.
03	PHOTOGRAPHIC VIEW WEST FROM PROPOSED LOCATION FOR THE SIGN.
04	PHOTOGRAPHIC VIEW SOUTH FROM PROPOSED LOCATION FOR THE SIGN.

ISSUE/AMMENDMENTS SCHEDULE	
01	20/11/2024 TOWN PLANNING ISSUE
TOWN PLANNING	
NOT FOR CONSTRUCTION	

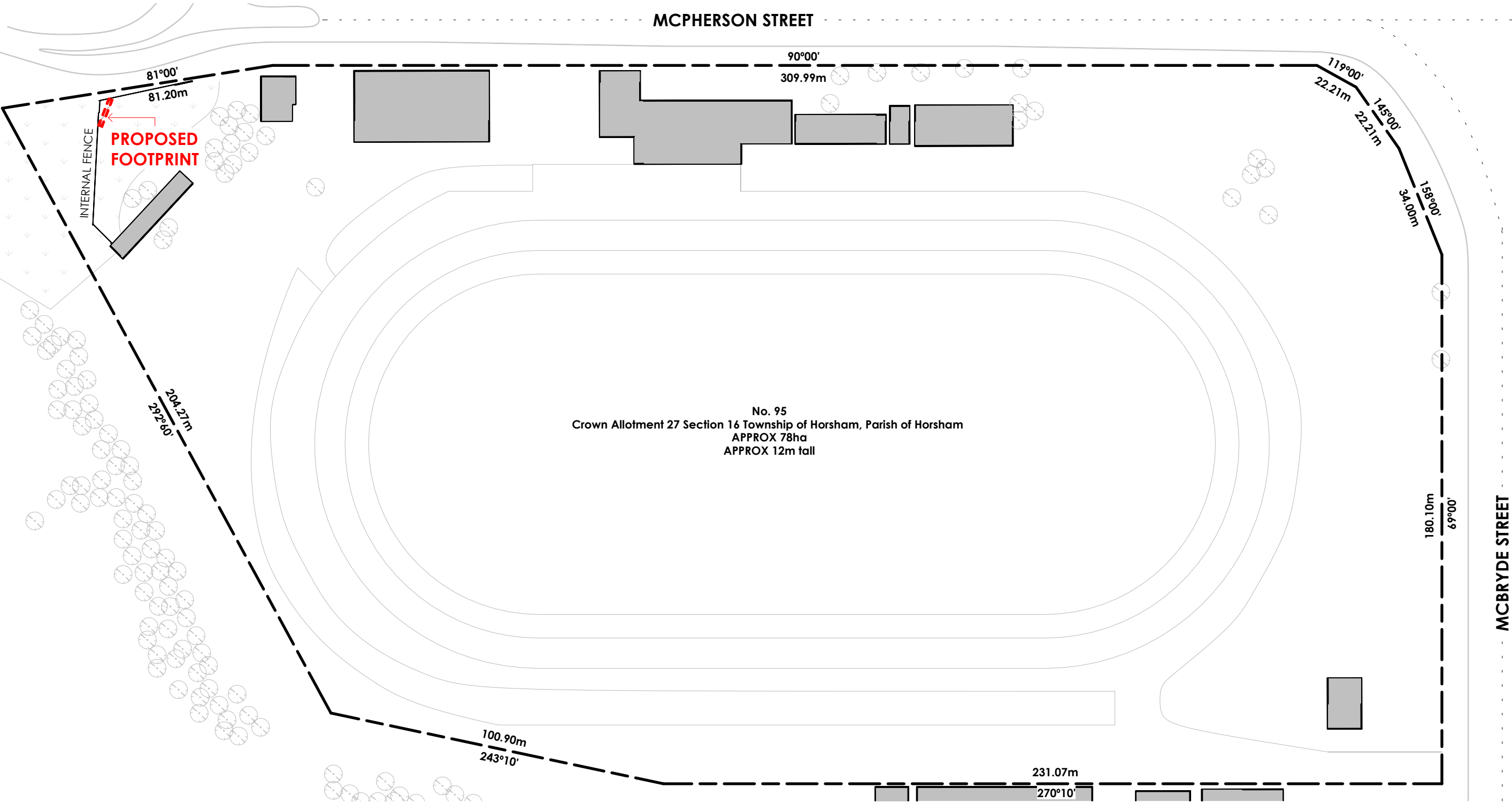


PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC, PROMOTION SIGN
ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400



DATE 20/11/2024	DRAWING NO. A01	DRAWN BY AP
PROJECT NO. 24-072	PAGE SIZE A3	ISSUE NO. 01

GAWK OUTDOOR
Suite 3/281 Brunswick St, Fitzroy VIC 3065
james@gawk.com.au
03 5409 2655



SITE PLAN
SCALE 1 : 1200

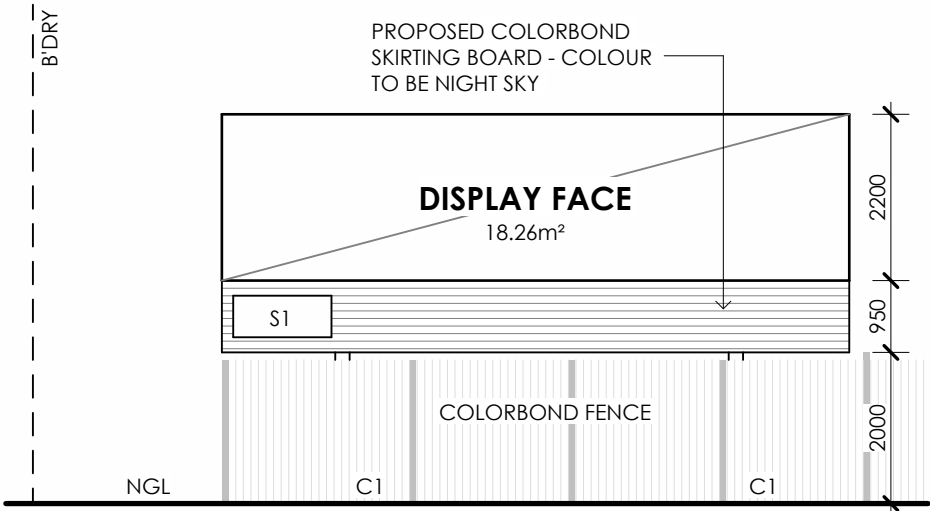
LEGEND

- PROPERTY BOUNDARY
- EXISTING BUILDINGS ONSITE
- PROPOSED ADVERTISING & PROMOTION SIGN FOOTPRINT

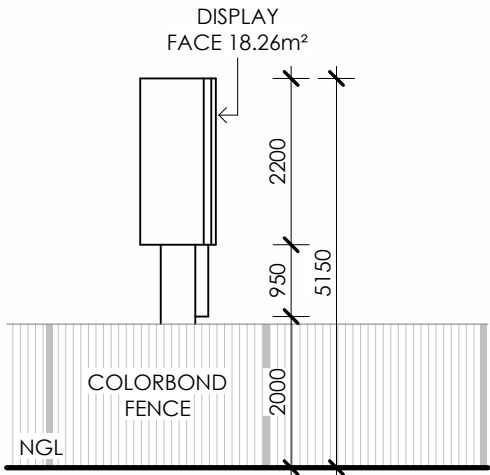
ISSUE/AMMENDMENTS SCHEDULE

01	20/11/2024
TOWN PLANNING ISSUE	

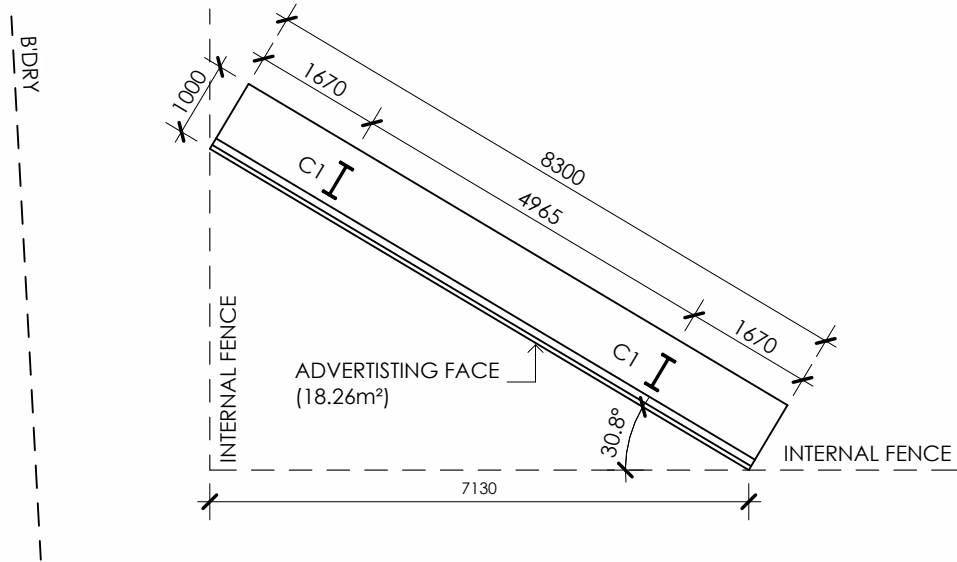
TOWN PLANNING
 NOT FOR CONSTRUCTION



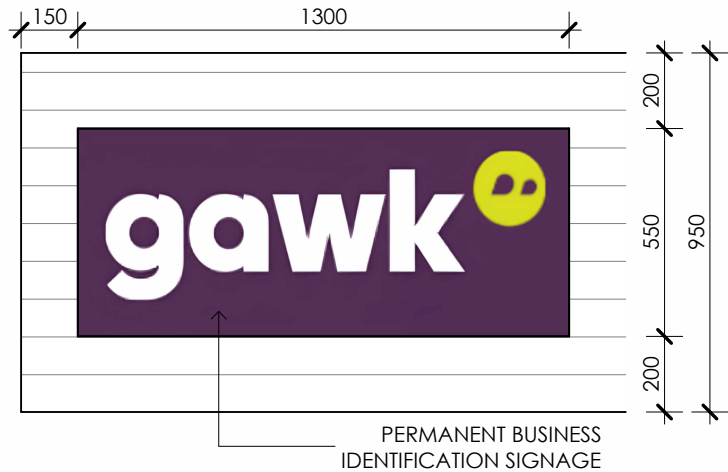
SOUTH ELEVATION
SCALE 1 : 100



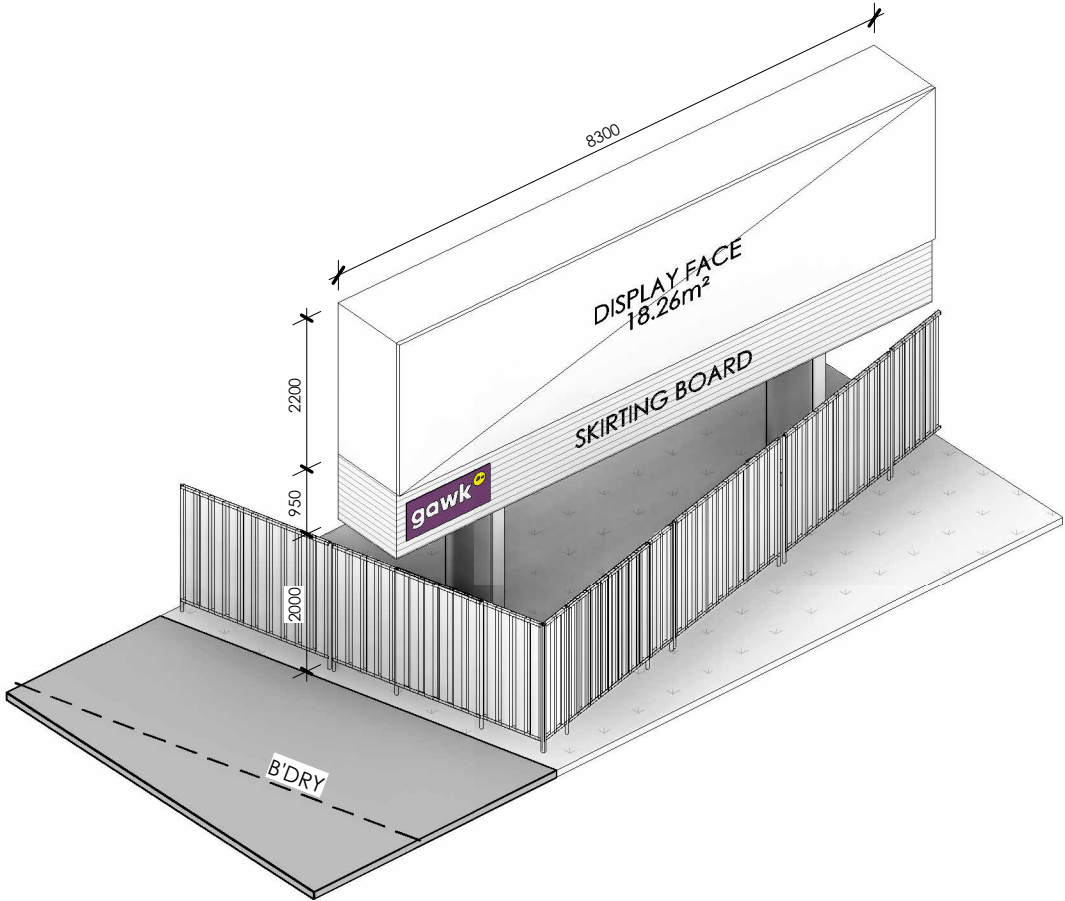
WEST ELEVATION
SCALE 1 : 100



FLOOR PLAN
SCALE 1 : 100



S1 - SIGNAGE DETAIL
SCALE 1 : 20

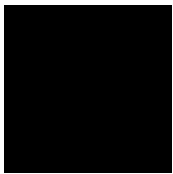


PERSPECTIVE

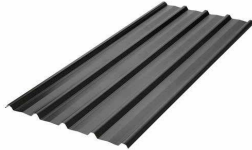
MATERIALS BOARD



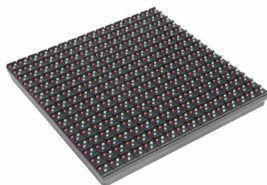
C1
PROPOSED COLUMN -
POWDERCOAT BLACK
FINISH



BLACK PAINT
PROPOSED BLACK PAINT
FINISH TO ALL FEATURES,
TRIMS AND LIGHTING



SKIRTING BOARD
PROPOSED COLORBOND
SKIRTING BOARD WITH
NIGHT SKY FINISH



LED SCREEN
DISPLAY

LEGEND

- C1 PROPOSED COLUMN - POWDERCOAT BLACK FINISH
- NGL NATURAL GROUND LINE
- S1 PERMANENT SIGN 1 - REFER TO DETAIL

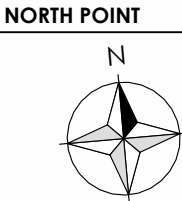
ISSUE/AMMENDMENTS SCHEDULE

01 20/11/2024
TOWN PLANNING ISSUE

TOWN PLANNING
NOT FOR CONSTRUCTION



PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC,
PROMOTION SIGN
ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400

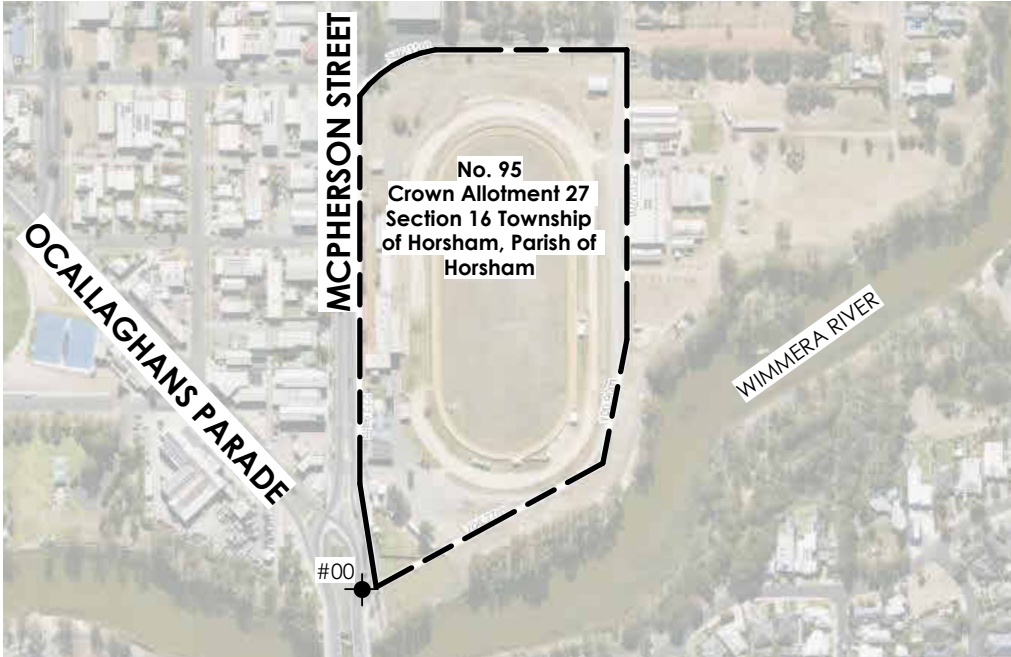


DATE
20/11/2024
DRAWING NO.
A03
DRAWN BY
AP
PROJECT NO.
24-072
PAGE SIZE
A3
ISSUE NO.
01

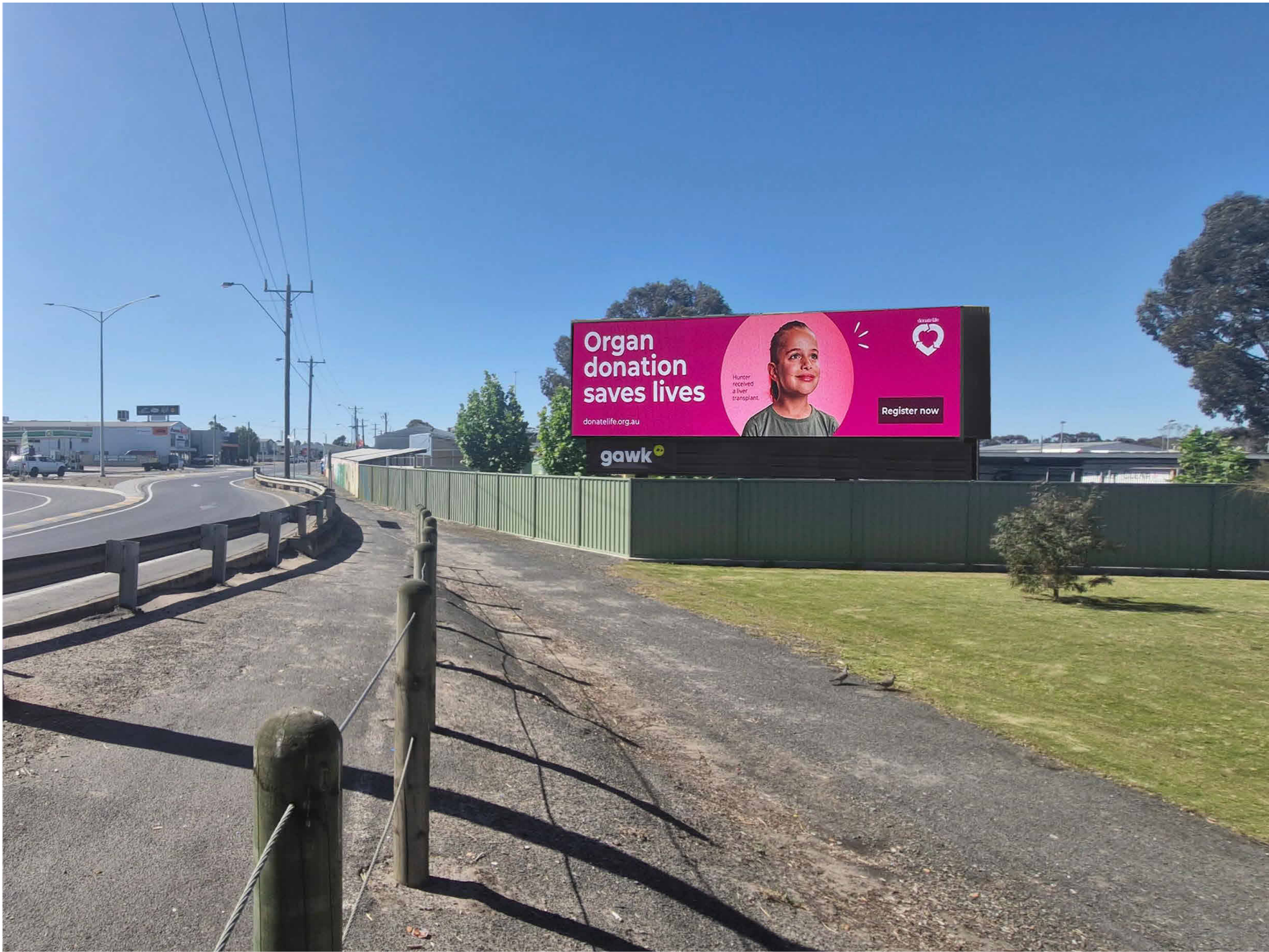
GAWK OUTDOOR
SUITE 3/281 BRUNSWICK ST, FITZROY VIC 3065
james@gawk.com.au
03 5409 2655



EXISTING PERSPECTIVE VIEW #01 - WESTBOUND TRAFFIC



PERSPECTIVE VIEW
SCALE 1 : 6000



PROPOSED PERSPECTIVE VIEW #01 - WESTBOUND TRAFFIC


GENERAL NOTES

PROPOSED PERSPECTIVE VIEW IS AN ARTISTS IMPRESSION OF THE PROPOSAL ONLY. SIZE AND SCALE ARE REFERENCED ON THE FLOOR PLANS AND ELEVATIONS.

ALL DRAWINGS TO BE READ IN CONJUNCTION WITH THE SUPPLIED TOWN PLANNING REPORT

REFER TO THE TOWN PLANNING REPORT FOR THE WRITTEN STATEMENT REGARDING THE METHODOLOGY DURING THE PREPARATION OF PERSPECTIVE VIEWS

LEGEND

 #00 PERSPECTIVE VIEW - LOCATION IN WHICH PHOTOGRAPHIC VIEWS WERE TAKEN

ISSUE/AMMENDMENTS SCHEDULE

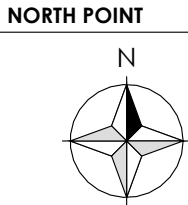
01 20/11/2024
TOWN PLANNING ISSUE

TOWN PLANNING
NOT FOR CONSTRUCTION



PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC, PROMOTION SIGN

ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400



DATE 20/11/2024	DRAWING NO. A04	DRAWN BY AP
PROJECT NO. 24-072	PAGE SIZE A3	ISSUE NO.

GAWK OUTDOOR

 SUITE 3/281 BRUNSWICK ST, FITZROY VIC 3065

 james@gawk.com.au

 03 5409 2655

Delegate Report

Application Details

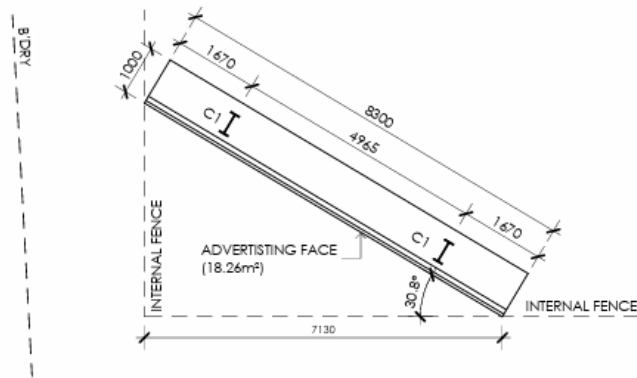
Application is for:	Proposed development of a freestanding, digital, major promotion sign.
Applicant's/Owner's Name:	Gawk Outdoor
Date Received:	20 December 2024
Application Number:	PLANNING PERMIT APPLICATION PA2400811
Planner:	Kirsten Miller
Land/Address:	95a McPherson Street, Horsham 3400
Zoning:	SPECIAL USE ZONE - SCHEDULE 4 (SUZ4)
Overlays:	LAND SUBJECT TO INUNDATION OVERLAY (LSIO)
Vic Smart Application	N/A
Under what clause(s) is a permit required?	52.05 Signs - Category 1 Commercial areas
Restrictive covenants on the title?	N/A
Current use and development:	Horsham Showgrounds, currently leased to Greyhound Racing Horsham
Cultural Heritage	The site is located in an area of Cultural Significance. However, the is has been subject to significant ground disturbance and no Cultural Heritage Management Plan is required.
Planning Scheme Amendment	N/A

Proposal

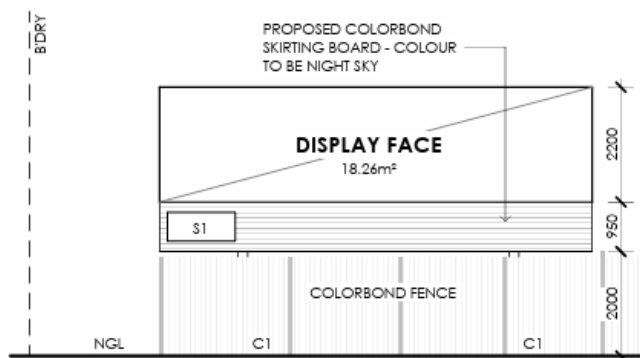
The application seeks a planning permit for the development of a freestanding digital major promotion sign within the Horsham Showgrounds precinct.

The proposed structure comprises a double-sided, digital display screen with a total signage area of 18.2 square metres, designed to accommodate a range of promotional content.

The total height of the sign will be 5.1 metres, and it is designed to be visually integrated into the existing context of the site.



FLOOR PLAN
SCALE 1 : 100



SOUTH ELEVATION
SCALE 1 : 100

Subject site & locality

The subject site is located at 95a McPherson Street, Horsham, positioned along the Western Highway, which serves as the principal transport route connecting Melbourne and Adelaide.

The land is situated within the Horsham Showgrounds precinct and lies adjacent to key facilities, including the Horsham Greyhound Racing track and land associated with the Horsham Agricultural Society.

The site itself is owned by the Department of Energy, Environment and Climate Action (DEECA), who have formally provided landowner consent for the proposed development. The land is currently leased by the Horsham Greyhound Association, which manages and maintains the area as part of its broader operational footprint within the Showgrounds.

To the west of the site, in McPherson Street, the land is predominantly zoned for commercial use, comprising of a variety of businesses, which contribute to the active frontage along this entry corridor into Horsham.

Approximately 50 metres to the south of the site lies the Wimmera River. The river corridor provides for recreational use, biodiversity values, and contributes to the scenic amenity for Horsham. On the southern side of the river, land is zoned for residential purposes and is developed with a mix of established housing and vacant residential lots.



Permit/Site History

The site has a long history associated with the Horsham Showgrounds and has been subject to a range of planning permit applications during this time.

Public Notification

The application has been advertised pursuant to Section 52 of the Planning and Environment Act 1987, by:

- ☐ Sending notices to the owners and occupiers of adjoining land.
- ☐ Sign on the land

On 9 January 2025

Following the public notification 10 submissions were received from nearby landowners and interested residents of Horsham who highly value this precinct.

Summary of objections

Road safety concerns – distraction risks due to the proximity of the roundabout and bridge.
McPherson Street contains high volumes of traffic due to being the truck route between Melbourne and Adelaide

Environmental and aesthetic impact – signage detracts from the natural beauty of the Wimmera River and surrounding area, impacts on community and council efforts to enhance the river precinct and visual impacts on key entry point to Horsham

Character – signage is inappropriate for the area and clashes with the natural environment. There is no existing theme of billboard signage in the area.

Planning Scheme Conflicts Clause 52.05 – considers signage should be sensitive to natural environment and waterways.

Community use and access – development would limit future community use and signage is seen to have no real benefit to the local community.

Applicants Response

The applicant prepared and provided a response to objections dated 14 February 2025. This response was circulated to all objectors together with an objection withdraw form, requesting advice as to whether they wished to withdraw or maintain their objections to the proposal.

Following the circulation of the response, 3 objections were withdrawn.

A mediation meeting was held on Wednesday, 2 April and was attended by Council officers, the applicant and 3 objectors. A landscaping plan was provided following the meeting and circulated to all objectors.

Following this the applicant agreed to a number of concessions as follows:

- proposed landscaping
- hours of operation
- community messaging
- a donation to the Wimmera River Improvement Committee to protect vegetation and contributing to the amenity of the Wimmera River

Accordingly, the draft conditions were circulated to all objectors resulting in the withdrawal of another 2 of the remaining 7 objections.

Referrals

Referrals/Notices

Referrals/Notice	Referral Section	Advice/Response/Conditions
Department of Transport and Planning	Section 55 Referrals	No Objection with Conditions regarding illumination levels, transition, sound, colouring to ensure it does not distract road users.
Building	Others	Building Permit Required
Infrastructure	Others	No Objection

Assessment

The Permit Trigger(s)

The planning permit trigger(s) is

37.01 Buildings and works Special Use Zone (Schedule 4 – Horsham Showgrounds)

A planning permit is required for building and works not undertaken by the land manager.

52.05 Signs - Category 1 Commercial areas

The Planning Policy Framework

11.03-1L Horsham Central Activity District (CAD)

Strategies

Encourage retail and business activities within the Horsham CAD.

Maintain a compact and integrated CAD by:

- *Encouraging the redevelopment of land on McLachlan Street, between Darlot Street and Firebrace Street, as the preferred location for economic activity including an additional anchor tenant, also providing strong linkages to Firebrace Street.*
- *Encouraging a greater intensity of development in the centre of the CAD (bounded by Baillie Street to the north, Firebrace Street to the east, Darlot Street to the west and Wilson Street to the south), supporting mixed-use development with accommodation uses above the ground floor.*
- *Encouraging a mix of uses on the land at the south-west corner of the Wilson Street and Darlot Street intersection for office, commercial, accommodation, education or health-related uses, supporting an extension of Hamilton Street to the west with connection through to Wilson Street.*
- *Discouraging large-scale traditional retail development on land south-west of the Wilson Street and Darlot Street intersection.*
- *Directing commercial development to locate in existing commercial areas.*
- *Encouraging redevelopment of under-utilised sites throughout the CAD, including supporting consolidation of smaller sites.*
- *Encouraging retail and restricted retail uses to locate in the Commercial 2 Zone land along Dimboola Road and Stawell Road.*

Support delivery of improvements to the streetscape, amenity and public realm along Firebrace Street, the 'main-street' in Horsham.

Support mixed-use development in the CAD, with accommodation uses above ground floor and an increase in residential density in surrounding areas.

Facilitate the development of a mix of community and social infrastructure in the Horsham CAD.

Support the continued use of commercial land at the south-east of the CAD for service-related businesses that do not affect the amenity of surrounding areas.

Enhance east/west connectivity between the CAD and the surrounding areas including the Horsham Racecourse.

Enhance north/south connectivity between the CAD and the Wimmera River and Botanical Gardens.

The proposed freestanding digital sign is not located within the CAD; however, it still aligns with the broader strategic objective of concentrating commercial activity in established commercial zones. The sign contributes to commercial visibility and presence along a key entry corridor.

12.03-1S River and riparian corridors, waterways, lakes, wetlands and billabongs

Objective

To protect and enhance waterway systems including river and riparian corridors, waterways, lakes, wetlands and billabongs.

Strategies

Protect the environmental, cultural, landscape values of all waterway systems as significant economic, environmental and cultural assets.

Conserve waterway systems and the landscapes and environmental values surrounding them by protecting ecological values, indigenous vegetation, terrestrial and aquatic habitats and encouraging biodiversity.

Sensitively design and site development to maintain and enhance the waterway system and the surrounding landscape setting, environmental assets, and ecological and hydrological systems.

Address the impacts of use and development on drought and flooding events at a catchment and site scale to protect the health and natural function of waterway systems and their surrounding landscape and environment.

Protect geomorphology, bank stability and flood management capacity to strengthen the environmental value and health of waterway systems by:

- Retaining, enhancing and re-establishing indigenous riparian vegetation along waterway systems, ensuring it responds to the bushfire risk of a location.*
- Enhancing and re-establishing both terrestrial and aquatic habitats and their linkages along and surrounding waterway systems.*
- Limiting earthworks in proximity to waterway systems to minimise alterations to geomorphology, natural drainage, natural flows and water quality.*
- Facilitating the restoration of waterway systems through the removal of weeds, invasive species and pests.*

Enhance a sense of place and landscape identity by:

- Conserving areas of identified Victorian Aboriginal cultural heritage significance relating to waterway systems.*
- Retaining and re-establishing vegetation, including grasslands and canopy trees, surrounding waterway systems to enhance and connect to the landscape setting, ensuring it responds to the bushfire risk of a location.*

- *Protecting existing topographic features and maintaining a sense of naturalness through sensitive design and siting.*

Retain and enhance the recreation and amenity values along waterway systems by:

- *Planning for surrounding green spaces as recreation and tourism resources without adversely impacting environmental values and flood management capacity.*
- *Protecting and enhancing parklands for their economic, social and environmental values.*
- *Protecting and enhancing public access to waterway systems and surrounding parklands.*
- *Enhancing existing and providing new green links, pedestrian and cycle connections and open space.*
- *Discouraging privatisation of spaces that interface with or provide access to waterway systems.*
- *Avoiding overshadowing of waterway systems, their banks and adjacent public open space.*
- *Promoting safety by maximising visibility and passive surveillance and providing good connections and access.*

Design and site development to maintain and enhance the natural environment of waterway systems by:

- *Minimising the visual intrusion of development on the natural landscape views from major roads, bridge crossings, public open space, recreation trails and within waterway systems themselves.*
- *Ensuring development is visually subordinate to the local landscape setting, including through the use of vegetation to filter views of development.*
- *Ensuring development adjacent to waterways adopts high quality materials and respectful design and siting.*
- *Avoiding impeding the natural flow of waterways and future flood events.*
- *Directing growth to established settlements where water and wastewater can be managed.*

Located approximately 50m from the Wimmera River, the sign's potential impacts on riverine landscape character and environmental values need to be considered. The location of the signage just outside the natural corridor of the river and integration of the signage with the greyhound racing facility and landscaping means there will be no overshadowing on public open space or obstruction views to the waterway.

The applicant has proposed landscape screening with the purpose to soften visual impact and enhance biodiversity that will enhance the triangle of crown land south of the fencing.

12.03-1L Protection of waterways and wetlands - Horsham

Strategies

Protect the environmental significance of the Natimuk-Douglas wetlands and their catchments from development and land management practices that would alter the quantity and quality of water entering the wetlands.

Protect the environmental significance of waterways and wetlands in the Millicent Coast Basin, Wimmera River Basin and the Glenelg Basin.

Minimise development impacts on waterways to support a flow regime for recreation, stock and domestic purposes while sustaining viable populations of native flora and fauna.

Maintain public access along stream banks and foreshores.

The development has been sited to avoid direct interference with the Wimmera River's bank and shared spaces and is located on land owned by DEECA and leased by the Horsham Greyhound Racing Club.

The public will retain full access along riverbanks; no fencing or barriers are proposed on public spaces.

15.01-3 Urban design - Horsham Rural City

Strategies – Horsham

Facilitate development of priority pedestrian routes linking residential areas to the Horsham Central Activity District, the medical precincts of the Wimmera Base Hospital and Baillie Street, and schools.

Design development fronting Horsham's highway entrances to contribute as a well presented entry to the city.

While the sign does not form part of a built structure, its appearance has been considered in relation to Horsham's entry points and its role in creating a well-presented showgrounds and riverfront precinct.

Landscaping proposed around the base will improve the visual interface with adjoining public space.

15.01-2 Building design

Objective

To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.

Strategies

Ensure a comprehensive site analysis forms the starting point of the design process and provides the basis for the consideration of height, scale, massing and energy performance of new development.

Ensure development responds and contributes to the strategic and cultural context of its location.

Minimise the detrimental impact of development on neighbouring properties, the public realm and the natural environment.

Improve the energy performance of buildings through siting and design measures that encourage:

- *Passive design responses that minimise the need for heating, cooling and lighting.*
- *On-site renewable energy generation and storage technology.*
- *Use of low embodied energy materials.*

Restrict the provision of reticulated natural gas in new dwelling development.

Ensure the layout and design of development supports resource recovery, including separation, storage and collection of waste, mixed recycling, glass, organics and e-waste.

Encourage use of recycled and reusable materials in building construction and undertake adaptive reuse of buildings, where practical.

Encourage water efficiency and the use of rainwater, stormwater and recycled water.

Minimise stormwater discharge through site layout and landscaping measures that support on-site infiltration and stormwater reuse.

Ensure the form, scale, and appearance of development enhances the function and amenity of the public realm.

Ensure buildings and their interface with the public realm support personal safety, perceptions of safety and property security.

Ensure development is designed to protect and enhance valued landmarks, views and vistas.

Ensure development considers and responds to transport movement networks and provides safe access and egress for pedestrians, cyclists and vehicles.

Encourage development to retain existing vegetation.

Ensure development provides landscaping that responds to its site context, enhances the built form, creates safe and attractive spaces and supports cooling and greening of urban areas.

The siting and scale of the sign have been informed by a site analysis, considering views from the river, nearby roads, and open space.

The base of the sign incorporates integrated landscaping to soften its presence and support stormwater infiltration.

17.02-1S Business

Strategies

Plan for an adequate supply of commercial land in appropriate locations.

Ensure commercial facilities are aggregated and provide net community benefit in relation to their viability, accessibility and efficient use of infrastructure.

Locate commercial facilities in existing or planned activity centres.

Provide new convenience shopping facilities to provide for the needs of the local population in new residential areas and within, or immediately adjacent to, existing commercial centres.

Provide small scale shopping opportunities that meet the needs of local residents and workers in convenient locations.

Provide outlets of trade-related goods or services directly serving or ancillary to industry that have adequate on-site car parking.

Locate cinema based entertainment facilities within or on the periphery of existing or planned activity centres.

Apply a five year time limit for commencement to any planning permit for a shopping centre or shopping centre expansion of more than 1000 square metres leasable floor area.

Regulate the use and development of land for a sex services premises in commercial and mixed use areas in the same way as for other types of shop.

Ensure that planning for the use and development of land for a sex services premises and home based business is consistent with decriminalisation of sex work and provides for the reduction of discrimination against, and harm to, sex workers.

The proposed sign supports these objectives by enhancing business promotion within an existing commercial corridor. The sign supports business activity through advertising, on land zoned to support commercial activity and community uses.

Zone Assessment

37.01 Special Use Zone

SCHEDULE 4 TO CLAUSE 37.01 SPECIAL USE ZONE

HORSHAM SHOWGROUNDS

Purpose

To encourage the use and development of the Horsham Showgrounds for a range of entertainment, recreational, commercial and community events and activities.

To provide the physical facilities for the Horsham Agricultural and Pastoral Society to achieve its mission and objectives.

To encourage the multiple use of land and buildings within the Horsham Showgrounds in order to facilitate its usage throughout the year for events and other activities.

To facilitate office, retail, and other uses within the showgrounds that are commensurate with the overall use of the showgrounds.

To ensure that the combination of uses, their operation, and the scale and character of any development do not prejudice the amenity of surrounding areas.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

Decision Guideline	Response
<i>Movement of pedestrians, cyclists, and vehicles (including emergency, public transport, and waste services</i>	The proposed structure does not obstruct pedestrian or cyclist pathways, or cause interference with vehicle access for waste removal, emergency services, or event traffic. Its siting ensures continued safe and efficient traffic circulation is not disrupted within the precinct.
<i>Provision of car parking:</i>	The sign does not generate a demand for parking. The structure located within a broader facility that already contains adequate parking provision for regular events and usage associated with the Showgrounds and Greyhound Racing complex.
<i>Interface with adjoining zones, especially residential areas:</i>	The proposal has been carefully sited to minimise impacts on nearby residential zones, with approximately 50 metres separation from the Wimmera River and residential areas beyond. The sign does not create intrusion with residential views or privacy.

<i>Presentation of buildings to the street, including illumination and landscaping:</i>	The sign will be a prominent structure near a key entry point to Horsham. A landscaping plan has been provided to soften its visual impact, improve integration with the river precinct and support streetscape quality. Illumination will be managed via permit conditions to prevent visual clutter or excessive brightness, ensuring compatibility with both natural and built surroundings.
<i>Availability and connection to services:</i>	The proposal requires electrical service connections, which can be accommodated without infrastructure upgrades. The site already supports event infrastructure and is appropriately equipped to manage this.

The proposed sign supports the Special Use Zone Schedule 4 purpose of supporting commercial activity. An existing permit approval enables multiple uses to occur within the Showgrounds precinct throughout the year.

Design and siting will ensure that the development does not negatively impact the amenity of the surrounding area. Consideration has been given to minimising visual intrusion from residential zones and the Wimmera River.

Traffic hazards and pedestrian safety have been addressed, with the sign located a sufficient distance away from major thoroughfares and pedestrian pathways.

Overlay Assessment

44.04 Land Subject to Inundation Overlay

Purpose

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To identify flood prone land in a riverine or coastal area affected by the 1 in 100 (1 per cent Annual Exceedance Probability) year flood or any other area determined by the floodplain management authority.

To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, responds to the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.

To minimise the potential flood risk to life, health and safety associated with development.

To reflect a declaration under Division 4 of Part 10 of the Water Act, 1989.

To protect water quality and waterways as natural resources by managing urban stormwater, protecting water supply catchment areas, and managing saline discharges to minimise the risks to the environmental quality of water and groundwater.

To ensure that development maintains or improves river, marine, coastal and wetland health, waterway protection and floodplain health.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 44.04, in addition to those specified in Clause 44.04 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

Decision Guideline	Response
<i>The Municipal Planning Strategy and the Planning Policy Framework</i>	The siting and design respect the Wimmera River corridor and ensure no obstruction to views, movement, or environmental values. Landscaping enhances visual integration and contributes to biodiversity.
<i>Any local floodplain development plan</i>	There is no specific local floodplain development plan affecting this site.
<i>Any comments from the relevant floodplain management authority</i>	The application was referred to the relevant authority who raised no objection to the proposal.
<i>The existing use and development of the land</i>	The land forms part of the Horsham Showgrounds precinct and is currently leased to the Horsham Greyhound Racing Association. It is used for recreational, and community purposes and already supports structures and public events. The proposed sign aligns with this use and does not introduce a sensitive or vulnerable use.
<i>Whether the proposed use or development could be located on flood-free land or land with a lesser flood hazard outside this overlay</i>	While alternative locations were considered, the proposed site provides high visibility from the Western Highway and lies on already developed, low-risk land within the Showgrounds precinct. It proposes to be positioned to avoid the lower-lying areas closer to the Wimmera River while still fulfilling its promotional purpose.

<i>Alternative design or flood proofing responses</i>	The design is flood-resilient by nature: it is a vertical, freestanding structure with minimal ground coverage and no habitable or flood-sensitive elements.
<i>The susceptibility of the development to flooding and flood damage</i>	The structure is not highly susceptible to flood damage due to its elevated digital display. Access to and around the structure will remain open and safe.
<i>The potential flood risk to life, health and safety associated with the development</i>	There is no increased risk to life, health, or safety. The development does not increase flood hazard and does not require frequent access. It does not prevent access for emergency services or the public during flood events.
<i>The effect of the development on redirecting or obstructing floodwater, stormwater or drainage water and the effect of the development on reducing flood storage and increasing flood levels and flow velocities</i>	The sign is a freestanding structure with a minimal footprint. It will not obstruct natural or overland drainage patterns, nor will it materially affect flood storage or increase velocities. Landscaping around the base is permeable and enhances infiltration, further minimising hydrological impact.
<i>The effect of the development on river, marine and coastal health values including wetlands, natural habitat, stream stability, erosion, environmental flows, water quality, estuaries and sites of scientific significance</i>	The development has been designed to have no measurable impact on the health of the Wimmera River or its associated habitats. The proposal is 50m from the river and avoids any sensitive environmental interface.
<i>Any other matters specified in a schedule to this overlay</i>	There are no additional matters specified in the schedule to the LSIO that apply to this site.

The proposed sign is located within land affected by the Land Subject to Inundation Overlay (LSIO), intended to identify areas at risk from 1-in-100-year flood events and to ensure any development does not increase flood hazard, obstruct water flow, or impact public safety.

The sign's freestanding design ensures that it neither impedes flood storage nor redirects floodwaters. The location avoids direct flood pathways and is set back from low-lying areas where water is most likely to be present should a flood event occur.

The landscaping proposed, enhances visual integration with the surrounding environment but also contributes to natural infiltration and minimises runoff.

Particular Provisions

52.05 Signs

Purpose

To regulate the development of land for signs and associated structures.

To ensure signs are compatible with the amenity and visual appearance of an area, including the existing or desired future character.

To ensure signs do not contribute to excessive visual clutter or visual disorder.

To ensure that signs do not cause loss of amenity or adversely affect the natural or built environment or the safety, appearance or efficiency of a road.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 52.05, in addition to those specified in Clause 52.05 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

Decision Guideline	Response
Character of the Area including: <ul style="list-style-type: none"> <i>The sensitivity of the area in terms of the natural environment, heritage values, waterways and open space, rural landscape or residential character.</i> <i>The compatibility of the proposed sign with the existing or desired future character of the area in which it is proposed to be located.</i> <i>The cumulative impact of signs on the character of an area or route, including the need to avoid visual disorder or clutter of signs.</i> <i>The consistency with any identifiable outdoor advertising theme in the area</i> 	<p>The subject site is located within the Horsham Showgrounds precinct, which is primarily used for community and recreational activities. While the site is not considered sensitive with regard to the environmental or heritage values, the proximity to residential areas and the river corridor means the visual and amenity impacts need to be considered.</p> <p>The proposed sign is consistent with the character of surrounding land uses including the Horsham Greyhound Racing Track and commercial zoned land to the west and the landscaping treatment mean the impact or river corridor is minor.</p> <p>The proposed sign does not result in visual clutter, particularly in the context of the current land uses within the area.</p>

<p>Impacts on Views and Vistas:</p> <ul style="list-style-type: none"> - <i>The potential to obscure or compromise important views from the public realm.</i> - <i>The potential to dominate the skyline.</i> - <i>The potential to impact on the quality of significant public views.</i> - <i>The potential to impede views to existing signs.</i> 	<p>The sign's design and placement with the Greyhound facility mean that they do not obstruct any significant views, particularly to the river corridor to the south.</p> <p>The sign's positioning avoids dominating or compromising important vistas.</p>
<p>Relationship to the Streetscape and Setting:</p> <ul style="list-style-type: none"> - <i>The proportion, scale and form of the proposed sign relative to the streetscape, setting or landscape.</i> - <i>The position of the sign, including the extent to which it protrudes above existing buildings or landscape and natural elements.</i> - <i>The ability to screen unsightly built or other elements.</i> - <i>The ability to reduce the number of signs by rationalising or simplifying signs.</i> - <i>The ability to include landscaping to reduce the visual impact of parts of the sign structure.</i> 	<p>The proposed sign has been assessed for its scale in relation to the surrounding buildings and the existing landscape.</p> <p>The use of landscaping and its location within the showgrounds precinct land assist to reduce the visual impact of the sign.</p>
<p>Impact of Structures Associated with the Sign:</p> <ul style="list-style-type: none"> - <i>The extent to which associated structures integrate with the sign.</i> - <i>The potential of associated structures to impact any important or significant features of the building, site, streetscape, setting or landscape, views and vistas or area.</i> 	<p>The proposed structure is designed to minimise any negative impact on the site's natural or built features through location and proposed landscaping which integrates with river corridor.</p>

<p>Impact of Illumination:</p> <ul style="list-style-type: none"> - <i>The impact of glare and illumination on the safety of pedestrians and vehicles.</i> - <i>The impact of illumination on the amenity of nearby residents and the amenity of the area.</i> - <i>The potential to control illumination temporally or in terms of intensity.</i> 	<p>The digital nature of the proposed sign and the impact of illumination has been considered in referral to the department of Transport (DTP) who had no objection.</p> <p>The permit considers conditions in relation to controlling illumination levels, intensity and specifies operation hours, which assist with avoidance of any adverse effects on local amenity.</p>
<p>The impact of any Logo Box associated with the sign:</p> <ul style="list-style-type: none"> - The extent to which the logo box forms an integral part of the sign through its position, lighting and any structures used to attach the logo box to the sign. - The suitability of the size of the logo box in relation to its identification purpose and the size of the sign. - The need for identification and the opportunities for adequate identification on the site or locality. 	<p>The logo box is relatively small (0.27 square metres), and can integrate with the overall design of the sign.</p>
<p>Impact on Road Safety. A sign is a safety hazard if the sign:</p> <ul style="list-style-type: none"> - Obstructs a driver's line of sight at an intersection, curve or point of egress from an adjacent property. - Obstructs a driver's view of a traffic control device or is likely to create a confusing or dominating background that 	<p>The location of the sign along the Western Highway raised concerns with objectors in relation to its potential to create a distraction and obstruct driver visibility.</p> <p>The proposal was referred to the Department of Transport and Planning and the permit is subject to conditions in relation to managing sightlines and managing illumination, so it does not dazzle or distract drivers.</p>

<p>may reduce the clarity or effectiveness of a traffic control device.</p> <ul style="list-style-type: none"> - Could dazzle or distract drivers due to its size, design or colouring, or it being illuminated, reflective, animated or flashing. - Is at a location where particular concentration is required, such as a high pedestrian volume intersection. - Is likely to be mistaken for a traffic control device, because it contains red, green or yellow lighting, or has red circles, octagons, crosses, triangles or arrows. - Requires close study from a moving or stationary vehicle in a location where the vehicle would be unprotected from passing traffic. - Invites drivers to turn where there is fast moving traffic or the sign is so close to the turning point that there is no time to signal and turn safely. - Is within 100 metres of a rural railway crossing. - Has insufficient clearance from vehicles on the carriageway. - Could mislead drivers or be mistaken as an instruction to driver 	
<p>Major Promotion Signs</p> <ul style="list-style-type: none"> - The effect of the proposed major promotion sign on: - Significant streetscapes, buildings and skylines. 	<p>The visual impact of the proposed sign has been assessed in the context of the surrounding streetscape. The sign complements the character of the area, particularly the commercial uses along McPherson Street.</p>

<ul style="list-style-type: none"> - The visual appearance of a significant view corridor, view line, gateway location or landmark site identified in a framework plan or local policy. - Residential areas and heritage places. - Open space and waterways. - When determining the effect of a proposed major promotion sign, the following locational principles must be taken into account: <ul style="list-style-type: none"> - Major promotion signs are encouraged in commercial and industrial locations in a manner that complements or enhances the character of the area. - Major promotion signs are discouraged along forest and tourist roads, scenic routes or landscaped sections of freeways. o Major promotion signs are discouraged within open space reserves or corridors and around waterways. - Major promotion signs are discouraged where they will form a dominant visual element from residential areas, within a heritage place or where they will obstruct significant view lines. - In areas with a strong built form character, major promotion signs are encouraged only where they are not a dominant element in the streetscape and except for transparent feature signs (such as neon signs), are discouraged from being erected on the roof of a building. 	
---	--

Category 1 signage controls apply to commercial areas where promotion signs are generally accepted. Given the zoning and the nature of the site as a venue for commercial and community activity, the sign can be considered consistent with local character.

Visual clutter is mitigated through placement away from other signage, and lighting and hours of operation will be conditions on a permit subject to approval to avoid visual pollution or distraction for motorists.

Other planning considerations

City to River: Vision and Masterplan

The City to River Vision and Masterplan sets out a strategic framework for Horsham's Central Activity District and the Wimmera Riverfront.



Wimmera River Precinct Objectives:

- *Activate the riverfront as a central destination for recreation, tourism, and community events.*

- Enhance integration and accessibility between the Riverfront and nearby precincts, including the Showgrounds.
- Encourage commercial and tourism development opportunities within the precinct, supporting investment aligned with the area's recreational and community focus.
- Improve the southern gateway to Horsham, particularly the interface along the Western Highway.

Showgrounds Precinct Objectives:

- Promote shared use of public land for events and recreation.
- Ensure high connectivity and integration between facilities and surrounding areas, including pedestrian access across the Western Highway.
- Support a high-quality visual presentation as a gateway to central Horsham.
- Preserve and complement elements of cultural or landscape significance, including the Wimmera River and open space views.

The proposal supports the economic and commercial activation goals of the *City to River Masterplan*, however conflicts with aspirations for preservation of elements of cultural and landscape significance. Or the visual presentation for the gateway shown in the masterplan.

Clause 65.01 – Approval of an application or plan

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

Decision Guideline	Response
<i>The matters set out in section 60 of the Act.</i>	All applicable provisions have been included and assessed, including the appropriate decision guidelines.
<i>Any significant effects the environment, including the contamination of land, may have on the use or development.</i>	Discussed in this report, development and location are considered to be appropriate, and no deemed impacts on the environment.
<i>The Municipal Planning Strategy and the Planning Policy Framework.</i>	The relevant state and local policy have been identified and assessed; the proposed major promotion sign meets the requirements.
<i>The purpose of the zone, overlay or other provision.</i>	<p>The Special Use Zone, specifies this type of development is a Section 2 Use under the Zone, and the zoning supports commercial activity.</p> <p>The Land Subject to Inundation Overlay does not require a planning permit for free standing signage.</p>

<i>Any matter required to be considered in the zone, overlay or other provision.</i>	There are no additional matters that apply to this site.
<i>The orderly planning of the area.</i>	The proposal is considered to be orderly planning in the area.
<i>The effect on the environment, human health and amenity of the area.</i>	The proposed sign is considered to have minimal impact on the amenity of the area.
<i>The proximity of the land to any public land.</i>	The site is located adjacent to public land but will have no direct impact on the use of the land.
<i>Factors likely to cause or contribute to land degradation, salinity or reduce water quality.</i>	Not applicable.
<i>Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.</i>	Not applicable.
<i>The extent and character of native vegetation and the likelihood of its destruction.</i>	The proposed sign has no impact on native vegetation.
<i>Whether native vegetation is to be or can be protected, planted or allowed to regenerate.</i>	The proposed sign has no impact on native vegetation. It proposes landscaping to support integration with the surrounding area.
<i>The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.</i>	The land is subject to the Land Subject to Inundation Overlay but imposes no impacts on the floodplain.
<i>The adequacy of loading and unloading facilities and any associated amenity, traffic flow and road safety impacts.</i>	Not applicable.
<i>The impact the use or development will have on the current and future development and operation of the transport system.</i>	No direct impacts, however, objectors have raised concerns around the signage contributing to road safety issues and traffic hazard.

Key Issues

Objections

As part of the assessment, it is a requirement of Section 60 of the *Planning and Environment Act* to consider all objections or submissions.

The application for a freestanding digital major promotion sign at 95a McPherson Street in Horsham has raised significant concern from the community as demonstrated by objections.

The objections were raised on the basis of road safety risks, visual and environmental impact on the adjacent Wimmera River, incompatibility with local character, and limited community benefit.

Ten objections were received, with only five withdrawn following mediation and the provision of draft permit conditions.

The sign introduces an element of commercial activity that is consistent with the Special Use Zone Schedule 4 purpose to facilitate multiple community and commercial uses. Positioned within a high-traffic entry point to Horsham, the sign could serve as a visual element that draws attention to key local businesses, tourism and events.

Following the mediation meeting, the applicant has provided landscaping plans that assist with softening the impact of the structure with its integration for the surrounding environment. Which support the Masterplan objective for improvements to public realm presentation and enhancement of the southern gateway to the city. The inclusion of emergency messaging further supports this function.

The proposal does raise concerns around the objective in relation to preserving and enhancing the riverfront's natural character and scenic value. The sign is located within 50 metres of the Wimmera River, an area central to the Masterplan's vision for a green, connected, and culturally rich open space precinct. The distance and location of the sign, it is considered that the proposed structure is setback at a distance which prevents any real significant impact.

Following assessment of the Horsham Planning Scheme and the key issues raised. It is considered appropriate that a permit should be issued with conditions.

Conclusion

The proposed freestanding digital major promotion sign complies with the intent and purpose of the Special Use Zone – Schedule 4, enhancing the commercial function of the Horsham Showgrounds land, demonstrates minimal environmental and visual impact, particularly in relation to the Wimmera River and aligns with the relevant planning policies promoting sensitive siting and environmental protection.

The signage also includes landscaping and design treatments to integrate the sign into the landscape while respecting local character and riverine values and include significant messaging opportunities for community events and on the basis integrated planning and community benefit the proposal is considered to meet the requirements of the Horsham Planning Scheme.

Recommendation

Notice of Decision to Grant a Permit

That Council having caused notice of Planning Application No. PA2400811 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Grant a Notice of Decision to Grant a Permit of the Horsham Planning Scheme in respect of the land known and described as **95a McPherson Street Horsham VIC 3400**, for the **Proposed development of a freestanding, digital, major promotion sign**, in accordance with the endorsed plans, subject to the following conditions:

Conditions:

Endorsed plans

- 1) The development as shown on the endorsed plans must not be substantially altered without the written consent of the responsible authority.

Signage

- 2) The sign(s) must be constructed and maintained to the satisfaction of the responsible authority.
- 3) The location and details of signs, including all supporting structures, shown on the endorsed plans must not be altered without the written consent of the responsible authority.
- 4) Prior to commencement of the construction of the advertising sign a lighting report from a suitably qualified lighting engineer demonstrating how the lighting output prescribed will be achieved must be provided to the responsible authority for approval. When approved, the report will form part of the planning permit and the sign must at all times operate in accordance with the report.
- 5) The proposed illuminated signboard must include a permanent 1-10 community messaging spots as nominated by the applicant with the costs relating to the production to be borne by the applicant and a commitment from the applicant to change / amend specific advertising every 3 months or as required by special events.
- 6) The permit to erect the illuminated sign must terminate at the end of the existing lease term (said to be 19 years in the applicants planning application) between DECCA and the Horsham Greyhound Racing Complex (HGRC) and on termination the illuminated signboard must be removed or a secondary planning permit must be approved by the HRCC prior to the HGRC negotiating any further sub-lease with Gawak over the land.

Hours of Operation

- 7) The proposed illuminated signboard can operate between the following hours to the satisfaction of the Responsible Authority:

Monday - Sunday 6.00 am - 9.00 pm

Any proposed variation to operating hours must be submitted to and approved in writing by the Responsible Authority.

Landscaping

- 8) Before the use/occupation of the development starts or by such later date as is approved by the responsible authority in writing, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the responsible authority.
- 9) The landscaping shown on the endorsed plans must be maintained to the satisfaction of the responsible authority, including that any dead, diseased or damaged plants are to be replaced.
- 10) The applicant must engage the Horsham Rural City Council (HRCC) to supply, plant and maintain not less than 12 mature (not less than 2 metres in height) trees as nominated or approved by HRCC in accordance with the landscaping plan supplied by the applicant – all costs to be met by the applicant based on the standard HRCC developer contribution schedule / policies relating to tree planting.

Referral Authority Conditions:

Department of Transport

- 11) During the operation of the sign, the maximum average luminance and threshold increment values as specified in below must not be exceeded: Maximum average luminance: a. Full sun on face of signage: no limit b. Daytime luminance: 6000 cd/m² c. Morning and evening twilight and overcast weather: 700 cd/m² d. Nighttime: 350 cd/m². Permit Expiry
- 12) The signs must be dimmable and have a suitable control system to enable maximum lighting levels to be set or adjusted if deemed necessary by the Responsible Authority and the Head, Transport for Victoria.
- 13) Where illuminated during the day, the sign must be fitted with Photocell/s (light sensor/s) that measure the ambient light and control system technology that enables the luminance of the sign to automatically adjust relative to the measured ambient light level.
- 14) Any change in brightness levels must be applied during an image transition, not while an image is being displayed.
- 15) Where the graphical content or colours can change, any changes in image must occur in 0.1 seconds or less.
- 16) No advertisement must be displayed for less than 30 seconds.
- 17) The transition from one advertisement to another must instantaneous.
- 18) The sign must not display content, images or text:
 - a. Giving the illusion of continuous movement
 - b. capable of being mistaken for a traffic signal or a traffic control device. This includes the use of red, amber or green circles, octagons, crosses or triangles.
 - c. Capable of being mistaken as an instruction to a road user, including the wording stop, give way, slow down, turn left or turn right
 - d. With a flashing background, flashing text, flashing images, blinking or fading elements that create the illusion of movement
 - e. Contain any animation

- f. Capable of being interpreted as projections beyond the face of the advertising screen such as 3D technology
 - g. Consisting of present time or other contemporary update information relating to news, weather or time
 - h. Containing video, movie or television broadcasts.
- 19) The advertising area must not be split into two screens with different messaging.
 - 20) The sign and any displayed advertisement must not include any ancillary extension, embellishment or accessorisation within or outside the permitted advertising area unless the Head, Transport for Victoria has agreed to in writing prior to its installation.
 - 21) The use of sound or motion to activate the sign is not permitted.
 - 22) The use of sound to interact with road users is not permitted.
 - 23) The sign must not dazzle or distract road users due to its colouring.
 - 24) The permit expires 15 years from the date of issue, at which time the sign and all surrounding support structures must be removed, and the site made good to the satisfaction of the Responsible Authority.
 - 25) The signage must be located wholly within the boundaries of the subject site.
- Permit Expiry
- 26) This permit expires and the sign(s) permitted by this permit must be removed on or before 15 years from the date of issue.

Planner Responsible: Kirsten Miller

Signature:



Date:

17/06/2025

HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC, PROMOTION SIGN

95 MCPHERSON STREET,
HORSHAM VIC 3400

TOWN PLANNING DRAWINGS

- A01 COVER PAGE
- A02 SITE PLAN
- A03 FLOOR PLAN & ELEVATIONS
- A04 PERSPECTIVE VIEWS



PHOTO 01



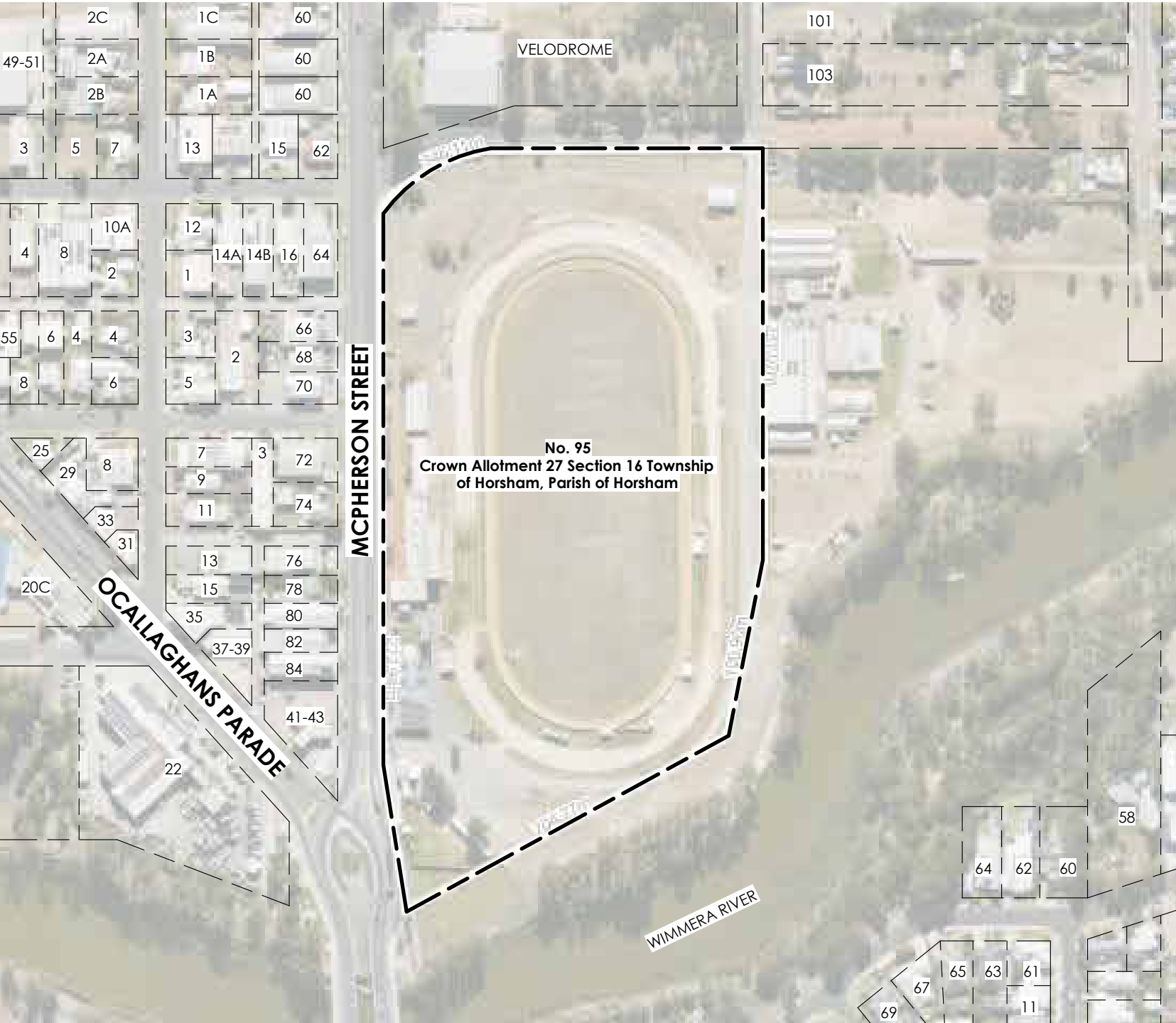
PHOTO 02



PHOTO 03



PHOTO 04



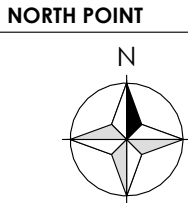
KEY PLAN
SCALE 1 : 3000

PHOTO LEGEND	
NO.	DESCRIPTION
01	PHOTOGRAPHIC VIEW OF THE PROPOSED LOCATION FOR THE SIGN FROM MCPHERSON STREET.
02	PHOTOGRAPHIC VIEW NORTH FROM PROPOSED LOCATION FOR THE SIGN.
03	PHOTOGRAPHIC VIEW WEST FROM PROPOSED LOCATION FOR THE SIGN.
04	PHOTOGRAPHIC VIEW SOUTH FROM PROPOSED LOCATION FOR THE SIGN.

ISSUE/AMMENDMENTS SCHEDULE	
01	20/11/2024 TOWN PLANNING ISSUE
TOWN PLANNING	
NOT FOR CONSTRUCTION	

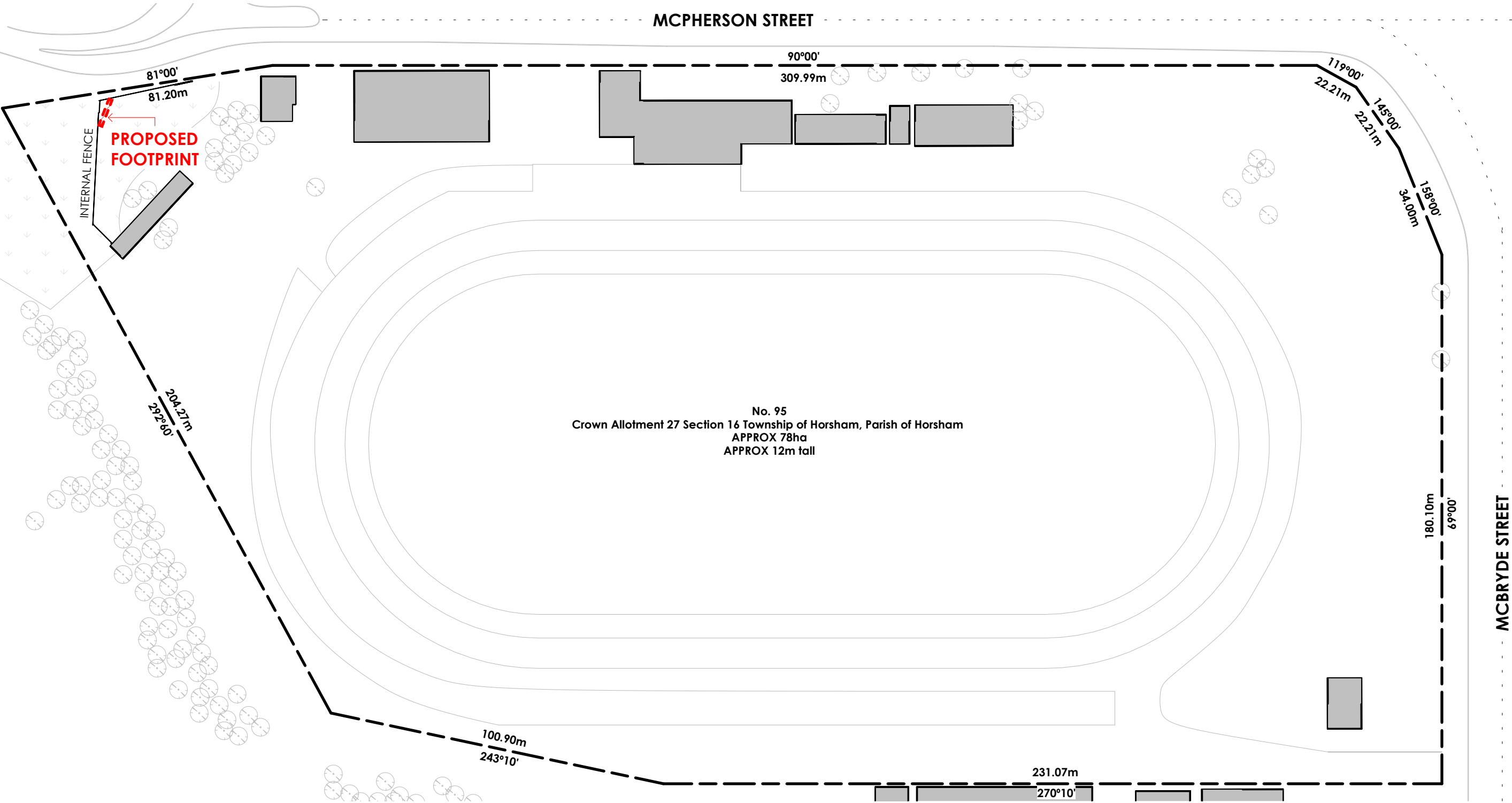


PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE
SIDED, ELECTRONIC, PROMOTION SIGN
ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400



DATE 20/11/2024	DRAWING NO. A01	DRAWN BY AP
PROJECT NO. 24-072	PAGE SIZE A3	ISSUE NO. 01

GAWK OUTDOOR
Suite 3/281 Brunswick St, Fitzroy VIC 3065
james@gawk.com.au
03 5409 2655



SITE PLAN
SCALE 1 : 1200

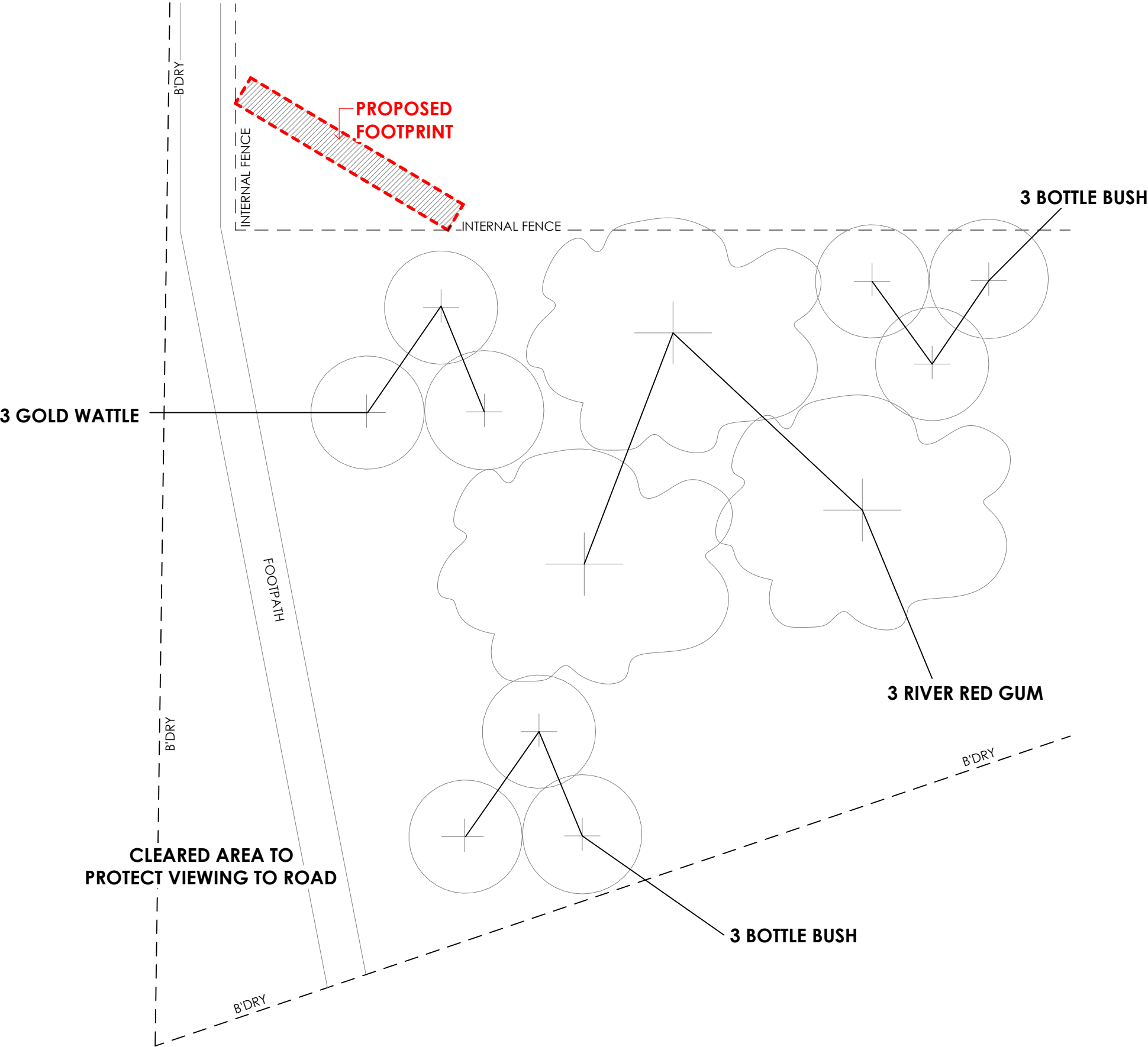
LEGEND

- PROPERTY BOUNDARY
- EXISTING BUILDINGS ONSITE
- PROPOSED ADVERTISING & PROMOTION SIGN FOOTPRINT

ISSUE/AMMENDMENTS SCHEDULE

01	20/11/2024	TOWN PLANNING ISSUE
----	------------	---------------------

TOWN PLANNING
 NOT FOR CONSTRUCTION

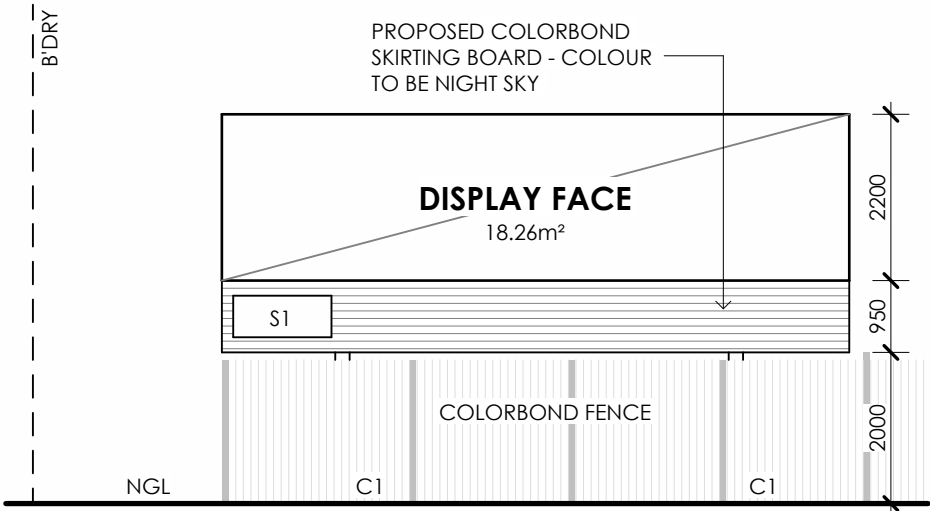


LANDSCAPE PLAN
SCALE 1 : 150

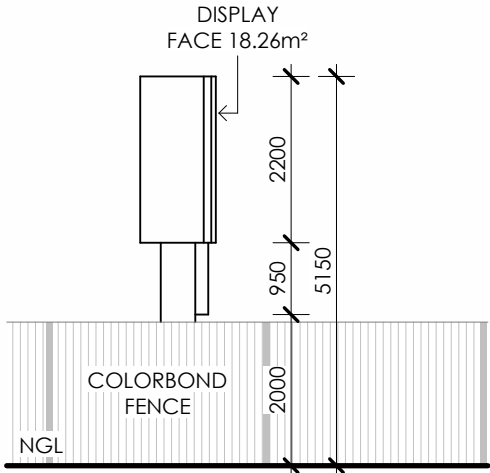
ISSUE/AMMENDMENTS SCHEDULE

01 20/11/2024
TOWN PLANNING ISSUE

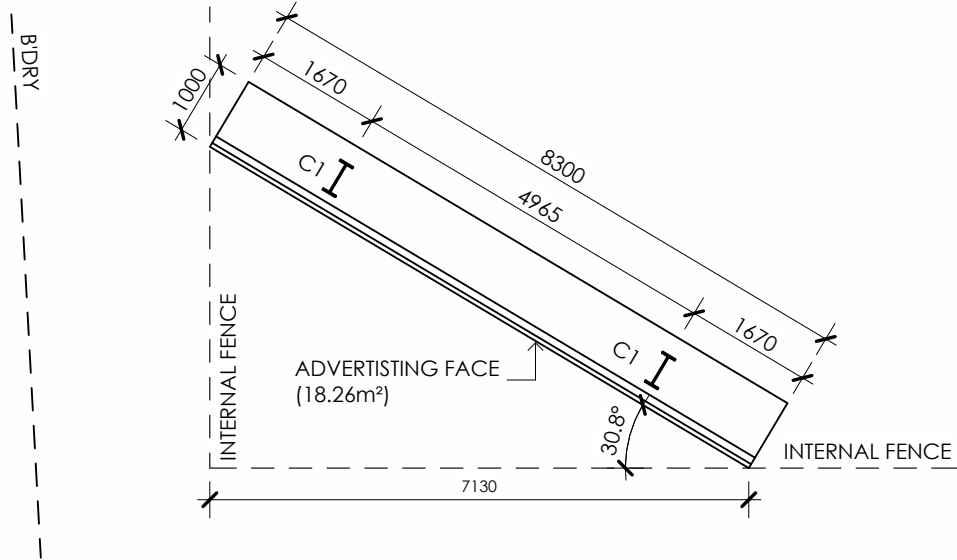
TOWN PLANNING
NOT FOR CONSTRUCTION



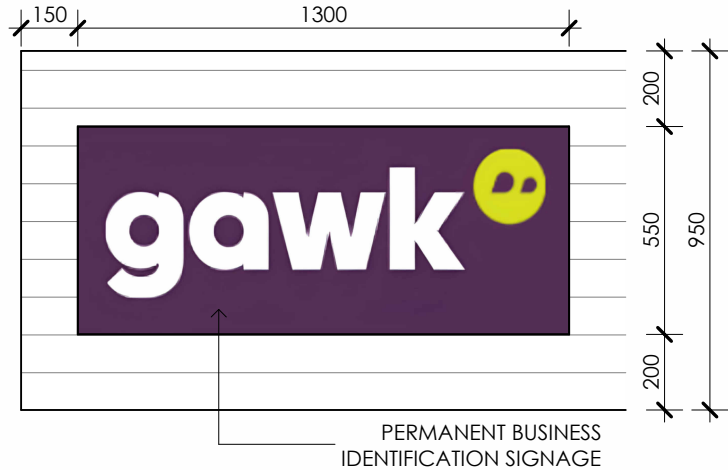
SOUTH ELEVATION
SCALE 1 : 100



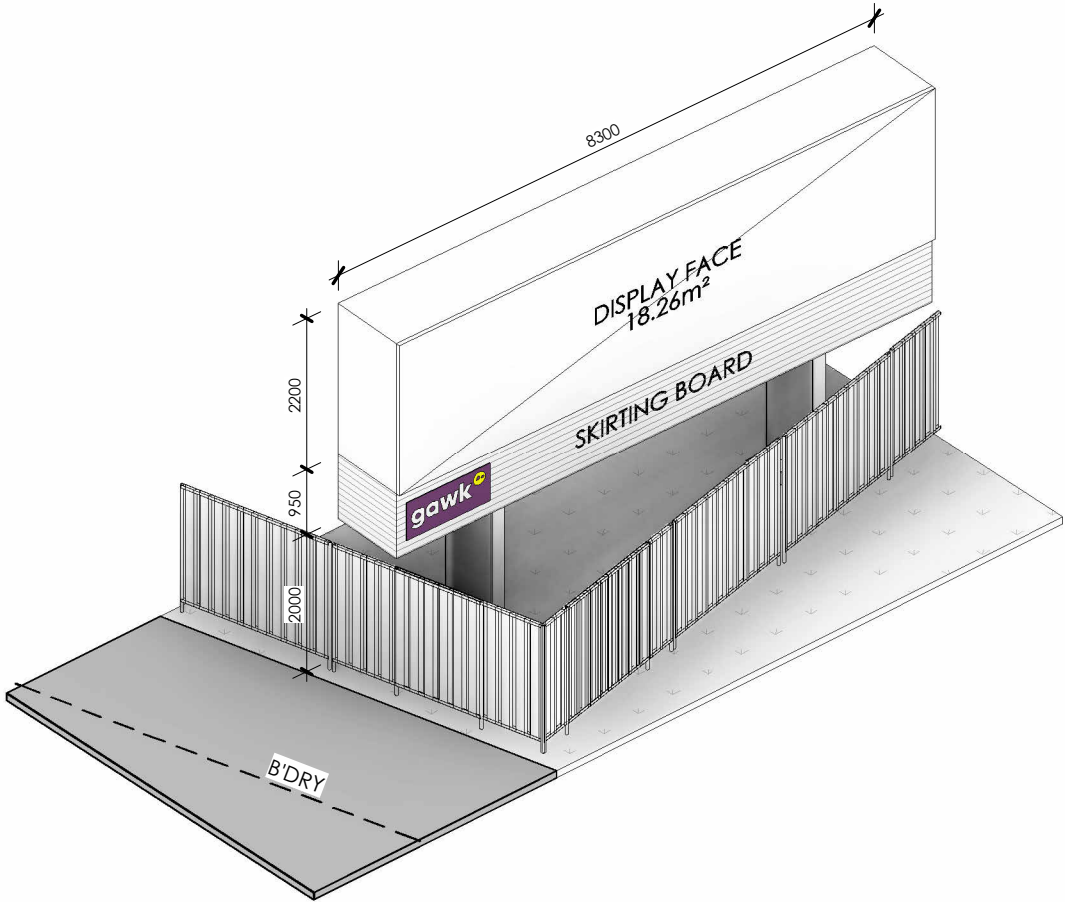
WEST ELEVATION
SCALE 1 : 100



FLOOR PLAN
SCALE 1 : 100



S1 - SIGNAGE DETAIL
SCALE 1 : 20

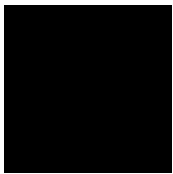


PERSPECTIVE

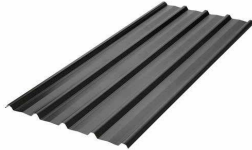
MATERIALS BOARD



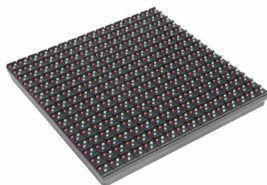
C1
PROPOSED COLUMN -
POWDERCOAT BLACK
FINISH



BLACK PAINT
PROPOSED BLACK PAINT
FINISH TO ALL FEATURES,
TRIMS AND LIGHTING



SKIRTING BOARD
PROPOSED COLORBOND
SKIRTING BOARD WITH
NIGHT SKY FINISH



LED SCREEN
DISPLAY

LEGEND

- C1 PROPOSED COLUMN - POWDERCOAT BLACK FINISH
- NGL NATURAL GROUND LINE
- S1 PERMANENT SIGN 1 - REFER TO DETAIL

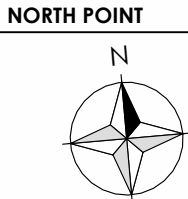
ISSUE/AMMENDMENTS SCHEDULE

01 20/11/2024
TOWN PLANNING ISSUE

TOWN PLANNING
NOT FOR CONSTRUCTION



PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC,
PROMOTION SIGN
ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400

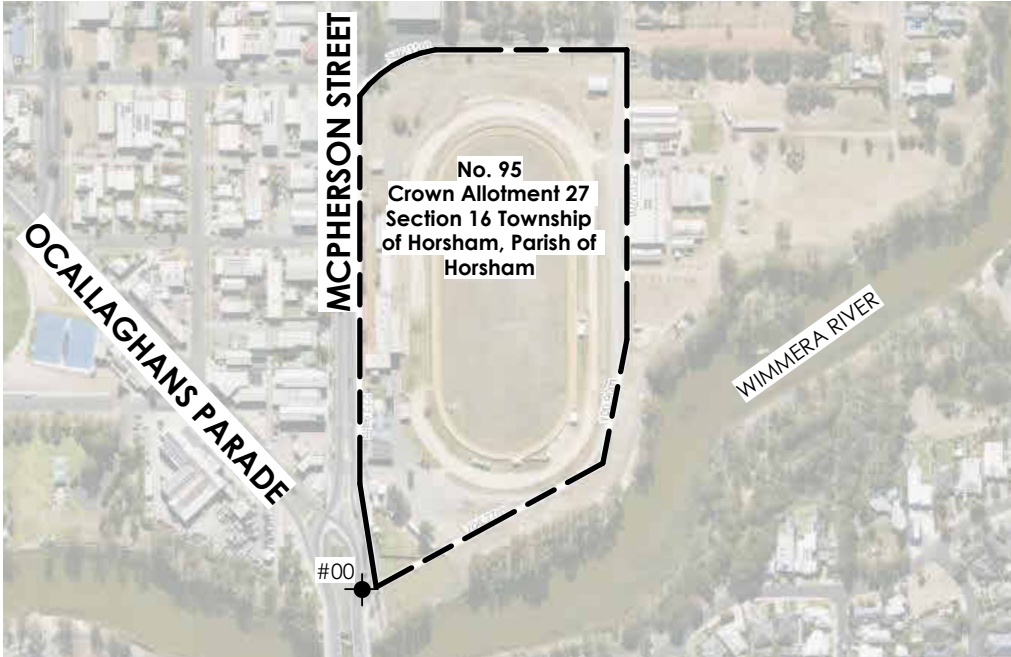


DATE
20/11/2024
DRAWING NO.
A04
DRAWN BY
AP
PROJECT NO.
24-072
PAGE SIZE
A3
ISSUE NO.
01

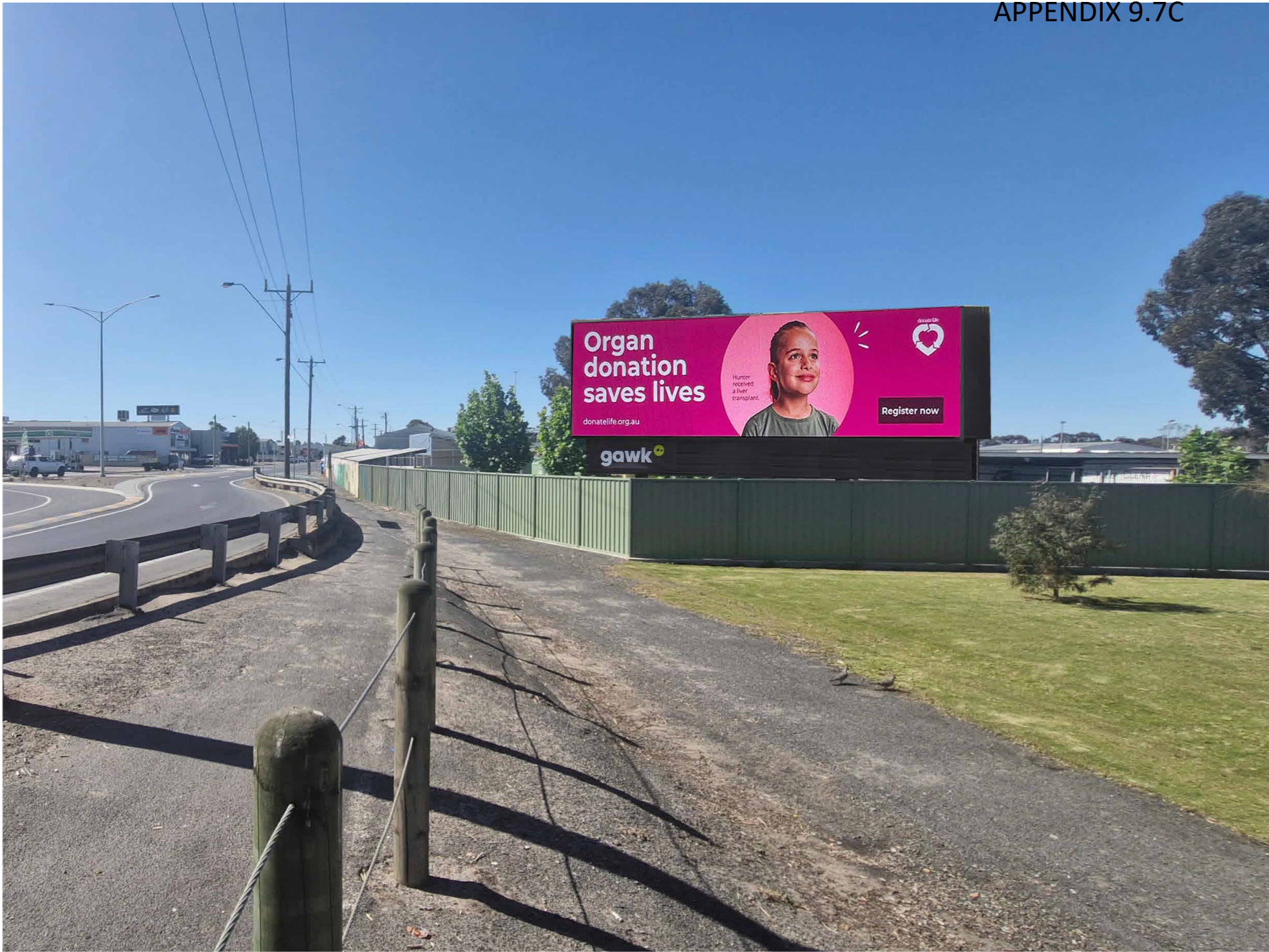
GAWK OUTDOOR
SUITE 3/281 BRUNSWICK ST, FITZROY VIC 3065
james@gawk.com.au
03 5409 2655



EXISTING PERSPECTIVE VIEW #01 - WESTBOUND TRAFFIC



PERSPECTIVE VIEW
SCALE 1 : 6000



PROPOSED PERSPECTIVE VIEW #01 - WESTBOUND TRAFFIC


GENERAL NOTES

PROPOSED PERSPECTIVE VIEW IS AN ARTISTS IMPRESSION OF THE PROPOSAL ONLY. SIZE AND SCALE ARE REFERENCED ON THE FLOOR PLANS AND ELEVATIONS.

ALL DRAWINGS TO BE READ IN CONJUNCTION WITH THE SUPPLIED TOWN PLANNING REPORT

REFER TO THE TOWN PLANNING REPORT FOR THE WRITTEN STATEMENT REGARDING THE METHODOLOGY DURING THE PREPARATION OF PERSPECTIVE VIEWS

LEGEND

 #00 PERSPECTIVE VIEW - LOCATION IN WHICH PHOTOGRAPHIC VIEWS WERE TAKEN

ISSUE/AMMENDMENTS SCHEDULE

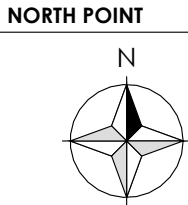
01 20/11/2024
TOWN PLANNING ISSUE

TOWN PLANNING
NOT FOR CONSTRUCTION



PROJECT
HORSHAM – PROPOSED DEVELOPMENT OF A SINGLE SIDED, ELECTRONIC, PROMOTION SIGN

ADDRESS
95 MCPHERSON STREET,
HORSHAM VIC 3400



DATE 20/11/2024	DRAWING NO. A05	DRAWN BY AP
PROJECT NO. 24-072	PAGE SIZE A3	ISSUE NO.

GAWK OUTDOOR

 SUITE 3/281 BRUNSWICK ST, FITZROY VIC 3065

 james@gawk.com.au

 03 5409 2655



WIMMERA SOUTHERN MALLEE DEVELOPMENT

2023 – 2027 STRATEGIC PLAN



Yangga Dyata – Walking On Country Silo Art, Horsham 2022. Cultural Story BGLC. Artist SMUG (Sam Bates).
Image Courtesy of Horsham Rural City Council

We acknowledge that the Wimmera Southern Mallee Development is on traditional lands, including those lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Nations, Dja Dja Wurrung and Gunditjmara Nations, as well as other Traditional Owner groups in Victoria who are not formally recognised.

We acknowledge the diversity of Aboriginal Victorians, their communities and cultures, the intrinsic connection to Country, the contribution and interest of Aboriginal people and organisations in developing a prosperous region.

All photos in this document are from Wimmera Southern Mallee Region and Copyright WSM and or its member organisations. Photos through out the document are of various location and people from the Wimmera Southern Mallee. Please contact WSM Development for further information.

OUR STRATEGY

Empowering a sustainable WSM future!

With an eye clearly on the future, the launch of our 2023–2027 strategic plan is intended to shape and guide the region's economic, cultural, social and environmental opportunities over the next decade. Our ambitious plan, developed via extensive stakeholder consultation and evidenced based economic and social trend analysis, delivers our exciting 2032 vision, all dedicated to empowering economic growth and supporting our vibrant communities. The 2023–2027 strategy is an important building block in making the vision for our region become alive.

The plan's guiding strategic pillars and priorities support agriculture and its digitalisation pathway, growth in food processing industries, industry diversification with renewable energy and the gold and critical minerals expanding, our growing tourism sector and assists the Wimmera Southern Region to transition to lowering the region's carbon footprint. It addresses critical regional challenges with access to equitable healthcare and childcare and our dire housing shortage, including fit for purpose housing. Our 2023 actions are clear, they are innovative, and support our nimble vision. Our strategies also complement Regional Partnerships – Wimmera Southern Mallee 30-year Horizon Highway vision, for 90,000 people, a \$9 billion economy and a low emissions economy by 2050¹.

The Wimmera Southern Region has experienced strong economic growth in recent years, with the region estimated to currently deliver \$7.126 billion in annual economic output². The continued impacts of COVID-19 have meant that our community resilience has been forever tested. However, the way our community has rebounded into the recovery phase highlights the strength and vibrancy of our region, placing the Wimmera Southern Region in a strong position to grow our population, reduce our carbon footprint and strengthen financial self-sustainability. This provides a ripe opportunity for the launch of our strategic plan as we set our sights on the region's future growth, removal of livability barriers and building community and economic resilience.

Wimmera Southern Mallee Development (WSM) has undergone significant changes during 2021 – 2022. WSM has transformed from an Association (Wimmera Development Association) to a Company Limited by Guarantee and through the process has implemented new governance structures and increased organisational resourcing. These changes further support our people and reinforce our commitment and capacity to deliver upon our strategic plan, providing significant community benefit and future regional prosperity.

Engaging stakeholder partnerships with our five local government councils West Wimmera, Hindmarsh, Yarriambiack, Northern Grampians and Horsham municipalities is more important than ever, along with strong Victorian and Australian government relationships and engagement with our vibrant communities, GWM Water, Wimmera CMA, local businesses, and industries. We value our culturally rich first nation's history and collaboration with the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk and Dja Dja Wurrung peoples. Our shared regional vision and the support of our stakeholders is essential and will see our region collectively deliver upon this ambitious plan.

OUR PURPOSE

Lead and advocate for responsible economic growth, ensuring future liveability and prosperity for our regional communities.



OUR STORY

With a proud history as the peak regional economic development organisation since 1991, we're preparing for a bright future as we continue to support economic growth, liveability, and prosperity within our vibrant region.

Our organisation encompasses the Horsham Rural City municipality and Hindmarsh, Northern Grampians, West Wimmera and Yarriambiack local government areas. We collaboratively work with community, state and federal governments to attract new investment, develop existing business, advocate for community and healthcare access and promote the Wimmera's sustainable economic and community development opportunities – both within and outside the region.

We are a vital link between industry and government and have a proven track record of advocating for and attracting new development to the region.

OUR PROVEN REGIONAL CAPABILITY

- Lead collaborative establishment of a fighting fund for Wimmera Mallee pipeline implementation – collective partnership delivered \$688 million in funding.
- Secured business case for construction of Wimmera Intermodal Freight Terminal (Dooen).
- Delivery of the Housing Blueprint – Innovative housing solutions based on seven core foundations addressing the region's dire housing shortages.
- Strong regional training advocacy – collaborative Longerrenong College and Federation University partnerships.
- Supporting population retention and or growth working with migrant communities
- Strategic planning, economic and demographic data collation strategically assisting government natural disaster response planning.
- Delivery of Wimmera Business Awards supporting local business promotion and recognition for innovative product and service provision.
- Leadership Wimmera – Annual facilitation of Victorian government supported Community Leadership program, since 2002
- Critical value delivery for:
 - › Federal government settlement services and Victorian Government skilled migration program delivering valuable regional economic and cultural diversity benefit.
 - › Wimmera Mallee Tourism transformational change
 - › By Five advocacy and local delivery of improved developmental outcomes for Wimmera Southern Mallee (WSM) children.



OUR VALUES

Our values define our people, culture and guide how we collaborate, lead, advocate and deliver value for our region.



INNOVATIVE - We are curious, we test, challenge and work together across the organisation.



SUPPORTIVE - We are empathetic, we respect and care about our colleagues and stakeholders, and we have genuine conversations.



BRAVE - We are courageous and back ourselves. We are open and honest, and we own our performance.



OUR VISION

Purpose

Lead and advocate for responsible economic growth to ensure the future livability and prosperity of our regional communities.

Vision

By 2032 WSM's programs have facilitated population growth in the WSM region by 7,000 people, assisted our region's communities and businesses in lowering their carbon emissions to reach legislated targets, and are financially self-sustaining.



STRATEGIC PILLARS AND PRIORITIES



Enable Growth

Identify and empower projects that enable growth and capture value for the region.

- Leverage the electrification of our region and the nation to ensure our community benefits.
- Influence the growth of the region's digital agriculture and food processing capability.
- Have ongoing employment of over 300 Full time equivalent in renewable energy and minerals sector in the WSM region.
- In 2027 Wimmera Mallee Tourism has growth in Visitor expenditure, Visitor nights and Direct jobs servicing the tourism sector.



Remove Barriers

Enable and support projects that remove barriers to economic growth.

- All WSM communities have accessible childcare.
- All children are able to access consistent, quality allied health (specifically speech and occupational therapy) in the WSM region.
- The 2026 census shows population growth of at least 1% annually since 2021
- Over 1000 new homes are built in the region by 2027.



Build Resilience & Sustainability

Foster a culture of problem-solving within the region and local communities.

- WSM provides the community evidence to lead and support advocacy for the region.
- Building leadership capability of the community and upskill the current and next generation of leaders and entrepreneurs within the community.
- Create opportunities to commercialise technology, services and learnings.

OUR WIMMERA SOUTHERN MALLEE

By 2032 WSM's programs will have facilitated population growth in the region by 7,000 people, assisted our region's communities and businesses in lowering their carbon footprint, and are financially self-sustaining.

54,528

People



25,056

Jobs



\$7,126 billion

Economic Output



The Wimmera Southern Mallee Region boasts vibrant communities, a buoyant agricultural industry operating across some of Australia's most fertile soils, and emerging critical mineral and renewable energy industries. These operate amongst striking natural landscapes and landmarks including the Grampians (Gariwerd) National Park and renowned silo art trail. Our region is supported by thriving businesses and services, affordable housing and abundant employment, the opportunities are endless.

The Wimmera Southern Mallee is home to 54,528 people² across 33,900 sq km³, 22 towns and two major centres, Horsham and Stawell. Our natural landscape is uniquely Australian characterised by the black soil plains, the Grampians (Gariwerd) Mountain range, Mt Arapiles (Dyurrite), the Big and Little Deserts, iconic natural lake systems and the Wimmera River. A thriving economic region delivering \$7,126 billion⁴ in economic output with Agriculture the lifeblood of the region. Critical Mineral sands and renewable energy industries are expanding the region's industry base, and services are emerging to support these growing industries. Our communities are the social fabric of the region and we're focused on harnessing the region's full potential into the future.

DIVERSE & HIGHLY SUSTAINABLE FARMING SYSTEMS

Over 77% of the region's land is used for medium-low rainfall primary production⁵. Our extremely fertile soils support rotationally diverse farming systems with pulses an integral component. The region is well-known as Australia's largest red lentil producer and agriculture is the WSM's largest employer providing 5,047 jobs⁶. Digital agriculture and use of real-time data offers agriculture within the WSM significant future efficiency opportunities. Additionally, the delivery of the Wimmera Mallee Pipeline is one of Australia's largest water infrastructure projects⁷. It provides 7,000 rural customers⁸ with reliable stock, business, and household water access, a significant advantage for our region's farmers and communities in buffering water availability challenges during periods of drought.

A LOWER EMISSIONS FUTURE

Supporting our highly efficient agricultural industry to meet legislated emissions targets provides opportunities in alignment with farm productivity increases. Farmers and the agriculture industry have a very important role to play in reducing emissions, but they need support, data-based evidence, and practical expertise to assist the transition journey⁹.

ICONIC LANDSCAPES & LANDMARKS

Our region features some of Victoria's most recognised natural landscapes. Gariwerd (Grampians National Park) is well-known for its world-famous hiking trails and its heritage listed Aboriginal heritage¹⁰. While Dyurrite (Mt Arapiles – Tooan State Park), rising stunningly from the Wimmera plains. Our spectacular Little and Big Deserts provide striking contrast to our iconic lakes, including Dimboola's Pink Lake, and our epic silo art trail, spanning across 200km, providing an opportunity to explore a region that changes its colours from season to season, from sunrise to sunset. A region that offers adventure in a different light¹¹.

EMERGING RESOURCE INDUSTRIES

The Wimmera Southern Mallee is part of the Murray Basin mineral sands deposits, one of the world's largest critical mineral deposits. It is estimated that the region could service over 15% of the world's demand for some of the priority critical minerals for the next 40 years¹². The Wimmera Regional mining projects have the capacity to broaden the region's industry base and provide significant, whilst skill diverse employment opportunities. Gold Mining is also a staple of the region with the Stawell Mine producing approximately 10% of Victoria's gold production.

SUSTAINABLY POWERING OUR FUTURE

The Western Victoria Renewable Energy Zone (REZ), located within the WSM is well geographically and topographically positioned to support Australia's renewable energy revolution¹³. The WSM has some of the best and most abundant solar and wind energy resources in the country¹⁴. The 99 turbine Murra Warra Wind Farm is the region's first renewable energy project, chosen for its good wind resource, proximity to transport links and on-site connection to the grid network¹⁵. The Western Victoria REZ has more than 700 MW of solar generation projects and 2.3 GW of wind generation projects in the pipeline alone¹⁶. These represent over \$6.16 billion in potential direct capital investment, 1,737 direct construction jobs and 237 ongoing roles¹⁷. Electricity from these projects could supply more than 1.5 million homes across Victoria¹⁸. Substantial future opportunities exist for locally generated renewable energy which will support and provide a competitive advantage for new industries, particularly local and agricultural product manufacturing¹⁹.

COMMUNITIES LIKE NO OTHER & AFFORDABLE LIVING

Our WSM communities are like no other! Supporting our valued community members and volunteer bases is integral to the social fabric of our region. Affordable large quarteracre blocks and traditional three-to-four-bedroom family homes form the basis of our Wimmera Southern Mallee (WSM) housing, with expanding villa and townhouse home options within towns. Diversification of our housing stock is a priority ensuring community members have sufficient access to a range of housing types and styles. Our region has abundant sporting facilities, offers education, retail and healthcare access with growing arts and cultural precincts supporting regional liveability. We are passionate about equitable access to health and education services and have a network of skilled professionals that specialise in the art of being adaptable to meet the health and wellbeing needs of our rural communities. A priority is to improve our regions poor health and wellbeing outcomes, particularly related to early years, where up to one in three children are presenting at school developmentally vulnerable²⁰.



OUR 2027 STRATEGY AT A GLANCE

Realisation of our 2027 strategic plan depends on effectively leading and advocating for our priorities across three critical pillars.

1. ENABLE GROWTH	2. REMOVE BARRIERS	3. BUILD RESILIENCE
<p>Identify and empower projects enabling growth and regional value capture.</p> <p>OUR PRIORITIES:</p> <p>LEVERAGE – Leverage the electrification of our region and the nation to ensure our community benefits</p> <p>GROW – digital agriculture and food processing capability.</p> <p>PARTNER – with community to enhance our regional natural capital and local businesses.</p>	<p>Enable and support projects that remove barriers to economic growth and inhibit equitable health and wellbeing outcomes.</p> <p>OUR PRIORITIES:</p> <p>IMPLEMENT – cross-sector initiatives that enable equitable health and wellbeing outcomes.</p> <p>DEVELOP – a population growth strategy.</p> <p>IMPLEMENT – the Housing Blueprint</p>	<p>Foster a sustainable and problem-solving culture within the region and local communities.</p> <p>OUR PRIORITIES:</p> <p>LEAD – the region’s evidence-based government and commercial advocacy agenda</p> <p>BUILD – the community’s next generation of entrepreneurs and leaders.</p> <p>CREATE – opportunities to commercialise technology, services, and learnings.</p>



OUR STRATEGY

PILLAR 1. ENABLE GROWTH

Identify and empower projects enabling growth and regional value capture.

KEY 2027 TARGETS

1. Demonstrable Community benefits from transition to electrification

2. Increase regional food and agricultural manufacturing and processing

3. Mineral sands and Renewable energy are major regional employers

STRATEGIC PRIORITIES	THE OPPORTUNITIES
LEVERAGE ELECTRIFICATION OF OUR REGION	<ul style="list-style-type: none"> Community benefit from the electrification of our region exceeds expectation with the intent that businesses will transition faster than legislative targets. Job growth and Community Benefits from the investment in Transmission, Renewable Energy, Critical Minerals. Establish regional priorities that will facilitate pathways for local agricultural production to lower emissions whilst still growing output by 2050. 10 communities planning or delivering self-sustaining energy systems projects. WSM Development LTD is a net zero operation.
GROW DIGITAL AGRICULTURE AND FOOD PROCESSING CAPABILITY	<ul style="list-style-type: none"> Increase regional food manufacturers/processing investment within the region with existing businesses growing to six. WSM local food produce available in 75% of the region's supermarkets. Support the development of infrastructure to support digital agriculture opportunities to be realised ie. Network coverage.
PARTNER WITH COMMUNITY TO ENHANCE OUR REGIONAL NATURAL CAPITAL AND LOCAL BUSINESSES	<ul style="list-style-type: none"> Renewable energy projects established offer regional income diversity and employment opportunities for 400 people. Mineral sands is a major regional employer. Consistent year on year visitor growth within the region. Support and partner with Indigenous businesses to create opportunities in the region identified through self-determination. Work with community to leverage our natural assets, environment, and local businesses to enhance the visitor experience.

PILLAR 2. REMOVE BARRIERS

Enable and support projects that remove barriers to economic growth and inhibit equitable health and wellbeing outcomes.

KEY 2027 TARGETS

1. Cross-sectoral initiatives enabling equitable health outcomes
2. Grow the population by 7,000 people
3. Suitable Housing to accommodate the workforce and population growth

STRATEGIC PRIORITIES	THE OPPORTUNITIES
IMPLEMENT CROSS-SECTOR INITIATIVES THAT ENABLE EQUITABLE HEALTH AND WELLBEING OUTCOMES	An early year's strategy delivering improved outcomes for children. Enhance the health and wellbeing needs of children in the WSM region through improved access to quality services and strengthening community conditions known to enable children and families to thrive by: <ul style="list-style-type: none"> • All WSM communities have accessible childcare. • Support rural health services in meeting the maternity capability framework and identify further opportunities to improve quality care for women, children and families across the support spectrum. • Advocate for sustainable funding and policy reforms that increase service accessibility across the WSM specifically childcare, primary care and paediatrics.
DEVELOP A POPULATION GROWTH STRATEGY	<ul style="list-style-type: none"> • Align the recruitment of highly skilled workers to fill employment gaps within the region. • Identify the role WSM, all levels of Government and corporate partners can contribute to facilitating growth. • Identify new and innovative ways to improve workforce growth, attraction, retention, and employer readiness across the region. • Enable and accelerates migration (both domestically and internationally) and settlement.
IMPLEMENT THE HOUSING BLUEPRINT	<ul style="list-style-type: none"> • Promote short-term housing opportunities to shift project employees and the tourism industry. • Wimmera Housing Innovations Project (WHIP) is involved in facilitating 30% of housing commencements. • Aim for ≤50% of homes with three or more bedrooms to have ≤2 people living in them.

PILLAR 3. BUILD RESILIENCE & SUSTAINABILITY

Foster a sustainable and problem-solving culture within the region and local communities.

KEY 2027 TARGETS

1. Increased investment into the region

2. Industry supported leadership training

3. Increased WSM revenues & investments

STRATEGIC PRIORITIES	THE OPPORTUNITIES
LEAD THE REGION'S EVIDENCE BASED GOVERNMENT AND COMMERCIAL ADVOCACY AGENDA	<ul style="list-style-type: none"> • Process development for collation of robust data analysis, evaluation, and presentation to guide strategic delivery. • Community leaders utilise WSM as their first point of contact for regional advocacy • Build the WSM's innovation brand through key major 'shovel ready' investment opportunities
BUILD THE COMMUNITY'S NEXT GENERATION OF ENTREPRENEURS AND LEADERS	<ul style="list-style-type: none"> • Building and developing regional leadership and governance capacity through place-based development programs in partnership with nationally recognised facilitators and mentors. • Successful incubation of start-up's, including some youth based, food-based entrepreneurs, and supported establishment of social enterprises. • The WSM is nationally known as possessing a successful wealth building culture.
CREATE OPPORTUNITIES TO COMMERCIALISE TECHNOLOGY, SERVICES AND LEARNINGS	<ul style="list-style-type: none"> • Lead and support adaptation initiatives reducing economic risks from climate change, recognising our region's ageing population within project strategies. • Establish a WSM Regional Innovation Group - identify five opportunities and nurture to the point of investment readiness. • Ensure the region has effective governance models in place for efficient delivery of essential services and advocacy which involve multiple government agencies and private sector support including: <ul style="list-style-type: none"> o ByFive o Wimmera Mallee Tourism o Settlement Services

OUR PLANNED DELIVERY

OUR PLANNED DELIVERY

Our unified strategic plan is nimble and ambitious and has been collaboratively developed through consultation with our valued stakeholders. Implementation and delivery require regional dedication and cooperation and together we will secure a prosperous future for our region.

Our plan defines and delivers cohesive regional priorities and critical advocacy targets to ensure future liveability and enhanced economic growth. Our strategic pillars and priorities have been co-designed with a local lens, are inclusive, diverse and are aimed at supporting all community members and our communities. We value connection to country and look forward to continued collaboration with our local first nations organisations as we deliver this plan.

Accountability is at the heart of our plan's success. We will closely monitor annual deliverables against the 5-year strategy and communicate outcomes broadly. Assessing annual progress in alignment with the strategic vision enables us to refine our deliverables and ensure all potential opportunities are captured, paving the way for the exciting future which lies ahead for our region.

OUR COLLABORATORS



FOR MORE INFORMATION**Chris Sounness**

CEO - Wimmera Southern Mallee Development

M: 0409559364

E: chris@wda.org.au

A: Federation University Campus, Level 1, Building C,
289 Baillie Street
Horsham, 3400



Published: May 2023

References:

- 1,5,6 - Regional Partnerships Wimmera Southern Mallee, (2022) HORIZON HIGHWAY, A 30-year vision and roadmap for the Wimmera Southern Mallee
 2- www.wsm.org.au
 3,4 - Remplan Economy Website - Wimmera Southern Mallee
<https://bit.ly/remplanwsmregion>
 7,8 - Grampians Wimmera Mallee water website <https://bit.ly/GWMpipeline> (Accessed 14th February 2023) 9
 - Wimmera Development Association & SPS Consulting (2021) Broadacre Agriculture's Opportunity to Lower Emissions
 10 - <https://bit.ly/parksvicgrampians>
 11 - Wimmera Mallee Tourism website <https://visitwimmeramallee.com.au/> (Accessed 10th February 2023)
 12 - Wimmera Southern Mallee Mining Sector Plan (2012) <https://bit.ly/criticalmineralsands2012>
 13,16,17 18 & 19 Keeping the Lights on & enabling a renewable energy revolution in Wimmera Southern Mallee-WSM Submission to AEMO <https://bit.ly/leavinglightson>
 14,15 - Murra Warra Wind Farm Website - <https://bit.ly/murrawarra>
 20 - Australian Early Development Census, 2023 - <https://www.aedc.gov.au/> (Accessed 12 February 2023)



www.wsm.org.au



MEMORANDUM OF UNDERSTANDING

1 December 2021 – 30 June 2026



MEMORANDUM OF UNDERSTANDING

between

WIMMERA DEVELOPMENT ASSOCIATION

**of 62 Darlot Street
Horsham**

and

MEMBER MUNICIPALITIES

Comprising:

HORSHAM RURAL CITY COUNCIL

18 Roberts Ave, Horsham

HINDMARSH SHIRE COUNCIL

92 Nelson Street, Nhill

WEST WIMMERA SHIRE COUNCIL

49 Elizabeth Street, Edenhope

YARRIAMBIA SHIRE COUNCIL

34 Lyle Street, Warracknabeal

NORTHERN GRAMPIANS SHIRE COUNCIL

59-69 Main Street, Stawell

1. RECITALS

- 1.1 The objective of this Memorandum of Understanding (MoU) is to articulate the arrangements and expectations between Wimmera Development Association (WDA) and Member Councils as funding partners for the core operation of the WDA.
- 1.2 WDA is a Company Ltd formed with the purpose of fostering and undertaking actions that support sustainable growth and development of the Region within the municipal districts of Member Councils (the Region).
- 1.3 The core role of WDA is to build on the existing social, economic and environmental capacity of the Region with regard being given to the WDA Objects and Powers (refer to WDA Constitution).
- 1.4 WDA provides the forum and mechanisms for regional issues or opportunities to be identified and solutions or projects implemented.
- 1.5 The MOU is for the period from 1 December 2021 to 30 June 2026.
- 1.6 WDA will not expand the number of Member Councils unless agreement is obtained from all current Member Councils.
- 1.7 The success of WDA pivots on the participation and good will of people and organisations across the Region.

2. GENERALLY APPLIED CRITERIA FOR WDA ACTIVITY

- 2.1 WDA applies a policy of: "subsidiarity where functions which subordinate or local organisations perform effectively belong more properly to them than to a central organisation such as WDA."
- 2.2 The generally applied criteria for issues or projects to be considered by WDA include assessment as to whether the impact, involvement and benefits are:
 - Regional
 - Multi-agency
 - Triple Bottom Line with overall long term and community benefit
 And generally demonstrate:
 - Support by a Leader, Lead Agency or Project Champion
 - A general need for a cooperative effort to be successful
 - Likelihood of happening

The parties as signatories to this document understand and record the following:

3. RESOURCING

- 3.1 The Member Councils are committed to support WDA via an annual subscription.
- 3.2 Councils are encouraged to participate in activities that further the objectives of WDA.
- 3.3 WDA will work closely with Member Councils' committees, advisory boards, task groups and relevant Council officers to further WDA objectives.
- 3.4 Financial contributions to support the core operation of WDA shall be based on the regional population formula included in Table 1. This formula will remain in place for the four year period of the agreement.
- 3.5 Any proposed variation to the four year contributions listed on Table 1 will be raised by the WDA Board with Member Councils at the Annual Review.
- 3.6 Funding received from Member Councils will be used for the core operation of WDA which includes the staff, on-costs, overheads and out goings required to achieve WDA objectives.
- 3.7 Additional and supplementary funding for the core operation of WDA may be obtained from Federal and State Government sources and will be advised through regular reporting to Councils and Members.
- 3.8 It is recognised that the development and updating of the regional strategic plan will occur through a planning process conducted at a frequency to be determined by the Board. Additional resources will be required to support planning, research, consultation and participation processes.
- 3.9 Additional financial contributions for specific WDA projects (i.e. non-core) may be sought from Member Councils from time to time and will be subject to separate business cases and funding submissions through normal Council approval processes.
- 3.10 It is recognised that the majority of WDA projects require partnerships and funding by a range of stakeholders from various levels of government, business and community agencies and other statutory authorities.

TABLE 1- FINANCIAL CONTRIBUTION FROM MEMBER COUNCILS

Contributor	%Region	2022/23	2023/24	2024/25	2025/26
HRCC	48	\$228,231	\$231,654	\$235,129	\$238,656
WWSC	8	\$36,789	\$37,341	\$37,901	\$38,469
NGSC	20	\$95,632	\$97,066	\$98,522	\$100,000
HSC	10	\$49,030	\$49,765	\$50,512	\$51,270
YSC	14	\$64,395	\$65,361	\$66,341	\$67,336
TOTAL	100%				

4. ACCOUNTABILITY AND COMMUNICATION

- 4.1 WDA is accountable for operating under a Company Constitution.
- 4.2 WDA will make available regional statistics, performance and forecast information of strategic use and interest. Conversely, Council's assistance in making available the same information to WDA will add value to all strategic direction processes.
- 4.3 By 31 July each year, WDA will prepare and adopt a Business Plan that details operational initiatives and targets established to evaluate performance.
- 4.4 WDA will present progress reports twice per annum to Member Councils that include performance outcomes against targets in the WDA Business Plan.
- 4.5 The WDA CEO will consult with Member Council CEOs prior to establishing annual contributions to allow for budget considerations. This will occur by 31 March annually or as agreed with individual Councils.
- 4.6 Councils recognise the independent role, structure, purpose and expertise of WDA and understand the function also includes being an independent voice and advocate for regional direction in local and national media.
- 4.7 On request, WDA will be available to any Council meeting or meeting within the municipality to discuss issues, progress or any items pertinent to WDA as raised by the Council.
- 4.8 In addition to Board meetings, WDA will communicate with Councils and members on a regular basis using a range of media.

5. SPECIFIC ARRANGEMENTS

5.1. Director Nomination:

5.1.1 Each Member Council shall nominate one Director, which will be either the Mayor or Councillor, to the WDA Board as described in the WDA Constitution.

5.2 Innovative Staffing Options:

5.2.1 Councils are encouraged to directly support WDA through initiatives such as officer placements or secondments. These arrangements may be made directly between the WDA CEO and Council CEO.

5.3 Demonstrate Regional Benefits:

5.3.1 WDA related activities must demonstrate regional benefits.

5.4 Integration of Strategic Direction Processes:

5.4.1 The parties acknowledge that WDA success rests largely with Councils recognising WDA as an independent but integral part of their own strategic direction and community building processes.

5.4.2 Every effort will be made by all parties to annually integrate strategic direction processes and timetables to maximise value adding and minimise potential duplication. Examples include the conduct of community and specific consultation, research, performance indicators, demographics or information gathering processes.

5.4.3 Projects will be identified from time to time that involves some or all Councils. Council officers and the WDA CEO are responsible for working cooperatively to ensure funding submissions meet the requirements of individual Councils.

5.5 Communication is a Joint Responsibility:

5.5.1 A two-way communication and feedback loop is essential for an initiative of the type and size of WDA. All parties accept their responsibilities in seeking out and supporting communication and feedback processes.

5.5.2 WDA shall coordinate opportunities as they arise for joint communications and marketing across the region.

6. GENERAL

- 6.1 WDA is accountable for operating to the Company Constitution, Board Charter, Business Plan and arrangements contained in this MoU.
- 6.2 Should a Member Council have concerns with the performance or lack of performance of WDA then discussion should be initiated to address the concerns.
- 6.3 Should a Council wish to withdraw its membership of WDA then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the Business Plan and budget process.
- 6.4 If any dispute or difference arises between the parties in carrying out the principles of this Memorandum of Understanding that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.
- 6.5 The terms of this Memorandum of Understanding can only be modified by the agreement of all parties.

DATED this ____ day of _____ 2021

SIGNED on behalf of the
Wimmera Development Association

.....

SIGNED on behalf of the
Horsham Rural City Council

.....

SIGNED on behalf of the
West Wimmera Shire Council

.....

SIGNED on behalf of the
Hindmarsh Shire Council

.....

SIGNED on behalf of the
Yarriambiack Shire Council

.....

SIGNED on behalf of the
Northern Grampians Shire Council

.....

Quarterly Economic Snapshot

Jan-25 to Mar-25

In the last quarter, Australia's GDP increased by 2.1%. For Victoria, GDP increased by 1.8%. Population was up nationally, and up in Victoria. Consumer sentiment was up across the nation and down in Victoria. Total CO₂-e emissions for the latest quarter decreased by -6.0% in Australia and decreased by -3.8% for Victoria.

APPENDIX 9.9A			
ECONOMY	PEOPLE	COMMUNITY	ENVIRONMENT
GDP (Australia)	Population (Australia)	Consumer Sentiment Index (Australia)	CO ₂ -e emissions (Australia)
\$643,563m (+2.1%)	26,124,814 (+1.64%)	98.8 (+8.5%)	464.77m tonnes (-6.0%)
GDP (Victoria)	Population (Victoria)	Consumer Sentiment Index (Victoria)	CO ₂ -e emissions (Victoria)
\$151,018m (+1.8%)	6,656,281 (+1.68%)	nan (nan%)	80.06m tonnes (-3.8%)

CONSUMER EXPENDITURE

Trending Down

Trend	Change in Total Local Spend	
	Victoria	Horsham
	-11.4%	-13.3%

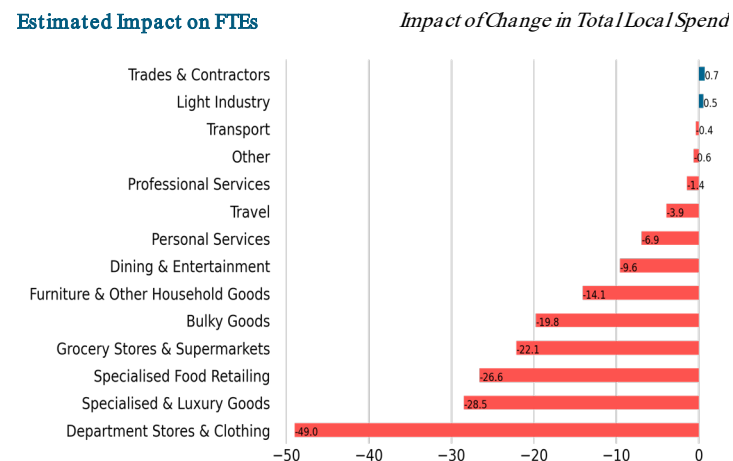
Daily Spending		Average Daily Spend by Day of Week	
Day	Total	Resident	Visitor
Mon	\$1.06M(-18.7%)	\$689K(-17.5%)	\$352K(-22.4%)
Tue	\$1.2M(-8.2%)	\$785K(-8.0%)	\$382K(-11.8%)
Wed	\$1.24M(-6.2%)	\$801K(-6.1%)	\$416K(-6.9%)
Thu	\$1.35M(-7.4%)	\$857K(-7.1%)	\$470K(-8.8%)
Fri	\$1.52M(-9.1%)	\$984K(-10.0%)	\$502K(-9.8%)
Sat	\$1.07M(-18.4%)	\$689K(-18.1%)	\$342K(-21.2%)
Sun	\$712K(-17.3%)	\$477K(-15.9%)	\$219K(-21.9%)

Peak Day Friday 28 March 2025: \$1.74M

Trough Day Wednesday 01 January 2025: \$596K

JOB IMPACT

Net Negative



Largest Increase 0.7 FTEs, Trades and Contractors

Largest Decrease -49.0 FTEs, Department Stores and Clothing

Sources: ABS, Cat. Nos. 3101.052, 5206.001, 5206.027; ABS Census 2016; Spendmapp.com.au; industry.gov.au; DISER, 2020

Horsham Rural City Council

Quarterly Economic Snapshot

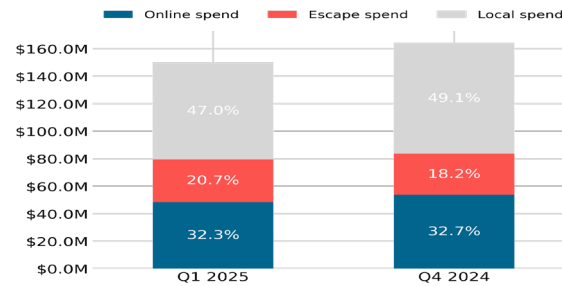
Jan-25 to Mar-
25

WALLET SHARE

Escaping

Share of Resident Wallet

Latest and Previous Quarter



Trend

Change in Resident Wallet Share

Spend	Victoria	Horsham
Local Spend	-0.6%	-2.1%
Escape Spend	-0.5%	+2.5%
Online Spend	+1.1%	-0.4%

Compared with the previous quarter, in Q1 2025:

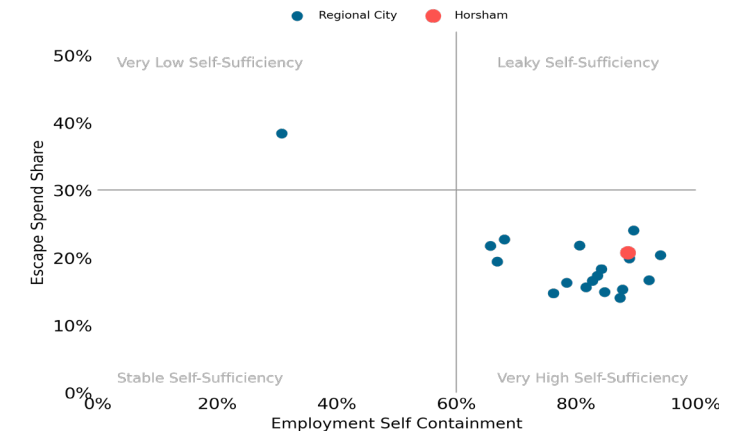
- Horsham saw more escape spend as a share of Resident Wallet; and
- Online spend in Victoria saw the greatest increase in share.

SELF-SUFFICIENCY

Very High

The Commuter Effect

Escape Spend and Commuting



Compared with other Regional councils, in Horsham:

- There is very high economic self-sufficiency.
- There is high employment self-containment (based on the last Census).
- Resident Escape Spend has a high share of Resident Wallet.

Disclaimer

This document has been prepared by Geografia Pty Ltd for Horsham Rural City Council and is intended for its use only. Any use of material from the report should be appropriately cited (i.e. source: Spendmapp by Geografia). While every effort is made to provide accurate and complete information, Geografia does not warrant or represent that the information contained is free from errors or omissions and accepts no responsibility for any loss, damage, cost or expense (whether direct or indirect) incurred as a result of a person taking action in respect to any representation, statement, or advice referred to in this report.



Spendmapp



Horsham Rural City
Council

Spending Insights

Spendmapp Dataset: March 2023 to March 2025



The global benchmark for
thoughtful economic, demographic,
and spatial solutions.

Level 21, 15 Collins St Melbourne VIC 3000
+61 3 9329 9004 | info@geografia.com.au | www.geografia.com.au

Disclaimer

This document has been prepared by Geografia for Horsham Rural City Council and is intended for its use. While every effort is made to provide accurate and complete information, Geografia does not warrant or represent that the information contained is free from errors or omissions and accepts no responsibility for any loss, damage, cost or expense (whether direct or indirect) incurred as a result of a person taking action in respect to any representation, statement, or advice referred to in this report.

Total Local Spend

In March 2025, Total Local Spend in Horsham Rural City Council was \$38.3M. The recent trend in spending has shown variability, with several months below the change in the Consumer Price Index for Australia.

From March 2023 to March 2025, Total Local Spend in Horsham Rural City Council increased by 2.6%. This is below the regional city LGA average change of 3.3%, and within the typical range of 2.1% to 4.4%. During the same period, the Consumer Price Index (CPI) rose by 5.3%.

Over the last six months, the change in Total Local Spend in Horsham Rural City Council has been in line with the change in regional city LGAs (Figure 1).

Breaking Total Local Spend down, in March 2025, year-on-year percentage change for Consumer Staples decreased by 1.0%; Discretionary Spend decreased by 0.2%; and spending in Services & Other increased by 13.4% (Figure 2).

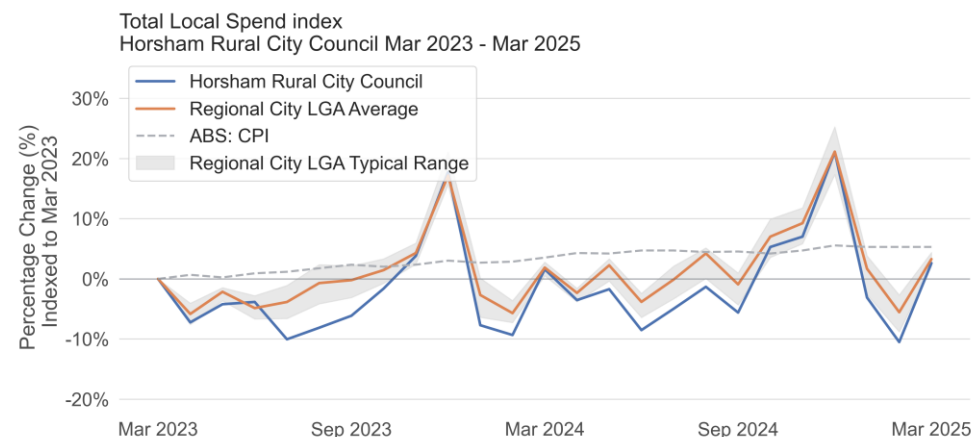


Figure 1: Indexed Total Local Spend Compared to regional city LGAs

Source: Spendmapp by Geografia (2025); ABS (2025)

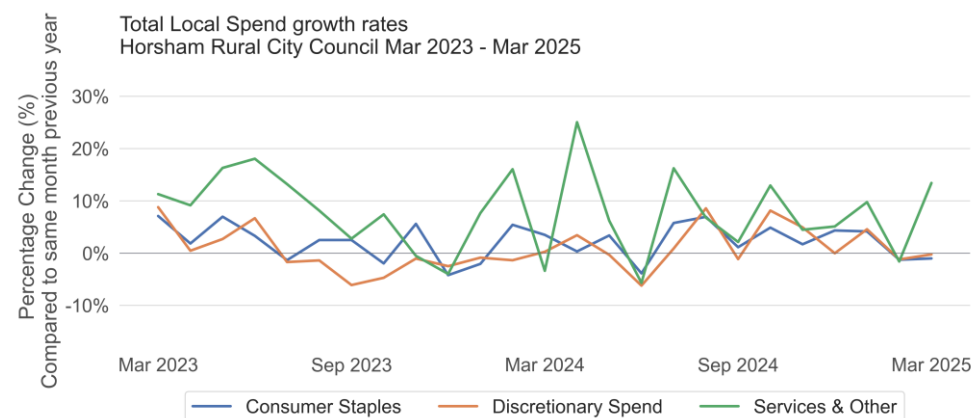


Figure 2: Year-on-Year Change in Total Local Spend by Category

Source: Spendmapp by Geografia (2025)

Resident Wallet

Resident Local Spend accounted for the largest share of Resident Wallet and was within the typical share range for regional city LGAs.

Resident Wallet is the sum of Resident Local Spend, Resident Escape Spend and Resident Online Spend. The share of Wallet going to Resident Local Spend is an indicator of the range and attractiveness of local businesses compared to businesses elsewhere and should be encouraged over online and escape spend.

In March 2025, Resident Local Spend was within trend, and accounted for 47.4% (\$24.6M) of Resident Wallet. At 20.2% (\$10.5M), Resident Escape Spend was within trend and at 32.4% (\$16.8M), Resident Online Spend was below trend (Figure 3).

Between March 2023 and March 2025, Resident Wallet per capita in the Consumer Staples category increased by 4.8%; Discretionary Spending increased by 7.6%; and spending in Services & Other increased by 15.4%. By comparison, the Consumer Price Index (CPI) increased by 5.3% during this period (Figure 4).

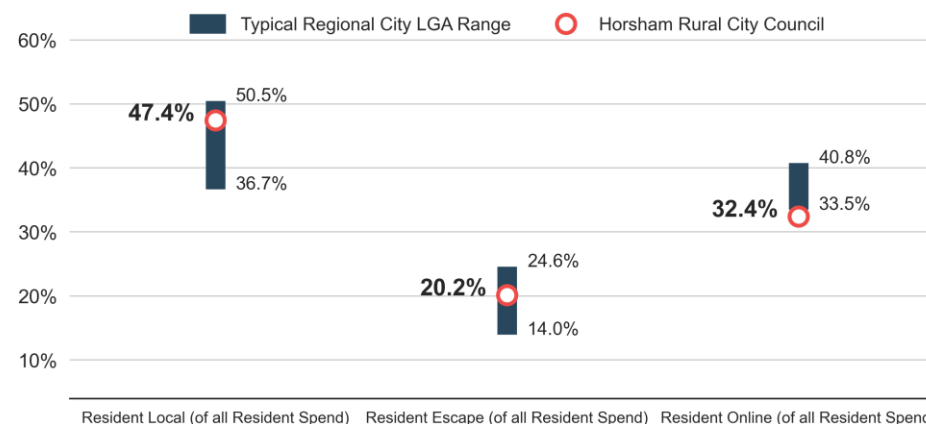


Figure 3: Share of Resident Wallet Compared to regional city LGAs

Source: Spendmapp by Geografia (2025)

Figure 3 shows the range (in blue) of Resident Spend share by expenditure type for regional city LGAs in March 2025. Falling outside the range means your economy has a significant variation from the norm.

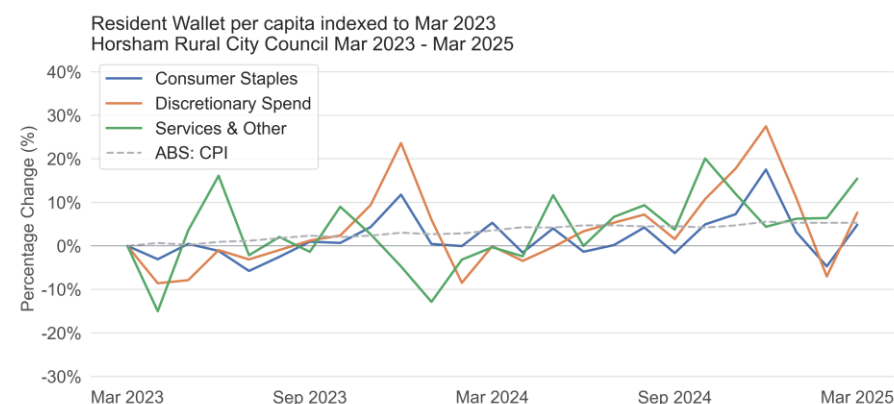


Figure 4: Percentage Change of Indexed Resident Wallet per Capita

Source: Spendmapp by Geografia (2025); ABS (2025)

Spending in the category Specialised & Luxury Goods (\$959.6K) recorded the highest change in value (Table 1).

Expenditure Category	Year-on-year change	Change in Value
Furniture & Other Household Goods	47%	\$293.5K
Other	33%	\$672.4K
Specialised & Luxury Goods	14%	\$959.6K
Professional Services	14%	\$866.5K
Trades & Contractors	13%	\$37.6K
Travel	9%	\$266.6K
Light Industry	6%	\$75.2K
Dining & Entertainment	3%	\$171.8K
Department Stores & Clothing	2%	\$80.5K
Transport	-1%	\$-67.1K

Table 1: Top 10 Year-on-Year Change by Expenditure Category (March 2025 Compared to March 2024)

Source: Spendmapp by Geografia (2025)

Resident Spend was led by spending in Specialised & Luxury Goods (15.0%) (Figure 5).

Breakdown of Resident Wallet by Expenditure Category

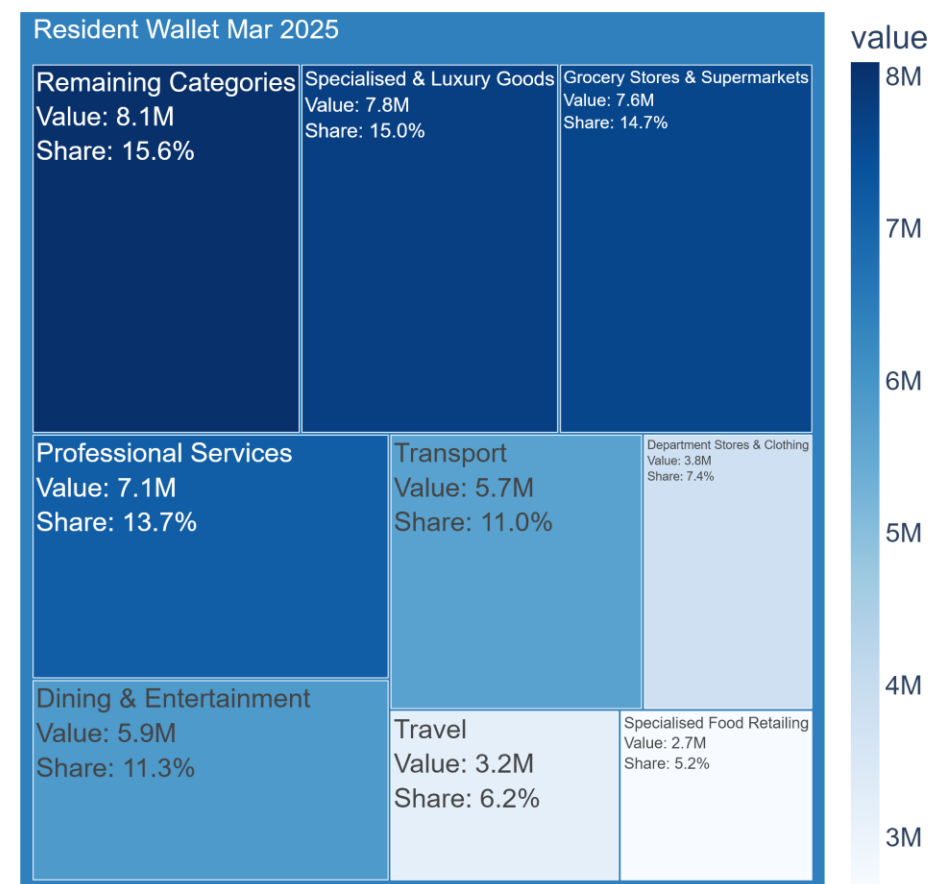


Figure 5: Breakdown of Resident Wallet by Expenditure Category

Source: Spendmapp by Geografia (2025)

Visitor Local Spend

At 35.7% of the local economy, Visitor Local Spend in March 2025 was higher than the average share for regional city LGAs (35.4%).

Visitor spending is important for almost all LGAs, but it comes with risks. For example, economic resilience relies on some stability and diversity and visitor spending can be both volatile and concentrated in just one or two Expenditure Categories. Initiatives should focus on smoothing out the volatility and broadening the range of goods and services purchased.

Visitors spent \$7.3M on Consumer Staples in Horsham Rural City Council. This was 53.3% of all visitor spending in March 2025. \$4.9M (35.9%) was in Discretionary and \$1.5M (10.8%) in Services and Other (Figure 6).

By spend, Dimboola was the largest source of visitor spending, accounting for 11.1% of total Visitor Local Spend (Figure 7).

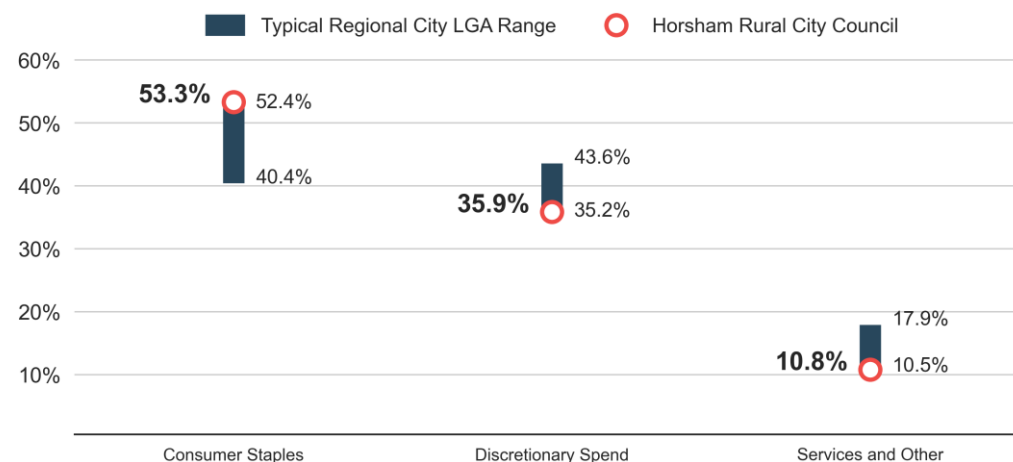


Figure 6: Share of Visitor Local Spend by Expenditure Category

Source: Spendmapp by Geografia (2025)

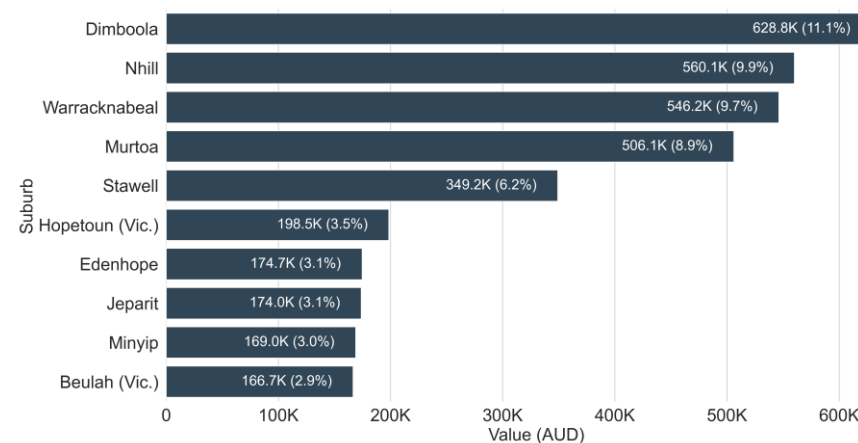


Figure 7: Top 10 Visitor Origin suburbs in March 2025

Source: Spendmapp by Geografia (2025)

Age and Gender

In March 2025, the biggest spending demographic in Horsham Rural City Council was 65+ year old Females (\$4.6M in total monthly spend).

With interest rates currently at 4.10%, households are under financial pressure – from mortgages, rising rents and general cost of living. Those aged 18-24 reduced their spending by the largest percentage, down 4.2% compared to last year. When adjusted for inflation, this is a 6.5% decline. Baby Boomers aged 65+ increased their spending by 2.5% year-on-year. After adjusting for inflation, this is a 0.2% increase (Figure 8).

Figure 9 plots Total Local Spend by age and gender, based on Expenditure value (x-axis) and percentage change in spend (y-axis). The dashed lines divide the chart into four quadrants. These classify expenditure habits into: 1) *Growers* (high growth, low spending), 2) *Stars* (high growth, high spending), 3) *Snails* (low growth, low spending), and 4) *Cash Cows* (low growth, high spending). The average expenditure growth across all groups stands at 0.5%, with an average total expenditure of \$3.16M (Figure 9).

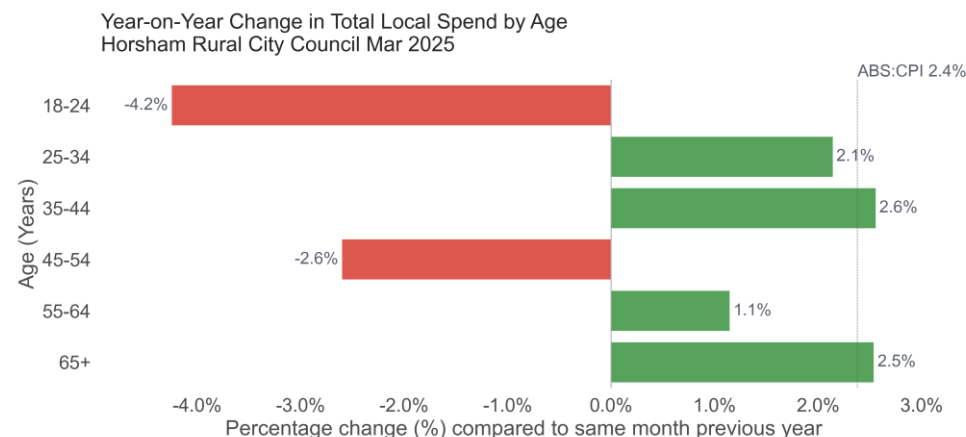


Figure 8: Year-on-Year Change in Total Local Spend by Age

Source: Spendmapp by Geografia (2025); ABS (2025)

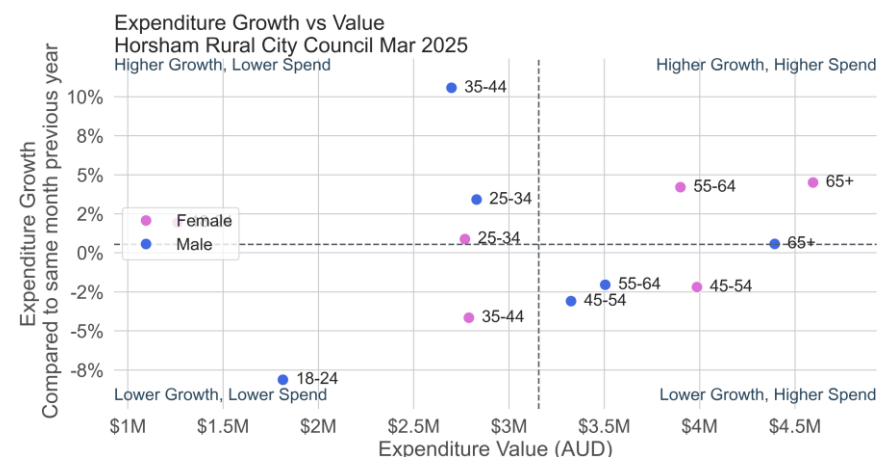


Figure 9: Scatter Plot of Expenditure Growth vs Expenditure Value

Source: Spendmapp by Geografia (2025)

2 June 2025

Dear Mayor,

Re: SEEKING SUPPORT FOR UNITED OPPOSITION TO THE EMERGENCY SERVICES AND VOLUNTEERS FUND

I write to you on behalf of Loddon Shire Councillors seeking your support to join us in collective advocacy against the Emergency Services Volunteer Fund (ESVF).

At the Loddon Shire Council meeting of 27 May 2025, it was unanimously resolved:

That Council

- 1. Reiterates our objections from the 25th of March to the proposed introduction of the abhorrent Emergency Services Volunteer Fund Levy in its current form, due to the significant, unfair and inequitable impacts it will have on the Shire's farming, commercial and industrial sectors.*
- 2. Call on the State Government to listen to our community and immediately repeal the implementation of the Emergency Services Volunteer Fund Levy (Bill).*
- 3. As the Bill is awaiting Royal Assent, we call on Professor the Honourable Margaret Gardner AC Governor of Victoria to exercise her reserve powers and not sign this bill (ESVFL) into Law.*
- 4. Authorise the Mayor to write to all Victorian Councils, Rural Councils Victoria and the Municipal Association of Victoria seeking them to unite and as a collective oppose the collection of the Emergency Services Volunteer Fund Levy.*

You can view the Council meeting discussion at 1:38:22

<https://www.facebook.com/LoddonShire/videos/1231754701885178> or read our recent media release here <https://www.loddon.vic.gov.au/News-and-public-notice/Opinion-to-levy-takes-the-next-step>

In a media release on 30 May 2025, the Victorian Government announced a 12 month freeze on the ESVF rate for all primary production properties, keeping it at the 2024/25 level of 28.7 cents per \$1,000 CIV rather than increasing it to 71.8. This measure is part of an expanded statewide Drought Package aimed at easing financial pressure on farmers during worsening drought conditions.

While this short term relief is welcome, it does not address the long term financial burden this inequitable and unfair levy will impose on our communities.

Together, we can ensure the voices of our communities are heard and that farmers across Victoria receive the long-term fairness, support and respect they deserve.

Municipal Offices:

41 High Street, Wedderburn, Victoria
PO Box 21, Wedderburn VIC 3518

Telephone: 03 5494 1200

Facsimile: 03 5494 3003

Email: loddon@loddon.vic.gov.au

ABN: 90 925 450 534

www.loddon.vic.gov.au

We respectfully request that your Council considers a similar resolution and joins this important advocacy effort.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D. Straub', with a stylized flourish at the end.

Cr Dan Straub
Mayor



MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 2 JUNE 2025 AT 5:30PM

ATTENDED: Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O'Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Gail Gatt, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Luke Mitton, Acting Director Infrastructure; Steven Kingshott, Monitor

APOLOGIES: John Martin, Director Infrastructure

1. WELCOME AND INTRODUCTION

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

3. PRESENTATIONS

3.1 Avonnefields Development Proposal: Rasmussen Road, Horsham **5:30pm – 6:15pm**

Attending: Gerard Coutts (Gerard Coutts & Assoc) and David Jochinke

3.2 Natimuk Museum (Kevin)

6:15pm – 6:45pm

Attending: Elizabeth Both, Di Ellifson, Pat Ford

3.3 HRCC Active Recreation & Sporting Strategy (Kevin)

6:45pm – 7:15pm

Attending: Mandy Kirsopp (in person) **Appendix 3.3**

3.4 City Oval Pavilion Project (Luke Mitton)

7:15pm – 8:15pm

4. GENERAL DISCUSSION (Gail Gatt) 15mins

- Special council meeting to be scheduled for 16 June 2025
- Councillor Briefings to continue on Monday's only, unless needed
- Cr Shane Sali RCV visit to Horsham
- Natimuk Tiny Towns Finalist category – promotion will occur from Friday onwards

5. CLOSE

The meeting closed at 8.45pm

DINNER

GAIL GATT

Chief Executive Officer

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS
ON TUESDAY 10 JUNE 2025 AT 5:30PM

ATTENDED: Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O’Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Gail Gatt, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O’Brien, Director Communities and Place; Luke Mitton, Acting Director Infrastructure; Steven Kingshott, Monitor

APOLOGIES: John Martin, Director Infrastructure

1. WELCOME AND INTRODUCTION

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

3. PRESENTATIONS

3.1 Planning Permit: Signage McPherson Street – Applicant & Objectors **5:30pm – 6:15pm**

Attending: Kirsten Miller **Appendix 3.1**

3.2 Planning Permit: 1 Fechler Ave **Appendix 3.2**

6:15pm – 6:30pm

Attending: Kirsten Miller

3.3 Draft Victorian Transmission Plan (VicGrid)

6:30pm – 7:15pm

Attending: Marg Sangalli (RMCG) (*in person*), Alistair Parker (CEO VicGrid) (*online*)

3.4 Feedback received on Budget, Fees and Charges, and Draft Budget **7:15pm – 7:45pm**

Attending: Belinda Johnson

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Review of Parking Arrangements in the CBD **CONFIDENTIAL Appendix 4.1**

7:45pm – 8:15pm

4.2 Quarterly IA&GR (Kevin) **Appendix 4.2**

8:15pm – 8:45pm

Attending: Annie Mintern

5. REPORTS FOR INFORMATION

5.1 VCAT, Building & Planning Permit Report **Appendix 5.1**

6. GENERAL DISCUSSION (Gail Gatt)

8:45pm – 9:00pm

6.1 Request for support - Emergency Services and Volunteers Fund **Appendix 6.1**

- Advocacy report to come to the 16 June council briefing meeting
- Community Satisfaction Survey – provide the survey in full as part of the briefing on 16 June.

- Minister D'Ambrosio visit on 11 June
- Committee on Mining & Renewables – report to a briefing in July
- Submission on Transmission Plan - report to briefing 16 June.

APPENDIX 13.1A

7. CLOSE

The meeting closed at 9:30pm

GAIL GATT
Chief Executive Officer

MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 16 JUNE 2025 AT 7:03PM

ATTENDED: Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O’Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Gail Gatt, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Luke Mitton, Acting Director Infrastructure; Steven Kingshott, Monitor

APOLOGIES: Kevin O’Brien, Director Communities and Place and John Martin, Director Infrastructure

1. WELCOME AND INTRODUCTION

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Cr Brian Klowss, Cr Dean O’Loughlin, Cr Bec Sluggett Declared a Conflict of Interest for Item 4.8

3. PRESENTATIONS

3.1 Wimmera Southern Mallee Development (WSMD) **6:00pm – 6:30pm**

Attending: Chris Sounness

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 WSM Development Review **Appendix 4.1** **6:30pm – 6:45pm**

Attending: Annie Mintern

4.2 Quarterly IA&GR **Appendix 4.2** **6:45pm – 7:00pm**

Attending: Annie Mintern

4.3 Play Space Strategy (*PowerPoint Presentation*) **7:00pm – 7.30pm**

Attending: Mandy Kirsopp & Carolynne Hamdorf (*in person*)

4.4 Revenue and Rating Plan 2025-2029 **Appendix 4.4** **7:30pm – 8:00pm**

Attending: Belinda Johnson

4.5 Fees & Charges 2025-2026 **Appendix 4.5**

Attending: Belinda Johnson

4.6 2025-2026 Budget **Appendix 4.6**

4.7 Advocacy Report for Emergency Services & Volunteers Fund **Appendix 4.7** **8:00pm – 8:10pm**

4.8 Community Donations **Appendix 4.8** **8:10pm – 8:15pm**

4.9 2025 Community Satisfaction Survey Results **Appendix 4.9** **8:15pm – 8:30pm**

4.10 Draft Victorian Transmission Plan **Appendix 4.10** **8:30pm – 8:45pm**

5. GENERAL DISCUSSION (Gail Gatt) **15mins**

5.1 Councillor Professional Development

- Future requirements and options (possible session with Darren Ray)

6. CLOSE

The meeting closed at 9:26pm

GAIL GATT

Chief Executive Officer



Minutes

Natimuk Economic & Social Plan Project Advisory Committee

11 June 2025 at 6pm

NC2

Attending:

Annie Mintern, Caroline Price, Bill Lovel, Gary Rasmussen, Alex Williams, Ellen Cowling, Emilee Jones-Pritchard

Guests: Dianna Blake Re: location of new footbridge

Apologies: Akshay Rajput

1. Welcome/Introductions

2. Disclosure of Conflict of Interest

3. Presentation: Location of New Footbridge

Council has \$2m budget for pedestrian roadways, bike paths, to improve safety. Road safety treatments to slow down traffic.

E.g. Elm St footpath creek bridge - There were 8 proposals to council. Natimuk's submission was knocked back. It was suggested that it was in the wrong place. Is there a more suitable location or another suggestion for pedestrian safety? e.g. safety barriers for vision impaired.

Ideas: Tactile areas on the footpath for visually impaired. Pedestrian areas at the Doctor/Nursing home, seal the bike path to prevent ant hills, pipe/gutter cover, pedestrian island at the back of the milk bar and newsagent, make the road thinner, pedestrian crossing, something near the primary school and kinder? Reach out to community to find out what they need

Action: Emilee to put notice on Natimuk Community Noticeboard to get people's feedback and suggestions.

Bike path signage (different conversation – Dianna has different funding available for a variety of projects).

Action: Caroline to talk to Dianna about the bike path/Arapiles Big Sky Trail.

Are there areas that don't have footpaths?

Action: Dianna to share information about footpath fund to put something on Natimuk Community Notice Board Facebook page for people's input.

Action: Caroline to organise earlier meeting to have a walk around

4. Confirmation of Minutes from Previous Meeting

Moved: Bill

Seconded: Emilee

5. Business arising from previous meeting

- 5.1 Pat Ford** to share slides of Arapiles Historical Society presentation after they present to HRCC
Action: Annie to share the slides at next meeting
- 5.2 Annie** to contact SED to get a quote for business proposal similar to the Green Lake Remediation Business Case – Buloke Shire Council Sep 2017 (SED)
Annie spoke to Bernie Dunn. He suggested to do a feasibility study first.
- 5.3 Annie** to contact Amber about the \$100k VFA grant for lake feasibility study to include reducing size of lake and proposed pipeline to Wimmera River
Annie got a quote from Mark Carter: \$20-\$25k for feasibility study.
- 5.4 Annie** to talk to Conor about Tiny Towns Funding
Action: Annie to follow up with Conor, Could be an option – Up to \$20k available
- 5.5 Annie** to follow up on whether there is an option to put a cover over The Verge in the winter months
Action: Caroline to follow up with Dianna about possible cover.
- 5.6 Caroline** to send video link of Natimuk Tiny Towns Award Submission - **Done**
- 5.7 Emillee** to put petition in post office and pub and create a google form online to include in Natimuk socials/website
Action: Caroline -Email poster of creek for petition to Emillee and Ellen.
Action: Caroline to create QR code for progress press for creek petition.
- 5.8 Annie** to send group the Grants Finder link – **Done**
- 5.9 Annie** to share updated Action List with the minutes - **Done**
- 5.10 Annie** to provide group with map for group to point out areas where seating is needed. She will then digitise and send to WCMA
Action – Bill and Ellie to collect map from Sal at the Post office to mark out seating and weed removal areas – to submit to Luke Austin (www.wcma.vic.gov.au > Advice & Services > Works on Waterways) Permit to clear weed in the creek is free to do, WCMA can come out and help devise a management plan.
- 5.11 Annie** to share list of footpaths included in this year's program received from John Martin – **Done** – Footpath near school for next year.
- 5.12 Annie** to follow up with DEECA with what is happening with the creek clean up –
Action: Annie to ask Luke Mitton.
- 5.13 Ellen** to call bus driver and find out why he won't park at the shelter. **Ellen left messages but he hasn't called back.**
Action: Caroline to find out about PTV about removing sign from school bus stop
- 5.14 Everyone** to look on the Grant Finder list when Annie sends it to see what grants might be available for different projects.
- 5.15 Caroline** to follow up why the bollards are in the car park.
Action: Caroline to follow up with Vicroads.

6. Other Business

6.1 Action List – completed several tasks (See Action List)

6.2 Charging Station

Suggestion: Ideally near Dog Park, Caravan parking opposite Historical Society. Could also include Tourist Signage of GWMT Silo Art Trail/Grampians with QR code to Visitor App.

6.3 Parks Vic

Temporary office being set up at NC2 until Parks office opens in Elmes St. Will put on 2 Parks Rangers to educate public about Arapiles/Sacred sites – Not to be writing out fines. BGLC will also be a part of this process and will provide Indigenous Rangers in the future. Could be a great opportunity to provide cultural tourism.

Action: Bill to provide information for Newspapers to provide a positive story for Natimuk

7. Meeting Closed 7:30pm

8. Next Meeting – 9 July 6pm at NC2