



# Budget 2025-26

Adopted 23 June 2025

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### *Acknowledgement of Country*

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*“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.”*

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## 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.



## Key Statistics

	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 and 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

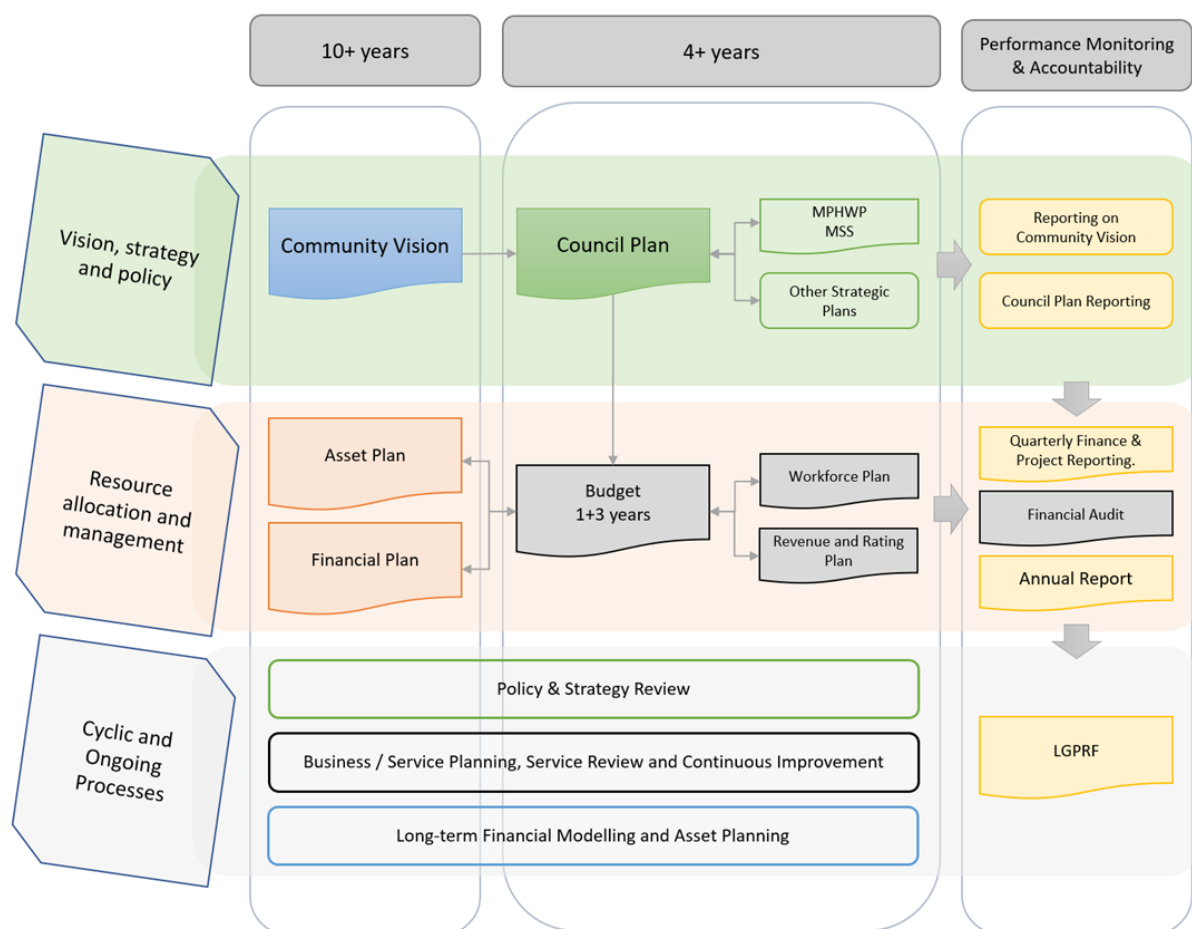
This section describes how the Annual Budget links to the achievement of the Council Plan within Council's overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget)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

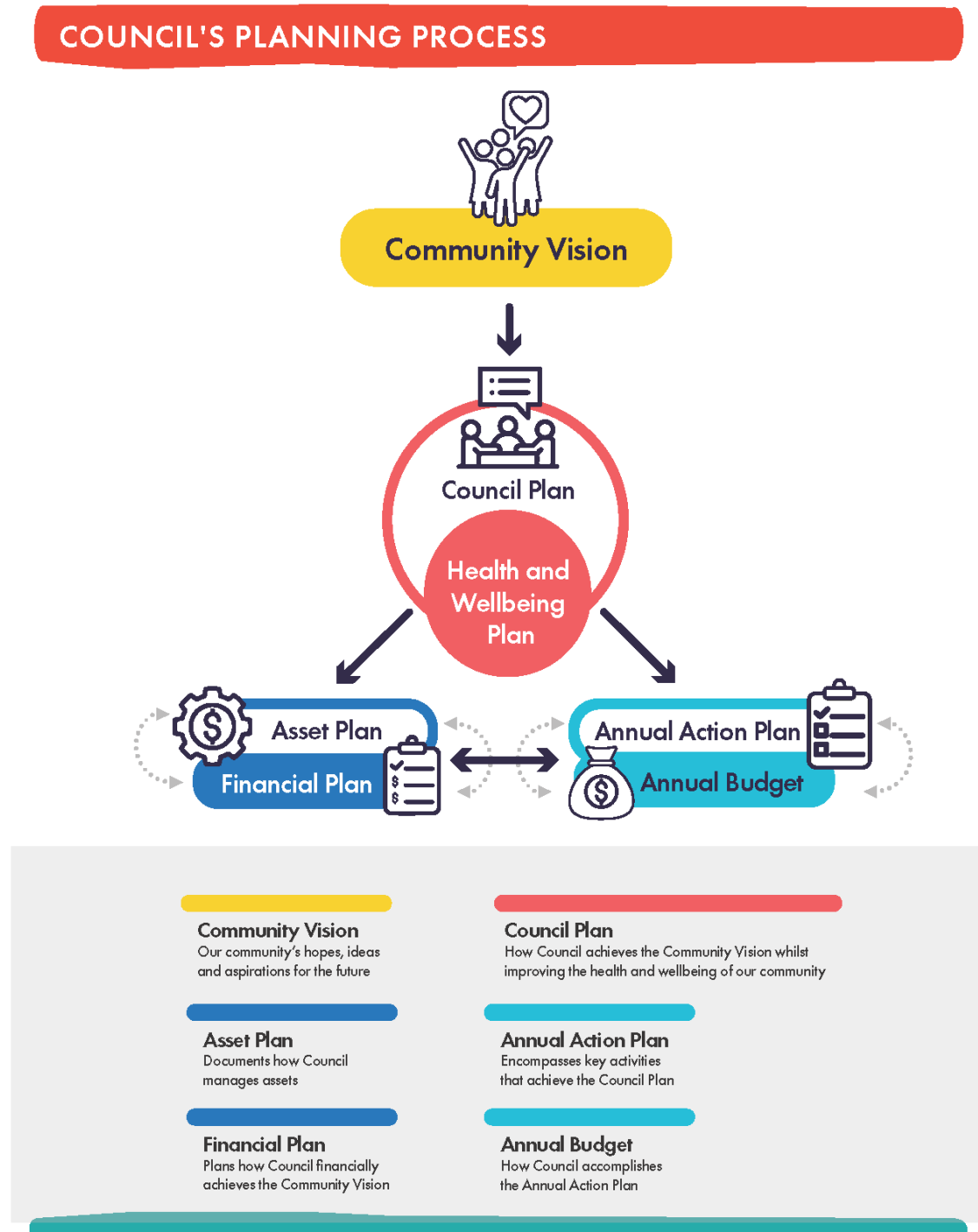
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 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.

### 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.

### 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.

### 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:

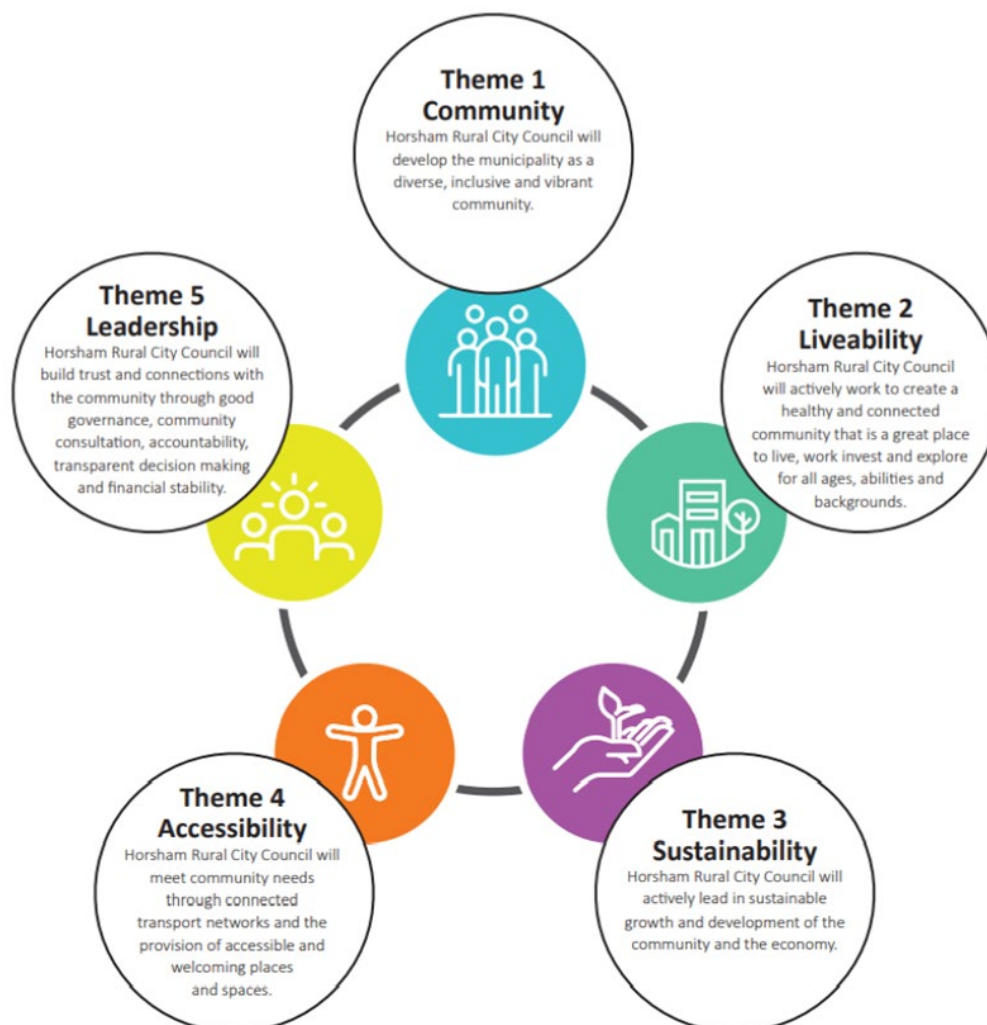
- ✓ working with the community,
- ✓ listening to and considering the knowledge and experience of residents,
- ✓ embracing social connection and valuing our natural environment.

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.

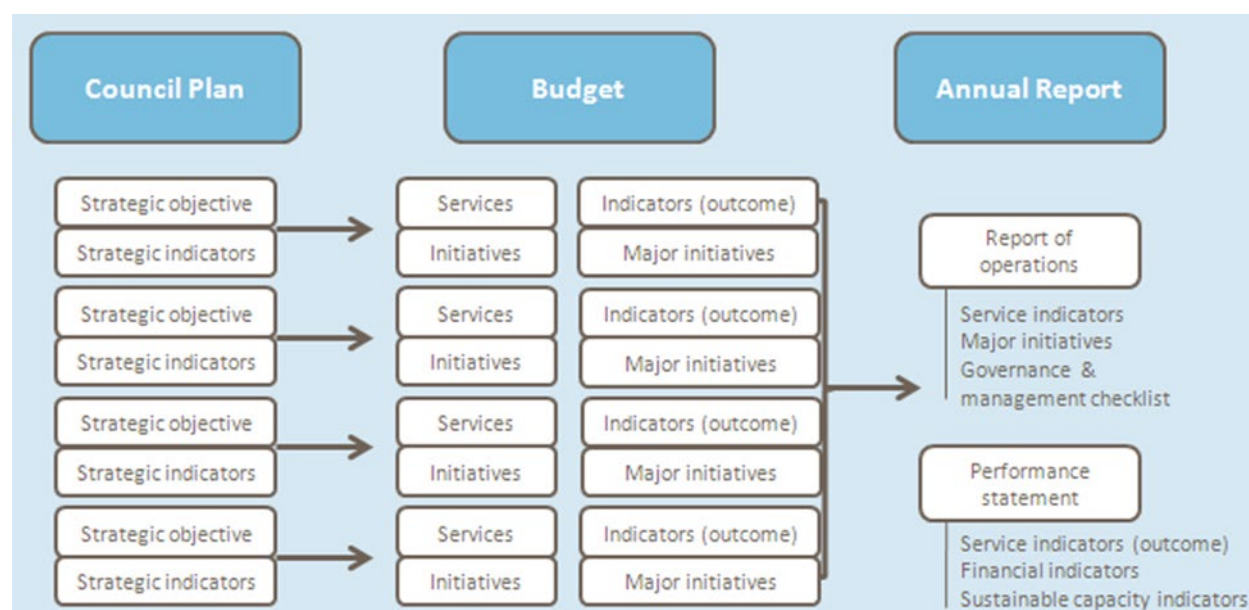


## 2. Services Information and Performance Indicators

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 rehoming program.	Exp Rev Net	(542) 567 25	(415) 561 146	(316) 656 340
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	Exp Rev Net	(480) 162 (318)	(646) 276 (370)	(710) 288 (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 Rev Net	(301) 247 (54)	(282) 262 (20)	(306) 300 (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 Rev Net	(265) 259 (6)	(299) 177 (122)	(379) 206 (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 Rev Net	(919) 140 (779)	(1,043) 143 (900)	(819) 72 (747)
<b>Net Cost to Council for Theme 1 – Community</b>			<b>(1,132)</b>	<b>(1,266)</b>	<b>(1,008)</b>

#### 2.1.2 Initiatives

Continuing Initiatives	\$
Active Recreation and Sporting Strategy	60,290
<b>Total Initiatives</b>	<b>60,290</b>

## 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)
<b>Net Cost to Council for Theme 2 - Liveability</b>			<b>(10,863)</b>	<b>(11,968)</b>	<b>(11,459)</b>

## 2.2.2 Initiatives

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

## 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

## 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)
<b>Net Cost to Council for Theme 3 - Sustainability</b>			<b>(7,725)</b>	<b>(8,120)</b>	<b>(10,101)</b>

### 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
<b>Total Initiatives</b>	<b>\$103,793</b>

### 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

## 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)
<b>Net Cost to Council for Theme 4 - Accessibility</b>			<b>(16,970)</b>	<b>(16,406)</b>	<b>(16,291)</b>

## 2.4.2 Initiatives

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

## 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



## 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)
<b>Net Cost to Council for Theme 5 Leadership</b>			<b>(8,908)</b>	<b>(10,373)</b>	<b>(11,067)</b>

## 2.5.2 Initiatives

Continuing Initiatives	\$
Replacement of Electronic Document Management System	93,000
<b>Total Initiatives</b>	<b>\$93,000</b>

## 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.

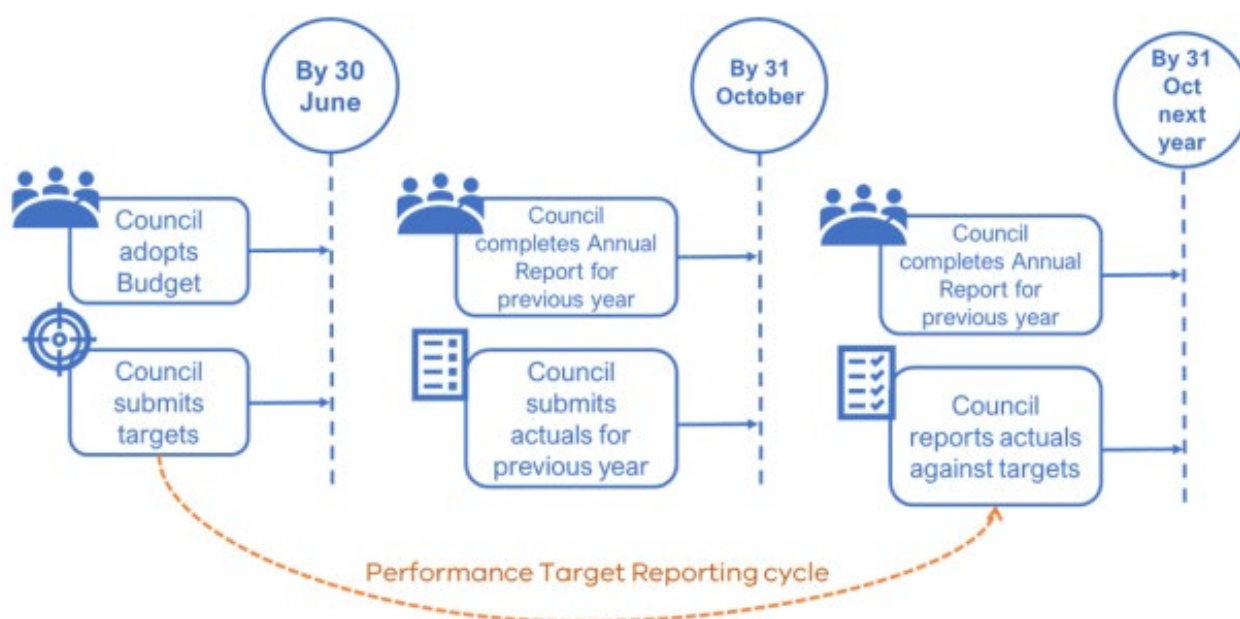
<https://www.localgovernment.vic.gov.au/strengthening-councils/performance-reporting>

<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	Forecast	Target	Target Projections			Trend
			2023/24	2024/25	2025/26	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	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-36.7%	-5.1%	1.1%	-4.4%	-4.6%	-4.6%	+
<b>Liquidity</b>									
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%	+
<b>Obligations</b>									
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%	-
<b>Stability</b>									
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%	+
<b>Efficiency</b>									
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)
<b>Total Cost of Services &amp; Initiatives</b>	<b>11,738</b>	<b>(61,661)</b>	<b>(49,924)</b>
<b>Non-attributable Expenses:</b>			
➤ Loss on disposal of Assets			-
➤ Borrowing Costs			(171)
➤ Other Non attributable expenses			-
			<b>(171)</b>
<b>Total Cost before funding sources</b>			<b>(50,094)</b>
<b>Funding Sources:</b>			
➤ 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
			<b>55,705</b>
<b>Operating Surplus/(Deficit) for the Year</b> <i>(as per Comprehensive Income Statement)</i>			<b>5,611</b>

### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 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		
<b>Income</b>					
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
<b>Total Income</b>	<b>64,234</b>	<b>67,444</b>	<b>61,559</b>	<b>63,466</b>	<b>64,496</b>
<b>Expenses</b>					
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)
<b>Total Expenses</b>	<b>(62,220)</b>	<b>(61,833)</b>	<b>(63,023)</b>	<b>(64,885)</b>	<b>(66,283)</b>
<b>Surplus/(deficit) for the year</b>	<b>2,014</b>	<b>5,611</b>	<b>(1,464)</b>	<b>(1,419)</b>	<b>(1,788)</b>
<b>Other comprehensive income</b>					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
<b>Total comprehensive result</b>	<b>2,014</b>	<b>5,611</b>	<b>(1,464)</b>	<b>(1,419)</b>	<b>(1,788)</b>

## 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
<b>Assets</b>					
<b>Current assets</b>					
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	-	-	-	-	-
<b>Total current assets</b>	<b>35,659</b>	<b>34,981</b>	<b>31,673</b>	<b>29,131</b>	<b>31,764</b>
<b>Non-current assets</b>					
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
<b>Total non-current assets</b>	<b>674,334</b>	<b>676,319</b>	<b>674,479</b>	<b>677,234</b>	<b>674,007</b>
<b>Total assets</b>	<b>709,993</b>	<b>711,300</b>	<b>706,152</b>	<b>706,365</b>	<b>705,771</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
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
<b>Total current liabilities</b>	<b>20,189</b>	<b>15,884</b>	<b>10,713</b>	<b>10,974</b>	<b>11,195</b>
<b>Non-current liabilities</b>					
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
<b>Total non-current liabilities</b>	<b>4,818</b>	<b>4,818</b>	<b>6,305</b>	<b>7,676</b>	<b>8,648</b>
<b>Total liabilities</b>	<b>25,007</b>	<b>20,702</b>	<b>17,018</b>	<b>18,650</b>	<b>19,843</b>
<b>Net assets</b>	<b>684,986</b>	<b>690,598</b>	<b>689,134</b>	<b>687,715</b>	<b>685,928</b>
<b>Equity</b>					
Accumulated surplus	245,873	255,240	253,776	252,357	250,570
Reserves	439,113	435,358	435,358	435,358	435,358
<b>Total equity</b>	<b>684,986</b>	<b>690,598</b>	<b>689,134</b>	<b>687,715</b>	<b>685,928</b>

### 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
<b>2024/25</b>				
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
<b>Balance at end of financial year</b>	<b>684,986</b>	<b>245,873</b>	<b>419,937</b>	<b>19,176</b>
<b>2025/26</b>				
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)
<b>Balance at end of financial year</b>	<b>690,598</b>	<b>255,240</b>	<b>419,937</b>	<b>15,421</b>
<b>2026/27</b>				
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	-	-	-	-
<b>Balance at end of financial year</b>	<b>689,134</b>	<b>253,776</b>	<b>419,937</b>	<b>15,421</b>
<b>2027/28</b>				
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	-	-	-	-
<b>Balance at end of financial year</b>	<b>687,715</b>	<b>252,357</b>	<b>419,937</b>	<b>15,421</b>
<b>2028/29</b>				
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	-	-	-	-
<b>Balance at end of financial year</b>	<b>685,928</b>	<b>250,570</b>	<b>419,937</b>	<b>15,421</b>

### 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)
<b>Cash flows from operating activities</b>					
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)
<b>Net cash provided by/(used in) operating activities</b>	<b>18,493</b>	<b>18,152</b>	<b>14,112</b>	<b>13,981</b>	<b>13,877</b>
<b>Cash flows from investing activities</b>					
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	-	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(15,288)</b>	<b>(14,354)</b>	<b>(13,622)</b>	<b>(17,749)</b>	<b>(12,249)</b>
<b>Cash flows from financing activities</b>					
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)	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(171)</b>	<b>(4,476)</b>	<b>(11)</b>	<b>1,173</b>	<b>985</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>3,034</b>	<b>(678)</b>	<b>479</b>	<b>(2,595)</b>	<b>2,613</b>
Cash and cash equivalents at the beginning of the financial year	4,566	7,600	6,922	7,401	4,806
<b>Cash and cash equivalents at the end of the financial year</b>	<b>7,600</b>	<b>6,922</b>	<b>7,401</b>	<b>4,806</b>	<b>7,419</b>

### 3.5 Statement of Capital Works

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
<b>Property</b>					
Land	64	830	-	-	50
<b>Total land</b>	64	830	-	-	50
Buildings	5,240	1,759	1,772	4,118	2,742
<b>Total buildings</b>	5,240	1,759	1,772	4,118	2,742
<b>Total property</b>	5,304	2,589	1,772	4,118	2,792
<b>Plant and equipment</b>					
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
<b>Total plant and equipment</b>	2,702	4,040	1,441	2,392	1,434
<b>Infrastructure</b>					
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
<b>Total infrastructure</b>	12,645	13,598	11,337	12,336	8,938
<b>Total capital works expenditure</b>	20,651	20,226	14,551	18,846	13,164
<b>Represented by:</b>					
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
<b>Total capital works</b>	20,651	20,226	14,551	18,846	13,164
<b>Funding sources represented by:</b>					
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
<b>Total capital works expenditure</b>	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
<b>Staff expenditure</b>					
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
<b>Total staff expenditure</b>	24,966	26,219	27,006	27,816	28,650
<b>Staff numbers</b>	EFT	EFT	EFT	EFT	EFT
Employees	223	223	223	223	223
<b>Total staff numbers</b>	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	-	-	-
<b>Total Permanent Staff Expenditure</b>	<b>24,344</b>	<b>20,730</b>	<b>3,614</b>	<b>275</b>	<b>-</b>
Casuals, temporary and Other Expenditure	275				
Capitalised Labour Costs	1,600				
<b>Total Expenditure</b>	<b>26,219</b>				

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	-	-	-
<b>Total permanent staff</b>	<b>205</b>	<b>171</b>	<b>34</b>	<b>2</b>	<b>-</b>
Casuals, temporary and Other Expenditure	2				
Capitalised Labour costs	16				
<b>Total staff</b>	<b>223</b>				

## 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
<b>Communities &amp; Place</b>				
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
<b>Total Communities &amp; Place</b>	<b>\$ 6,929</b>	<b>\$ 7,136</b>	<b>\$ 7,350</b>	<b>\$ 7,572</b>
<b>Corporate Services</b>				
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
<b>Total Corporate Services</b>	<b>\$ 5,599</b>	<b>\$ 5,768</b>	<b>\$ 5,941</b>	<b>\$ 6,120</b>
<b>Infrastructure Services</b>				
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	\$ -	\$ -	\$ -	\$ -
<b>Total Infrastructure Services</b>	<b>\$ 11,377</b>	<b>\$ 11,719</b>	<b>\$ 12,070</b>	<b>\$ 12,430</b>
<b>Office of the CEO</b>				
Permanent - Full time				
Female	\$ 439	\$ 452	\$ 466	\$ 480
Male	\$ -	\$ -	\$ -	\$ -
Self-described gender	\$ -	\$ -	\$ -	\$ -
Permanent - Part time				
Female	\$ -	\$ -	\$ -	\$ -
Male	\$ -	\$ -	\$ -	\$ -
Self-described gender	\$ -	\$ -	\$ -	\$ -
<b>Total Office of the CEO</b>	<b>\$ 439</b>	<b>\$ 452</b>	<b>\$ 466</b>	<b>\$ 480</b>
<b>Casuals, temporary and other expenditure</b>	<b>\$ 275</b>	<b>\$ 283</b>	<b>\$ 291</b>	<b>\$ 300</b>
<b>Capitalised labour costs</b>	<b>\$ 1,600</b>	<b>\$ 1,648</b>	<b>\$ 1,697</b>	<b>\$ 1,748</b>
<b>Total staff expenditure</b>	<b>\$ 26,219</b>	<b>\$ 27,006</b>	<b>\$ 27,815</b>	<b>\$ 28,650</b>

## Statement of Planned Human Resources Expenditure cont'd

	2025/26	2026/27	2027/28	2028/29
	FTE	FTE	FTE	FTE
<b>Communities &amp; Place</b>				
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
<b>Total Communities &amp; Place</b>	<b>55.7</b>	<b>55.7</b>	<b>55.7</b>	<b>55.7</b>
<b>Corporate Services</b>				
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
<b>Total Corporate Services</b>	<b>43.7</b>	<b>43.7</b>	<b>43.7</b>	<b>43.7</b>
<b>Infrastructure Services</b>				
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
<b>Total Infrastructure Services</b>	<b>103.9</b>	<b>103.9</b>	<b>103.9</b>	<b>103.9</b>
<b>Office of the CEO</b>				
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
<b>Total Office of the CEO</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>
<b>Casuals and temporary staff</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>
<b>Capitalised labour</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>
<b>Total staff numbers</b>	<b>223.0</b>	<b>223.0</b>	<b>223.0</b>	<b>223.0</b>

## 4. Notes to the financial statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's 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	<b>27,199</b>	915	3.48%
Municipal Charge*	2,302	2,302	<b>2,305</b>	3	0.14%
Service Rates/Charges	4,958	4,972	<b>5,037</b>	65	1.30%
Supplementary rates & Rates Adjustments	-	-			
Interest on Rates & Charges	20	20	<b>40</b>	20	100.00%
Revenue in lieu of Rates	301	301	<b>306</b>	5	1.67%
<b>Total Rates and Charges</b>	<b>33,687</b>	<b>33,879</b>	<b>34,887</b>	<b>1,008</b>	<b>2.98%</b>

\*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	<b>0.0038340</b>	0.79%
General Rate for rateable Commercial Properties	0.0038040	<b>0.0038340</b>	0.79%
General Rate for rateable Industrial Properties	0.0038040	<b>0.0038340</b>	0.79%
General Rate for rateable Culture & Recreational Land	0.0019020	<b>0.0019170</b>	0.79%
General Rate for rateable Farm Properties	0.0019020	<b>0.0020140</b>	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	<b>15,182</b>	486	3.31%
Commercial Properties	1,653	1,662	<b>1,718</b>	56	3.35%
Industrial Properties	1,104	1,160	<b>1,327</b>	167	14.43%
Culture & Recreational Land	15	16	<b>16</b>	-	1.68%
Farm Properties	8,783	8,750	<b>8,955</b>	205	2.34%
<b>Total amount raised by General Rates</b>	<b>26,106</b>	<b>26,284</b>	<b>27,199</b>	<b>915</b>	<b>3.48%</b>

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%	<b>55.82%</b>
Commercial Properties	6.33%	6.32%	<b>6.32%</b>
Industrial Properties	4.23%	4.41%	<b>4.87%</b>
Culture & Recreational Land	0.06%	0.06%	<b>0.06%</b>
<b>Sub Total</b>	<b>66.36%</b>	<b>66.71%</b>	<b>67.07%</b>
Farm Properties	33.64%	33.29%	<b>32.93%</b>
<b>Total amount raised by General Rates</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

#### 4.1.1(d) Assessment numbers

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

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

#### 4.1.1(e) Basis of valuation

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

#### 4.1.1(f) Valuation by Type

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

	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	<b>3,959,872</b>	84,711	2.58%
Commercial Properties	434,576	436,999	<b>448,038</b>	11,039	2.53%
Industrial Properties	290,149	309,925	<b>346,220</b>	36,295	11.71%
Culture & Recreational Land (50% Rate)	8,143	8,203	<b>8,250</b>	47	0.57%
Farm Properties	4,607,646	4,600,567	<b>4,446,596</b>	(153,971)	(3.34%)
<b>Total value of land</b>	<b>9,165,823</b>	<b>9,230,854</b>	<b>9,208,976</b>	<b>(21,878)</b>	<b>(0.23%)</b>
<i>Culture &amp; Recreational Land (0% Rate)</i>	<b>27,349</b>	27,384	<b>28,730</b>	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	<b>200</b>	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	<b>2,305</b>	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	<b>543</b>	16	3.03%
Rural Bin Service	367	<b>378</b>	11	2.99%
Commercial Bin Service	509	<b>525</b>	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	<b>4,345</b>	44	1.05%
Rural Bin Service	491	494	<b>509</b>	15	3.04%
Commercial & Additional Bin Services	268	178	<b>184</b>	5	3.37%
<b>Total Service Rates/Charges</b>	<b>4,956</b>	<b>4,972</b>	<b>5,037</b>	<b>64</b>	<b>1.31%</b>

**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%
<b>Total Rates and Municipal Charges*</b>	<b>28,408</b>	<b>28,586</b>	<b>29,504</b>	<b>918</b>	<b>3.21%</b>
Waste Management Charge	4,958	4,972	<b>5,037</b>	<b>65</b>	1.31%
<b>Total Rates and Charges</b>	<b>33,366</b>	<b>33,558</b>	<b>34,541</b>	<b>983</b>	<b>2.84%</b>

\*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	<b>29,503,591</b>
Number of Rateable Properties	12,806	<b>12,832</b>
Base Average Rate	\$2,218.36	<b>\$2,299.22</b>
Maximum Rate Increase (Set by State Government)	2.75%	<b>3.00%</b>
Capped Average Rate	\$2,218.84	<b>\$2,299.44</b>
Maximum General Rates and Municipal Charges Revenue	28,414,142	<b>29,512,888</b>
Budgeted General Rates and Municipal Charges Revenue	28,408,381	<b>29,503,591</b>
Budgeted Supplementary Rates	0	<b>0</b>
Budgeted Total Rates and Municipal Charges	28,408,381	<b>29,503,591</b>

#### 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	<b>409</b>	46	113%
Issue of Certificates	28	28	<b>28</b>	0	98%
Local Laws – Permits & Licences	348	370	<b>513</b>	143	139%
Town Planning	191	189	<b>220</b>	31	116%
Health & Wellbeing Registrations	143	135	<b>163</b>	28	121%
Other	58	76	<b>115</b>	39	151%
<b>Total Statutory Fees &amp; Fines</b>	<b>1,138</b>	<b>1,161</b>	<b>1,448</b>	<b>287</b>	<b>125%</b>

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	<b>70</b>	3	105%
Animal Control	30	31	<b>29</b>	(1)	96%
Car Parking	180	61	-	(61)	0%
Building	172	87	<b>45</b>	(43)	51%
Performing Arts	1,105	1,110	<b>1,153</b>	44	104%
Library Operations		200	<b>200</b>	0	100%
Livestock Operations	642	670	<b>710</b>	40	106%
Facilities Hire	69	69	<b>55</b>	(15)	79%
Waste Management Services	3,406	3,808	<b>4,235</b>	427	111%
Other User Charges	417	272	<b>308</b>	36	113%
<b>Total User Fees &amp; Charges</b>	<b>6,086</b>	<b>6,373</b>	<b>6,804</b>	<b>431</b>	<b>107%</b>

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 %
<b>Source of Grants:</b>					
<i>Commonwealth Funded Grants</i>	15,692	14,106	<b>13,744</b>	(362)	97%
<i>State Funded Grants</i>	3,162	3,291	<b>4,000</b>	708	122%
<b>Total Grants Received</b>	<b>18,855</b>	<b>17,398</b>	<b>17,743</b>	<b>346</b>	<b>102%</b>

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

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

## 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 %
<b>Recurrent Commonwealth Grants:</b>					
Roads to Recovery	1,500	1,500	2,400	900	160%
<b>Recurrent State Grants:</b>					
Lending Materials	12	7	7	0	100%
<b>Total Recurrent Grants</b>	<b>1,512</b>	<b>1,507</b>	<b>2,407</b>	<b>900</b>	<b>160%</b>
<b>Non-Recurrent Commonwealth Grants:</b>					
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	
<b>Non-Recurrent State Grants</b>					
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%
<b>Total Non-Recurrent Grants</b>	<b>6,377</b>	<b>5,002</b>	<b>4,876</b>	<b>(127)</b>	<b>97%</b>
<b>Total Capital Grants</b>	<b>7,889</b>	<b>6,510</b>	<b>7,283</b>	<b>773</b>	<b>112%</b>

#### 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%
<b>Total Contributions</b>	<b>611</b>	<b>564</b>	<b>283</b>	<b>(311)</b>	<b>50%</b>

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%
<b>Total Other Income</b>	<b>4,277</b>	<b>4,211</b>	<b>1,946</b>	<b>(2,265)</b>	<b>46%</b>

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	<b>20,952</b>	790	104%
WorkCover	476	476	<b>511</b>	35	107%
Superannuation	2,379	2,379	<b>2,581</b>	202	108%
Other	462	425	<b>575</b>	151	135%
<b>Total Employee Costs</b>	<b>23,778</b>	<b>23,442</b>	<b>24,619</b>	<b>1,178</b>	<b>105%</b>

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

## 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	<b>1,373</b>	-	100%
Plant & Equipment	1,611	1,607	<b>1,607</b>	-	100%
Infrastructure	12,758	13,338	<b>13,338</b>	-	100%
<b>Total Depreciation</b>	<b>15,719</b>	<b>16,317</b>	<b>16,317</b>	-	<b>100%</b>

#### 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%
<b>Total Amortisation – Intangible Assets</b>	<b>330</b>	<b>330</b>	<b>330</b>	<b>-</b>	<b>100%</b>

#### 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%
<b>Total Amortisation – Right of Use Assets</b>	<b>55</b>	<b>56</b>	<b>56</b>	<b>-</b>	<b>100%</b>

#### 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%
<b>Total Finance Costs - Leases</b>	<b>-</b>	<b>6</b>	<b>5</b>	<b>(1)</b>	<b>84%</b>

#### 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%
<b>Total Bad &amp; Doubtful Debts</b>	<b>41</b>	<b>41</b>	<b>35</b>	<b>(6)</b>	<b>85%</b>

#### 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%
<b>Total Other Expenses</b>	<b>396</b>	<b>396</b>	<b>428</b>	<b>32</b>	<b>108%</b>



## 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	<b>4,305</b>	0	0	1,490
Amount proposed to be borrowed	0	<b>0</b>	0	1,500	1,200
Amount projected to be redeemed	0	<b>(4,305)</b>	<b>0</b>	<b>(10)</b>	<b>(127)</b>
<b>Amount of borrowings as at 30 June</b>	4,305	<b>0</b>	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
<b><i>Right of Use Assets</i></b>			
Property	164	<b>165</b>	109
<b>Total Right of Use Assets</b>	<b>164</b>	<b>165</b>	<b>109</b>
<b><i>Lease Liabilities</i></b>			
<b><i>Current Lease Liabilities</i></b>			
Land & Buildings	55	<b>56</b>	56
<b>Total Current Lease Liabilities</b>	<b>55</b>	<b>56</b>	<b>56</b>
<b><i>Non Current Lease Liabilities</i></b>			
Land & Buildings	236	<b>179</b>	179
<b>Total Non Current Lease Liabilities</b>	<b>236</b>	<b>179</b>	<b>179</b>
<b>Total Lease Liabilities</b>	<b>291</b>	<b>235</b>	<b>235</b>

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
<b>CBD Development Reserve</b>			
For the Development of Horsham CBD and surrounds	927	1,019	1,019
<b>Plant Replacement Reserve</b>			
Funds Council's purchases of replacement plant and equipment.	227	1,241	596
<b>Waste Management Reserve</b>			
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
<b>Major Capital Projects Reserve</b>			
This reserve is for major strategic projects, including the Livestock Exchange	3,835	4,362	4,272
<b>Open Spaces Reserve</b>			
This reserve is mainly used for Developer Contributions	456	473	28
<b>Small Projects Reserve</b>			
This reserve is for sustainability projects, (such as solar and zero carbon) Information Technology and other initiatives.	1,378	2,001	1,632
<b>Industrial Reserve</b>			
The reserve is for industrial land and building development including their associated costs.	2,117	2,430	5,235
<b>Loan Fund Reserves</b>			
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
<b>Internal Loan Borrowings Reserve</b>			
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)
<b>Total Reserve Funds</b>	<b>14,800</b>	<b>19,176</b>	<b>15,421</b>

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

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
<b>Total</b>	<b>26,261</b>	<b>20,651</b>	<b>20,226</b>

### 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	-
<b>Total</b>	<b>20,226</b>	<b>7,191</b>	<b>11,357</b>	<b>1,678</b>	<b>-</b>

### 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	-
<b>Total</b>	<b>20,226</b>	<b>3,342</b>	<b>30</b>	<b>16,854</b>	<b>-</b>

## 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
<b>Property</b>								
<b>Land</b>								
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	
<b>Total Land</b>	<b>830,000</b>	<b>830,000</b>					<b>830,000</b>	
<b>Buildings</b>								
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	
<b>Total Buildings</b>	<b>1,758,750</b>	<b>80,000</b>	<b>1,082,375</b>	<b>596,375</b>	<b>988,870</b>		<b>769,880</b>	
<b>Total property</b>	<b>2,588,750</b>	<b>910,000</b>	<b>1,082,375</b>	<b>596,375</b>	<b>988,870</b>		<b>1,599,880</b>	
<b>Plant and equipment</b>								
<b>Plant, machinery and equipment</b>								
Plant Renewal Purchases	2,695,000		2,695,000				2,695,000	
Plant Purchases - Garbage Truck Acquisition	500,000		500,000				500,000	
<b>Total Plant, machinery and equipment</b>	<b>3,195,000</b>		<b>3,195,000</b>				<b>3,195,000</b>	
<b>Fixtures, fittings and furniture</b>								
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	
<b>Total Fixtures, fittings and furniture</b>	<b>310,401</b>	<b>178,000</b>	<b>32,401</b>	<b>100,000</b>	<b>60,000</b>		<b>250,401</b>	
<b>Computers and telecommunications</b>								
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	
<b>Total Computers and telecommunications</b>	<b>366,700</b>	<b>10,000</b>	<b>332,700</b>	<b>24,000</b>			<b>366,700</b>	
<b>Library books</b>								
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		
<b>Total Library books</b>	<b>112,516</b>	<b>12,516</b>	<b>100,000</b>		<b>7,116</b>	<b>5,400</b>	<b>100,000</b>	
<b>Total plant and equipment</b>	<b>3,984,617</b>	<b>200,516</b>	<b>3,660,101</b>	<b>124,000</b>	<b>67,116</b>	<b>5,400</b>	<b>3,912,101</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Infrastructure</b>								
<b>Roads</b>								
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	
<b>Total Roads</b>	<b>7,993,350</b>	<b>3,200,214</b>	<b>4,728,136</b>	<b>65,000</b>	<b>1,201,500</b>		<b>6,791,850</b>	
<b>Bridges</b>								
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	
Guardrails - Noradjuha Toon East Rd	152,438	152,438					152,438	
<b>Total Bridges</b>	<b>924,438</b>	<b>624,438</b>	<b>300,000</b>				<b>924,438</b>	
<b>Footpaths and cycleways</b>								
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	
<b>Total Footpaths and cycleways</b>	<b>817,751</b>	<b>391,625</b>	<b>150,000</b>	<b>276,125</b>	<b>355,343</b>		<b>462,407</b>	
<b>Drainage</b>								
Drainage - Renewal	145,000		145,000				145,000	
<b>Total Drainage</b>	<b>145,000</b>		<b>145,000</b>				<b>145,000</b>	
<b>Recreational, leisure and community facilities</b>								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
Burnt Creek Dirt Jumps Plan (CHMP)	20,000			20,000			20,000	
<b>Total Recreational, leisure and community facilities</b>	<b>70,000</b>		<b>50,000</b>	<b>20,000</b>			<b>70,000</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Waste management</b>								
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	
<b>Total Waste management</b>	<b>657,018</b>	<b>347,807</b>	<b>40,000</b>	<b>269,211</b>			<b>657,018</b>	
<b>Parks, open space and streetscapes</b>								
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	
<b>Total Parks, open space and streetscapes</b>	<b>2,017,500</b>	<b>764,000</b>	<b>926,000</b>	<b>326,500</b>	<b>999,100</b>		<b>1,018,400</b>	
<b>Aerodromes</b>								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
<b>Total Aerodromes</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	
<b>Other infrastructure</b>								
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	
<b>Total Other infrastructure</b>	<b>977,786</b>	<b>752,786</b>	<b>225,000</b>			<b>25,000</b>	<b>952,786</b>	
<b>Total infrastructure</b>	<b>13,652,843</b>	<b>6,080,871</b>	<b>6,614,136</b>	<b>956,836</b>	<b>2,555,943</b>	<b>25,000</b>	<b>11,071,899</b>	
<b>Other Capital Works Funding</b>								
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			
<b>Total Other Capital Works Funding</b>					<b>3,426,425</b>			
<b>Total capital works expenditure</b>	<b>20,226,211</b>	<b>7,191,387</b>	<b>11,356,613</b>	<b>1,677,211</b>	<b>7,038,354</b>	<b>30,400</b>	<b>16,583,881</b>	



## 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
<b>Property</b>								
<b>Buildings</b>								
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	
<b>Total Buildings</b>	<b>1,772,163</b>	<b>750,000</b>	<b>522,163</b>	<b>500,000</b>	<b>500,000</b>	<b>190,000</b>	<b>1,082,163</b>	
<b>Total property</b>	<b>1,772,163</b>	<b>750,000</b>	<b>522,163</b>	<b>500,000</b>	<b>500,000</b>	<b>190,000</b>	<b>1,082,163</b>	
<b>Plant and equipment</b>								
<b>Plant, machinery and equipment</b>								
Plant Renewal Purchases	1,080,000		1,080,000				1,080,000	
<b>Total Plant, machinery and equipment</b>	<b>1,080,000</b>		<b>1,080,000</b>				<b>1,080,000</b>	
<b>Fixtures, fittings and furniture</b>								
Renewal of assets at Town Hall (fixtures)	33,244		33,244				33,244	
<b>Total Fixtures, fittings and furniture</b>	<b>33,244</b>		<b>33,244</b>				<b>33,244</b>	
<b>Computers and telecommunications</b>								
IT Hardware Replacement - Capital Purchases >\$1000	160,678		160,678				160,678	
<b>Total Computers and telecommunications</b>	<b>160,678</b>		<b>160,678</b>				<b>160,678</b>	
<b>Library books</b>								
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		
<b>Total Library books</b>	<b>112,516</b>	<b>12,516</b>	<b>100,000</b>		<b>7,116</b>	<b>5,400</b>	<b>100,000</b>	
<b>Total plant and equipment</b>	<b>1,386,438</b>	<b>12,516</b>	<b>1,373,922</b>		<b>7,116</b>	<b>5,400</b>	<b>1,373,922</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Infrastructure</b>								
<b>Roads</b>								
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			
<b>Total Roads</b>	<b>6,106,233</b>	<b>267,000</b>	<b>5,549,233</b>	<b>290,000</b>	<b>450,000</b>		<b>5,656,233</b>	
<b>Bridges</b>								
Bridges - General Renewal	300,000		300,000				300,000	
<b>Total Bridges</b>	<b>300,000</b>		<b>300,000</b>				<b>300,000</b>	
<b>Footpaths and cycleways</b>								
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	
<b>Total Footpaths and cycleways</b>	<b>459,150</b>	<b>212,325</b>	<b>150,000</b>	<b>96,825</b>	<b>35,460</b>		<b>423,690</b>	
<b>Drainage</b>								
Drainage - Renewal	145,000		145,000				145,000	
Drainage - Upgrades related to developments	40,000	40,000					40,000	
<b>Total Drainage</b>	<b>185,000</b>	<b>40,000</b>	<b>145,000</b>				<b>185,000</b>	
<b>Recreational, leisure and community facilities</b>								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
<b>Total Recreational, leisure and community facilities</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Waste management</b>								
Landfill - Cell 3B Construction	3,362,057		3,362,057				3,362,057	
Landfill - Cell 2B West - Capping	350,000	350,000					350,000	
<b>Total Waste management</b>	<b>3,712,057</b>	<b>350,000</b>	<b>3,362,057</b>				<b>3,712,057</b>	
<b>Parks, open space and streetscapes</b>								
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	
<b>Total Parks, open space and streetscapes</b>	<b>350,000</b>	<b>100,000</b>	<b>220,000</b>	<b>30,000</b>			<b>350,000</b>	
<b>Aerodromes</b>								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
<b>Total Aerodromes</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	
<b>Other infrastructure</b>								
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	
<b>Total Other infrastructure</b>	<b>180,000</b>	<b>55,000</b>	<b>125,000</b>			<b>25,000</b>	<b>155,000</b>	
<b>Total infrastructure</b>	<b>11,392,440</b>	<b>1,024,325</b>	<b>9,951,290</b>	<b>416,825</b>	<b>485,460</b>	<b>25,000</b>	<b>10,881,980</b>	
<b>Total capital works expenditure</b>	<b>14,551,041</b>	<b>1,786,841</b>	<b>11,847,375</b>	<b>916,825</b>	<b>992,576</b>	<b>220,400</b>	<b>13,338,065</b>	

#### 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
<b>Property</b>								
<b>Buildings</b>								
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 - Cherypool - Upgrade	18,106		9,053	9,053			18,106	
<b>Total Buildings</b>	<b>4,118,106</b>	<b>1,425,000</b>	<b>1,359,053</b>	<b>1,334,053</b>	<b>525,000</b>	<b>190,000</b>	<b>1,903,106</b>	<b>1,500,000</b>
<b>Total property</b>	<b>4,118,106</b>	<b>1,425,000</b>	<b>1,359,053</b>	<b>1,334,053</b>	<b>525,000</b>	<b>190,000</b>	<b>1,903,106</b>	<b>1,500,000</b>
<b>Plant and equipment</b>								
<b>Plant, machinery and equipment</b>								
Plant Renewal Purchases	2,099,000		2,099,000				2,099,000	
<b>Total Plant, machinery and equipment</b>	<b>2,099,000</b>		<b>2,099,000</b>				<b>2,099,000</b>	
<b>Fixtures, fittings and furniture</b>								
Renewal of assets at Town Hall (fixtures)	34,108		34,108				34,108	
<b>Total Fixtures, fittings and furniture</b>	<b>34,108</b>		<b>34,108</b>				<b>34,108</b>	
<b>Computers and telecommunications</b>								
IT Hardware Replacement - Capital Purchases >\$1000	90,955		90,955				90,955	
<b>Total Computers and telecommunications</b>	<b>90,955</b>		<b>90,955</b>				<b>90,955</b>	
<b>Library books</b>								
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		
<b>Total Library books</b>	<b>112,516</b>	<b>12,516</b>	<b>100,000</b>		<b>7,116</b>	<b>5,400</b>	<b>100,000</b>	
<b>Total plant and equipment</b>	<b>2,336,579</b>	<b>12,516</b>	<b>2,324,063</b>		<b>7,116</b>	<b>5,400</b>	<b>2,324,063</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Infrastructure</b>								
<b>Roads</b>								
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	
<b>Total Roads</b>	<b>6,385,785</b>	<b>267,000</b>	<b>5,828,785</b>	<b>290,000</b>			<b>6,385,785</b>	
<b>Bridges</b>								
Bridges - General Renewal	100,000		100,000				100,000	
Bridge Strengthening - Various Bridges	761,748		152,350	609,399	380,874		380,874	
<b>Total Bridges</b>	<b>861,748</b>		<b>252,350</b>	<b>609,399</b>	<b>380,874</b>		<b>480,874</b>	
<b>Footpaths and cycleways</b>								
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	
<b>Total Footpaths and cycleways</b>	<b>484,194</b>	<b>224,847</b>	<b>150,000</b>	<b>109,347</b>	<b>45,478</b>		<b>438,716</b>	
<b>Drainage</b>								
Drainage - Renewal	145,000		145,000				145,000	
Drainage - Upgrades related to developments	40,000	40,000					40,000	
<b>Total Drainage</b>	<b>185,000</b>	<b>40,000</b>	<b>145,000</b>				<b>185,000</b>	
<b>Recreational, leisure and community facilities</b>								
Aquatic Centre - Assets renewal	50,000		50,000				50,000	
<b>Total Recreational, leisure and community facilities</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Parks, open space and streetscapes</b>								
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	
<b>Total Parks, open space and streetscapes</b>	<b>2,529,649</b>	<b>2,135,000</b>	<b>224,649</b>	<b>170,000</b>		<b>267,500</b>	<b>2,262,149</b>	
<b>Aerodromes</b>								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
<b>Total Aerodromes</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	
<b>Other infrastructure</b>								
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	
<b>Total Other infrastructure</b>	<b>1,844,856</b>	<b>1,555,000</b>	<b>289,856</b>			<b>25,000</b>	<b>1,819,856</b>	
<b>Total infrastructure</b>	<b>12,391,232</b>	<b>4,221,847</b>	<b>6,990,640</b>	<b>1,178,746</b>	<b>426,352</b>	<b>292,500</b>	<b>11,672,381</b>	
<b>Total capital works expenditure</b>	<b>18,845,917</b>	<b>5,659,363</b>	<b>10,673,756</b>	<b>2,512,799</b>	<b>958,468</b>	<b>487,900</b>	<b>15,899,550</b>	<b>1,500,000</b>

## 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
<b>Property</b>								
<b>Land</b>								
Selkirk Drive Works Depot - Site preparation for Urban Renwal Program	50,000	15,000	15,000	20,000			50,000	
<b>Total Land</b>	<b>50,000</b>	<b>15,000</b>	<b>15,000</b>	<b>20,000</b>			<b>50,000</b>	
<b>Buildings</b>								
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	
<b>Total Buildings</b>	<b>2,741,700</b>	<b>751,000</b>	<b>1,255,350</b>	<b>735,350</b>			<b>1,541,700</b>	<b>1,200,000</b>
<b>Total property</b>	<b>2,791,700</b>	<b>766,000</b>	<b>1,270,350</b>	<b>755,350</b>			<b>1,591,700</b>	<b>1,200,000</b>
<b>Plant and equipment</b>								
<b>Plant, machinery and equipment</b>								
Plant Renewal Purchases	995,000		995,000				995,000	
<b>Total Plant, machinery and equipment</b>	<b>995,000</b>		<b>995,000</b>				<b>995,000</b>	
<b>Fixtures, fittings and furniture</b>								
Renewal of assets at Town Hall (fixtures)	30,000		30,000				30,000	
<b>Total Fixtures, fittings and furniture</b>	<b>30,000</b>		<b>30,000</b>				<b>30,000</b>	
<b>Computers and telecommunications</b>								
IT Hardware Replacement - Capital Purchases >\$1000	215,000		215,000				215,000	
Open Space Digital Sensors	30,000	30,000					30,000	
<b>Total Computers and telecommunications</b>	<b>245,000</b>	<b>30,000</b>	<b>215,000</b>				<b>245,000</b>	
<b>Library books</b>								
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		
<b>Total Library books</b>	<b>109,314</b>	<b>12,516</b>	<b>96,798</b>		<b>7,116</b>	<b>5,400</b>	<b>96,798</b>	
<b>Total plant and equipment</b>	<b>1,379,314</b>	<b>42,516</b>	<b>1,336,798</b>		<b>7,116</b>	<b>5,400</b>	<b>1,366,798</b>	

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Infrastructure</b>								
<b>Roads</b>								
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	
<b>Total Roads</b>	<b>5,635,406</b>	<b>132,000</b>	<b>5,438,406</b>	<b>65,000</b>			<b>5,635,406</b>	
<b>Bridges</b>								
Bridges - General Renewal	100,000		100,000				100,000	
Bridge Strengthening - Various Bridges	1,070,000		214,000	856,000	535,000		535,000	
<b>Total Bridges</b>	<b>1,170,000</b>		<b>314,000</b>	<b>856,000</b>	<b>535,000</b>		<b>635,000</b>	
<b>Footpaths and cycleways</b>								
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	
<b>Total Footpaths and cycleways</b>	<b>475,500</b>	<b>220,500</b>	<b>150,000</b>	<b>105,000</b>	<b>42,000</b>		<b>433,500</b>	
<b>Drainage</b>								
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	
<b>Total Recreational, leisure and community facilities</b>	<b>50,000</b>		<b>50,000</b>				<b>50,000</b>	



Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
<b>Parks, open space and streetscapes</b>								
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	
<b>Aerodromes</b>								
Aerodrome - Asset Renewal	50,000		50,000				50,000	
Aerodrome - Main Apron Reconstruction	682,163		409,298	272,865	409,298		272,865	
<b>Total Aerodromes</b>	<b>732,163</b>		<b>459,298</b>	<b>272,865</b>	<b>409,298</b>		<b>322,865</b>	
<b>Other infrastructure</b>								
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	
<b>Total Other infrastructure</b>	<b>375,000</b>	<b>55,000</b>	<b>320,000</b>			<b>25,000</b>	<b>350,000</b>	
<b>Total infrastructure</b>	<b>8,993,069</b>	<b>617,500</b>	<b>7,076,704</b>	<b>1,298,865</b>	<b>1,071,298</b>	<b>25,000</b>	<b>7,896,771</b>	
<b>Total capital works expenditure</b>	<b>13,164,083</b>	<b>1,426,016</b>	<b>9,683,852</b>	<b>2,054,215</b>	<b>1,078,414</b>	<b>30,400</b>	<b>10,855,269</b>	<b>1,200,000</b>

