



Budget

2024-25

Adopted 22 July 2024

Acknowledgement of Country

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

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

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

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Mayor's Introduction

It is with pleasure that I introduce the 2024-25 Horsham Rural City Council Budget.

This is the final budget prepared under the guidance and influence of the Council Plan 2021-2025. The document outlines a broad range of over 75 services under Council's five themes of Community, Liveability, Sustainability, Accessibility and Leadership.

Council has also developed a revised Annual Action Plan after inviting community feedback. The Plan includes the priorities against the Council Plan and initiatives identified for inclusion in this year's budget for delivery in 2024-2025.

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 22 December 2023 the Minister announced a new rate cap of 2.75 per cent for all Councils for the 2024-25 financial year. Ministerial Guidelines were also released for service rates and charges for the collection of kerbside waste and recycling from properties. These are not subject to the rate cap.

Council has accordingly increased rates in line with the 2.75 per cent rate cap for the 2024-25 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. For the same reason Council has maintained the farm differential at 50% of the general residential rates.

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 by approximately 6% in order to recover the associated costs.

The proposed capital works budget is \$26.261 million, made up of \$10.430 million of new projects, \$14.823 million in renewal and \$1.008 million in upgrades. The program will be funded by \$7.889 million of grant funding, \$17.841 million of Council cash from operations, reserves and investments and \$0.531 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
- City Oval Playground
- Facility Upgrades at Quantong, Natimuk and Laharum,
- City to River Riverfront Container Kiosk
- Apex (Adventure) Island Eastern Boardwalk Crossing and Fishing Platform
- Telangatuk Public Conveniences
- Further work on developing our various industrial estates and
- Over \$10m in road and street works.

Council has also moved to support the redevelopment of the Wesley Performing Arts Centre.

Council endorses the 2024-25 Budget as financially responsible, fair & equitable, and are pleased to provide the budget to our community.

Cr Robyn Gulline
Mayor

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.

The Ministerial Rate Cap of 2.75% means Council must continue to find ways to deliver its services more efficiently and to consider what services that the community still needs council to deliver and at what level that service should be delivered.

The replacement of the financial systems as part of the Rural Council's Corporate Collaboration project will see our relationship with Hindmarsh and Loddon Councils improve our capacity to drive efficiencies in Corporate Services through collaborative arrangements and to also help us to respond to new legislative requirements and challenges.

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 Council's 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 2024-25. 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

| | 2023/24 Budget | 2023/24 Forecast | 2024/25 Budget |
|---|-------------------|---------------------|-------------------|
| Total Revenue | \$61.949m | 61.609m | \$64.946m |
| Total Expenditure | \$56.067m | \$59.594m | \$63.082m |
| Surplus/(Deficit) for the year | \$5.882m | \$2.015m | \$1.864m |
| Underlying Operating Result – Surplus/(Deficit) | (\$5.700m) | (\$9.967m) | (\$4.550m) |

(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 2024-25 Budget as they are likely to impact on the services delivered by Council:

- **Economic challenges** – The economy generally is very uncertain, and the impacts of Covid-19 have been wide-ranging and disruptive. In framing the budget, council has considered closely the capacity of the community to pay versus the need to play a role in continuing to stimulate economic activity within the community.
- **Operating Costs:** The Consumer Price Index (CPI) rose 1.0% during the March 2024 quarter and over the twelve months to March 2024, CPI rose 3.6%. 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 2024-25 is 2.75%.
- **Seasonal Conditions** – the last 4 seasons have seen good production levels and strong prices across most of the agricultural sectors. The strong economic performance continues to be reflected in continual increasing property prices for farmland.
- **Statutory Superannuation** – Statutory Superannuation contributions will rise by a further 0.5% in 2024-25 to 11.5%, with a further rise in 2025-26 to 12%.

Internal Influences:

The following internal influences have been taken into consideration in the preparation of the 2024-25 Budget as they are likely to impact on the services delivered by Council:

- **Rural Councils Corporate Collaboration** – Council received a \$5m State Government grant in 2019-20 for a collaborative project with six neighbouring councils, to implement a common finance, payroll, revenue and regulatory management system. Three councils now remain Horsham, Hindmarsh and Loddon. This will, in the longer term facilitate the sharing of corporate services functions across the councils which is expected to deliver efficiencies. Whilst the majority of the work of Implementation of the new shared system occurred prior to 30 June 2024, more work will continue in 2024-25. This will be complemented by process refinement practices to drive efficiencies and improved customer interactions.
- **Wage movement** - Council's Enterprise Agreement for the period to 30 June 2025 is in operation and governs pay conditions and increases for staff until this date.

1. Integrated Strategic Planning and Reporting Framework

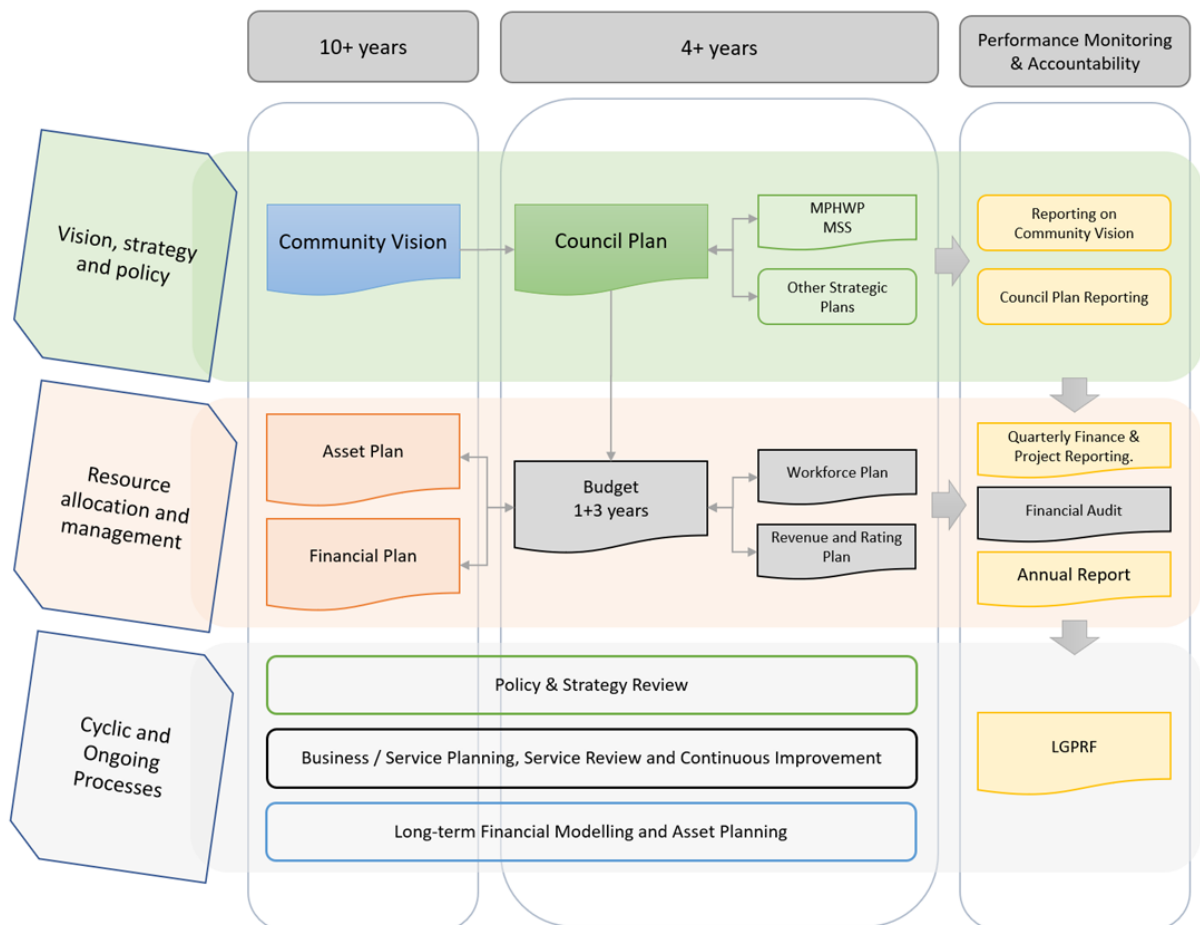
This section describes how the Annual Budget links to the achievement of the Council Plan within Council's overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget)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

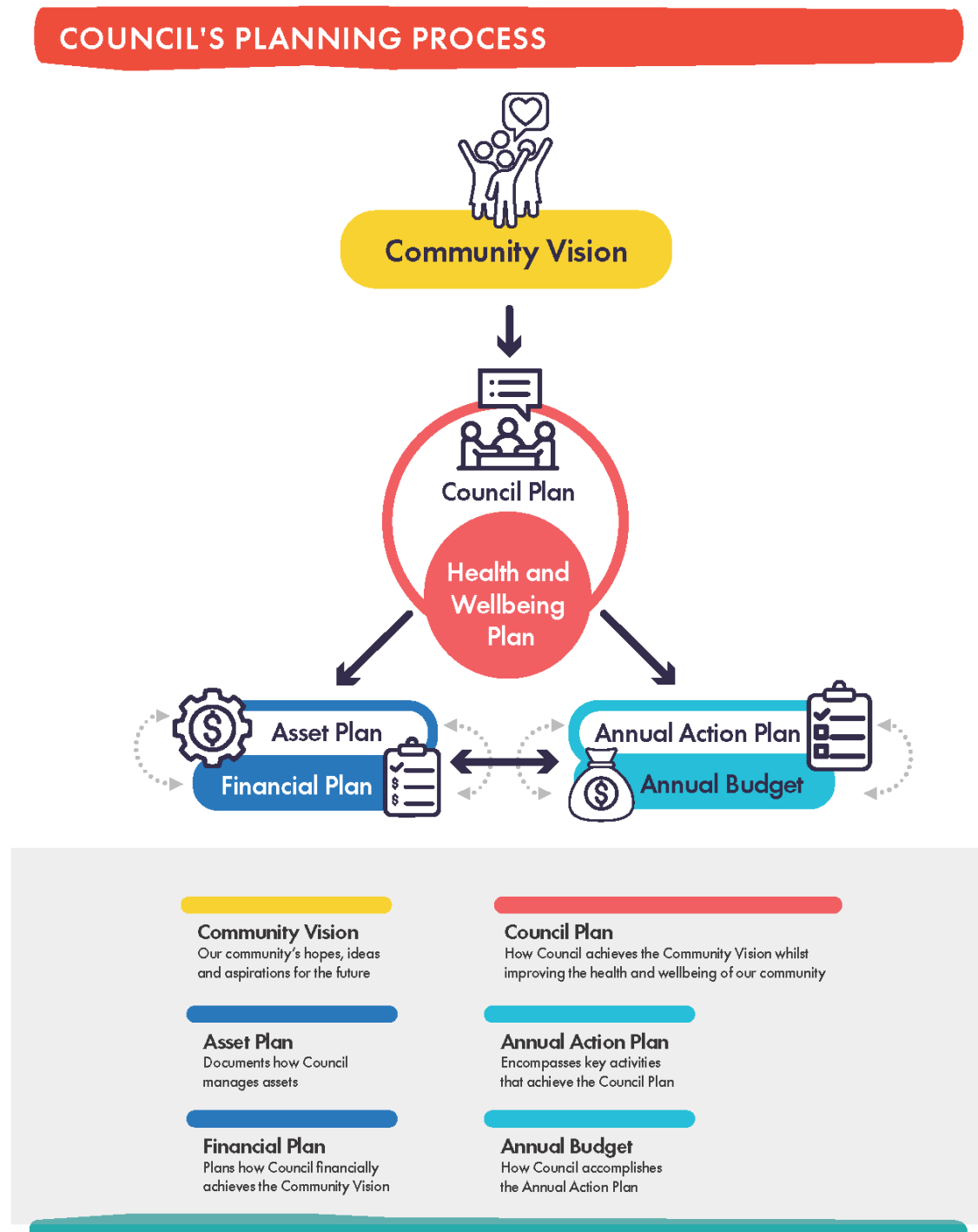
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4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

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:

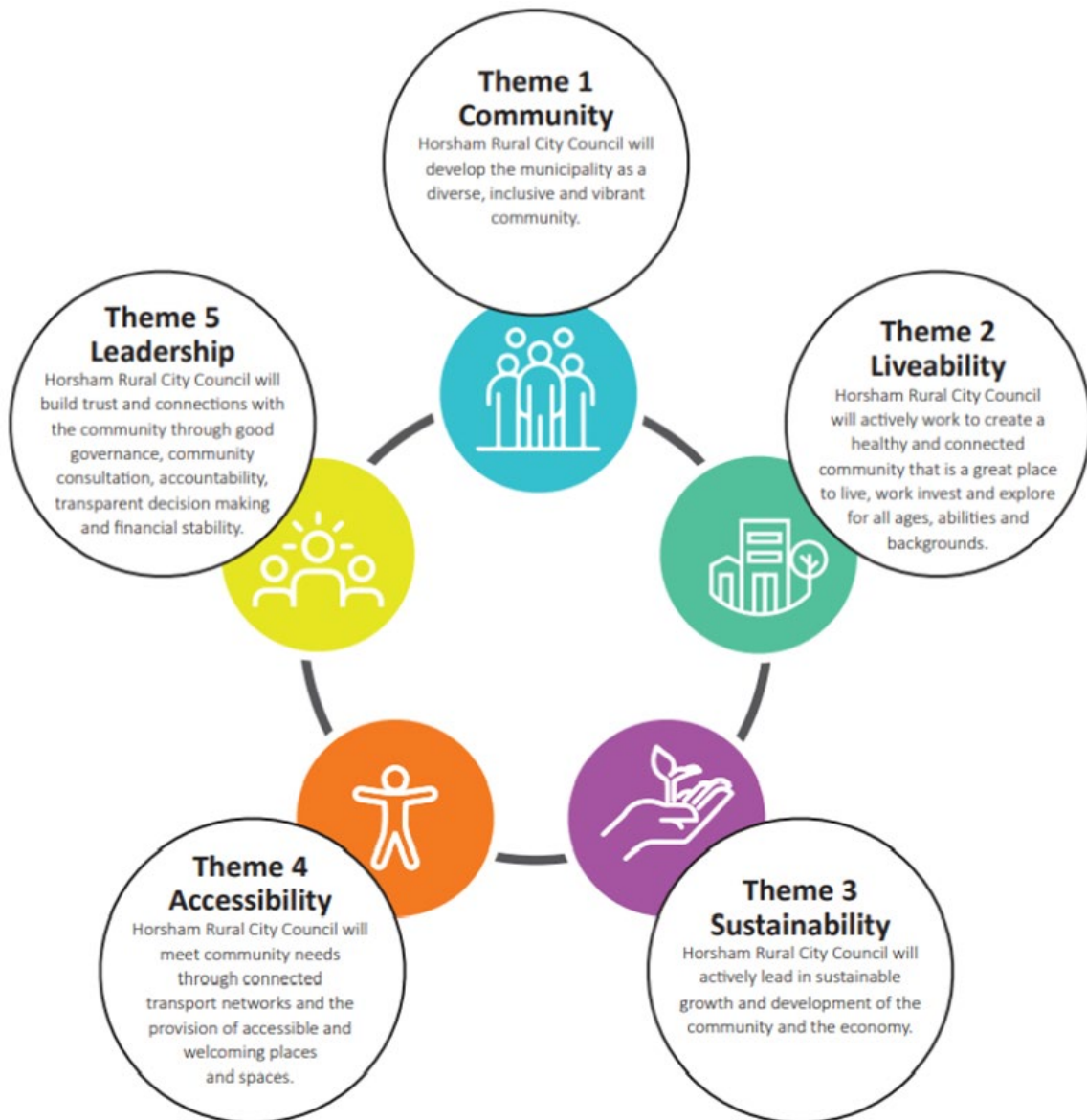
- good governance,
- strategic planning and
- transparent decision making.

1.5 Council's Values:



1.6 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.

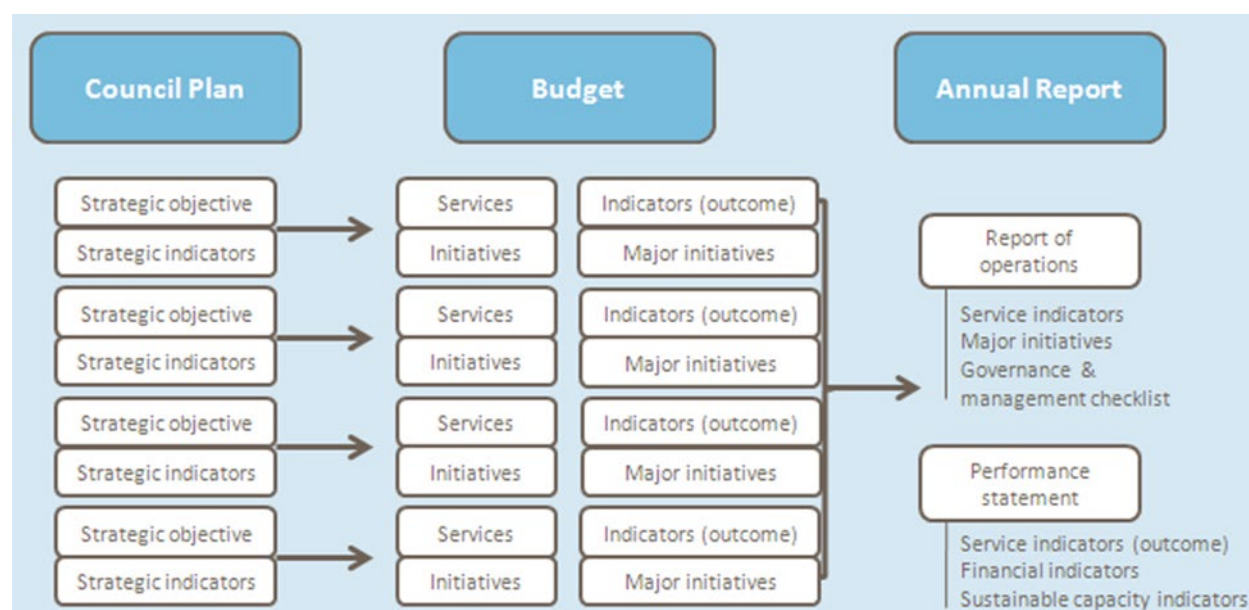


2. Services Information and Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024-25 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 | | 2022-23 Actual \$'000 | 2023-24 Forecast \$'000 | 2024-25 Budget \$'000 |
|--|---|-------------------|-----------------------------|-------------------------------|-----------------------------|
| Animal Management | This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program. | Exp Rev Net | 578 (560) 18 | 466 (529) (64) | 502 (515) (13) |
| Community Safety | This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement. | Exp Rev Net | 123 (39) 85 | 432 (172) 260 | 542 (139) 403 |
| 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 | 544 (740) (196) | 306 (240) 66 | 280 (270) 10 |
| Emergency Support | This service supports community health and wellbeing during times of an emergency and to support the community to recover from emergency | Exp Rev Net | 212 (0) 212 | - - - | - - - |
| 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 | 308 (301) 7 | 278 (257) 21 | 337 (151) 186 |
| 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 | 1,089 (50) 1,039 | 925 (102) 823 | 1,072 (64) 1,008 |
| Net Cost to Council for Theme 1 – Community | | | 1,290 | 1,106 | 1,594 |

2.1.2 Initiatives

| | |
|--|----------------|
| Continuing Initiatives | \$ |
| Development of a Masterplan for Social Infrastructure Assessment | 15,000 |
| Outdoor Play Space Plan | 15,000 |
| New Initiatives | \$ |
| Active Recreation and Sporting Strategy | 83,648 |
| Total Initiatives | 113,648 |

2.1.3 Service Performance Outcome Indicators

| Service | Indicator | 2022-23 Actual | 2023-24 Forecast | 2024-25 Budget |
|-------------------|--|---------------------------|---------------------|-------------------|
| Animal Management | Animal Management prosecutions <i>(Percentage of animal management prosecutions which are successful)</i> | 100% (none undertaken) | 100% | 100% |
| Food Safety | Critical and major non-compliance outcome notifications. <i>(Percentage of critical and major non-compliance outcome notifications that are followed up by Council)</i> | 100% | 70% | 100% |

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 | | 2022-23 Actual \$'000 | 2023-24 Forecast \$'000 | 2024-25 Budget \$'000 |
|--|--|-------------------|-----------------------------|-------------------------------|-----------------------------|
| Aquatic Recreation | Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades. | Exp Rev Net | 1,156 (190) 966 | 916 - 916 | 915 - 915 |
| 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 | 873 (215) 658 | 1,070 (526) 545 | 1,126 (543) 583 |
| 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 | 698 (26) 672 | 491 - 491 | 538 - 538 |
| 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 | 3,836 (339) 3,497 | 4,125 (11) 4,114 | 3,763 (20) 3,743 |
| 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 | 3,275 (1,567) 1,708 | 3,444 (1,581) 1,863 | 3,280 (1,429) 1,851 |
| 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 | 1,394 (385) 1,008 | 1,301 - 1,301 | 1,247 - 1,247 |
| 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 | 1,370 (32) 1,337 | 1,447 - 1,447 | 1,456 - 1,456 |
| 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 | 1,278 (874) 404 | 1,499 (868) 631 | 2,104 (988) 1,116 |
| Net Cost to Council for Theme 2 - Liveability | | | 10,250 | 11,307 | 11,449 |

2.2.2 Initiatives

| New Initiatives | \$ |
|---------------------------------------|---------------|
| Events Stage Activation – Music Event | 50,000 |
| Total Initiatives | 50,000 |

2.2.3 Service Performance Outcome Indicators

| Service | Indicator | 2022-23 Actual | 2023-24 Forecast | 2024-25 Budget |
|-------------------------|--|---------------------------|------------------|----------------|
| Statutory Planning | Planning applications decided within required timeframes <i>(Percentage of regular and VicSmart planning application decisions made within legislated timeframes)</i> | 94.56% | 93% | 95% |
| Libraries | Library membership <i>(Percentage of the population that are registered library members)</i> | Indicator not comparative | 20% | 21% |
| Aquatic Facilities | Utilisation of aquatic facilities. <i>(Number of visits to aquatic facilities per head of population)</i> | 5.05% | 5% | 6% |
| Maternal & Child Health | Participation in the MCH service. <i>(Percentage of children enrolled who participate in the MCH service)</i> | 90.58% | 90% | 95% |
| | Participation in the MCH service by Aboriginal children. <i>(Percentage of Aboriginal children enrolled who participate in the MCH service)</i> | 93.55% | 90% | 95% |

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 | | 2022-23 Actual \$'000 | 2023-24 Forecast \$'000 | 2024-25 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 | 601 (98) 503 | 488 - 488 | 654 (1) 653 |
| 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 | 3,906 (3,380) 526 | 1,369 (978) 391 | 1,195 (953) 242 |
| 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 | 913 (117) 796 | 1,387 (328) 1,060 | 1,493 (408) 1,086 |
| 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 | 225 (147) 78 | 146 (30) 116 | 134 (90) 44 |
| 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 | 944 (467) 477 | 860 (374) 486 | 938 (378) 561 |
| Strategic Planning Services | The function of strategic planning, aims to strategically plan the municipality's land use needs for the future. | Exp Rev Net | 371 - 371 | 359 - 359 | 608 - 608 |
| 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 | 314 (59) 255 | 401 (5) 396 | 422 (90) 332 |
| 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 | 10,315 (4,579) 5,735 | 8,526 (3,404) 5,122 | 10,804 (4,912) 5,892 |
| Net Cost to Council for Theme 3 - Sustainability | | | 8,740 | 8,418 | 9,417 |

2.3.2 Initiatives

| Continuing Initiatives | \$ |
|---|----------------|
| Aerodrome Flight Hub Master Plan – Stage 2 | 15,022 |
| Dooen Land Fill Master Plan | 24,793 |
| Housing Affordability and Diversity Strategy | 89,083 |
| Waste Plan Implementation | 25,000 |
| Wimmera River Discovery Trail – Feasibility Study | 110,990 |
| New Initiatives | \$ |
| Boosting Business – Tourism & the Economy – Natimuk | 40,000 |
| Business and Tourism Development Incentives Framework | 20,000 |
| Closed (legacy) landfill strategy | 20,000 |
| Development of Landscape Design Guidelines | 20,000 |
| Dooen Landfill Contingency Plan | 10,000 |
| Recycling Service – Regulatory Compliance and Customer Compliance Support | 50,000 |
| Significant Tree Register | 40,000 |
| Zero Carbon Plan – Projects | 40,000 |
| Total Initiatives | 504,888 |

2.3.3 Service Performance Outcome Indicators

| Service | Indicator | 2022-23 Actual | 2023-24 Forecast | 2024-25 Budget |
|------------------|---|-------------------|---------------------|-------------------|
| Waste Collection | Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill) | 25.90% | 50.00% | 50.00% |

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 | | 2022-23 Actual \$'000 | 2023-24 Forecast \$'000 | 2024-25 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 | 157 (61) 96 | 499 (38) 461 | 592 (70) 522 |
| 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 | 2,129 (591) 1,539 | 3,024 (895) 2,129 | 2,736 (924) 1,812 |
| 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 | 12,157 (2,967) 9,190 | 12,633 (3) 12,630 | 12,570 (3) 12,570 |
| Management & Administration | This service provides administration and support services for the Infrastructure Services department. | Exp Rev Net | 1,628 (1,932) (304) | 813 - 813 | 560 - 560 |
| Facilities and Operations Management | This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs. | Exp Rev Net | 217 (268) (51) | 577 (24) 553 | 749 (23) 727 |
| Parking & Traffic Management | This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs. | Exp Rev Net | 385 (863) (478) | 193 (309) (116) | 325 (308) 17 |
| 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 | 604 (32) 571 | 760 - 760 | 602 - 602 |
| Net Cost to Council for Theme 4 - Accessibility | | | 10,564 | 16,811 | 16,280 |

2.4.2 Initiatives

| New Initiatives | \$ |
|--|---------------|
| Community Road Safety Grants Program – Heavy Vehicle Forum | 10,000 |
| Project Management System | 40,610 |
| Total Initiatives | 50,610 |

2.4.3 Service Performance Outcome Indicators

| Service | Indicator | 2022-23 Actual | 2023-24 Forecast | 2024-25 Budget |
|---------|--|-------------------|---------------------|-------------------|
| 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> | 100.00% | 89.40% | 90.29% |

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 | | 2022-23 Actual \$'000 | 2023-24 Forecast \$'000 | 2024-25 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 | 1,023 (56) 967 | 1,292 (354) 938 | 1,119 (101) 1,018 |
| Community Relations & Advocacy | Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement. | Exp Rev Net | 494 - 494 | 521 - 521 | 684 - 684 |
| 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 | 1,869 (137) 1,731 | 2,210 - 2,210 | 3,226 - 3,226 |
| 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 | 1,398 (237) 1,162 | 1,328 - 1,328 | 1,734 (44) 1,690 |
| Management & Administration | This service provides management across the areas of finance, IT, rates and organisation development | Exp Rev Net | 10,714 (7,239) 3,475 | 1,790 (6) 1,784 | 1,934 (9) 1,925 |
| People & Safety | This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions. | Exp Rev Net | 1,275 (32) 1,242 | 756 - 756 | 1,096 - 1,096 |
| 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 | 402 (81) 322 | 541 (85) 456 | 581 (81) 501 |
| Net Cost to Council for Theme 5 Leadership | | | 9,393 | 7,993 | 10,141 |

2.5.2 Initiatives

| | |
|--|----------------|
| Continuing Initiatives | \$ |
| Community Leadership Program | 35,000 |
| Grants Guru Community Workshops | 14,000 |
| New Initiatives | \$ |
| Replacement of Electronic Document Management System | 150,000 |
| Strategic & Operations Risk Registers | 55,000 |
| Update of HRCC Advocacy Priority Resources to support funding applications – Grant Finder software | 5,000 |
| Total Initiatives | 259,000 |

2.5.3 Service Performance Outcome Indicators

| Service | Indicator | 2022-23 Actual | 2023-24 Forecast | 2024-25 Budget |
|------------|---|----------------|------------------|----------------|
| 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% | 47% |

2.6 Service Performance Outcome Indicators

| Service | Indicator | Performance Measure | Computation |
|---------------------------|-----------------------------|--|--|
| Governance | Consultation and engagement | Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council) | Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement |
| Statutory planning | Service Standard | Planning applications decided within required timeframes (Percentage of regular and VicSmart planning application decisions made within legislated timeframes) | [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100 |
| Roads | Condition | Sealed local roads below the intervention level (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal) | [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100 |
| Libraries | Participation | Library membership (Percentage of the population that are registered library members) | [Number of registered library members / Population] x100 |
| Waste collection | Waste diversion | Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 |
| Aquatic Facilities | Utilisation | Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population) | Number of visits to aquatic facilities / Population |
| Animal Management | Health and safety | Animal management prosecutions. (Percentage of animal management prosecutions which are successful) | Number of successful animal management prosecutions / Total number of animal management prosecutions |
| Food safety | Health and safety | Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council) | [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100 |
| Maternal and Child Health | Participation | Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 |
| | | Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service) | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 |

Shaded grey are mandatory indicators

2.7 Reconciliation with budgeted operating result

| | Revenue \$'000 | Expenditure \$'000 | Net Cost \$'000 |
|---|-------------------|-----------------------|--------------------|
| Theme 1 – Community | 1,138 | 2,732 | 1,594 |
| Theme 2 – Liveability | 3,092 | 14,541 | 11,449 |
| Theme 3 – Sustainability | 6,832 | 16,248 | 9,417 |
| Theme 4 – Accessibility | 1,319 | 18,130 | 16,811 |
| Theme 5 – Leadership | 1,118 | 11,259 | 10,141 |
| Total Cost of Services & Initiatives | 13,500 | 62,911 | 49,412 |
| Non-attributable Expenses: | | | |
| ➤ Loss on disposal of Assets | | | 0 |
| ➤ Borrowing Costs | | | 171 |
| ➤ Other Non attributable expenses | | | 0 |
| | | | 171 |
| Total Cost before funding sources | | | 49,582 |
| Funding Sources: | | | |
| ➤ Rates & Charges Revenue | | | 28,730 |
| ➤ Waste Charge Revenue | | | 4,958 |
| ➤ Financial Assistance Grants | | | 8,045 |
| ➤ Capital Project Revenue | | | 8,420 |
| ➤ Interest Revenue | | | 900 |
| ➤ Gain on Disposal of Assets | | | 394 |
| | | | 51,447 |
| Operating Surplus/(Deficit) for the Year <i>(as per Comprehensive Income Statement)</i> | | | 1,864 |

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024/25 has been supplemented with projections to 2027/28.

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 2028

| | Forecast Actual | Budget | Projections | | |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|
| | 2023/24 \$'000 | 2024/25 \$'000 | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 |
| Income | | | | | |
| Rates and charges | 32,653 | 33,687 | 34,675 | 35,693 | 36,742 |
| Statutory fees and fines | 1,138 | 1,036 | 1,057 | 1,078 | 1,099 |
| User fees | 6,031 | 6,086 | 6,269 | 6,457 | 6,650 |
| Grants - Operating | 4,512 | 10,966 | 10,203 | 10,402 | 10,686 |
| Grants - Capital | 13,386 | 7,889 | 7,930 | 10,021 | 10,227 |
| Contributions - monetary | 245 | 586 | 1,261 | 25 | 25 |
| Contributions - non-monetary | 25 | 25 | - | - | - |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment | 643 | 394 | 2,230 | 3,787 | 1,885 |
| Share of net profits/(losses) of associates and joint ventures | - | - | - | - | - |
| Other income | 2,976 | 4,277 | 4,277 | 4,277 | 4,277 |
| Total Income | 61,609 | 64,946 | 67,901 | 71,740 | 71,592 |
| Expenses | | | | | |
| Employee costs | (21,482) | (23,778) | (24,135) | (24,497) | (24,864) |
| Materials and services | (21,380) | (22,592) | (22,931) | (23,275) | (23,624) |
| Depreciation | (15,717) | (15,719) | (15,719) | (15,719) | (15,719) |
| Amortisation - intangible assets | (330) | (330) | (33) | (60) | (66) |
| Amortisation - right of use assets | (55) | (55) | (56) | (56) | (56) |
| Bad and doubtful debts | - | - | - | - | - |
| Borrowing costs | (171) | (171) | (86) | - | (12) |
| Finance Costs - leases | - | - | (10) | (11) | (11) |
| Other expenses | (459) | (437) | (1,321) | (1,587) | (2,072) |
| Total Expenses | (59,594) | (63,082) | (64,291) | (65,204) | (66,424) |
| Surplus/(deficit) for the year | 2,015 | 1,864 | 3,611 | 6,536 | 5,168 |

3.2 Balance Sheet

Budgeted Balance Sheet

For the four years ending 30 June 2028

| | Forecast Actual 2023/24 \$'000 | Budget 2024/25 \$'000 | Projections | | |
|--|---|-----------------------------|-------------------|-------------------|-------------------|
| | | | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 |
| Assets | | | | | |
| Current assets | | | | | |
| Cash and cash equivalents | 32,790 | 27,012 | 17,173 | 16,659 | 12,699 |
| Trade and other receivables | 3,440 | 3,440 | 4,322 | 4,428 | 4,480 |
| Inventories | 250 | 250 | 250 | 250 | 250 |
| Non-current assets classified as held for sale | 31 | 123 | 123 | 123 | 123 |
| Other assets | - | - | - | - | - |
| Total current assets | 36,511 | 30,825 | 21,868 | 21,460 | 17,552 |
| Non-current assets | | | | | |
| Trade and other receivables | 413 | 413 | 413 | 413 | 413 |
| Investments in associates and joint ventures | 1,085 | 1,085 | 1,085 | 1,085 | 1,085 |
| Property, infrastructure, plant & equipment | 645,987 | 653,921 | 661,871 | 668,454 | 678,668 |
| Right-of-use assets | 219 | 164 | 108 | 52 | 296 |
| Investment property | - | - | - | - | - |
| Intangible asset | 992 | 663 | 630 | 1,108 | 1,153 |
| Total non-current assets | 648,696 | 656,246 | 664,107 | 671,112 | 681,615 |
| Total assets | 685,207 | 687,071 | 685,975 | 692,572 | 699,167 |
| Liabilities | | | | | |
| Current liabilities | | | | | |
| Trade and other payables | 4,370 | 4,370 | 3,977 | 4,057 | 4,144 |
| Trust funds and deposits | 693 | 693 | 693 | 693 | 693 |
| Unearned income/revenue | 4,517 | 4,517 | 4,517 | 4,517 | 4,517 |
| Provisions | 6,604 | 6,604 | 5,048 | 5,048 | 5,048 |
| Interest-bearing loans and borrowings | - | 4,305 | - | - | 110 |
| Lease liabilities | 55 | 55 | 55 | 55 | 55 |
| Total current liabilities | 16,239 | 20,544 | 14,290 | 14,370 | 14,568 |
| Non-current liabilities | | | | | |
| Provisions | 4,730 | 4,730 | 6,286 | 6,286 | 6,286 |
| Interest-bearing loans and borrowings | 4,305 | - | - | - | 1,257 |
| Lease liabilities | 236 | 236 | 236 | 236 | 236 |
| Total non-current liabilities | 9,271 | 4,966 | 6,522 | 6,522 | 7,779 |
| Total liabilities | 25,510 | 25,510 | 20,812 | 20,892 | 22,347 |
| Net assets | 659,697 | 661,561 | 665,163 | 671,680 | 676,821 |
| Equity | | | | | |
| Accumulated surplus | 251,700 | 257,310 | 260,912 | 267,429 | 272,570 |
| Reserves | 407,997 | 404,251 | 404,251 | 404,251 | 404,251 |
| Total equity | 659,697 | 661,561 | 665,163 | 671,680 | 676,821 |

3.3 Statement of Changes in Equity

Budgeted Statement of Changes in Equity

| | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|-----------------|-------------------------------|-------------------------------|--------------------------|
| 2023/24 | | | | |
| Balance at beginning of the financial year | 657,679 | 250,225 | 389,450 | 18,004 |
| Surplus/(deficit) for the year | 2,015 | 2,015 | - | - |
| Net asset revaluation increment/(decrement) | 1 | - | 1 | - |
| Transfer (to)/from reserves | 2 | (540) | - | 542 |
| Balance at end of financial year | 659,697 | 251,700 | 389,451 | 18,546 |
| 2024/25 | | | | |
| Balance at beginning of the financial year | 659,697 | 251,700 | 389,451 | 18,546 |
| Surplus/(deficit) for the year | 1,864 | 1,864 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfer (to)/from reserves | - | 3,746 | - | (3,746) |
| Balance at end of financial year | 661,561 | 257,310 | 389,451 | 14,800 |
| 2025/26 | | | | |
| Balance at beginning of the financial year | 661,561 | 257,310 | 389,451 | 14,800 |
| Surplus/(deficit) for the year | 3,602 | 3,602 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfer (to)/from reserves | - | - | - | - |
| Balance at end of financial year | 665,163 | 260,912 | 389,451 | 14,800 |
| 2026/27 | | | | |
| Balance at beginning of the financial year | 665,163 | 260,912 | 389,451 | 14,800 |
| Surplus/(deficit) for the year | 6,518 | 6,518 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfer (to)/from reserves | - | - | - | - |
| Balance at end of financial year | 671,680 | 267,429 | 389,451 | 14,800 |
| 2027/28 | | | | |
| Balance at beginning of the financial year | 671,680 | 267,429 | 389,451 | 14,800 |
| Surplus/(deficit) for the year | 5,140 | 5,140 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfer (to)/from reserves | - | - | - | - |
| Balance at end of financial year | 676,821 | 272,570 | 389,451 | 14,800 |

3.4 Statement of Cash Flows

Budgeted Statement of Cash Flows

For the four years ending 30 June 2028

| | Forecast Actual 2023/24 \$'000 | Budget 2024/25 \$'000 | Projections | | |
|---|---|-----------------------------|--|--|--|
| | Inflows (Outflows) | Inflows (Outflows) | 2025/26 \$'000 Inflows (Outflows) | 2026/27 \$'000 Inflows (Outflows) | 2027/28 \$'000 Inflows (Outflows) |
| Cash flows from operating activities | | | | | |
| Rates and charges | 32,653 | 33,687 | 34,643 | 35,691 | 36,739 |
| Statutory fees and fines | 1,138 | 1,036 | 1,027 | 1,076 | 1,098 |
| User fees | 6,031 | 6,086 | 5,790 | 6,123 | 6,308 |
| Grants - operating | 4,513 | 10,966 | 9,915 | 10,386 | 10,665 |
| Grants - capital | 13,386 | 7,889 | 7,706 | 9,849 | 10,212 |
| Contributions - monetary | 245 | 586 | 1,261 | 25 | 25 |
| Interest received | 953 | 900 | 900 | 900 | 900 |
| Other receipts | 2,049 | 3,402 | 3,539 | 3,780 | 3,679 |
| Employee costs | (21,482) | (23,778) | (24,331) | (24,467) | (24,840) |
| Materials and services | (21,380) | (22,592) | (23,117) | (23,247) | (23,601) |
| Other payments | (459) | (437) | (1,332) | (1,565) | (2,033) |
| Net cash provided by/(used in) operating activities | 17,647 | 17,745 | 16,001 | 18,551 | 19,153 |
| Cash flows from investing activities | | | | | |
| Payments for property, infrastructure, plant and equipment | (25,627) | (26,216) | (23,669) | (22,302) | (25,933) |
| Proceeds from sale of property, infrastructure, plant and equipment | 1,042 | 2,864 | 2,230 | 3,787 | 1,885 |
| Payments for intangible assets | - | - | - | (538) | (110) |
| Proceeds from investments | 46 | - | - | - | - |
| Net cash provided by/(used in) investing activities | (24,539) | (23,352) | (21,439) | (19,053) | (24,159) |
| Cash flows from financing activities | | | | | |
| Finance costs | (171) | (171) | (86) | - | (12) |
| Proceeds from borrowings | - | - | - | - | 1,385 |
| Repayment of borrowings | - | - | (4,305) | - | (18) |
| Interest paid - lease liability | - | - | (10) | (11) | (11) |
| Repayment of lease liabilities | - | - | - | - | (300) |
| Net cash provided by/(used in) financing activities | (171) | (171) | (4,401) | (11) | 1,045 |
| Net increase/(decrease) in cash & cash equivalents | (7,063) | (5,778) | (9,839) | (513) | (3,960) |
| Cash and cash equivalents at the beginning of the financial year | 39,853 | 32,790 | 27,012 | 17,173 | 16,659 |
| Cash and cash equivalents at the end of the financial year | 32,790 | 27,012 | 17,173 | 16,659 | 12,699 |

3.5 Statement of Capital Works

Budgeted Capital Works Statement

For the four years ending 30 June 2028

| | Forecast Actual 2023/24 \$'000 | Budget 2024/25 \$'000 | Projections | | |
|--|---|-----------------------------|-------------------|-------------------|-------------------|
| | | | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 |
| Property | | | | | |
| Land | 90 | 2,165 | 885 | - | - |
| Total land | 90 | 2,165 | 885 | - | - |
| Buildings | - | 7,878 | 5,648 | 1,759 | 4,251 |
| Building improvements | 5,107 | - | - | - | - |
| Total buildings | 5,107 | 7,878 | 5,648 | 1,759 | 4,251 |
| Total property | 5,197 | 10,043 | 6,533 | 1,759 | 4,251 |
| Plant and equipment | | | | | |
| Heritage plant and equipment | 70 | 55 | 57 | 58 | 59 |
| Plant, machinery and equipment | 2,225 | 2,027 | 895 | 887 | 869 |
| Fixtures, fittings and furniture | - | 30 | 32 | 33 | 34 |
| Computers and telecommunications | 297 | 322 | 136 | 161 | 91 |
| Library books | 97 | 111 | 112 | 112 | 112 |
| Total plant and equipment | 2,689 | 2,545 | 1,234 | 1,251 | 1,165 |
| Infrastructure | | | | | |
| Roads | 14,001 | 9,121 | 9,466 | 8,042 | 8,916 |
| Bridges | - | 1,309 | 428 | 111 | 875 |
| Footpaths and cycleways | 532 | 467 | 546 | 423 | 481 |
| Drainage | 49 | 40 | 135 | 135 | 135 |
| Recreational, leisure and community facilities | 1,184 | 199 | 53 | 5,724 | 6,399 |
| Waste management | 470 | 527 | 432 | 3,362 | - |
| Parks, open space and streetscapes | 743 | 840 | 3,170 | 1,151 | 2,286 |
| Aerodromes | 30 | 80 | 54 | 55 | 1,131 |
| Other infrastructure | 732 | 1,090 | 1,619 | 288 | 294 |
| Total infrastructure | 17,741 | 13,673 | 15,903 | 19,291 | 20,518 |
| Total capital works expenditure | 25,627 | 26,261 | 23,669 | 22,302 | 25,933 |
| Represented by: | | | | | |
| New asset expenditure | - | 10,430 | 6,973 | 2,745 | 4,533 |
| Asset renewal expenditure | 25,627 | 14,823 | 14,173 | 16,606 | 15,418 |
| Asset upgrade expenditure | - | 1,008 | 2,522 | 2,950 | 5,983 |
| Total capital works | 25,627 | 26,261 | 23,669 | 22,302 | 25,933 |
| Funding sources represented by: | | | | | |
| Grants | - | 7,889 | 7,930 | 10,021 | 10,308 |
| Contributions | - | 531 | 675 | 25 | 25 |
| Council Cash | - | 17,841 | 15,065 | 12,255 | 14,215 |
| Borrowings | - | - | - | - | 1,385 |
| Total capital works expenditure | - | 26,261 | 23,669 | 22,302 | 25,933 |

3.6 Statement of Human Resources

| | Forecast | Budget | Projections | | |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | | | | |
| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Staff expenditure | | | | | |
| Employee costs - operating | 21,482 | 23,778 | 24,135 | 24,497 | 24,864 |
| Employee costs - capital | 1,433 | 1,071 | 1,087 | 1,103 | 1,120 |
| Total staff expenditure | 22,915 | 24,849 | 25,222 | 25,600 | 25,984 |
| | FTE | FTE | FTE | FTE | FTE |
| Staff numbers | | | | | |
| Employees | 211.3 | 222.5 | 222.5 | 222.5 | 222.5 |
| Total staff numbers | 211.3 | 222.5 | 222.5 | 222.5 | 222.5 |

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

| Department | Budget 2024/25 \$'000 | Comprises | | |
|--|-----------------------------|---------------------|---------------------|------------------|
| | | Permanent | | Casual |
| | | Full Time \$'000 | Part time \$'000 | Casual \$'000 |
| Communities and Place | 6,871 | 3,413 | 3,262 | 196 |
| Corporate Services | 5,564 | 3,602 | 1,962 | - |
| Infrastructure Services | 11,343 | 10,869 | 474 | - |
| Total permanent staff expenditure | 23,778 | 17,884 | 5,698 | 196 |
| Capitalised labour costs | 1,071 | | | |
| Total expenditure | 24,849 | | | |

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

| Department | Budget 2024/25 | Comprises | | |
|-------------------------|-------------------|--------------|-------------|------------|
| | | Permanent | | Casual |
| | | Full Time | Part time | Casual |
| Communities and Place | 55.6 | 27.0 | 26.4 | 2.2 |
| Corporate Services | 44.8 | 29.0 | 15.8 | - |
| Infrastructure Services | 122.1 | 117.0 | 5.1 | - |
| Total staff | 222.5 | 173.0 | 47.3 | 2.2 |

Statement of Planned Human Resources Expenditure

| | 2024/25 \$'000 | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 |
|---|-------------------|-------------------|-------------------|-------------------|
| Communities and Place | | | | |
| Permanent - Full time | | | | |
| Women | 2,499 | 2,536 | 2,575 | 2,613 |
| Men | 875 | 888 | 901 | 915 |
| Permanent - Part time | | | | |
| Women | 2,538 | 2,576 | 2,615 | 2,654 |
| Men | 763 | 774 | 786 | 798 |
| Total Communities and Place | 6,675 | 6,775 | 6,877 | 6,980 |
| Corporate Services | | | | |
| Permanent - Full time | | | | |
| Women | 1,863 | 1,891 | 1,919 | 1,948 |
| Men | 1,739 | 1,765 | 1,792 | 1,818 |
| Permanent - Part time | | | | |
| Women | 1,515 | 1,538 | 1,561 | 1,584 |
| Men | 447 | 454 | 461 | 467 |
| Total Corporate Services | 5,564 | 5,647 | 5,732 | 5,818 |
| Infrastructure Services | | | | |
| Permanent - Full time | | | | |
| Women | 1,116 | 1,133 | 1,150 | 1,167 |
| Men | 9,710 | 9,856 | 10,003 | 10,154 |
| Permanent - Part time | | | | |
| Women | 233 | 236 | 240 | 244 |
| Men | 284 | 288 | 293 | 297 |
| Total Infrastructure Services | 11,343 | 11,513 | 11,686 | 11,861 |
| Casuals, temporary and other expenditure | 196 | 199 | 202 | 205 |
| Capitalised labour costs | 1,071 | 1,087 | 1,103 | 1,120 |
| Total staff expenditure | 23,778 | 24,135 | 24,497 | 24,864 |

| | 2024/25 FTE | 2025/26 FTE | 2026/27 FTE | 2027/28 FTE |
|--------------------------------------|----------------|----------------|----------------|----------------|
| Communities and Place | | | | |
| Permanent - Full time | | | | |
| Women | 20.0 | 20.0 | 20.0 | 20.0 |
| Men | 7.0 | 7.0 | 7.0 | 7.0 |
| Permanent - Part time | | | | |
| Women | 20.3 | 20.3 | 20.3 | 20.3 |
| Men | 6.1 | 6.1 | 6.1 | 6.1 |
| Total Communities and Place | 53.4 | 53.4 | 53.4 | 53.4 |
| Corporate Services | | | | |
| Permanent - Full time | | | | |
| Women | 15.0 | 15.0 | 15.0 | 15.0 |
| Men | 14.0 | 14.0 | 14.0 | 14.0 |
| Permanent - Part time | | | | |
| Women | 12.2 | 12.2 | 12.2 | 12.2 |
| Men | 3.6 | 3.6 | 3.6 | 3.6 |
| Total Corporate Services | 44.8 | 44.8 | 44.8 | 44.8 |
| Infrastructure Services | | | | |
| Permanent - Full time | | | | |
| Women | 11.0 | 11.0 | 11.0 | 11.0 |
| Men | 95.7 | 95.7 | 95.7 | 95.7 |
| Permanent - Part time | | | | |
| Women | 2.3 | 2.3 | 2.3 | 2.3 |
| Men | 2.8 | 2.8 | 2.8 | 2.8 |
| Total Infrastructure Services | 111.8 | 111.8 | 111.8 | 111.8 |
| Casuals and temporary staff | 2.2 | 2.2 | 2.2 | 2.2 |
| Capitalised labour | 10.3 | 0.0 | 0.0 | 0.0 |
| Total staff numbers | 212.2 | 212.2 | 212.2 | 212.2 |

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 2024-25 year the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average revenue generated by the general rate and municipal charge will increase by 2.75% 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:

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Forecast \$'000 | Change Budget to Forecast % |
|---|-----------------------------|-------------------------------|-----------------------------|--|---|
| General Rates* | 25,141 | 25,351 | 26,106 | 754 | 2.97% |
| Municipal Charge* | 2,292 | 2,302 | 2,302 | 0 | 0.00% |
| Service Rates/Charges | 4,664 | 4,669 | 4,958 | 289 | 6.19% |
| Supplementary rates & Rates Adjustments | 220 | - | - | 0 | |
| Interest on Rates & Charges | 40 | 40 | 20 | (20) | (50.00%) |
| Revenue in lieu of Rates | 280 | 280 | 301 | 21 | 7.50% |
| Total Rates and Charges | 32,636 | 32,652 | 33,687 | 1,323 | 3.12% |

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

4.1.1(b) Rate in the dollar

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

| | 2023/24 Budget Cents/\$CIV | 2024/25 Budget Cents/\$CIV | Change % |
|---|----------------------------------|----------------------------------|-------------|
| General Rate for rateable Residential Properties | 0.004058 | 0.0038040 | -6.30% |
| General Rate for rateable Commercial Properties | 0.003855 | 0.0038040 | -1.30% |
| General Rate for rateable Industrial Properties | 0.004058 | 0.0038040 | -6.30% |
| General Rate for rateable Culture & Recreational Land | 0.002029 | 0.0019020 | -6.30% |
| General Rate for rateable Farm Properties | 0.002029 | 0.0019020 | -6.30% |

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:

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Forecast \$'000 | Change Budget to Forecast % |
|---|-----------------------------|-------------------------------|-----------------------------|--|---|
| Residential Properties | 14,979 | 15,142 | 14,551 | (591) | (3.90%) |
| Commercial Properties | 1,558 | 1,570 | 1,653 | 83 | 5.20% |
| Industrial Properties | 1,046 | 1,081 | 1,104 | 23 | 2.10% |
| Culture & Recreational Land | 16 | 16 | 15 | (1) | (6.25%) |
| Farm Properties | 7,542 | 7,542 | 8,783 | 1,241 | 16.45% |
| Total amount raised by General Rates | 25,141 | 25,351 | 26,106 | 755 | 2.98% |

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.

| | 2023/24 Budget Number | 2023/24 Forecast Number | 2024/25 Budget Number | Change Budget to Budget |
|--|-----------------------------|-------------------------------|-----------------------------|----------------------------------|
| Residential Properties | 9,590 | 9,662 | 9,624 | 34 |
| Commercial Properties | 520 | 518 | 518 | (2) |
| Industrial Properties | 447 | 458 | 458 | 11 |
| Culture & Recreational Land (50% Rate) | 3 | 3 | 3 | - |
| Farm Properties | 2,196 | 2,205 | 2,203 | 7 |
| Total number of rateable assessments | 12,756 | 12,846 | 12,806 | 50 |
| <i>Culture & Recreational Land (0% Rate)</i> | 60 | 58 | 58 | (2) |

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

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Budget \$'000 | Change Budget to Budget % |
|--|-----------------------------|-------------------------------|-----------------------------|--|---------------------------------------|
| Residential Properties | 3,691,249 | 3,731,506 | 3,825,310 | 134,601 | 3.63% |
| Commercial Properties | 404,069 | 407,308 | 434,576 | 30,507 | 7.55% |
| Industrial Properties | 257,842 | 266,394 | 290,149 | 32,307 | 12.53% |
| Culture & Recreational Land (50% Rate) | 7,779 | 7,829 | 8,143 | 364 | 4.68% |
| Farm Properties | 3,717,003 | 3,717,266 | 4,607,646 | 890,643 | 23.96% |
| Total value of land | 8,104,400 | 8,130,303 | 9,165,823 | 1,061,423 | 13.10% |
| | | | | | |
| Culture & Recreational Land (0% Rate) | 26,458 | 26,339 | 27,349 | 891 | 3.37% |

4.1.1(g) Municipal Charge per assessment

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

| | 2023/24 Budget \$ | 2024/25 Budget \$ | Change \$ | Change % |
|------------------|-------------------------|-------------------------|--------------|-------------|
| Municipal Charge | 200 | 200 | 0 | 0.00% |

4.1.1(h) Total revenue from Municipal Charge

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

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Budget \$'000 | Change Budget to Budget % |
|------------------|-----------------------------|-------------------------------|-----------------------------|--|---------------------------------------|
| Municipal Charge | 2,292 | 2,302 | 2,302 | 10 | 0.44% |

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.

| | 2023/24 Budget \$ | 2024/25 Budget \$ | Change \$ | Change % |
|------------------------|-------------------------|-------------------------|--------------|-------------|
| Urban Bin Service | 497 | 527 | 30 | 6.0% |
| Rural Bin Service | 348 | 367 | 19 | 5.5% |
| Commercial Bin Service | 480 | 509 | 29 | 6.0% |

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.

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Forecast \$'000 | Change Budget to Forecast % |
|--------------------------------------|-----------------------------|-------------------------------|-----------------------------|---|--------------------------------------|
| Urban Bin Service | 4,021 | 3,958 | 4,197 | 239 | 6.04% |
| Rural Bin Service | 522 | 466 | 491 | 25 | 5.36% |
| Commercial & Additional Bin Services | 120 | 245 | 268 | 23 | 9.39% |
| Total Service Rates/Charges | 4,664 | 4,669 | 4,956 | 287 | 6.15% |

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.

| | 2023/24 Budget \$'000 | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change Budget to Forecast \$'000 | Change Budget to Forecast % |
|---|-----------------------------|-------------------------------|-----------------------------|---|--------------------------------------|
| General Rates* | 25,141 | 25,352 | 26,106 | 754 | 2.98% |
| Municipal Charge* | 2,292 | 2,302 | 2,302 | 0 | 0.00% |
| Total Rates and Municipal Charges* | 27,433 | 27,654 | 28,408 | 754 | 2.73% |
| Waste Management Charge | 4,664 | 4,669 | 4,958 | 289 | 6.19% |
| Total Rates and Charges | 32,097 | 32,323 | 33,366 | 1,043 | 3.23% |

*These items are subject to the rate cap established under the FGRS – 2.75% for 2024/25 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.

| | 2023/24 Budget \$ | 2024/25 Budget \$ |
|--|-------------------------|-------------------------|
| Total Rates & Municipal Charge | 27,432,882 | 28,408,381 |
| Number of Rateable Properties | 12,816 | 12,806 |
| Base Average Rate | \$2,140.52 | \$2,218.36 |
| Maximum Rate Increase (Set by State Government) | 3.50% | 2.75% |
| Capped Average Rate | \$2,140.53 | \$2,218.84 |
| Maximum General Rates and Municipal Charges Revenue | 27,433,014 | 28,414,142 |
| Budgeted General Rates and Municipal Charges Revenue | 27,432,882 | 28,408,381 |
| Budgeted Supplementary Rates | 220,000 | 0 |
| Budgeted Total Rates and Municipal Charges | 27,652,882 | 28,408,381 |

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 0.38040% (0.003804 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.38040% (0.003804 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.38040% (0.003804 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.19020% (0.001902 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.19020% (0.001902 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.

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.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

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 update for 2024-25 includes further requirements for these properties to be eligible for the farm differential that includes the following requirements:

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

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

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

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

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

Commercial Land

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

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

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

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

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

Industrial Land

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

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

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

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector. The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

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

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---|-------------------------------|-----------------------------|--------------|-------------|
| Infringements & Costs | 370 | 299 | (71) | (19%) |
| Issue of Certificates | 28 | 28 | - | - |
| Local Laws – Permits & Licences | 348 | 360 | 12 | 3% |
| Town Planning | 191 | 196 | 5 | 3% |
| Health & Wellbeing Registrations | 143 | 143 | - | - |
| Other | 58 | 10 | (48) | (83%) |
| Total Statutory Fees & Fines | 1,138 | 1,036 | (102) | (9%) |

Statutory fees remain consistent with the major variance being infringement and associated costs which were higher in 2023/24 than historical levels.

4.1.3 User fees

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|--------------------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Administration Fees | 89 | 65 | (24) | (27%) |
| Animal Control | 34 | 30 | (4) | (11%) |
| Car Parking | 173 | 180 | 7 | 4% |
| Building | 125 | 172 | 47 | 38% |
| Performing Arts | 1,256 | 1,105 | (152) | (12%) |
| Livestock Operations | 667 | 642 | (25) | (4%) |
| Facilities Hire | 69 | 69 | - | - |
| Waste Management Services | 3,307 | 3,406 | 90 | 3% |
| Other User Charges | 301 | 417 | 115 | 38% |
| Total User Fees & Charges | 6,031 | 6,086 | 55 | 1% |

Council continues to review its fees and charges annually and this year 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

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|-----------------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Source of Grants: | | | | |
| <i>Commonwealth Funded Grants</i> | 6,035 | 15,692 | 9,658 | 160% |
| <i>State Funded Grants</i> | 11,864 | 3,162 | (8,701) | -73% |
| Total Grants Received | 17,898 | 18,855 | 956 | 5% |

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|------------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Type of Grants: | | | | |
| <i>Operating Grants</i> | 4,513 | 10,966 | 6,453 | 143% |
| <i>Capital Grants</i> | 13,386 | 7,889 | (5,497) | -41% |
| Total Grants Received | 17,898 | 18,855 | 956 | 5% |

| Operating Grants | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---|-------------------------------|-----------------------------|----------------|-------------|
| Recurrent Commonwealth Grants: | | | | |
| Financial Assistance Grants | 346 | 8,045 | 7,699 | 2222% |
| Environmental Health | 9 | 9 | 0 | 0% |
| Recurrent State Grants: | | | | |
| Community Services & Safety Management | 4 | 30 | 26 | 650% |
| Creative Services | 173 | 170 | (3) | -2% |
| Emergency Management | 240 | 240 | 0 | 0% |
| Immunisation | 30 | 30 | 0 | 0% |
| Library | 313 | 318 | 6 | 2% |
| Maternal & Child Health | 748 | 672 | (76) | -10% |
| School Crossing Supervision | 61 | 62 | 2 | 2% |
| Sustainability | 0 | 85 | 85 | |
| Youth Services | 69 | 96 | 28 | 40% |
| Total Recurrent Grants | 1,993 | 9,758 | 7,765 | 390% |
| Non-Recurrent State Grants | | | | |
| Council Transformation | 2,112 | 882 | (1,230) | -58% |
| Creative Services | 80 | 85 | 5 | 6% |
| Early Years Education | 1 | 0 | (1) | -100% |
| Environmental Health | 114 | 8 | (107) | -93% |
| Investment Attraction & Growth Management | 0 | 84 | 84 | |
| Natural Resource Management | 30 | 90 | 60 | 201% |
| Recreation & Open Space Planning | 0 | 4 | 4 | |
| Social Infrastructure Support | 93 | 50 | (43) | -46% |
| Waste Management | 89 | 6 | (83) | -94% |
| Total Non-Recurrent Grants | 2,519 | 1,208 | (1,311) | -52% |
| Total Operating Grants | 4,513 | 10,966 | 6,454 | 143% |

| Capital Grants | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---|-------------------------------|-----------------------------|----------------|-------------|
| Recurrent Commonwealth Grants: | | | | |
| Roads to Recovery | 1,428 | 1,500 | 72 | 5% |
| Total Recurrent Grants | 1,428 | 1,500 | 72 | 5% |
| | | | | |
| Non-Recurrent Commonwealth Grants: | | | | |
| Local Roads & Community Infrastructure | 1,673 | 2,252 | 579 | 35% |
| Heavy Vehicle Safety and Productivity Program | 2,283 | 3,586 | 1,303 | 57% |
| Buildings | 295 | 0 | (295) | -100% |
| | | | | |
| Non-Recurrent State Grants | | | | |
| Bridges | 0 | 157 | 157 | |
| Buildings | 2,271 | 370 | (1,901) | -84% |
| Footpaths Walking Trails and Paths | 11 | 11 | 0 | 0% |
| Lending Materials | 0 | 12 | 12 | |
| Parks Open Spaces & Streetscapes | 112 | 0 | (112) | -100% |
| Recreation Leisure & Community Facilities | 18 | 0 | (18) | -100% |
| Roads | 4,899 | 0 | (4,899) | -100% |
| Waste Management | 396 | 0 | (396) | -100% |
| Other Infrastructure | 0 | 0 | 0 | |
| | | | | |
| Total Non-Recurrent Grants | 7,707 | 550 | (7,156) | -93% |
| Total Capital Grants | 13,386 | 7,889 | (5,497) | -41% |

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 increase by \$6.453M compared to the 2023/24 forecast. This is predominately due the timing of financial assistance grants from the Commonwealth Government who have been prepaying either all or a significant percentage of this revenue in the prior year.

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 provided capital works under the Local Roads and Community Infrastructure Program.

The Roads to Recovery program has been programmed at similar levels to past years, however the latest funding announcement will see significantly more funds in the following 4 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 2024/25 financial year.

4.1.5 Contributions

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|----------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Monetary | 245 | 586 | 341 | 239% |
| Non-Monetary | 25 | 25 | - | - |
| Total Contributions | 270 | 611 | 341 | 239% |

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

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Interest | 953 | 900 | (53) | (6%) |
| Rental & Lease Income | 615 | 711 | 96 | 16% |
| Vicroads Maintenance | 870 | 898 | 28 | 3% |
| Insurance Reimbursements | 339 | 1,610 | 1,271 | 375% |
| Other | 199 | 158 | (41) | (21%) |
| Total Other Income | 2,976 | 4,277 | 1,301 | 44% |

Council maintains significant cash balances to support operations and cash back reserve funds. This allows for substantial interest revenue.

The insurance reimbursements of “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 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 one such lease for the occupation of the Kalkee Road Children's and Community Hub, Kalkee Road, Horsham. This lease was not finalised at the time of budget preparation, however discloses the following:

Council intends to enter a lease with a commercial child care operator for part of the above premises on the following terms –

- Term – 3 years commencing on 5 August 2024
- Further terms - 2 further terms of 3 years each
- Rent – Subject to achieving full capacity, a maximum of \$218, 400 per annum plus GST, to be increased annually by 3%
- Outgoings – Tenant to be responsible for rates and outgoings in respect of the premises
- Permitted use – Provision of childcare services including 3-year-old and 4-year-old funded kindergarten programs.

Upon the lease being signed by both parties, Council will issue a media release identifying the tenant and advising the public as to how to apply for access to the service.

4.1.7 Employee costs

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|-----------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Wages & Salaries | 18,296 | 20,461 | 2,165 | 12% |
| WorkCover | 442 | 476 | 34 | 8% |
| Superannuation | 2,310 | 2,379 | 69 | 3% |
| Other | 433 | 462 | 28 | 7% |
| Total Employee Costs | 21,482 | 23,778 | 2,296 | 11% |

Employee costs are substantially higher due to the 2023/24 forecast taking consideration of a number of positions which have been vacant during the year. The 2024/25 Budget assumes a fully occupied staffing structure.

4.1.8 Materials and services

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---------------------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Administration | 486 | 450 | (36) | (7%) |
| Audit & Legal | 216 | 172 | (44) | (21%) |
| Communications & Technology | 2,325 | 2,170 | (155) | (7%) |
| Contract Cleaning | 468 | 394 | (74) | (16%) |
| Consumables | 1,446 | 1,422 | (24) | (2%) |
| Contractors & Service Agreements | 5,130 | 5,447 | 316 | 6% |
| Creative Services | 1,086 | 941 | (145) | (13%) |
| Donations | 384 | 443 | 58 | 15% |
| External Plant Hire | 81 | 199 | 118 | 146% |
| Agency Staff – Temporary | 821 | 527 | (294) | (36%) |
| Insurances | 822 | 991 | 168 | 20% |
| Maintenance & Operations | 3,438 | 4,104 | 666 | 19% |
| Utilities, Rates & Property Taxes | 1,239 | 1,243 | 5 | - |
| Waste Disposal & Management | 3,437 | 4,090 | 653 | 19% |
| Total Materials & Services | 21,380 | 22,592 | 1,212 | 6% |

4.1.9 Depreciation

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Property | 1,348 | 1,348 | - | 0% |
| Plant & Equipment | 1,611 | 1,611 | 2 | 0% |
| Infrastructure | 12,758 | 12,758 | - | 0% |
| Total Depreciation | 15,717 | 15,719 | 2 | 0% |

4.1.10 Amortisation - Intangible Assets

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---|-------------------------------|-----------------------------|--------------|-------------|
| Intangible Assets – Landfill | 330 | 330 | - | 0% |
| | | | | |
| Total Amortisation – Intangible Assets | 330 | 330 | - | 0% |

4.1.11 Amortisation - Right of use Assets

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|---|-------------------------------|-----------------------------|--------------|-------------|
| Right of Use Assets - Landfill | 55 | 55 | - | 0% |
| | | | | |
| Total Amortisation – Right of Use Assets | 55 | 55 | - | 0% |

4.1.12 Other expenses

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|-------------------------------|-------------------------------|-----------------------------|--------------|-------------|
| Audit – External | 60 | 55 | (5) | (8%) |
| Audit – Internal | 25 | 25 | - | - |
| Bad & Doubtful Debts | 66 | 41 | (25) | (38%) |
| Councillors Allowances | 308 | 316 | 8 | 2% |
| Total Other Expenses | 459 | 437 | (22) | (5%) |

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 2023/24 | Budget 2024/25 | Projection 2025/26 | 2026/27 | 2027/28 |
|---|---------------------|-------------------|-----------------------|----------|--------------|
| Amount borrowed as at 30 June of the Prior Year | 4,305 | 4,305 | 4,305 | - | - |
| Amount proposed to be borrowed | - | - | - | - | 1,385 |
| Amount projected to be redeemed | - | - | (4,305) | - | (18) |
| Amount of borrowings as at 30 June | 4,305 | 4,305 | - | - | 1,367 |

Council is not proposing to borrow any funds in 2024/25.

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

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.

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 |
|---|-------------------------------|-----------------------------|
| <i>Right of Use Assets</i> | | |
| Property | 219 | 164 |
| Total Right of Use Assets | 219 | 164 |
| | | |
| <i>Lease Liabilities</i> | | |
| <i>Current Lease Liabilities</i> | | |
| Land & Buildings | 55 | 55 |
| Total Current Lease Liabilities | 55 | 55 |
| | | |
| <i>Non Current Lease Liabilities</i> | | |
| Land & Buildings | 236 | 236 |
| Total Non Current Lease Liabilities | 236 | 236 |
| | | |
| Total Lease Liabilities | 291 | 291 |

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:

| | 2023/24 Estimated Closing Balance \$'000 | 2024/25 Estimated Closing Balance \$'000 |
|--|--|--|
| CBD Development Reserve | | |
| For the Development of Horsham CBD and surrounds | 1,186 | 927 |
| Plant Replacement Reserve | | |
| Funds Council's purchases of replacement plant and equipment. | 691 | 227 |
| Waste Management Reserve | | |
| The waste management reserve is created to provide funds to rehabilitate landfills at the end of their useful lives and other major capital or operating expenditure in the waste management area. | 3,189 | 2,991 |
| Major Capital Projects Reserve | | |
| This reserve is for major strategic projects, including the Livestock Exchange | 5,272 | 3,835 |
| Open Spaces Reserve | | |
| This reserve is mainly used for Developer Contributions | 451 | 456 |
| Small Projects Reserve | | |
| This reserve is for sustainability projects, (such as solar and zero carbon) Information Technology and other initiatives. | 1,976 | 1,378 |
| Industrial Reserve | | |
| The reserve is for industrial land and building development including their associated costs. | 3,698 | 2,117 |
| Loan Fund Reserves | | |
| The reserve is set aside for interest only loans, so the initial loan amount can be paid back on the due date. | 3,810 | 4,405 |
| Internal Loan Borrowings Reserve | | |
| This reserve funds borrowings, by using the cash and cash equivalent's balance available, instead of accessing external loans. | (1,727) | (1,537) |
| Total Reserve Funds | 18,545 | 14,800 |

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 2024-25 year with a cash balance in excess of \$27m with almost \$15m of this set aside in discretionary reserves for future works.

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 |
|---|-------------------------------|-----------------------------|
| Cash Flows From Operations | | |
| Income | 60,968 | 64,552 |
| Expenses | (43,321) | (46,807) |
| Net Cash From Operations | 17,647 | 17,745 |
| Cash Flows from Investing Activities | | |
| Income | 1,088 | 2,864 |
| Expenses | (25,627) | (26,216) |
| Net Cash from Investing | (24,539) | (23,352) |
| Cash flows from Financing | | |
| Expenses | (171) | (171) |
| Net Cash from Financing | (171) | (171) |
| Total Cash Used Operations | (7,063) | (5,778) |
| Opening Cash | 39,853 | 32,790 |
| Closing Cash | 32,790 | 27,012 |

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2024-25 year, classified by expenditure type and funding source.

Whilst Council has prepared a detailed capital works program for the 4 years commencing 2024-25 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

| | 2023/24 Forecast \$'000 | 2024/25 Budget \$'000 | Change \$ | Change % |
|-------------------|-------------------------------|-----------------------------|--------------|-------------|
| Property | 5,197 | 10,043 | 4,846 | 93% |
| Plant & Equipment | 2,689 | 2,545 | (144) | (5%) |
| Infrastructure | 17,741 | 13,673 | (4,068) | (23%) |
| Total | 25,627 | 26,261 | 634 | 3% |

4.5.2 Asset Expenditure Type

| | Project Cost \$'000 | New \$'000 | Renewal \$'000 | Upgrade \$'000 | Expansion \$'000 |
|-------------------|---------------------------|---------------|-------------------|-------------------|---------------------|
| Property | 10,043 | 7,819 | 1,655 | 569 | - |
| Plant & Equipment | 2,545 | 568 | 1,953 | 24 | - |
| Infrastructure | 13,673 | 2,043 | 11,215 | 416 | - |
| Total | 26,261 | 10,430 | 14,823 | 1,008 | - |

4.5.3 Asset Expenditure Funding Sources

| | Project Cost \$'000 | Grants \$'000 | Contributions \$'000 | Council Cash \$'000 | Borrowing \$'000 |
|-------------------|---------------------------|------------------|-------------------------|---------------------------|---------------------|
| Property | 10,043 | 1,799 | 130 | 8,115 | - |
| Plant & Equipment | 2,545 | 12 | 25 | 2,508 | - |
| Infrastructure | 13,673 | 6,078 | 377 | 7,218 | - |
| Total | 26,261 | 7,889 | 531 | 17,841 | - |

4.5.4 Capital Works - Detailed 2024-25 Budget

| Project Name | Project Expenditure | | Source of Funding | | | | | Expenditure Type | | | Confirmed Funding |
|--|---------------------|------------------|---------------------|-------------------|---------------------|---------------------|---------------------|------------------|------------------|----------------|-------------------|
| | Ongoing Project | New Project | Grants | Contributions | Sales | Reserves | Working Capital | New \$ | Renew \$ | Upgrade \$ | |
| Property | | | | | | | | | | | |
| Land | | | | | | | | | | | |
| Land Acquisition & Sales - Other | 150,000 | | | | | | (150,000) | 150,000 | | | |
| Industrial Estate Land Sales | 15,000 | | | | (425,000) | | 410,000 | 15,000 | | | |
| Land Acquisition & Sales - Special Purpose | | 2,000,000 | | | (2,000,000) | | | 2,000,000 | | | |
| | 165,000 | 2,000,000 | | | (2,425,000) | | 260,000 | 2,165,000 | | | |
| | | 2,165,000 | | | | | | | | | |
| Buildings | | | | | | | | | | | |
| City Oval Netball Court Clubrooms | 2,700,000 | | (1,508,396) | | | | (1,191,604) | 2,700,000 | | | LRCI |
| Annual Allocation - Building Renewal Program | 588,636 | | | | | | (588,636) | | 588,636 | | |
| Depot Relocation Detailed Planning | 492,102 | | | | | (492,102) | | 492,102 | | | |
| Visitor Services Building Works | 154,000 | | | | | | (154,000) | | 154,000 | | |
| Telangatuk Public Conveniences Upgrade | 50,000 | | | | | | (50,000) | | 40,000 | 10,000 | |
| Aquatic Centre Miscellaneous Provision | 15,000 | | | | | | (15,000) | | 15,000 | | |
| Solar for The Station | 12,000 | | | | | (12,000) | | 12,000 | | | |
| Town Hall - Piano relocation | 10,000 | | | | | | (10,000) | | 8,000 | 2,000 | |
| Depot Relocation Site Purchase | | 1,800,000 | | | | (1,800,000) | | 1,800,000 | | | |
| Depot Relocation Incl Furniture, Demolition etc (excludes Land Purchase) | | 1,000,000 | | | | (100,000) | (900,000) | 330,000 | 340,000 | 330,000 | |
| WPAC Wesley Major Refurbishment | | 600,000 | (250,000) | (126,000) | | (224,000) | | | 480,000 | 120,000 | |
| City to River Riverfront Container Kiosk | | 170,000 | | | | (85,000) | (85,000) | 170,000 | | | |
| Wimmera Regional Sports Stadium Planning & Design | | 150,000 | | | | | (150,000) | 150,000 | | | |
| Aquatic Centre Hearing Loop and PA Upgrade Main Hall | | 37,000 | (37,000) | | | | | | 29,600 | 7,400 | |
| Quantong Community Centre Flooring Upgrade | | 31,233 | (3,116) | | | | (28,117) | | | 31,233 | RDV |
| Natimuk Hall Upgrade | | 27,364 | | | | | (27,364) | | | 27,364 | RDV |
| Laharum Oval Community Facility Kitchen Upgrade | | 22,727 | | | | | (22,727) | | | 22,727 | RDV |
| Laharum Hall Upgrade | | 17,932 | | | (3,586) | | (14,346) | | | 17,932 | RDV |
| | 4,021,738 | 3,856,256 | (1,798,512) | (129,586) | | (2,713,102) | (3,236,794) | 5,654,102 | 1,655,236 | 568,656 | |
| | 7,877,994 | | | | | | | | | | |
| Total Property | 4,186,738 | 5,856,256 | (1,798,512) | (129,586) | (2,425,000) | (2,713,102) | (2,976,794) | 7,819,102 | 1,655,236 | 568,656 | |
| | 10,042,994 | | | | | | | | | | |

| Project Name | Project Expenditure | | Source of Funding | | | | | Expenditure Type | | | Confirmed Funding |
|---|---------------------|---------------|-------------------|-------------------|-------------------|---------------------|-------------------|------------------|------------------|---------------|-------------------|
| | Ongoing | New Project | Grants | Contributions | Sales | Reserves | Working Capital | New \$ | Renew \$ | Upgrade \$ | |
| Plant & Equipment | | | | | | | | | | | |
| Artworks & Civic Art | | | | | | | | | | | |
| Art Gallery Trust Purchased Artworks | 25,000 | | | (25,000) | | | | 25,000 | | | |
| Public Art | 30,000 | | | | | | (30,000) | 30,000 | | | |
| | 55,000 | | | (25,000) | | | (30,000) | 55,000 | | | |
| | 55,000 | | | | | | | | | | |
| Plant, Machinery & Equipment | | | | | | | | | | | |
| Purchases from Annual Replacement Program | 2,027,296 | | | (438,563) | | (1,588,733) | | 460,703 | 1,566,593 | | |
| | 2,027,296 | | | (438,563) | | (1,588,733) | | 460,703 | 1,566,593 | | |
| | 2,027,296 | | | | | | | | | | |
| Fixtures, Fittings & Furniture | | | | | | | | | | | |
| Town Hall Renewal of Assets (Lighting, Sound Desk & Equip etc) Excl Build Rds Drain Car Parks | | 30,000 | | | | (30,000) | | | 30,000 | | |
| | | 30,000 | | | | (30,000) | | | 30,000 | | |
| | 30,000 | | | | | | | | | | |
| Computers & Telecommunications | | | | | | | | | | | |
| IT Hardware Replacement - Capital Purchases >\$1000 | 100,000 | | | | | (100,000) | | | 100,000 | | |
| Council WAN and LAN Infrastructure Upgrade | 50,000 | | | | | | (50,000) | | 50,000 | | |
| CCTV Hardware (Public) | 50,000 | | | | | (50,000) | | 50,000 | | | |
| Library IT Replacements - Capital Purchases >\$1000 | 38,000 | | | | | | (38,000) | | 38,000 | | |
| Replacement/Upgrade IT Back Up Infrastructure | 30,000 | | | | | | (30,000) | | 30,000 | | |
| Digital Devices Rollout Infra Team | 20,000 | | | | | | (20,000) | | | 20,000 | |
| UPS Upgrades - Capital Purchases >\$1000 | 14,000 | | | | | (14,000) | | | 14,000 | | |
| IT Hardware Upgrades - Capital Purchases >\$1000 | 10,000 | | | | | (10,000) | | | 10,000 | | |
| Phone System Upgrade | | 10,000 | | | | (10,000) | | 2,000 | 4,000 | 4,000 | |
| | 312,000 | 10,000 | | | | (184,000) | (138,000) | 52,000 | 246,000 | 24,000 | |
| | 322,000 | | | | | | | | | | |
| Lending Materials | | | | | | | | | | | |
| Wimmera Libraries Adult Lending Material Collection | 98,725 | | | | (396) | | (98,329) | | 98,725 | | |
| Wimmera Libraries Premiers Reading Challenge | | 12,000 | (12,000) | | | | | | 12,000 | | |
| | 98,725 | 12,000 | (12,000) | | (396) | | (98,329) | | 110,725 | | |
| | 110,725 | | | | | | | | | | |
| Total Plant & Equipment | 2,493,021 | 52,000 | (12,000) | (25,000) | (438,959) | (1,802,733) | (266,329) | 567,703 | 1,953,318 | 24,000 | |
| | 2,545,021 | | | | | | | | | | |

| Project Name | Project Expenditure | | Source of Funding | | | | | Expenditure Type | | | Confirmed Funding |
|--|---------------------|-------------|-------------------|---------------|-------|------------|-----------------|------------------|-----------|------------|-------------------|
| | Ongoing Project | New Project | Grants | Contributions | Sales | Reserves | Working Capital | New \$ | Renew \$ | Upgrade \$ | |
| Infrastructure | | | | | | | | | | | |
| Roads | | | | | | | | | | | |
| Noradjuha-Tooan East Road ID 1670 | 891,180 | | (670,785) | | | | (220,395) | | 891,180 | | HVSP-P-A |
| Nth East Wonwondah Rd From Chge 0.720 - 1.950 Km from Henty Hwy | 1,527,050 | | (660,747) | | | | (866,303) | | 1,527,050 | | HVSP-P-A |
| Dim Minyip Road (Boundary Road) ID 559 | 992,700 | | (922,194) | (331,905) | | | 261,399 | | 992,700 | | HVSP-P-A |
| Polkemmet Rd from Chge 19.920 - 22.275 from Plowright | 455,713 | | (559,618) | | | | 103,905 | | 455,713 | | HVSP-P-A |
| Alexander Avenue Reconstruction | | 376,500 | (243,431) | | | | (133,069) | | 376,500 | | LRCI |
| Mathoura Street Reconstruction | | 351,750 | (351,750) | | | | | | 351,750 | | LRCI |
| Acacia Street Reconstruction | | 228,750 | (228,750) | | | | | | 228,750 | | LRCI |
| Frederick St Hazel St To Edward St | | 350,000 | | | | | (350,000) | 350,000 | | | |
| Burnt Creek Industrial Estate Dev Rds and Drainage | 180,000 | | | | | (180,000) | | 180,000 | | | |
| Enterprise Estate Stage 1 Rds and Drainage | 360,000 | | | | | (360,000) | | 360,000 | | | |
| Annual Allocation - Roads to Recovery Grant Funding 2024-2029 (R2R) | | | (1,500,000) | | | | 1,500,000 | | | | |
| Annual Allocation - Consultancy & Design Urban Road Construction | 20,000 | | | | | | (20,000) | | 20,000 | | |
| Annual Allocation - Consultants Rural Roadworks | 11,000 | | | | | | (11,000) | | 11,000 | | |
| Annual Allocation - Disabled Car Parking Bay Additions | 15,000 | | | | | | (15,000) | | 15,000 | | |
| Annual Allocation - Gravelled Roads Renewal (Resheet) | 1,000,000 | | | | | | (1,000,000) | | 1,000,000 | | |
| Annual Allocation - Heavy Patching Rural | 505,235 | | | | | | (505,235) | | 505,235 | | |
| Annual Allocation - Rural Local Rds Final Seals | 93,000 | | | | | | (93,000) | | 93,000 | | |
| Annual Allocation - Rural Minor Seal Extensions New | 10,000 | | | | | | (10,000) | | 10,000 | | |
| Annual Allocation - Rural Renewal Sealed Roads (excluding Shoulder Resheet) | 600,000 | | | | | | (600,000) | | 600,000 | | |
| Annual Allocation - Rural Road Shoulder Resheet | 310,000 | | | | | | (310,000) | | 310,000 | | |
| Annual Allocation - Rural Roads Vegetation Clearance | 30,000 | | | | | | (30,000) | | 30,000 | | |
| Annual Allocation - Traffic Intersection Works Rural | 15,000 | | | | | | (15,000) | | 15,000 | | |
| Annual Allocation - Traffic Intersection Works Urban | 20,000 | | | | | | (20,000) | | 20,000 | | |
| Annual Allocation - Urban Minor Seal Extensions | 10,000 | | | | | | (10,000) | | 10,000 | | |
| Annual Allocation - Urban Rds Donated Infra Project Management (Internal) | 70,000 | | | | | | (70,000) | | 70,000 | | |
| Annual Allocation - Urban Rdworks Access Microsurfacing | 427,000 | | | | | | (427,000) | | 427,000 | | |
| Annual Allocation - Urban Renewal Sealed Roads | 227,000 | | | | | | (227,000) | | 227,000 | | |
| Annual Allocation - Urban Roadworks Final Seals | 44,136 | | | | | | (44,136) | | 44,136 | | |
| | 7,814,014 | 1,307,000 | (5,137,275) | (331,905) | | (540,000) | (3,111,834) | 890,000 | 8,231,014 | | |
| | 9,121,014 | | | | | | | | | | |
| Bridges | | | | | | | | | | | |
| Riverside Rd Alignment and Safety Upgrades (HVSP-P Round 8C) | 595,000 | | (452,500) | | | | (142,500) | | 595,000 | | HVSP-P-A |
| Gross Bridge Load Modelling and Retrofitting - Longerenong (HVSP-P Round 8C) | | 400,000 | (320,000) | | | | (80,000) | | 400,000 | | HVSP-P-A |
| Renewal of Bridge Assets Polkemmet Bridge | | 214,000 | (107,000) | | | | (107,000) | | 171,200 | 42,800 | BRP |
| Annual Allocation - Renewal of Bridge Assets | | 100,000 | (50,000) | | | | (50,000) | | 100,000 | | |
| | 595,000 | 714,000 | (929,500) | | | | (379,500) | | 1,266,200 | 42,800 | |
| | 1,309,000 | | | | | | | | | | |
| Footpaths & Cycleways | | | | | | | | | | | |
| Footpath Renewal - Condition 4 Section | 130,000 | | | | | | (130,000) | | 130,000 | | |
| Footpath Rehabilitation - Disability Strategy Upgrade Projects | 52,500 | | | | | | (52,500) | | 42,000 | 10,500 | |
| Bike Paths Sealing Works | 50,000 | | | | | | (50,000) | | | 50,000 | |
| New Footpath Creation to Meet LoS | | 169,260 | | | | | (169,260) | 169,260 | | | |
| Reactive Capital Works Footpaths Heavy Patching | | 43,000 | | | | | (43,000) | | 43,000 | | |
| Analysis for Safety Treatments - Pedestrian/Cycling on Baillie St | | 22,660 | (11,330) | | | | (11,330) | | 11,330 | 11,330 | |
| | 232,500 | 234,920 | (11,330) | | | | (456,090) | 169,260 | 226,330 | 71,830 | |
| | 467,420 | | | | | | | | | | |
| Drainage | | | | | | | | | | | |
| Headworks Drainage Developer Contributions | 40,000 | | | (40,000) | | 40,000 | (40,000) | | 40,000 | | |
| | 40,000 | | | (40,000) | | 40,000 | (40,000) | | 40,000 | | |
| | 40,000 | | | | | | | | | | |

| Project Name | Project Expenditure | | Source of Funding | | | | | Expenditure Type | | | Confirmed Funding |
|--|---------------------|-------------|-------------------|---------------|-------|--------------|-----------------|------------------|------------|------------|-------------------|
| | Ongoing Project | New Project | Grants | Contributions | Sales | Reserves | Working Capital | New \$ | Renew \$ | Upgrade \$ | |
| Infrastructure | | | | | | | | | | | |
| Recreation, Leisure & Community Facilities | | | | | | | | | | | |
| Aquatic Centre Renewal of Assets (excluding buildings, roads, drainage, car parks) | 50,000 | | | | | (50,000) | | | 50,000 | | |
| Sunnyside Precinct Detailed Design | 45,000 | | | | | | (45,000) | 45,000 | | | |
| Haven Precinct Detailed Design Plan | | 53,500 | | | | | (53,500) | 53,500 | | | |
| Aquatic Centre Water Play and Splash Park Planning/Design | | 50,000 | | | | | (50,000) | 50,000 | | | |
| | 95,000 | 103,500 | | | | (50,000) | (148,500) | 148,500 | 50,000 | | |
| | 198,500 | | | | | | | | | | |
| Waste Management | | | | | | | | | | | |
| Various Design Works for Landfill | 47,210 | | | | | (47,210) | | 47,210 | | | |
| Transfer Station Upgrade at Kenny Road Including Hard Cover Areas to Facilitate Better Separation of Waste Streams | | 150,000 | | | | (150,000) | | 60,000 | | 90,000 | |
| Rehabilitation of closed landfills | | 100,000 | | | | (100,000) | | | 100,000 | | |
| Dooen Landfill Cell 2 Capping Design and Design Audit | | 80,000 | | | | (80,000) | | 80,000 | | | |
| Transfer Station Design and Build Leachate Pond | | 80,000 | | | | (80,000) | | 80,000 | | | |
| Dooen Landfill Ladlows Cell 2B West Capping Design Audit | | 50,000 | | | | (50,000) | | 50,000 | | | |
| Dooen Landfill Raise Temporary Bunding Cell 3A and Cell 2B | | 20,000 | | | | (20,000) | | | | 20,000 | |
| | 47,210 | 480,000 | | | | (527,210) | | 317,210 | 100,000 | 110,000 | |
| | 527,210 | | | | | | | | | | |
| Parks, Open Space & Streetscapes | | | | | | | | | | | |
| City Oval New Playground | 249,045 | | | | | | (249,045) | 249,045 | | | RDV 23/24 |
| Lukin Court Park Development | 191,008 | | | | | (191,008) | | | | 191,008 | |
| Annual Allocation - Renewal Open Space Assets | 100,000 | | | | | | (100,000) | | 100,000 | | |
| Wimmera River Pedestrian Footbridge LIGHTS Extension of Hamilton Street | 100,000 | | | | | | (100,000) | 100,000 | | | |
| CBD Revitalisation Streetscape Inc Schematics and Drawings (CBD Res) | 100,000 | | | | | | (100,000) | | 100,000 | | |
| Annual Allocation - Renewal Rural Open Space Assets | 20,000 | | | | | | (20,000) | | 20,000 | | |
| Recreation & Open Space Developer Contributions | 5,000 | | | (5,000) | | 5,000 | (5,000) | | 5,000 | | |
| City to River Activation Stge 1 Platforms / Nodes x 3 / Rock Beaching | | 50,000 | | | | | (50,000) | 50,000 | | | |
| DDA Compliant Seats throughout CAD and Urban Areas Along Pedestrian Routes | | 25,000 | | | | | (25,000) | | 25,000 | | |
| | 765,053 | 75,000 | | (5,000) | | (186,008) | (649,045) | 399,045 | 250,000 | 191,008 | |
| | 840,053 | | | | | | | | | | |
| Aerodromes | | | | | | | | | | | |
| Aerodrome Renewal of Assets (excluding buildings, roads, drainage, car parks) | | 50,000 | | | | (50,000) | | | 50,000 | | |
| Aerodrome Stormwater Detention and Retention System | | 30,000 | | | | | (30,000) | 30,000 | | | |
| | | 80,000 | | | | (50,000) | (30,000) | 30,000 | 50,000 | | |
| | 80,000 | | | | | | | | | | |
| Other Infrastructures | | | | | | | | | | | |
| 22-23 Council Flood Support Fund | 400,000 | | | | | | (400,000) | | 400,000 | | |
| Annual Allocation - Renewal Kerb & Channel | 140,960 | | | | | | (140,960) | | 140,960 | | |
| WAL Hub Entrance Landscaping | 89,022 | | | | | (89,022) | | 89,022 | | | |
| WIFT Renewal of Assets Excl Build Rds Drain Car Parks | 70,000 | | | | | (70,000) | | | 70,000 | | |
| Depot Fuel Tank Remediation | | 170,000 | | | | (170,000) | | | 170,000 | | |
| Apex (Adventure) Island Eastern Boardwalk Crossing and Fishing Platform | | 170,000 | | | | | (170,000) | | 170,000 | | |
| Livestock Exchange Renewal of Assets Excl Build Rds Drain Car Parks | | 50,000 | | | | (50,000) | | | 50,000 | | |
| | 699,982 | 390,000 | | | | (379,022) | (710,960) | 89,022 | 1,000,960 | | |
| | 1,089,982 | | | | | | | | | | |
| Total Infrastructure | 10,288,759 | 3,384,420 | (6,078,105) | (376,905) | | (1,692,240) | (5,525,929) | 2,043,037 | 11,214,504 | 415,638 | |
| | 13,673,179 | | | | | | | | | | |

| Summary | Project Expenditure | | Source of Funding | | | | | Expenditure Type | | | Confirmed Funding |
|------------------------------------|---------------------|-------------|-------------------|---------------|--------------|-------------|-----------------|------------------|------------|------------|-------------------|
| | Ongoing | New Project | Grants | Contributions | Sales | Reserves | Working Capital | New \$ | Rennew \$ | Upgrade \$ | |
| | | | | | | | | | | | |
| Total Property | 4,186,738 | 5,856,256 | (1,798,512) | (129,586) | (2,425,000) | (2,713,102) | (2,976,794) | 7,819,102 | 1,655,236 | 568,656 | |
| | 10,042,994 | | | | | | | | | | |
| Total Plant & Equipment | 2,493,021 | 52,000 | (12,000) | (25,000) | (438,959) | (1,802,733) | (266,329) | 567,703 | 1,953,318 | 24,000 | |
| | 2,545,021 | | | | | | | | | | |
| Total Infrastructure | 8,840,346 | 4,832,833 | (6,078,105) | (376,905) | | (1,692,240) | (5,525,929) | 2,043,037 | 11,214,504 | 415,638 | |
| | 13,673,179 | | | | | | | | | | |
| Total Capital Works | 15,520,105 | 10,741,089 | (7,888,617) | (531,491) | (2,863,959) | (6,208,075) | (8,769,052) | 10,429,842 | 14,823,058 | 1,008,294 | |
| | 26,261,194 | | | | (26,261,194) | | | | 26,261,194 | | |

4.6 Summary of Planned Capital Works Expenditure

For the years ending 30 June 2026, 2027 & 2028

| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|---|---------------------|----------------|---------|-----------|------------------|--------------------------------|---------------|------------|-----------------|-------|------------------|------------------|-----------|-----------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Land | | | | | | | | | | | | | | |
| Land Acquisition & Sales - Special Purpose | 2,000,000 | | | | 2,000,000 | -2,000,000 | | | | | | 2,000,000 | | |
| Land Acquisition & Sales - Other | 150,000 | | | | 150,000 | | | | | | -150,000 | 150,000 | | |
| Industrial Estate Land Sales | 15,000 | | | | 15,000 | -5,560,000 | | | | | 5,545,000 | 15,000 | | |
| Railway Corridor - Main Land Purchase | | 535,000 | | | 535,000 | | | | -160,000 | | -375,000 | 535,000 | | |
| Railway Corridor - Palk Street Land Purchase | | 350,000 | | | 350,000 | | | | | | -350,000 | 350,000 | | |
| Sale of former depot site | | | | | | -2,100,000 | | | | | 2,100,000 | | | |
| | 2,165,000 | 885,000 | | | 3,050,000 | -9,660,000 | | | -160,000 | | 6,770,000 | 3,050,000 | | |
| Buildings | | | | | | | | | | | | | | |
| City Oval Netball Court Clubrooms | 2,700,000 | | | | 2,700,000 | | | -1,508,396 | | | -1,191,604 | 2,700,000 | | |
| Depot Relocation Site Purchase | 1,800,000 | | | | 1,800,000 | | | | -1,800,000 | | | 1,800,000 | | |
| Depot Relocation Incl Furniture, Demolition etc (excludes Land Purchase) | 1,000,000 | 2,500,000 | | 1,500,000 | 5,000,000 | | | | -200,000 | | -4,800,000 | 1,650,000 | 1,700,000 | 1,650,000 |
| WPAC Wesley Major Refurbishment | 600,000 | 1,400,000 | | | 2,000,000 | | -776,000 | -1,000,000 | -224,000 | | | | 1,600,000 | 400,000 |
| Annual Allocation - Building Renewal Program | 588,636 | 607,526 | 498,657 | 639,528 | 2,334,346 | | | | | | -2,334,346 | | 2,334,346 | |
| Depot Relocation Detailed Planning | 492,102 | | | | 492,102 | | | | -492,102 | | | 492,102 | | |
| City to River Riverfront Container Kiosk | 170,000 | | | | 170,000 | | | | -85,000 | | -85,000 | 170,000 | | |
| Visitor Services Building Works | 154,000 | | | | 154,000 | | | | | | -154,000 | | 154,000 | |
| Wimmera Regional Sports Stadium Planning & Design | 150,000 | | 250,000 | | 400,000 | | | | | | -400,000 | 400,000 | | |
| Telangatuk Public Conveniences Upgrade | 50,000 | | | | 50,000 | | | | | | -50,000 | | 40,000 | 10,000 |
| Aquatic Centre Hearing Loop and PA Upgrade Main Hall | 37,000 | | | | 37,000 | | | -37,000 | | | | | 29,600 | 7,400 |
| Quantong Community Centre Flooring Upgrade | 31,233 | | | | 31,233 | | | -3,116 | | | -28,117 | | | 31,233 |
| Natimuk Hall Upgrade | 27,364 | | | | 27,364 | | | | | | -27,364 | | | 27,364 |
| Laharum Oval Community Facility Kitchen Upgrade | 22,727 | | | | 22,727 | | | | | | -22,727 | | | 22,727 |
| Laharum Hall Upgrade | 17,932 | | | | 17,932 | | -3,586 | | | | -14,346 | | | 17,932 |
| Aquatic Centre Miscellaneous Provision | 15,000 | | | | 15,000 | | | | | | -15,000 | | 15,000 | |
| Solar for The Station | 12,000 | | | | 12,000 | | | | -12,000 | | | 12,000 | | |
| Town Hall - Piano relocation | 10,000 | | | | 10,000 | | | | | | -10,000 | | 8,000 | 2,000 |
| Southbank - Major Mitchell - New public toilet | | 324,014 | | | 324,014 | | | | | | -324,014 | 324,014 | | |
| Town Hall External Doors Salto Locks & security upgrade | | 170,000 | | | 170,000 | | | | | | -170,000 | | 170,000 | |
| Public Toilets between Sunnyside & Sawyer Park | | 130,000 | | | 130,000 | | | | | | -130,000 | 130,000 | | |
| Town Hall Staff Room and Workstations PR 22-476 | | 130,000 | | | 130,000 | | | | | | -130,000 | | 104,000 | 26,000 |
| Horsham Town Hall upgrade (buildings but excl lighting, sound desk and equip etc) | | 108,005 | | | 108,005 | | | | | | -108,005 | | 54,002 | 54,002 |
| Building External Project Design & Scoping | | 100,000 | 100,000 | 100,000 | 300,000 | | | | | | -300,000 | | 300,000 | |
| Sustainability Project Energy Saving Measures Zero Carbon | | 54,002 | 221,625 | 227,388 | 503,015 | | | -12,500 | -37,500 | | -453,015 | 503,015 | | |
| Horsham CAD - post depot relocation | | 50,000 | 450,000 | | 500,000 | | | -380,000 | | | -120,000 | 150,000 | 150,000 | 200,000 |
| Firebrace St Commercial Buildings Toilets upgrade | | 34,750 | | | 34,750 | | | | | | -34,750 | | 17,375 | 17,375 |
| Police Paddock Public Toilets Upgrade | | 18,955 | | | 18,955 | | | | | | -18,955 | | 9,477 | 9,477 |
| Hamilton/Menadue/Helipad Public Convenience Design | | 16,650 | | | 16,650 | | | | | | -16,650 | 16,650 | | |
| Green lake toilet block-top of boat ramp upgrade | | 4,212 | | | 4,212 | | | | | | -4,212 | | 2,106 | 2,106 |
| Quantong Toilets | | | 175,000 | | 175,000 | | | -87,500 | | | -87,500 | | 140,000 | 35,000 |
| Basketball Stadium Solar Panels | | | 41,732 | | 41,732 | | | | | | -41,732 | 41,732 | | |
| Horsham Cinema restoration works (internal) | | | 22,163 | | 22,163 | | | -11,081 | | | -11,082 | | 22,163 | |

| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|--|---------------------|-----------|-----------|-----------|------------|--------------------------------|---------------|------------|------------|-------|-----------------|------------------|-----------|-----------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Cherrypool Public Toilets Upgrade | | | | 18,106 | 18,106 | | | | | | -18,106 | | 9,053 | 9,053 |
| Jubilee Hall Upgrade | | | | 35,472 | 35,472 | | | | | | -35,472 | 31,038 | 2,217 | 2,217 |
| Bennett Road Kindergarten Upgrade | | | | 40,646 | 40,646 | | | | | | -40,646 | 31,038 | 4,804 | 4,804 |
| Green Park Kindergarten Upgrade | | | | 40,646 | 40,646 | | | | | | -40,646 | 31,038 | 4,804 | 4,804 |
| Natimuk Road Kindergarten Upgrade | | | | 40,646 | 40,646 | | | | | | -40,646 | 31,038 | 4,804 | 4,804 |
| Tolondo Public Toilets Upgrade | | | | 102,324 | 102,324 | | | | | | -102,324 | | 51,162 | 51,162 |
| Jardwa Park - Arnott St upgrade | | | | 156,897 | 156,897 | | | | | | -156,897 | | | 156,897 |
| Racecourse Reserve Pavillion - Bennett Road - Racecourse Reserve Pavillion Upgrade | | | | 161,843 | 161,843 | | | -80,922 | | | -80,922 | 20,692 | 70,575 | 70,575 |
| Taylors Lake Hall Upgrade | | | | 186,969 | 186,969 | | | -93,485 | | | -93,485 | | 93,485 | 93,485 |
| Basketball Stadium upgrade | | | | 295,604 | 295,604 | | | | | | -295,604 | 155,192 | 70,206 | 70,206 |
| Apex Island - Regional playground - New public toilet | | | | 306,973 | 306,973 | | | | | | -306,973 | 306,973 | | |
| Sunnyside - long term - access all times - New public toilet | | | | 397,928 | 397,928 | | | | | | -397,928 | 397,928 | | |
| | 7,877,994 | 5,648,114 | 1,759,177 | 4,250,970 | 19,536,255 | | -779,586 | -3,213,999 | -2,850,602 | | -12,692,067 | 9,394,453 | 7,161,179 | 2,980,623 |
| Artworks and Civic Art | | | | | | | | | | | | | | |
| Public Art | 30,000 | 32,401 | 33,244 | 34,108 | 129,753 | | | | | | -129,753 | 129,753 | | |
| Art Gallery Trust Purchased Artworks | 25,000 | 25,000 | 25,000 | 25,000 | 100,000 | | -100,000 | | | | | 100,000 | | |
| | 55,000 | 57,401 | 58,244 | 59,108 | 229,753 | | -100,000 | | | | -129,753 | 229,753 | | |
| Plant & Equipment | | | | | | | | | | | | | | |
| Plant Purchase & Sales General Admin | 2,027,296 | 895,398 | 886,775 | 868,542 | 4,678,011 | -989,278 | | | -3,688,733 | | | 460,703 | 4,217,308 | |
| | 2,027,296 | 895,398 | 886,775 | 868,542 | 4,678,011 | -989,278 | | | -3,688,733 | | | 460,703 | 4,217,308 | |
| Fixtures, Fittings and Furniture | | | | | | | | | | | | | | |
| Town Hall Renewal of Assets (Lighting, Sound Desk & Equip etc) | 30,000 | 32,401 | 33,244 | 34,108 | 129,753 | | | | -129,753 | | | | 129,753 | |
| | 30,000 | 32,401 | 33,244 | 34,108 | 129,753 | | | | -129,753 | | | | 129,753 | |
| Computers and Telecommunications | | | | | | | | | | | | | | |
| IT Hardware Replacement - Capital Purchases >\$1000 | 100,000 | 86,404 | 160,678 | 90,955 | 438,037 | | | | -438,037 | | | | 438,037 | |
| CCTV Hardware (Public) | 50,000 | 50,000 | | | 100,000 | | | | -100,000 | | | 100,000 | | |
| Council WAN and LAN Infrastructure Upgrade | 50,000 | | | | 50,000 | | | | | | -50,000 | | 50,000 | |
| Library IT Replacements - Capital Purchases >\$1000 | 38,000 | | | | 38,000 | | | | | | -38,000 | | 38,000 | |
| Replacement/Upgrade IT Back Up Infrastructure | 30,000 | | | | 30,000 | | | | | | -30,000 | | 30,000 | |
| Digital Devices Rollout Infra Team | 20,000 | | | | 20,000 | | | | | | -20,000 | | | 20,000 |
| UPS Upgrades - Capital Purchases >\$1000 | 14,000 | | | | 14,000 | | | | -14,000 | | | | 14,000 | |
| IT Hardware Upgrades - Capital Purchases >\$1000 | 10,000 | | | | 10,000 | | | | -10,000 | | | | 10,000 | |
| Phone System Upgrade | 10,000 | | | | 10,000 | | | | -10,000 | | | 2,000 | 4,000 | 4,000 |
| | 322,000 | 136,404 | 160,678 | 90,955 | 710,037 | | | | -572,037 | | -138,000 | 102,000 | 584,037 | 24,000 |
| Lending Materials | | | | | | | | | | | | | | |
| Wimmera Libraries Adult Lending Material Collection | 98,725 | 100,000 | 100,000 | 100,000 | 398,725 | -396 | | | | | -398,329 | | 398,725 | |
| Wimmera Libraries Premiers Reading Challenge | 12,000 | 12,000 | 12,000 | 12,000 | 48,000 | | | -48,000 | | | | | 48,000 | |
| | 110,725 | 112,000 | 112,000 | 112,000 | 446,725 | -396 | | -48,000 | | | -398,329 | | 446,725 | |

| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|---|---------------------|-----------|-----------|-----------|------------|--------------------------------|---------------|-------------|------------|-------|-----------------|------------------|------------|---------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Roads | | | | | | | | | | | | | | |
| Annual Allocation - Roads to Recovery Grant Funding 2024-2029 (R2R) | | | | | | | | -11,100,000 | | | 11,100,000 | | | |
| Annual Allocation - Gravelled Roads Renewal (Resheet) | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 4,000,000 | | | | | | -4,000,000 | | 4,000,000 | |
| Annual Allocation - Rural Renewal Sealed Roads (excluding Shoulder Resheet) | 600,000 | 1,180,732 | 1,211,431 | 1,242,928 | 4,235,090 | | | | | | -4,235,090 | | 4,235,090 | |
| Annual Allocation - Heavy Patching Rural | 505,235 | 648,027 | 332,438 | 454,775 | 1,940,476 | | | | | | -1,940,476 | | 1,940,476 | |
| Annual Allocation - Urban Rdworks Access Microsurfacing | 427,000 | | | | 427,000 | | | | | | -427,000 | | 427,000 | |
| Annual Allocation - Rural Road Shoulder Resheet | 310,000 | | | | 310,000 | | | | | | -310,000 | | 310,000 | |
| Annual Allocation - Urban Renewal Sealed Roads | 227,000 | | | | 227,000 | | | | | | -227,000 | | 227,000 | |
| Annual Allocation - Rural Local Rds Final Seals | 93,000 | 216,009 | 221,625 | 227,388 | 758,022 | | | | | | -758,022 | | 758,022 | |
| Annual Allocation - Urban Rds Donated Infra Project Management (Internal) | 70,000 | | | | 70,000 | | | | | | -70,000 | | 70,000 | |
| Annual Allocation - Urban Roadworks Final Seals | 44,136 | 108,005 | 66,488 | 68,216 | 286,844 | | | | | | -286,844 | | 286,844 | |
| Annual Allocation - Rural Roads Vegetation Clearance | 30,000 | | | | 30,000 | | | | | | -30,000 | | 30,000 | |
| Annual Allocation - Consultancy & Design Urban Road Construction | 20,000 | | | | 20,000 | | | | | | -20,000 | | 20,000 | |
| Annual Allocation - Traffic Intersection Works Urban | 20,000 | | | | 20,000 | | | | | | -20,000 | | 20,000 | |
| Annual Allocation - Disabled Car Parking Bay Additions | 15,000 | | | | 15,000 | | | | | | -15,000 | | 15,000 | |
| Annual Allocation - Traffic Intersection Works Rural | 15,000 | | | | 15,000 | | | | | | -15,000 | | 15,000 | |
| Annual Allocation - Consultants Rural Roadworks | 11,000 | | | | 11,000 | | | | | | -11,000 | | 11,000 | |
| Annual Allocation - Rural Minor Seal Extensions New | 10,000 | | | | 10,000 | | | | | | -10,000 | | 10,000 | |
| Annual Allocation - Urban Minor Seal Extensions | 10,000 | | | | 10,000 | | | | | | -10,000 | | 10,000 | |
| Annual Allocation - Renewal Sealed Roads Rural (Excludes shoulder resheet and heavy patching) | | 787,154 | 807,621 | 828,619 | 2,423,394 | | | | | | -2,423,394 | | 2,423,394 | |
| Annual Allocation - Rural Sealed Roads | | 395,494 | 405,777 | 416,327 | 1,217,597 | | | | | | -1,217,597 | | 1,217,597 | |
| Annual Allocation - Urban Sealed Roads | | 593,241 | 608,665 | 624,490 | 1,826,395 | | | | | | -1,826,395 | | 1,826,395 | |
| Dim Minyip Road (Boundary Road) ID 559 | 992,700 | | | | 992,700 | | -331,905 | -922,194 | | | 261,399 | | 992,700 | |
| Noradjuha-Tooan East Road ID 1670 | 891,180 | | | | 891,180 | | | -670,785 | | | -220,395 | | 891,180 | |
| Nth East Wonwondah Rd From Chge 0.720 - 1.950 Km from Henty Hwy | 1,527,050 | | | | 1,527,050 | | | -660,747 | | | -866,303 | | 1,527,050 | |
| Polkemmet Rd from Chge 19.920 - 22.275 from Plowright | 455,713 | | | | 455,713 | | | -559,618 | | | 103,905 | | 455,713 | |
| Heavy Vehicles - Future Program | | 3,277,273 | 3,277,273 | 3,277,273 | 9,831,819 | | | -6,873,273 | | | -2,958,546 | | 9,831,819 | |
| Acacia Street Reconstruction | 228,750 | | | | 228,750 | | | -228,750 | | | | | 228,750 | |
| Alexander Avenue Reconstruction | 376,500 | | | | 376,500 | | | -243,431 | | | -133,069 | | 376,500 | |
| Mathoura Street Reconstruction | 351,750 | | | | 351,750 | | | -351,750 | | | | | 351,750 | |
| Apex Park - Bennett Road Upgrade | | | | 111,136 | 111,136 | | | | | | -111,136 | | | 111,136 |
| Burnt Creek Industrial Estate Dev Rds and Drainage | 180,000 | 420,000 | | | 600,000 | | | | -600,000 | | | 600,000 | | |
| Enterprise Estate Stage 1 Rds and Drainage | 360,000 | 840,000 | | | 1,200,000 | | | | -1,200,000 | | | 1,200,000 | | |
| Frederick St Hazel St To Edward St Infra Gap | 350,000 | | | | 350,000 | | | | | | -350,000 | 350,000 | | |
| Winfields / Olive Plantation Rd Upgrade | | | 110,813 | | 110,813 | | | -55,406 | | | -55,407 | | 33,244 | 77,569 |
| Mt Zero Road Otta Seal | | | | 108,009 | 108,009 | | | | | | -108,009 | | | 108,009 |
| Seal Police Paddock road/parking area | | | | 102,324 | 102,324 | | | | | | -102,324 | | 61,395 | 40,930 |
| Telangatuk East - Rocklands Rd - widening on bends | | | | 454,775 | 454,775 | | | -227,388 | | | -227,388 | | 272,865 | 181,910 |
| | 9,121,014 | 9,465,934 | 8,042,129 | 8,916,260 | 35,545,338 | | -331,905 | -21,893,342 | -1,800,000 | | -11,520,091 | 2,150,000 | 32,875,784 | 519,554 |

| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|--|---------------------|----------------|------------------|------------------|-------------------|--------------------------------|----------------|-------------------|-----------------|-------------------|-------------------|------------------|------------------|------------------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Bridges | | | | | | | | | | | | | | |
| Riverside Rd Alignment and Safety Upgrades (HVSP Round 8C) | 595,000 | | | | 595,000 | | | -452,500 | | | -142,500 | | 595,000 | |
| Gross` Bridge Load Modelling and Retrofitting - Longerenong (HVSP Round 8C) | 400,000 | | | | 400,000 | | | -320,000 | | | -80,000 | | 400,000 | |
| Renewal of Bridge Assets Polkemmet Bridge | 214,000 | | | | 214,000 | | | -107,000 | | | -107,000 | | 171,200 | 42,800 |
| Annual Allocation - Renewal of Bridge Assets | 100,000 | 108,005 | 110,813 | 113,694 | 432,511 | | | -210,000 | | | -222,511 | | 432,511 | |
| Noradjuha Tooan East Rd Bridge Guard Rails | | 320,000 | | | 320,000 | | | -320,000 | | | | 320,000 | | |
| Various retrofitting works on Bridges | | | | 761,748 | 761,748 | | | -350,000 | | | -411,748 | | 152,350 | 609,399 |
| | 1,309,000 | 428,005 | 110,813 | 875,442 | 2,723,260 | | | -1,759,500 | | | -963,760 | 320,000 | 1,751,061 | 652,199 |
| Footpaths & Cycleways | | | | | | | | | | | | | | |
| New Footpath Creation to Meet LoS | 169,260 | 168,000 | 168,000 | 168,000 | 673,260 | | | | | | -673,260 | 673,260 | | |
| Footpath Renewal - Condition 4 Section | 130,000 | 162,007 | 166,219 | 170,541 | 628,767 | | | | | | -628,767 | | 628,767 | |
| Footpath Rehabilitation - Disability Strategy Upgrade Projects | 52,500 | | | | 52,500 | | | | | | -52,500 | | 42,000 | 10,500 |
| Bike Paths Sealing Works | 50,000 | | | | 50,000 | | | | | | -50,000 | | | 50,000 |
| Reactive Capital Works Footpaths Heavy Patching | 43,000 | | | | 43,000 | | | | | | -43,000 | | 43,000 | |
| Analysis for Safety Treatments - Pedestrian/Cycling on Baillie St | 22,660 | | | | 22,660 | | | -11,330 | | | -11,330 | | 11,330 | 11,330 |
| Extend Bike Tracks From Bike Plan | | 108,005 | 88,650 | 113,694 | 310,349 | | | -153,000 | | | -157,349 | 155,174 | | 155,174 |
| Horsham Natimuk Cycle Path | | 108,005 | | | 108,005 | | | -50,000 | | | -58,005 | 108,005 | | |
| Provide crossing facilities at all shared path and road intersections | | | | 28,423 | 28,423 | | | -14,000 | | | -14,423 | | 28,423 | |
| | 467,420 | 546,016 | 422,869 | 480,658 | 1,916,963 | | | -228,330 | | | -1,688,633 | 964,862 | 725,097 | 227,004 |
| Drainage | | | | | | | | | | | | | | |
| Annual Allocation - Renewal Drainage Assets | | 135,000 | 135,000 | 135,000 | 405,000 | | | | | | -405,000 | | 405,000 | |
| Headworks Drainage Developer Contributions | 40,000 | | | | 40,000 | | -40,000 | | 40,000 | | -40,000 | | 40,000 | |
| | 40,000 | 135,000 | 135,000 | 135,000 | 445,000 | | -40,000 | | 40,000 | | -445,000 | | 445,000 | |
| Recreation Leisure & Community Facilities | | | | | | | | | | | | | | |
| Haven Precinct Detailed Design Plan | 53,500 | | | | 53,500 | | | | | | -53,500 | 53,500 | | |
| Aquatic Centre Renewal of Assets (excluding buildings, roads, drainage, car parks) | 50,000 | 52,922 | 54,298 | 55,710 | 212,930 | | | | -212,930 | | -0 | | 212,930 | |
| Aquatic Centre Water Play and Splash Park Planning/Design | 50,000 | | | | 50,000 | | | | | | -50,000 | 50,000 | | |
| Sunnyside Precinct Detailed Design | 45,000 | | | | 45,000 | | | | | | -45,000 | 45,000 | | |
| City Oval & Sawyer Park Redevelopment Stage 1 - Community Facility | | | 4,405,000 | 5,206,110 | 9,611,110 | | | -4,805,000 | | -1,000,000 | -3,806,110 | | 4,805,555 | 4,805,555 |
| Horsham Skate Park Precinct Plan Implementation | | | 1,250,000 | | 1,250,000 | | | -1,000,000 | | | -250,000 | 1,250,000 | | |
| Horsham North Local Area Plan - Theme 3 | | | 15,000 | | 15,000 | | | | | | -15,000 | 3,000 | 1,500 | 10,500 |
| Aquatic Centre Water Play and Splash Park - Construction | | | | 1,136,938 | 1,136,938 | | | -500,000 | | | -636,938 | 1,136,938 | | |
| | 198,500 | 52,922 | 5,724,298 | 6,398,758 | 12,374,478 | | | -6,305,000 | -212,930 | -1,000,000 | -4,856,548 | 2,538,438 | 5,019,985 | 4,816,055 |

| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|--|---------------------|-----------|-----------|-----------|-----------|--------------------------------|---------------|------------|------------|----------|-----------------|------------------|-----------|-----------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Waste Management | | | | | | | | | | | | | | |
| Transfer Station Upgrade at Kenny Road Including Hard Cover Areas to Facilitate Better Separation of Waste Streams | 150,000 | 432,018 | | | 582,018 | | | | -582,018 | | -0 | 232,807 | | 349,211 |
| Rehabilitation of closed landfills | 100,000 | | | | 100,000 | | | | -100,000 | | | | 100,000 | |
| Dooen Landfill Cell 2 Capping Design and Design Audit | 80,000 | | | | 80,000 | | | | -80,000 | | | 80,000 | | |
| Transfer Station Design and Build Leachate Pond | 80,000 | | | | 80,000 | | | | -80,000 | | | 80,000 | | |
| Dooen Landfill Ladlows Cell 2B West Capping Design Audit | 50,000 | | | | 50,000 | | | | -50,000 | | | 50,000 | | |
| Various Design Works for Landfill | 47,210 | | | | 47,210 | | | | -47,210 | | | 47,210 | | |
| Dooen Landfill Raise Temporary Bunding Cell 3A and Cell 2B | 20,000 | | | | 20,000 | | | | -20,000 | | | | | 20,000 |
| Landfill cell construction | | | 3,362,057 | | 3,362,057 | | | | -3,362,057 | | 0 | | 3,362,057 | |
| | 527,210 | 432,018 | 3,362,057 | | 4,321,285 | | | | -4,321,285 | | 0 | 490,017 | 3,462,057 | 369,211 |
| Parks Open Spaces & Streetscapes | | | | | | | | | | | | | | |
| City Oval New Playground | 249,045 | | | | 249,045 | | | | | | -249,045 | 249,045 | | |
| Lukin Court Park Development | 191,008 | | | | 191,008 | | | | -191,008 | | | | | 191,008 |
| Annual Allocation - Renewal Open Space Assets | 100,000 | 194,408 | 155,138 | 204,649 | 654,195 | | | | | | -654,195 | | 654,195 | |
| Wimmera River Pedestrian Footbridge LIGHTS Extension of Hamilton Street | 100,000 | | | | 100,000 | | | | | | -100,000 | 100,000 | | |
| CBD Revitalisation Streetscape Inc Schematics and Drawings (CBD Res) | 100,000 | | | | 100,000 | | | | | | -100,000 | | 100,000 | |
| City to River Activation Stge 1 Platforms / Nodes x 3 / Rock Beaching | 50,000 | | | | 50,000 | | | | -50,000 | | | 50,000 | | |
| DDA Compliant Seats throughout CAD and Urban Areas Along Pedestrian Routes | 25,000 | | | | 25,000 | | | | -25,000 | | | | 25,000 | |
| Annual Allocation - Renewal Rural Open Space Assets | 20,000 | 21,601 | 22,163 | 22,739 | 86,502 | | | | | | -86,502 | | 86,502 | |
| Recreation & Open Space Developer Contributions | 5,000 | | | | 5,000 | | -5,000 | | 5,000 | | -5,000 | | 5,000 | |
| City to River OCallaghans and Firebrace St Streetscapes | | 900,000 | 400,000 | | 1,300,000 | | | -800,000 | -500,000 | | | | | 1,300,000 |
| Roberts Ave Old Kindergarten Site conversion to Open Space | | 680,000 | | | 680,000 | | | -340,000 | -238,000 | | -102,000 | | 680,000 | |
| Victrack Land development South of Mill Street | | 500,000 | 540,023 | 886,501 | 1,926,524 | | | -520,000 | | -385,305 | -1,021,219 | 1,926,524 | | |
| ROSP Precinct planning and capital works | | 324,014 | | 341,081 | 665,095 | | | | | | -665,095 | 532,076 | | 133,019 |
| Jenkinson Estate Landscaping Works & Infrastructure | | 275,000 | | | 275,000 | | | | | | -275,000 | 275,000 | | |
| Jenkinson Estate Reclaimed Water Irrigation | | 260,000 | | | 260,000 | | | | | | -260,000 | 260,000 | | |
| Horsham North Local Area Plan - Theme 2 | | 15,000 | | | 15,000 | | | | | | -15,000 | 3,000 | 1,500 | 10,500 |
| Install raised priority crossings at intersecting side roads to slow vehicle turning speeds and to provide a continuous path of travel for pedestrians | | | 33,244 | 33,244 | 66,488 | | | -30,000 | | | -36,488 | 66,488 | | |
| Horsham Botanic Gardens playgrounds upgrade | | | | 287,645 | 287,645 | | | -115,058 | | | -172,587 | | | 287,645 |
| Oatlands Park - Wavell St upgrade | | | | 189,584 | 189,584 | | | -94,792 | | | -94,792 | | | 189,584 |
| NEW Local Playground-Horsham South East | | | | 163,435 | 163,435 | | | | | | -163,435 | 163,435 | | |
| Horsham River Playground (Major Mitchell Drive River frontage) upgrade | | | | 156,897 | 156,897 | | | | | | -156,897 | | | 156,897 |
| | 840,053 | 3,170,023 | 1,150,567 | 2,285,776 | 7,446,419 | | -5,000 | -1,899,850 | -924,008 | -385,305 | -4,232,256 | 3,625,568 | 1,552,197 | 2,268,654 |

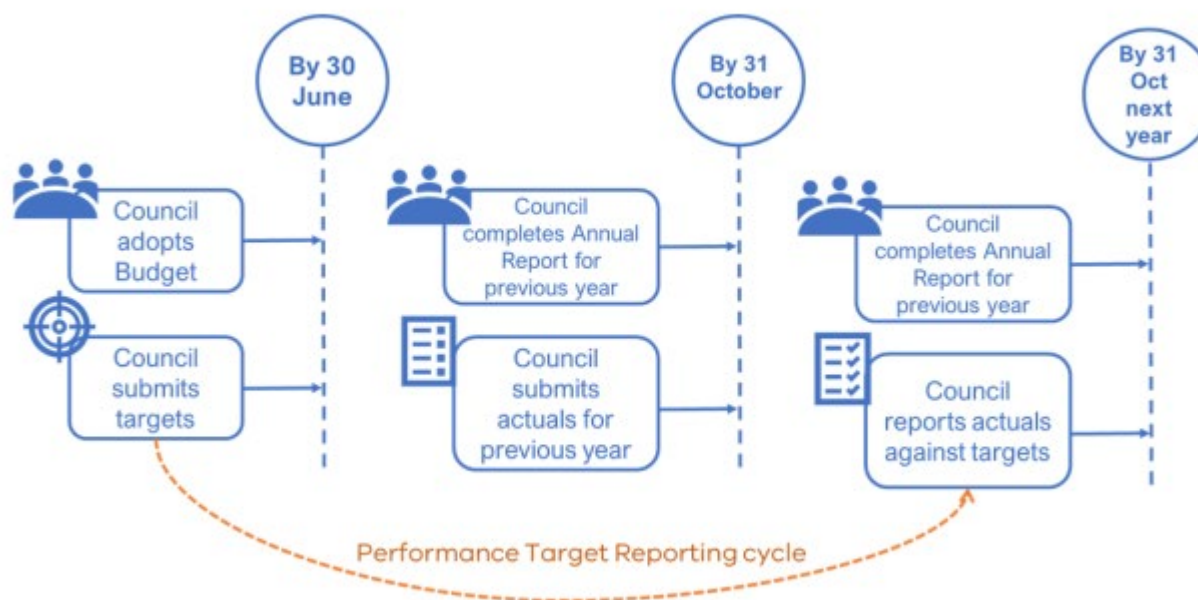
| Row Labels | Expenditure by Year | | | | | Sources of Funding - All Years | | | | | | Expenditure Type | | |
|---|---------------------|-------------------|-------------------|-------------------|-------------------|--------------------------------|-------------------|--------------------|--------------------|-------------------|--------------------|-------------------|-------------------|-------------------|
| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total | Sales | Contributions | Grants | Reserves | Loans | Working Capital | New | Renewal | Upgrade |
| Aerodrome | | | | | | | | | | | | | | |
| Aerodrome Renewal of Assets (excluding buildings, roads, drainage, car parks) | 50,000 | 54,002 | 55,406 | 56,847 | 216,256 | | | | -216,256 | | | | 216,256 | |
| Aerodrome Stormwater Detention and Retention System | 30,000 | | | | 30,000 | | | | | | -30,000 | 30,000 | | |
| Aerodrome Runway 08-26 Extension | | | | 392,244 | 392,244 | | | -392,244 | | | | | 57,327 | 334,917 |
| Aerodrome Main Apron Reconstruction | | | | 682,163 | 682,163 | | | -409,298 | | | -272,865 | | 409,298 | 272,865 |
| | 80,000 | 54,002 | 55,406 | 1,131,254 | 1,320,662 | | | -801,542 | -216,256 | | -302,865 | 30,000 | 682,880 | 607,782 |
| Other Infrastructure | | | | | | | | | | | | | | |
| 22-23 Council Flood Support Fund | 400,000 | | | | 400,000 | | | | | | -400,000 | | 400,000 | |
| Depot Fuel Tank Remediation | 170,000 | 100,000 | | | 270,000 | | | | -270,000 | | | | 270,000 | |
| Apex (Adventure) Island Eastern Boardwalk Crossing and Fishing Platform | 170,000 | | | | 170,000 | | | | | | -170,000 | | 170,000 | |
| Annual Allocation - Renewal Kerb & Channel | 140,960 | 156,607 | 160,678 | 164,856 | 623,101 | | | | | | -623,101 | | 623,101 | |
| WAL Hub Entrance Landscaping | 89,022 | | | | 89,022 | | | | -89,022 | | | 89,022 | | |
| WIFT Renewal of Assets Excl Build Rds Drain Car Parks | 70,000 | 75,603 | 77,569 | 79,586 | 302,758 | | | | -302,758 | | | | 302,758 | |
| Livestock Exchange Renewal of Assets Excl Build Rds Drain Car Parks | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 | | | | -200,000 | | | | 200,000 | |
| Industrial estate development Enterprise Estate Stage 2, rds, water, power, trees, xovers | | 1,236,400 | | | 1,236,400 | | | | -1,236,400 | | | 1,236,400 | | |
| | 1,089,982 | 1,618,610 | 288,247 | 294,442 | 3,291,281 | | | | -2,098,180 | | -1,193,101 | 1,325,422 | 1,965,859 | |
| Total Capital Expenditure | 26,261,194 | 23,669,248 | 22,301,504 | 25,933,273 | 98,165,220 | -10,649,674 | -1,256,491 | -36,149,563 | -16,933,784 | -1,385,305 | -31,790,403 | 24,681,216 | 61,018,921 | 12,465,082 |

5. Performance indicators

5.1 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 2022/23 | Forecast 2023/24 | Target 2024/25 | Target Projections | | | Trend |
|---|--|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|-------|
| | | | | | | 2025/26 | 2026/27 | 2027/28 | +/- |
| 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% | 43% | 44% | 44.88% | 45.78% | 46.69% | + |
| 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 | 100.00% | 89.40% | 90.29% | 91.19% | 92.10% | 93.03% | + |
| 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 | 100.00% | 93.00% | 100.00% | 100.00% | 100.00% | 100.00% | o |
| 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 | 25.90% | 50.00% | 50.00% | 51.00% | 52.02% | 53.06% | + |

Targeted performance indicators – Financial

| Indicator | Measure | Notes | Actual 2022/23 | Forecast 2023/24 | Target 2024/25 | Target Projections | | | Trend |
|---|--|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|-----------|
| | | | | | | 2025/26 | 2026/27 | 2027/28 | + / o / - |
| 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 | 271% | 225% | 150% | 153% | 150% | 121% | - |
| Obligations | | | | | | | | | |
| Asset renewal (assets are renewed as planned) | Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation | 6 | 71% | 163% | 101% | 106% | 124% | 136% | + |
| Stability | | | | | | | | | |
| Rates concentration (revenue is generated from a range of sources) | Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue | 7 | 55% | 66% | 58% | 55% | 55% | 57% | o |
| Efficiency | | | | | | | | | |
| Expenditure level (resources are used efficiently in the delivery of services) | Expenses per property assessment Total expenses / no. of property assessments | 8 | \$4,615 | \$4,654 | \$4,908 | \$4,983 | \$5,035 | \$5,156 | + |

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.

5.2 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 | | Forecast | Budget | Projections | | | Trend | |
|----------------------------|---|-------|----------|---------|-------------|---------|---------|---------|-----|
| | | | Actual | Actual | | | | | |
| | | Notes | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | +/- |
| Operating position | | | | | | | | | |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue | | -5.1% | -20.1% | -7.8% | -2.8% | -0.4% | -2.8% | + |
| Liquidity | | | | | | | | | |
| Working capital | Current assets / Current liabilities | | 271% | 225% | 150% | 153% | 150% | 121% | - |
| Unrestricted cash | Unrestricted cash /Current liabilities | | 243% | 83% | 56% | 12% | 8% | -19% | - |
| Obligations | | | | | | | | | |
| Loans borrowings | Interest bearing loans and borrowings / Rate revenue | | 14% | 13% | 13% | 0% | 0% | 4% | - |
| Loans borrowings | Interest and principal repayments on interest bearing loans and borrowings / Rate revenue | | 1% | 1% | 1% | 13% | 0% | 0% | - |
| Indebtedness | Non-current liabilities / Own source revenue | | 23% | 21% | 11% | 13% | 13% | 15% | - |
| Asset renewal | Asset renewal and upgrade / Depreciation | | 71% | 163% | 101% | 106% | 124% | 136% | + |
| Stability | | | | | | | | | |
| Rates concentration | Rate revenue / Adjusted underlying revenue | | 55% | 66% | 58% | 55% | 55% | 57% | o |
| Rates effort | Rate revenue / CIV of rateable properties in the municipality | | 0.42% | 0.36% | 0.37% | 0.38% | 0.39% | 0.40% | + |
| Efficiency | | | | | | | | | |
| Expenditure level | Total expenditure / No. of property assessments | | \$4,580 | \$4,654 | \$4,926 | \$5,020 | \$5,092 | \$5,187 | + |
| Revenue level | Total rate revenue /No. of property assessments | | \$2,032 | \$2,550 | \$2,631 | \$2,708 | \$2,787 | \$2,869 | + |

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