

HRCC Budget 2015-16 - Community Feedback - Ideas for Action Ver 2.xlsx Summary

By Group by Service Area

Row Labels	Count of No.
Community Services	
Art Gallery	1
Children's Services	1
Culture & Arts	10
HACC	2
Sport & Rec	1
Youth	2
Community Services Total	17
Corporate Services	
Finance	27
General	4
Governance & Mgt	6
IT	1
Org Development	2
Property Mgt	6
Rates	51
Strategic Planning	11
Corporate Services Total	108
Planning & Economic	
Economic Dev	8
Parking	2
Planning	6
Regulatory	2
Roads	1
Planning & Economic Total	19
Tech Services	
Bridges	4
Cap Works	1
Council Enterprises	2
Env Services	3
Footpaths & Cycleways	4
General	3
Operations	9
Public Toilets	1
Roads	7
Sport & Rec	11
Waste Mgt	7
Tech Services Total	52
Grand Total	196

By Topic

Row Labels	Count of No.
Access to services	1
Activities	1
Aerodrome	1
Aquatic Centre	3
Artist in Residence	1
Asset management	1
Asset Sales	3
Asset Utilisation	1
Benchmarking	2
Biketacks	1
Borrowings	6
Bylaws	1
Bypass	1
Capacity to Pay	1
Capital Works Planning	5
Children's Hub	1
City Oval	1
Commercial collections	1
Community Engagement	3
Community Grants	3
Councillors	1
Culture & Rec Rating	7
Customer Portal	1
Debtors	1
Depot	4
Differential rates	14
Emergency Management	1
Foot Bridge	2
Footpaths / Walking Tracks	3
Fuel	2
General	19
Grants	1
Halls	4
Hard Waste	2
HTH	8
Industrial estates	3
Initiatives	1
Level of rates	11
Livestock Exchange	1
Meters	2
Mining	1
Municipal Charge	6
New Assets	5
Output Measures	3
Parks & Gardens	2
Parks & Garderns	1
Payment Options	1
Pensioners	1
Plant	5
Public Transport	2
Rail Corridor	2
Rate Capping	4
Rate Installments	1
red tape	1
Road bridge	2
Road Classification	1
Road prioritisation	4
Roadside Mgt	1
School Crossings	1
Service issues	4
Sharing facilities	1
Signage	2
Small business support	2
Sports Stadium	1
Staff	4
Tourism	1
User Charges	8
Valuations	2
Vandalism	1
Grand Total	196

No.	Date	Source	Group	Service Area	Topic	Comment/Suggestion/Question
1	30-Jan-15	Rotary	Corporate Services	Rates	Differential rates	There were a number of members of the Rotary Club being for and against farm differentials.
2	30-Jan-15	Rotary	Corporate Services	Rates	Culture & Rec Rating	One of the conversations for next year's budget is recreation lands rating. There were some people who felt that user pays is important and the users of the facilities should pay not the ratepayer. There were some comments about encouraging sharing of facilities between groups. 'It seemed to be that the group mainly felt that getting rid of recreation lands rates was preferred. With total rates of \$20m the \$50,000 or \$60,000 revenue from Recreation land rates could be distributed across the rest of the rate payers. This would have a minimal impact on rate payers but would have a significant positive impact on those in sport and recreation groups.
3	30-Jan-15	Rotary	Corporate Services	Rates	Rate Capping	There were also questions about rate capping and what affect that might have and that it might stifle development. There seemed to be a balanced view for the need for local government to spend on important local infrastructure as well as the view it is important to keep rates at low levels.
4	02-Feb-15	VFF	Tech Services	Operations	Plant	Regarding efficiency gains in non-salary areas what consideration has been given to in-house versus delivery via tender, there are a lot of local businesses that could conduct some works
5	02-Feb-15	VFF	Corporate Services	Finance	General	In the review of efficiency do outside agencies conduct the review?
6	02-Feb-15	VFF	Tech Services	Operations	Plant	Ownership of heavy equipment, council seems to always have new plant?
7	02-Feb-15	VFF	Corporate Services	Rates	Differential rates	The rate strategy farm differential went from 10% to 20% re-evaluation means that this should now be 27% given the poor season will this happen
8	02-Feb-15	VFF	Corporate Services	Rates	Differential rates	Will there be a 27% rate differential?
9	02-Feb-15	VFF	Community Services	Culture & Arts	HTH	Is the staff budget to run the Arts Centre \$300,000?
10	02-Feb-15	VFF	Tech Services	Sport & Rec	Aquatic Centre	Is that about what it costs to run the pool?
11	02-Feb-15	VFF	Planning & Economic	Planning	Rail Corridor	Rail Corridor- what is this?
12	02-Feb-15	VFF	Community Services	Culture & Arts	HTH	When will the town hall be done?
13	02-Feb-15	VFF	Community Services	Culture & Arts	HTH	I'll later move a motion that our grains (?) conference be held there
14	02-Feb-15	VFF	Corporate Services	Finance	User Charges	Can surveys ask not just whether services are wanted but whether we want to pay for services?
15	02-Feb-15	VFF	Corporate Services	Rates	Rate Capping	How will the proposed rate capping be managed?
16	02-Feb-15	VFF	Corporate Services	Rates	Rate Capping	Rate capping - that sounds as if investment in capital would be limited?
17	02-Feb-15	VFF	Corporate Services	Finance	Benchmarking	How would you rate the size of council? Too small, about right or too big?
18	02-Feb-15	VFF	Corporate Services	Finance	Community Engagement	Farmers are carrying most of the cost but aren't asked in advance if we want additional services
19	02-Feb-15	VFF	Corporate Services	Finance	General	Can council collect age information in any surveys on the budget?
20	02-Feb-15	VFF	Corporate Services	Finance	User Charges	Free library services aren't these over generous? Have we considered pay per use in the library?
21	02-Feb-15	VFF	Corporate Services	Org Development	Staff	What is the number of full time Council staff?

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22	02-Feb-15	VFF	Corporate Services	Org Development	Staff	Decades ago councils were orientated to social goals through their employment they employed people who would find it hard to find work elsewhere. Is this still the case?
23	02-Feb-15	VFF	Tech Services	Operations	Plant	Returning to Council's heavy equipment is much plant leased?
24	02-Feb-15	VFF	Tech Services	Operations	Plant	Plant has peak change over point
25	02-Feb-15	VFF	Corporate Services	Finance	Emergency Management	Does Council get reimbursed for emergency (fire) operations?
26	02-Feb-15	VFF	Tech Services	Operations	Plant	Is the plant used to its maximum capacity? For example through double shifts?
27	02-Feb-15	VFF	Corporate Services	Rates	Rate Installments	There is the option of only offering rate payments by instalment. How would this affect your farm operations?
28	10-Feb-15	Busin Hsm	Corporate Services	Rates	Culture & Rec Rating	Is the showgrounds recreation rated?
29	10-Feb-15	Busin Hsm	Corporate Services	Finance	Borrowings	If big infrastructure is required can council borrow?
30	10-Feb-15	Busin Hsm	Corporate Services	Finance	Borrowings	Do you budget for all loan costs and interest payments?
31	10-Feb-15	Busin Hsm	Corporate Services	Finance	Borrowings	How long is the loan on the Town Hall?
32	10-Feb-15	Busin Hsm	Planning & Economic	Planning	Rail Corridor	What is the Rail Corridor project?
33	10-Feb-15	Busin Hsm	Tech Services	Footpaths & Cycleways	Footpaths / Walking Tracks	Money should be spent on cleaning the footpath in Firebrace st.
34	10-Feb-15	Busin Hsm	Tech Services	Bridges	Road bridge	There should be a second road bridge over the river at Bennet St or Baillie St
35	10-Feb-15	Busin Hsm	Tech Services	Roads	Road prioritisation	Address road hot spots for danger and congestion
36	10-Feb-15	Busin Hsm	Tech Services	Waste Mgt	Commercial collections	Garbage and Recycle services for business should be provided
37	10-Feb-15	Busin Hsm	Tech Services	Footpaths & Cycleways	Footpaths / Walking Tracks	There should be a walking track on the southern side of the river between the Highway and Burnt Creek (?)
38	23-Feb-15	Apex	Corporate Services	Rates	Rate Capping	If rates are capped at CPI which has been low in the last few years how will council cope with for example a 3.1% rate increase?
39	23-Feb-15	Apex	Corporate Services	Rates	General	What % of income comes from rates?
40	23-Feb-15	Apex	Corporate Services	Property Mgt	General	Does council own the Town Hall and Aquatic Centre? And does it run the aquatic centre?
41	23-Feb-15	Apex	Corporate Services	Property Mgt	General	Why does council have such a large asset base?

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42	23-Feb-15	Apex	Corporate Services	Rates	Valuations	Why penalise people who do up their homes by increasing their rates?
43	23-Feb-15	Apex	Corporate Services	Rates	Level of rates	Why are our rates so much higher than other councils?
44	23-Feb-15	Apex	Corporate Services	Finance	Community Grants	Can council assist non-profit organisations to build/improve community assets?
45	23-Feb-15	Apex	Corporate Services	Rates	Capacity to Pay	Is Council concerned that rate rises will outstrip people's capacity to pay?
46	23-Feb-15	Apex	Community Services	Youth	Access to services	Aged people get services can't young people get better services?
47	23-Feb-15	Apex	Community Services	Youth	Activities	There needs to be more active things for kids to do in town more emphasis on families. Town Hall project is too expensive and took too long
48	23-Feb-15	Apex	Tech Services	Sport & Rec	Sharing facilities	Why doesn't Council share facilities with schools?
49	23-Feb-15	Apex	Planning & Economic	Planning	General	Who plans Horsham?
50	23-Feb-15	Apex	Tech Services	Sport & Rec	Asset management	People are confused about what council do. (example of lights not being left on for one event but then being allowed to stay on all night for another event.) A message can be sent that community aren't in control of our facilities.
51	23-Feb-15	Apex	Tech Services	Operations	Depot	Will the Apex shed be part of the Depot relocation?
52	23-Feb-15	Apex	Planning & Economic	Planning	red tape	We are more interested in services for young people. Council should be more streamlined, less red tape preventing clubs doing things for the community.
53	23-Feb-15	Apex	Corporate Services	Property Mgt	Asset Sales	Council could sell laneways to adjacent land holders to get cash and remove potential areas of anti-social behaviour
54	24-Feb-15	Oasis	Corporate Services	Strategic Planning	Capital Works Planning	Out of all the capital works in train what's the priority and how is that determined?

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55	24-Feb-15	Oasis	Tech Services	Cap Works	Capital Works Planning	Projects take too long, can things happen more quickly?
56	24-Feb-15	Oasis	Corporate Services	Strategic Planning	Capital Works Planning	For a project to be chosen/completed is it political will or community determination?
57	24-Feb-15	Oasis	Corporate Services	Finance	Initiatives	Operational initiative on slide 13 (\$600 to \$800 for one-off operational initiatives) what are these?
58	24-Feb-15	Oasis	Tech Services	Bridges	Road bridge	Is there an identified priority for a second road bridge across the River?
59	24-Feb-15	Oasis	Corporate Services	General	Fuel	Fuel prices in Horsham are very high, why is that?
60	24-Feb-15	Oasis	Corporate Services	General	Fuel	Ballarat Council influenced petrol prices there?
61	24-Feb-15	Oasis	Planning & Economic	Economic Dev	Industrial estates	Is the purpose of this project to create new industrial estates? (slide 9 2017/18 & Beyond- Capital Projects) Industrial estates can attract businesses. This should be top priority. People should have work and it creates income for council. The Golf Course Rd estate looks very old fashioned.
62	24-Feb-15	Oasis	Planning & Economic	Economic Dev	Small business support	What support is provided to small businesses?
63	24-Feb-15	Oasis	Planning & Economic	Parking	Meters	In Canada a small town removed parking fees in a retail area that was dying and this revitalised the street. Can parking meters be removed but time limits remain?
64	24-Feb-15	Oasis	Tech Services	General	Public Transport	What is Council's role in public transport?
65	24-Feb-15	Oasis	Tech Services	Bridges	Foot Bridge	Will the footbridge across the river be completed this year?
66	24-Feb-15	Oasis	Community Services	HACC	General	On the facts and figures sheet it says 'Homecare 17,000 hours', what is this?
67	24-Feb-15	Oasis	Community Services	HACC	General	With this kind of support (HACC) how can it be guaranteed that it is going to the deserving?
68	24-Feb-15	Oasis	Tech Services	Waste Mgt	Hard Waste	Hard waste collection should be considered
69	24-Feb-15	Oasis	Corporate Services	IT	Customer Portal	I'd like to be able to log in to a council account and make all my payments and track planning and building permit applications.
70	11-Mar-15	Ind Retirees	Tech Services	Sport & Rec	Sports Stadium	Where would an indoor stadium be?
71	11-Mar-15	Ind Retirees	Community Services	Culture & Arts	HTH	HTH expected costs \$250 - \$300k?

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72	11-Mar-15	Ind Retirees	Tech Services	Sport & Rec	Halls	There appears to be a lot of duplication of services in Horsham and surrounding areas, eg Haven – halls, tennis courts versus those in Horsham
73	11-Mar-15	Ind Retirees	Tech Services	Sport & Rec	Halls	We could do with a second tier town hall – a smaller facility that would be more economical but bigger than many of the rural and other smaller facilities
74	11-Mar-15	Ind Retirees	Corporate Services	Finance	Grants	Where does grant money come from? Federal or State?
75	11-Mar-15	Ind Retirees	Tech Services	Sport & Rec	Aquatic Centre	Aquatic Centre was originally a facility that many people didn't want but is now really well utilised - does it pay its way?
76	11-Mar-15	Ind Retirees	Community Services	Culture & Arts	HTH	HTH/Art Gallery \$250 to \$300k, is that a nett cost?
77	11-Mar-15	Ind Retirees	Corporate Services	Rates	Differential Rates	Rural rating as opposed to urban rating - access to services why a difference?
78	11-Mar-15	Ind Retirees	Tech Services	Operations	Depot	Talk of HRCC enlarging city oval and relocating depot, talking for 10 years, when is this going to happen?
79	11-Mar-15	Ind Retirees	Tech Services	Operations	Depot	Do we have a site for the Depot that is out of town?
80	11-Mar-15	Ind Retirees	Tech Services	Sport & Rec	City Oval	What is the likelihood of city oval being expanded?
81	11-Mar-15	Ind Retirees	Tech Services	Roads	Road Classification	Infrastructure - lengths of roads– urban and rural? Where does Haven fall under?
82	11-Mar-15	Ind Retirees	Tech Services	Roads	Road prioritisation	Haven't seen improvements to roads and drainage in ten years in Haven, would like to see work being done on roads and channels
83	11-Mar-15	Ind Retirees	Corporate Services	Finance	Borrowings	What is Council's current borrowings, how much and when will it be paid back?
84	11-Mar-15	Ind Retirees	Corporate Services	Finance	Borrowings	Why don't we negotiate loans when interest rates are low?
85	11-Mar-15	Ind Retirees	Corporate Services	Rates	Valuations	I should let my property rundown so that I pay less rates, than a more expensive property?
86	11-Mar-15	Ind Retirees	Planning & Economic	Economic Dev	Small business support	What is council doing for small business - too many vacant shops down the street:
87	11-Mar-15	Ind Retirees	Corporate Services	General	Community Engagement	Applaud community engagement. Will it be done on an annual or biannual basis?
88	11-Mar-15	Ind Retirees	Corporate Services	General	Community Engagement	The meeting voted for future annual engagement from Council.
89	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	But it is important to obtain value for these tax funds. There seems to be a culture of untouchability amongst council staff and I wonder if a slight reduction in staff numbers may even achieve more output

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90	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	Increase residential rates and decrease rural farm rates. Rural residents do not attend the events, utilize paths or facilities nearly as much as town rate paying people.
91	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	Council should only increase its rates in line with CPI. Ratepayers working the private industry would be lucky to get a CPI payrise with the current economic situation, most wont get anything at all.
92	12-Mar-15	Survey	Tech Services	Waste Mgt	Service issues	Other councils offer a lot more value like green waste bins for the rates paid
93	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	Should not go any higher. CPI increase only.
94	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	Rural areas of the council pay significant rates without seeing adequate funds spent in this area - poor road improvement etc
95	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	Rates should only every second year at a rate of the INFLATION not for your own Ideal ology.
96	12-Mar-15	Survey	Corporate Services	Rates	Level of rates	The HRCC area covers more than just the city. Unfortunately it is the surrounding farmland that pays much more than the average householder in the town.
97	12-Mar-15	Survey	Corporate Services	Rates	Culture & Rec Rating	All sporting groups comprise rateable individuals so these people are effectively rated twice. Water and power rates are justified and perhaps a notional levy for street services/garbage collection.
98	12-Mar-15	Survey	Corporate Services	Rates	Culture & Rec Rating	Community Halls should maintain exemption from being charged rates as they do not have the capacity to raise money.
99	12-Mar-15	Survey	Corporate Services	Rates	Culture & Rec Rating	Most sporting groups are run by volunteers and should be supported by council as a reward for their services.
100	12-Mar-15	Survey	Corporate Services	Rates	Culture & Rec Rating	I believe if any rates are to be payed that it be based on income.
101	12-Mar-15	Survey	Corporate Services	Rates	Culture & Rec Rating	Residents, who are the users of these facilities have already paid rates and should not have to do so again through their community group.
102	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	The problem with any differential is the asset base. All local government funds should be raised by Federal taxes levied as % of overall taxes paid in community
103	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	The question does not really make sense as land value isn't an input. The further the farm from Horsham, the lower the rates should be as a consequence of not accessing facilites and utilising the facilities in other Council areas.
104	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	20% seems reasonable
105	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	I don't get a discount on my residential rates or commercial rates on my workplace so why should farmers, they will be rewarded for the high value of their farms when they retire.
106	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	Would like to see 30%
107	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	should be based on gross income. Will be used as another Tax Concession.
108	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	Leave differntial at 20%
109	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	30% - In general rural rate payers would be low frequency users of many town services that their rates contribute to.
110	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	10% Farmers need to understand that this is a discount that is paid for by other ratepayers not a right
111	12-Mar-15	Survey	Corporate Services	Rates	Differential Rates	at least 30 per cent the differential has to recognise that it is people that use and demand services. Most farm areas don't use many of the facilities council pays for. We are too far away to use the swimming pool, town facilities etc.
112	12-Mar-15	Survey	Corporate Services	Rates	Municipal Charge	This is the only justifiable tax on Clubs but should JUST COVER COSTS INCURRED BY THAT CLUB/ASSOCIATION
113	12-Mar-15	Survey	Corporate Services	Rates	Municipal Charge	It does not represent value for money - reduce municipal overheads to balance the budget instead
114	12-Mar-15	Survey	Corporate Services	Rates	Municipal Charge	If a home owner is able to purchase a home they should be able to continue to maintain a basic rate of \$268

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115	12-Mar-15	Survey	Corporate Services	Rates	Municipal Charge	Is this based on median house prices if so Properties that are double the Median should be paying at least 25% more for fairer Balance.
116	12-Mar-15	Survey	Corporate Services	Rates	Municipal Charge	Not all ratepayers access the services at all. Venues like the swimming pool complex, arts centre etc are rarely used by outlying residents. Perhaps it should be on a tiered system ie, within 10 kms, 10-25kms, over 25kms
117	12-Mar-15	Survey	Corporate Services	Finance	User Charges	All fees should be pitched to recover costs- but first can we reduce those costs with reduced staff levels?
118	12-Mar-15	Survey	Corporate Services	Finance	User Charges	Council can charge more when the service they offer is efficient - just like all private businesses.
119	12-Mar-15	Survey	Corporate Services	Finance	User Charges	Need to be some charges
120	12-Mar-15	Survey	Corporate Services	Finance	User Charges	Garbage fees should be based on Weight and how often they use this facility. As for Planning & Building permits should be abolished as Insurance will be the watch dog on costs & Regulations which can then be added the council rates.
121	12-Mar-15	Survey	Corporate Services	Finance	User Charges	It is not possible to provide a single answer here as needs to be considered on a case by case basis
122	12-Mar-15	Survey	Corporate Services	Finance	User Charges	I believe council has responsibility for areas such as garbage because the population doesn't really have an option. Going to the pool is a discretionary spend. Believe these categories should be separated..
123	12-Mar-15	Survey	Corporate Services	Strategic Planning	New Assets	Can be on a individual items eg when we need a pool I am happy to pay a once off additional rate. Need to give rate payers the opt in option??
124	12-Mar-15	Survey	Corporate Services	Strategic Planning	New Assets	I would like to see the annual report. Expenditure on assets should increase as the population increases. It would be a proportional measurement value, together with CPI.
125	12-Mar-15	Survey	Corporate Services	Strategic Planning	New Assets	What are the new assets - PAC ??? spent too much already on a minority within the community
126	12-Mar-15	Survey	Corporate Services	Strategic Planning	New Assets	i dont feel I was given adequate information on what these "assets" were to accurately repond to the question
127	12-Mar-15	Survey	Corporate Services	Property Mgt	Asset Utilisation	How many assets are empty & Why. Does the council have any so called white paper on Community asset development.
128	12-Mar-15	Survey	Corporate Services	Finance	New Assets	Am becoming concerned at the increasing future cost of maintainign some the infrastructure now being constructed.
129	12-Mar-15	Survey	Planning & Economic	Regulatory	Bylaws	We have bylaws re cats that are just not policed. We have good control of stray dogs on the whole but no policing of dog mess in streets or parks. Green Lake is supposedly dog free but who polices?
130	12-Mar-15	Survey	Planning & Economic	Regulatory	School Crossings	School children mamange the crossings very effectively in SA
131	12-Mar-15	Survey	Corporate Services	Strategic Planning	Capital Works Planning	Is there a 10-20 plan of where the council have projects which has been put to the Community. If not why not?.
132	12-Mar-15	Survey	Corporate Services	Strategic Planning	Output Measures	Why are Councils not giving the public the full picture with Percentages of the Community usage in each area.
133	12-Mar-15	Survey	Corporate Services	Strategic Planning	Output Measures	Is library more on line now and less used?? could lots of councils contribute to online service?? Art gallery is great but do many people actually use it?? Can many a few halls be shared by many groups?? do we need so many halls??

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134	12-Mar-15	Survey	Community Services	Culture & Arts	Halls	I declare my interest, as Telangatuk East Hall Secretary. Our hall is 57 km from Horsham. My community is spend more time at the hall for tennis, CFA meetings, training events, farm group activities, community Christmas Tree, kids' disco, birthday parties, cards and casserole nights, trivia nights and ad hoc get togethers than the Performing Arts Centre, library, Gallery or Botanical Gardens. Council needs to assist these active halls in their maintenance for paint, weatherboards, gravel, roofing, plumbing and so forth beyond the small grants and funds we can raise.
135	12-Mar-15	Survey	Tech Services	Sport & Rec	Parks & Gardens	Inefficient use of resources in Parks and Gardens - why replace annual flowers every season when an austrailian native would last longer, require less water and not need replacing ever 6 months. I have witnessed two complete change overs of plants in the roundabout near my office and it seems a waste
136	12-Mar-15	Survey	Corporate Services	Strategic Planning	Output Measures	As a Community member there seems to be no Accountability on numbers using these Sport & Rec Facilities.
137	12-Mar-15	Survey	Tech Services	Sport & Rec	General	None of these Rec & Cult services are really essential.
138	12-Mar-15	Survey	Planning & Economic	Economic Dev	General	Industry responds to many economic parameters, I doubt council can influence industry. Helping industry is normally unfair as council will not help all industry, nor should it.
139	12-Mar-15	Survey	Planning & Economic	Economic Dev	Parks & Gardens	If you want travelers to stop in Horsham give them a reason to while they are on the highway; just like in NSW with basic signage. Make the town pretty as you drive in. The paper flowers were the best thing I have seen for a long time. Well done.
140	12-Mar-15	Survey	Planning & Economic	Economic Dev	Industrial estates	It is not councils place to compete against private developers for industrial land at below commercial rates. It does not create jobs or new business just discourages private development.
141	12-Mar-15	Survey	Planning & Economic	Economic Dev	Tourism	Tourism equals increased money to the area and would assist local shop owners
142	12-Mar-15	Survey	Planning & Economic	Economic Dev	Industrial estates	Bring Business to our Community should be our Highest Priority. How much of our Current Industrial Estates are not being used.
143	12-Mar-15	Survey	Tech Services	Council Enterprises	Livestock Exchange	Livestock exchange is a business and should pay its own way.
144	12-Mar-15	Survey	Tech Services	Council Enterprises	Aerodrome	Does the aerodrome help rate payers?
145	12-Mar-15	Survey	Corporate Services	Property Mgt	Asset Sales	Council should sell the theatre and Wimmera Chambers in Firebrace street and allocate the revenue to other assets like a new multi purpose Sports Centre (and table tennis centre)
146	12-Mar-15	Survey	Tech Services	Roads	Road prioritisation	Rural roads in particular are appalling and are not fixed in a 'highest usage' sense. Random side roads appear to recieve more attention in my area than larger and more frequently used roads
147	12-Mar-15	Survey	Tech Services	Roads	General	I believe that letting Rural Roads is Great but the urgent upgrade needed for safety along with speed Restriction only at a certain time slot am/pm.
148	12-Mar-15	Survey	Tech Services	Footpaths & Cycleways	Biketracks	There needs to be more money spent on safe on road bike lanes. A lot can be done to improve safety for bike riders, which will see increased riding by residents resulting in positive health outcomes, less traffic congestion and less pressure on car parking.
149	12-Mar-15	Survey	Tech Services	Env Services	Signage	Horsham's river precinct and streets are a sign of prosperity to all who live and visit - it is vital that this continues to improve

No.	Date	Source	Group	Service Area	Topic	Comment/Suggestion/Question
150	12-Mar-15	Survey	Tech Services	Env Services	Signage	Signage is getting excessive. Stick to basic signage only to avoid confusion. Especially with the aging population excess signage leads to confusion rather than clarification through visual overload
151	12-Mar-15	Survey	Tech Services	Env Services	Roadside Mgt	Rural roadsides aren't maintained.
152	12-Mar-15	Survey	Corporate Services	Governance & Mgt	Staff	My perception is just too many people on payroll
153	12-Mar-15	Survey	Corporate Services	Governance & Mgt	General	I am unqualified to comment, but 8.4m sounds like a lot compared to the other budgets. Does council admin costs compare to other business structures?
154	12-Mar-15	Survey	Corporate Services	Governance & Mgt	General	Work efficiently and reduce costs at council level - more staff and more positions does not mean a better service
155	12-Mar-15	Survey	Corporate Services	Governance & Mgt	Staff	If we want great people in management - we have to pay for them!
156	12-Mar-15	Survey	Corporate Services	Governance & Mgt	General	We need more transparent figures. I believe Amalgamations should be looked at as we are only Approx 20000 Citizens that doesn't warrant our high costs of Management.
157	05-Mar-15	Letter	Corporate Services	Rates	Level of rates	Increases beyond CPI for rates cannot continue
158	05-Mar-15	Letter	Corporate Services	Rates	Pensioners	pressure on elderly citizens to pay high rates - no compensation like that given to farmers
159	05-Mar-15	Letter	Corporate Services	Rates	General	Expenditure should be reviewed instead of so readily increasing rates - we must live within our means so should council!
160	22-Apr-15	East Rotary	Corporate Services	Rates	Level of rates	How come when CPI is tracking at around 1.5 to 2% can council justify a rate increase of 5%?
161	22-Apr-15	East Rotary	Corporate Services	Finance	Benchmarking	Does Council undertake any benchmarking of its salaries with other Councils to see if there are opportunities for efficiencies?
162	22-Apr-15	East Rotary	Corporate Services	Rates	Municipal Charge	Glad to see that Council is addressing the high Municipal Charge as this does pass on an unfair burden to lower valued properties - is that why Council has done this?
163	22-Apr-15	East Rotary	Corporate Services	Rates	General	We collect budget for \$24m in rates - but how much do we really collect?
164	22-Apr-15	East Rotary	Corporate Services	Property Mgt	Asset Sales	Has Council considered selling surplus assets to help with the budget?
165	22-Apr-15	East Rotary	Community Services	Culture & Arts	HTH	What will be the hire price for the new Town Hall? Will it be prohibitive for the community to use?
166	22-Apr-15	East Rotary	Community Services	Culture & Arts	Halls	Why do we need to spend money on other halls? Are they really needed given that we will have the new town hall?
167	22-Apr-15	East Rotary	Tech Services	Operations	Depot	Are we planning to move the depot? This and the cement works would create much needed inner urban living
168	22-Apr-15	East Rotary	Corporate Services	Finance	Borrowings	Why does Council borrow and what do we borrow for?
169	22-Apr-15	East Rotary	Planning & Economic	Planning	Mining	How is Council planning for potential mining activities with WIM150? And what will it mean for Council?
170	22-Apr-15	East Rotary	Planning & Economic	Planning	Bypass	The planned bypass route is likely to impact on the city and potentially the operation of the airport - what planning is Council doing around this? And are there any future plans for the airport?

No.	Date	Source	Group	Service Area	Topic	Comment/Suggestion/Question
171	22-Apr-15	East Rotary	Tech Services	Waste Mgt	Service issues	Has Council looked at opportunities to reduce the cost of waste collection by limiting the number of collections and increasing the number of recycling collection?
172	22-Apr-15	East Rotary	Tech Services	Waste Mgt	Service issues	Has Council considered providing vouchers for ratepayeres to get one or two free visits per year to the transfer station?
173	22-Apr-15	East Rotary	Tech Services	Waste Mgt	Service issues	Why does it cost to dump electrical goods at the Horsham transfer station? As in Melbourne these are free?
174	07-May-15	Info Session Horsham	Corporate Services	Finance	Community Grants	Can we broaden the representation of the committee that approves community grants such that there is community representatives for all grants not just the Sport & Rec ones?
175	07-May-15	Info Session Horsham	Corporate Services	Strategic Planning	Capital Works Planning	What is the decision process as to how a budget item such as the BBQ for Horsham North gets included within the budget?
176	07-May-15	Info Session Horsham	Community Services	Children's Services	Children's Hub	What services will be there? And why is it not based at the school?
177	07-May-15	Info Session Horsham	Community Services	Art Gallery	Artist in Residence	How did we arrive at this point? Has council committed to this? Will ratepayers be paying?
178	13-May-15	Natimuk Info Session	Corporate Services	Rates	Level of rates	Questioned fairness for same rate in the \$ at Natimuk to Horsham given the distance to access services
179	13-May-15	Natimuk Info Session	Corporate Services	Rates	Payment Options	Can options for weekly or monthly rate payments be made available?
180	13-May-15	Natimuk Info Session	Tech Services	General	Public Transport	Bus options of once a day are very limiting does not allow for people without transport to easily access services
181	13-May-15	Natimuk Info Session	Community Services	Sport & Rec	Aquatic Centre	Could user fees be reduced on some Council services such as the Aquatic Centre for people from outside of Horsham? Maybe give some yearly vouchers?
182	13-May-15	Natimuk Info Session	Corporate Services	Finance	Community Grants	How do community grants work? Who decides? Do all groups have to apply?
183	26-May-15	Probus Horsham	Tech Services	Bridges	Foot Bridge	What advantage will the new pedestrian bridge be for Horsham?
184	26-May-15	Probus Horsham	Tech Services	Footpaths & Cycleways	Footpaths / Walking Tracks	Can there be better walking access along the south side of the river?
185	26-May-15	Probus Horsham	Corporate Services	Finance	Debtors	Does Council have a lot of bad debts?
186	26-May-15	Probus Horsham	Tech Services	General	Vandalism	What is the cost of vandalism to the community?
187	26-May-15	Probus Horsham	Planning & Economic	Roads	General	Increasing development South of the River but what about increasing vehicle access
188	26-May-15	Probus Horsham	Planning & Economic	Parking	Meters	Progressive cities no longer have parking meters
189	26-May-15	Probus Horsham	Tech Services	Roads	Road prioritisation	Rural gravel roads are deteriorating so side tracks are being used as alternatives

No.	Date	Source	Group	Service Area	Topic	Comment/Suggestion/Question
190	26-May-15	Probus Horsham	Community Services	Culture & Arts	HTH	What disability access will there be in the new PAC?
191	26-May-15	Probus Horsham	Tech Services	Sport & Rec	Parks & Gardens	Congratulations to the Parks & Gardens staff for the excellent job they do.
192	26-May-15	Probus Horsham	Tech Services	Public Toilets	General	Public toilets need to be maintained better as some doors don't close and not always clean
193	26-May-15	Probus Horsham	Community Services	Culture & Arts	HTH	Town Hall in the wrong location too much traffic already in Wilson St
194	26-May-15	Probus Horsham	Tech Services	Roads	General	Question re Bypass
195	26-May-15	Probus Horsham	Corporate Services	Governance & Mgt	Councillors	What is the salary costs for the mayors and councillors?
196	26-May-15	Probus Horsham	Tech Services	Waste Mgt	Hard Waste	Can there be a Hard waste collection day?

DIRECTOR OF CORPORATE SERVICES – COUNCILLOR UPDATE
2016-17 BUDGET & RATE CAP VARIATION APPLICATION
PLAN FOR COMMUNITY ENGAGEMENT

Graeme Harrison 19 Feb 2016

Purpose

To inform Council on the proposed Community Engagement process re the intention to seek a rate cap variation with the Essential Services Commission and for the Council's 2016-17 Budget.

Background

In line with the approach taken for the 2015-16 budget and the positive feedback that was received through that process it is proposed to undertake a similar approach to community engagement for the 2016-17 budget development.

There are however some added complications to this year's engagement caused by the need for earlier formulation of the budget to meet the obligations of the Fair Go Rates system. Council will need to have a clear understanding of its budget in detail prior to the 31st of March in order to apply to the Essential Services Commission for a variation to the rate cap. Council has flagged that it wishes to continue with its 8 year-long initiative of tagging at least 1% of a rate rise to be allocated towards meeting the gap between our Infrastructure Renewal needs and our declining asset base

There are therefore some components of the engagement process that we will be completing prior to the 8 March 16 in order to input to the ESC Variation process and some aspects that will continue up until the final stages of our budget development towards the end of May 16.

Within the overall budget timeframe Council must also meet its obligations in accordance with Section 223 of the Local Government Act 1989, to provide the community with the required 28 day statutory period in which to provide comments on its draft budget. This requirement must be undertaken at the end of the budget development process when there is a final draft budget that can be provided for comment. It is recognised that engagement with the community during the statutory consultation period at the end of the budget cycle makes it very difficult to properly consider input from the community without delaying the budget timelines.

Issues

The short timeframe for engagement is not ideal but it is an attempt to have some discussion around the specific issue regarding the Rate Cap variation. This will also build on the engagement that has been undertaken over the last 8 years with respect to the specific issue of the Infrastructure Gap levy.

Consultation/Communication

A detailed Community Consultation Plan has been developed with Martin Bride using Council's draft Community Engagement Toolkit. This engagement documentation is focused on what is required for the period from 8 Feb to 8 Mar in order to input to the ESC Variation process, although some components will extend beyond that timeframe.

From this the following documents have been put together:

1. SCOPING FOR ENGAGEMENT (**Attachment 1**) – This document brings together all of the relevant information in order to plan the engagement process.

The overall purpose of the process being to develop a budget that meets the needs and aspirations of the community yet doesn't create an unacceptable burden on ratepayers or create unsustainable debt. The budget must also maintain community assets in a sustainable way.

2. STAKEHOLDER ANALYSIS (**Attachment 2**) – This document identifies the stakeholders that should be involved in the project and at what level their engagement should be.

3. COMMUNITY ENGAGEMENT PLAN (**Attachment 3**) – This document sets out the planned engagement activities and who, how and when they will be undertaken.

The following activities are being planned to be undertaken:

- a) Engage with a range of community groups at their meetings and events – Letters have been sent to a range of community groups and service clubs to request the opportunity to attend one of their meetings during the period from February to May 2016. A brief presentation will be made on the 2016-17 Budget and Council's reasons for applying for a Rate Cap Variation. Adequate time will be allowed for questions and discussion. The following (**Attachment 4**) details the list of community groups that Council will be contacting. To date we have received 2 requests to attend meetings – Independent Retirees and Business Horsham.
- b) Website information page – Specific pages have been setup on council's website to help the community understand the makeup of council's budget and to provide links to more detailed documents that feed in to the budget decision making processes. (**Attachment 5**)
- c) Online survey (Feedback) – the online survey used in 2015-16 has been greatly simplified to essentially ask people what services they think are important and how they would feel about a 1% rate increase above the 2.5% cap knowing that it was funding ageing infrastructure. This has been promoted with a press release, on facebook, on the front page of our

website, via an interview session on the community radio, through community networks and public notice in the WMT. **(Attachment 6)**

- d) The 29 February has been set for two drop-in sessions by the general members of the community to explain the budget and cap variation process and listen to feedback.
- e) Throughout the engagement process Council will invite the community to provide written comments through the online survey process, and through the normal council correspondence and facebook.
- f) The statutory community consultation period will also still be made available towards the end of the budget cycle during April/May 2016, pending any outcome from the ESC Rate Cap Variation process.

Financial

It is not anticipated that there will be any direct costs associated with the engagement processes, but any costs incurred will be met by the existing Corporate Services annual budget allocation.

Links To Council Plans, Strategies, Policies

Guiding Principles – Provide accountable financial management and reporting.

Provided for information of Council

2. SCOPING FOR ENGAGEMENT

This template is designed to assist in bringing all the relevant information regarding a project, to ensure staff are well prepared before beginning the planning phase of engagement and to determine whether engagement is required or preferable for a particular project.

Once the scoping document has been completed, please send a copy to the Manager of Community Development, attaching any supporting documents,

For further information please consult the community engagement tool kit guide. If you have any questions contact Martin Bride martin.bride@hrcc.vic.gov.au or Melissa Morris melissa.morris@hrcc.vic.gov.au

CONTACT DETAILS PROJECT MANAGER

Name: Martin Bride

Email: martin.bride@hrcc.vic.gov.au **Phone:** 5382 9759

Project Name: Budget 16-17

Date: 13 Jan 2016

1. Explain the project in a few sentences:

To develop a budget that meets the needs and aspirations of the community yet doesn't create an unacceptable burden on ratepayers or create unsustainable debt. The budget must also maintain community assets in a sustainable way.

2. What do you want to find out or tell the community?

To inform the community of the decisions taken in forming the budget; to present options or trade-offs that have been considered (and possibly to seek their input into those) trade-offs include asset renewal versus new assets, do we spend now on maintenance or spend more later on replacing dilapidated assets, do we finance asset renewal through saving or by taking loans (this is essentially do we pay now for future assets or do we ask ratepayers of the future to pay for current assets); to seek input on the proposed rates increase.

3. What are the non-negotiables/constraints?

Services will be maintained; if we don't receive the cap increase we will have to budget with 2.5% increase

4. What is the history of this project?

Rates increases have been decreasing over the last five budget cycles. The imposition of rate capping means that we cannot raise rates above the pre-approved rise without making an application. Ratepayers do not like rates rises. This year is there will be re-evaluation of properties that will most likely see most ratepayers having an increase in the value of their property.

2. SCOPING FOR ENGAGEMENT

5. *Who do you think will be involved in the process or have an interest in the outcome?*

List here the internal stakeholders (within Council)

All directors and Chief Executive (Executive Management Group-EMG), managers, staff

List here the external stakeholders (Community, government, other organisations, etc.)

State government, ratepayers, community, community groups who are supported by council, partner agencies (e.g. WHCG through their partnership in Nexus), businesses

6. What are the potential views or concerns about this project?

It's the first year of capping and we are asking for an increased cap; if we fail to bring the community along with the decision we won't get their assent to an increase; there is reputational risk in undertaking engagement with a very short time frame about a potentially controversial decision

7. What are the project timeframes? (i.e. how long have you got to undertake community engagement?)

Engagement activities between 2nd February and 1st March with the submission to the ESC by 30th March

8. Is there a budget available to support this process?

There is no additional funds for the process but staff resources and other resources (e.g. stationary, recurrent advertising spend) will be available

9. What are your indicators of success for this project?

To effectively engage with a significant number of people about the budget, to increase the understanding that people have of the decisions that Council need to make (specifically in regard the financing of asset maintenance and renewal), to receive input on the preferred ways in which our community assets should be managed, to receive feedback on the proposal to increase the rate cap

10. Complete the [Stakeholder analysis tool](#).

3. STAKEHOLDER ANALYSIS

INSTRUCTIONS

Purpose: To determine who should be involved in the project and at what level their engagement should be

How to use: This is best completed in a group for example a steering committee or working group. This will help ensure that as many stakeholders as possible are identified and that each stakeholder's resources and interest are evaluated from a range of perspectives.

Who are the stakeholders? Stakeholders are the individuals, groups and organisations that are or may be affected by the project. This can include adjacent residents, ethnic groups, absent owners, community groups, sporting clubs, agencies and Council's other departments or directorates.

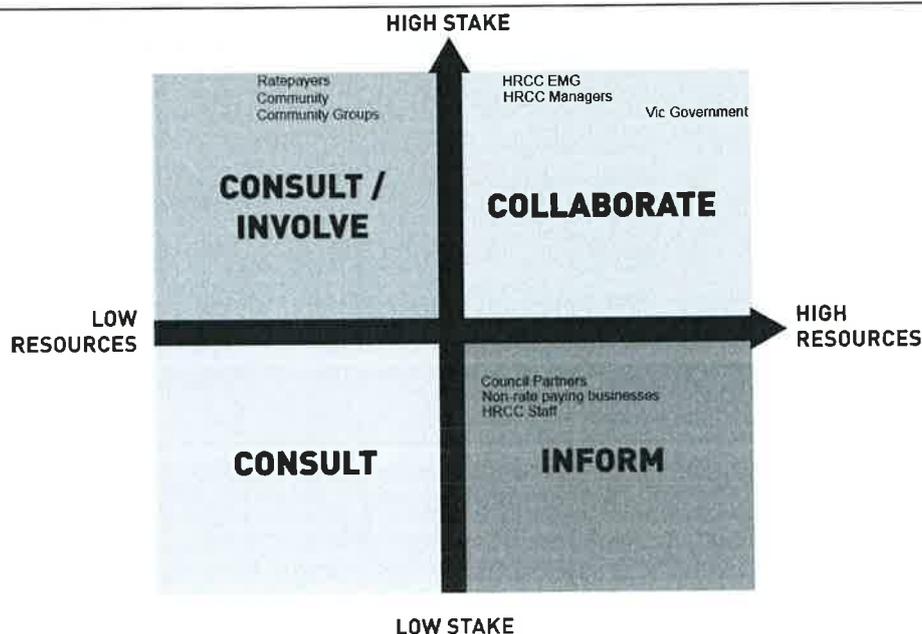
NOTES

The stakeholder analysis identifies the State Government as being in the Collaborate quadrant but there are specified means of communicating with them and rather than collaborate we will be following the process established by the Victorian Government.

The level of engagement recommended for the ratepayers and the community is Involve this cannot be achieved within the specified timeframe and therefore we will engage these stakeholders at the Consult level. It would be best to embed this engagement into the engagement we had planned for the budget process (which was similar to last years).

Previous budget community engagement

For the 2015-16 budget we focussed on informing the community about our budget process and the types of expenditure and income that Council has. We did this by creating and promoting pages on our web site that showed in graphical form and in text. Attending a variety of community groups and conducting an open information session in which we explained: where our money comes from; where our money goes; what services we provide; and explained our Rate Strategy which included our commitment to raise an additional 1% in rates to close the existing asset renewal gap. We also conducted a survey which canvassed the community on a range of rate and budget questions. The response rate was quite low but we did get some indication on issues like service levels, the farm differential and rate increases.



3. STAKEHOLDER ANALYSIS

Level of Engagement	Stakeholder	Possible Tools & Methods
EMPOWER IAP2 promise - We will implement what you decide.		
COLLABORATE IAP2 promise - We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	HRCC Executive Management Group (EMG)	Updates and feed-in via weekly meeting
	HRCC Managers	Updates and feed-in via monthly meeting and email
INVOLVE IAP2 promise - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.		
CONSULT IAP2 promise - We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	Ratepayers Community Groups (VFF etc.) Community	Meetings (attending community group meetings) Survey Public Meeting (Target invitations?)
INFORM IAP2 promise - We will keep you informed.	State Government All stakeholder groups plus the wider community Council partner agencies and users of council buildings (Nexus, WRLC, Aquatic Centre, Cinema etc.) Businesses HRCC Staff	We will communicate with State government through the prescribed methods Survey invitations Information sheets

5. COMMUNITY ENGAGEMENT PLAN

CONTACT DETAILS OF ORGANISING PERSON

Name: Graeme Harrison

Position: Director Corporate Services

Directorate: Corporate Services

Phone: 5382 9785

Email: graeme.harrison@hrcc.vic.gov.au

1. *Project Engagement Summary*

Name of project: Budget 2016-17 (Rate Cap Variation)

Dates of engagement: 8th Feb to 8th March

Purpose of engagement: To inform the community of the decisions taken in forming the budget; to present options or trade-offs that have been considered (and to seek their view of these), trade-offs include asset renewal versus new assets, do we spend now on maintenance or spend more later on replacing dilapidated assets, do we finance asset renewal through saving or by taking loans (this is essentially do we pay now for future assets or do we ask ratepayers of the future to pay for current assets); to seek input on the proposed rates increase.

Level of impact: High

Level of Engagement: Consult

Community Engagement goal: To obtain public feedback on analysis, alternatives and/or decisions.

Promise to the community: We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.

5. COMMUNITY ENGAGEMENT PLAN

2. Stakeholders - Use the results of the *stakeholder analysis* to complete this section

Internal

Who	IAP2	How will they be involved?	Done
Directors	Collaborate	Regular updates at EMG meetings on issues, progress of engagement	
Managers	Collaborate	Monthly managers meetings and email updates	
Staff	Inform	Fortnightly staff meetings	

External

Who	IAP2	How will they be involved?	Done
State government	NA	Through means set out in the "THE FAIR GO RATES SYSTEM- Guidance for Councils (2016-2017)"	
Ratepayers	Consult	Community group meetings, surveys, public meeting	
Community	Consult	Community group meetings, surveys, public meeting	
Community groups who are supported by council	Consult	Community group meetings, surveys, public meeting	
Partner agencies	Inform	Informed via media release and potential to participate in other engagement activities	
Businesses (non-rate paying)	Inform	Informed via media release and potential to participate in other engagement activities	

5. COMMUNITY ENGAGEMENT PLAN

3. Engagement activities- “Book 3 – The Engagement Toolkit”

Activity	Date	Brief Description	Tools and Techniques	Time	Venue
Online survey	11/2/16 to 8/3/16	Survey Monkey seeking both specific feedback plus general comments		NA	NA
Drop in session/public meetings	29/2/16	Open forums for members of the public to attend and ask general questions of Councillors and Officers	Brief presentation followed by general discussion and feedback	12:30-1:30 & 5:30- 6:30	Council Reception
Community group sessions	Various	Letters sent to a range of community groups across the municipality offering for Council to come and speak to their members.	Brief presentation followed by general discussion and feedback	TBA	Various
Council Website Information	From 8/2/16	Summary information and more detailed documentation to be displayed on Councils external website	Information to be provided at a range of levels from summarized overview to specific detailed documents.	NA	Council Website
Social media – Facebook & Twitter	From 8/2/16	Generate interest and participation across a broad range of the community	Regular postings of information to promote the engagement activities and to generate general interest within the community	Various	Council Facebook Page and Twitter account

5. COMMUNITY ENGAGEMENT PLAN

4. Equity of Access to Engagement

Some ways to improve access: Provide contact details in your publicity and a simple statement such as “If you have accessibility needs please contact...” or “For additional access requirements please specify with RSVP”. When selecting a venue for events ensure the venue is accessible, has accessible toilets and arrange the seating in such a way as to allow people using wheelchairs to fully participate. Ensure that written materials are in a clear sans serif font such as Arial and that the font is at least 14 pt

For further accessibility information- “Inclusive consultation and communication guide” or talk to the Rural Access Worker

What steps have been taken to facilitate the engagement of: Sight impaired, hearing impaired, mobility impaired or people with other disabilities?

Target group	Access improvement	If no improvement why not?	Notes
Vision impaired	Online survey checked for screen reader	Changes not required	Accessible to sight impaired
Vision impaired	Colour contrasts checked and adjusted		Accessible according to Colour Contrast Analyser result

Some ways to reduce barriers to participation: Ask Nexus to put info on their Facebook page (to increase access for young people); Have a range of means of engagement e.g. online, public meeting/drop-in and one-to-one phone contact

For further information- “100 Ideas to Help Engage Hard to Reach People”, “Aboriginal and Torres Strait Islander Peoples Engagement toolkit” or talk to the Community Development staff

What steps have been taken to reduce the barriers to participation for: indigenous residents, people who have English as a second language, people with low literacy, young people?

5. COMMUNITY ENGAGEMENT PLAN

Target Group	Access improvement/extra engagement option	If no improvement why not?	Notes
Young people	School visits to be added to Community Groups		
Young people	Nexus youth services to be include in groups and survey link to be targeted through Nexus Facebook page		

5. *Communications*

This section should always record how you are going to report back to stakeholders especially the community about the outcomes of the engagement including the decisions made and the next step in the project.

Task	Audience	Who	Progress	Notes
Media release	All stakeholders	Lise Eagan-Bales		
Radio interviews	All stakeholders	Mayor / CE		
Public Notices	All stakeholders	Lise Eagan-Bales		
Letters	Community Groups	Kathy Newton		
Email survey link via networks	Ratepayers/Community	All		
Invitations to drop in session	All stakeholders	Kathy Newton / Lise Eagan-Bales		

5. COMMUNITY ENGAGEMENT PLAN

Task	Audience	Who	Progress	Notes
Radio advertisement	All stakeholders	Lise Eagan-Bales		
Community newsletters	Ratepayers/Community	Lise Eagan-Bales		
Facebook and Twitter	All stakeholders	Lise Eagan-Bales		

6. Resources

Item	Date	Venue	Provider contact details	Notes	Who is responsible	Progress
Community Drop-in sessions	29/2/16	Civic Centre Reception Room – 18 Roberts Avenue	Lise Eagan-Bales			

5. COMMUNITY ENGAGEMENT PLAN

7. Facilitator/presenter

Name of Facilitator/presenter	Company	Contact details	Have they been briefed?	Notes
Director Corporate Services (Graeme Harrison)	HRCC			
Other Directors and Chief Executive as required	HRCC			
All Councillors as required	HRCC			

8. Additional Support (Staff, technical support, etc.)

Name	Company/Directorate	Contact details	Times and Dates	Notes
Martin Bride	HRCC			
Melissa Morris	HRCC			
Kathy Newton	HRCC			
Lise Eagan-Bales	HRCC			

ATTACHMENT 4.

NOT PROVIDED
CONTAINS INFORMATION
OF A PRIVATE NATURE.

WEBSITE CONTENT:

How do we balance the 2016-17 Council Budget?

Each year Council must set a new budget that takes in to account changes in available revenue, changes in costs for existing services, factor in our annual capital works programs and any new priorities and initiatives that Council may have for either capital or service delivery as set out in the Council Plan.

In 2016-17 the State Governments "Fair Go" Rates policy will come in to play which will see the introduction of a 2.5% cap to rate increases. Also from 2016-17 the loss as a result of the freeze on indexation of the Federal Governments Financial Assistance Grants will total approximately \$500,000 annually.

These two factors combined provide a considerable challenge to Council in balancing its budget.

Further Information: <Provide a link to the State Governments Fair Go Rates site>

Challenge of maintaining our infrastructure and the intention to apply to increase rates by 1% more than the Cap:

Under the "Fair Go" rates policy council can apply to increase its rates by more than the State Government 2.5% cap. Since 2008/09 Council has been assigning between 1% and 2% of its rate increases to specifically address the issue of ageing infrastructure in our community. From detailed assessments of roads alone council needs to put aside a further \$1.5 million each year to maintain our existing infrastructure. A further 1% rate rise in 2016-17 will collect around \$0.2 million in additional rates and if applied over the next 5 years will go close to closing the \$1.5 million gap.

<Click here to read the recent detailed council report on this>

Community feedback is vital!

Getting feedback from the community is an important part of the budget process as it helps us shape priorities and make choices that will help keep rates affordable.

Council is planning to directly address a number of community groups this year to hear what you think and will also be holding two community drop-in sessions for any members of the community to come and speak with Council on **Monday the 29 February at 12:30pm and 5:30pm** at the Civic Centre 18 Roberts Avenue Horsham.

Have your say!

We welcome your feedback on what services are important to you and what we can do to meet the growing need for maintenance of our ageing assets.

Please take the time to complete this short feedback form and tell us what you think.

Related Documents:

Council Plan, Budget, Rates Strategy, Annual Report, "Your Services" rates flyer

<Survey Monkey>

HRCC 2016-17 BUDGET ONLINE FEEDBACK FORM

How do we balance the 2016-17 Council Budget?

Each year, Horsham Rural City Council prepares an annual budget and reviews its Council Plan. Getting feedback from our community is a vital part of this process as it helps us shape our priorities and make choices that will keep rates affordable.

Your responses to the following questions will be used to inform the preparation of the draft Budget 2016/17. It will also be used to inform our longer term planning.

Please take the time to complete this short online feedback form and tell us what you think. Should take only a few minutes to complete. This consultation closes at midnight on Monday 7 March 2016.

Any feedback made via this feedback form may be published and used as part of a Council report. However, Council will not publish any personal details collected as part of this form. For more information about Council's Privacy Policy, visit www.hrcc.vic.gov.au/council/governance/privacy

1. Council delivers over 80 individual services to the community that can be grouped together into 10 general groupings. For every \$100 that council spends on services \$50 comes from rates with the rest from grants and other sources. The dollar figures listed below show the relative expenditure on each of these groups for every \$100 that council spends.

Can you please rate the importance of these service groupings to the community.

	Less Important	2	3	4	More Important
Arts & Culture (\$5.56)					
- Art gallery, Public and Community Arts	<input type="radio"/>				
- Performing Arts Centre and Horsham Town Hall	<input type="radio"/>				
- Public Library	<input type="radio"/>				
Building & Planning Regulations (\$2.73)					
- Planning how land is used and developed	<input type="radio"/>				
- Regulating building construction (permits etc)	<input type="radio"/>				
Community Services (\$5.36)					
- Home and Community Care for the aged and disabled	<input type="radio"/>				
- Maternal and child health, immunisations, youth services	<input type="radio"/>				
- Emergency Management, disability access & community engagement	<input type="radio"/>				
Compliance (\$3.19)					
- Parking control, business health registrations, school crossings	<input type="radio"/>				
- Dog & Cat control	<input type="radio"/>				
- Fire hazard enforcement & local law permits	<input type="radio"/>				

Economic Development, Tourism & Business Activities (\$7.62)

- Economic and tourist promotion, visitors information centre
- Industrial estate development
- Aerodrome, Caravan park, Livestock Exchange,

Environmental Services (\$7.45)

- Streetscape – lighting, signage, tree planting, sweeping & cleaning
- Fire hazards – clean-up, grass removal

Governance & Management (\$14.00)

- Office of Mayor Councillors & Chief Executive
- Corporate - finance, info tech, rates, HR, OH&S, rates & property mgt

Recreation & Community Facilities (\$14.35)

- Aquatic Centre, recreation facilities, halls, lakes and beaches
- Public conveniences, Parks & Gardens
- Support to community recreation groups

Roads & Paths (\$20.37)

- Construction & maint of roads, bridges, drainage & related structures
- Bike paths, foot paths and off street parking

Waste (\$15.48)

- Waste and recycling collection services
- Dooen Landfill and waste transfer stations

2. Would you be willing to accept an additional 1% rate rise above the 2.5% CPI rate cap, knowing that it will be used to update council's ageing roads and community facilities?

Yes

No

Maybe

Comments

3. It's important for us to gather a clear picture of who is providing us with feedback. Help us do this by telling us a little about yourself.

What is your relationship to the municipality? (tick all that apply)

I live in Horsham Rural City

I work in Horsham Rural City

I run or operate a business in Horsham Rural City

I am a local visitor

I am a visitor from regional Victoria

I am a visitor from outside Victoria (Australia or overseas)

4. What type of ratepayer are you?

- Farm
- Commercial
- Industrial
- Residential
- Not applicable

5. Please indicate your age group

- Under 18 Years
- 18-24 Years
- 25-34 Years
- 35-49 Years
- 50-59 Years
- 60-69 Years
- 70-84 Years
- Over 85
- Prefer not to say

6. What is your gender identity?

- Male
- Female
- Prefer not to say

7. Do you have any other comments, suggestions or ideas?

8. If you would like to be contacted by Council with respect to budget matters or to receive further information, please provide a contact email address below. This information will only be used to provide information to you on Council's budget process. This information will not be shared with any other organisation.



Horsham Rural City
Council urban rural balance

Council's 2015-16 Budget

Combined Probus Club

26 May 2015 – 10 am RSL Club Horsham



Overview

- Revenue – Summary & Highlights
- Council's Services
- Expenditure – Summary & Highlights
- Questions

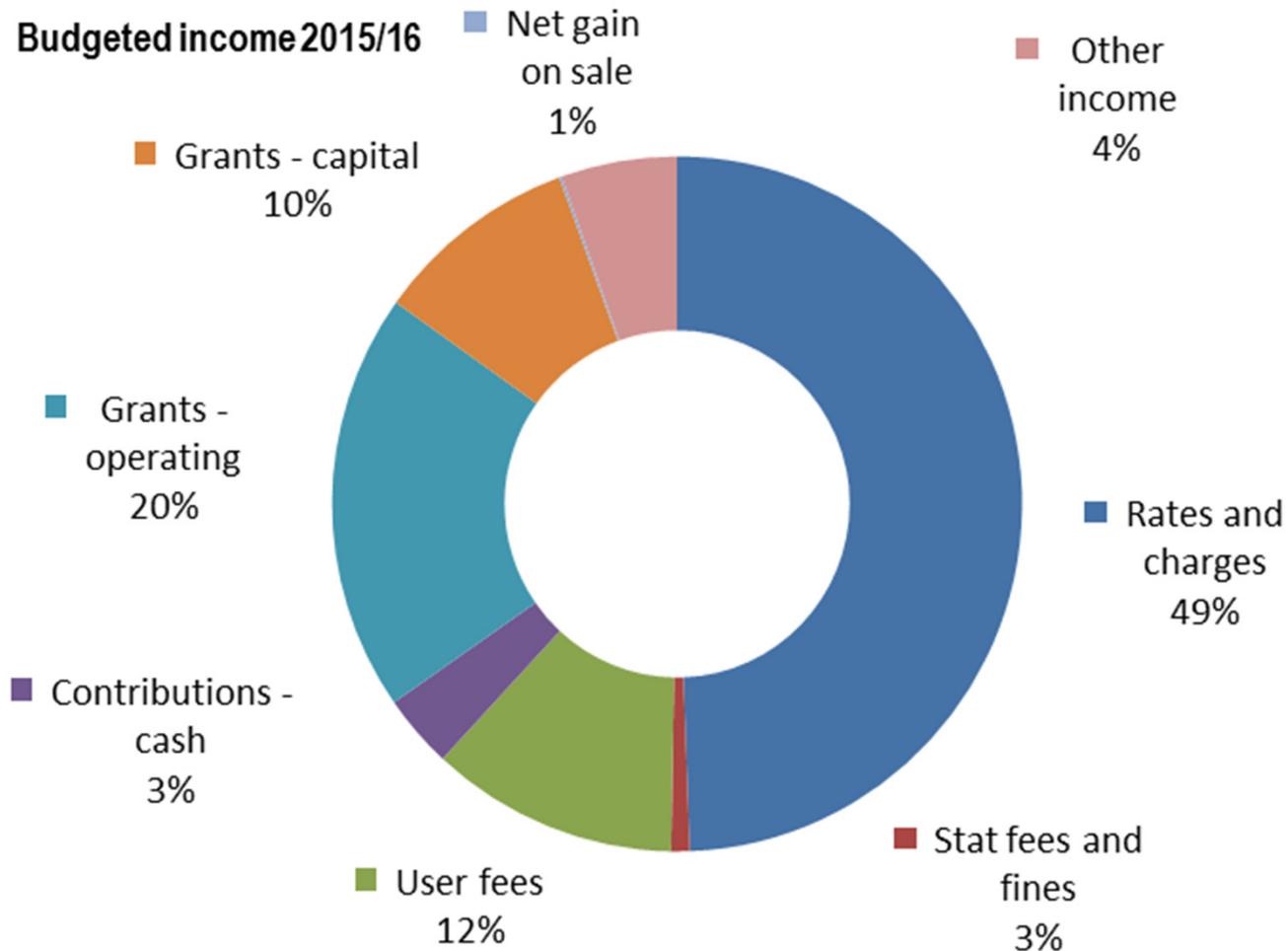


Revenue Summary & Highlights



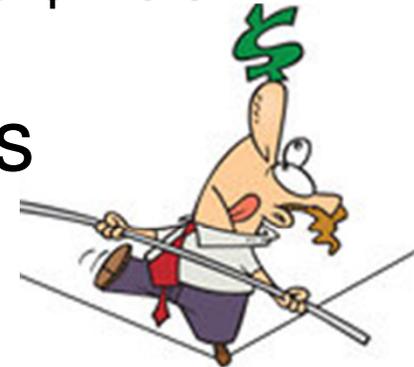
Horsham Rural City
Council urban rural balance

Revenue Sources - \$47.5 Mill



Rates – Key Points

- Average rate increase 5% (1% of which is tagged to infrastructure renewal)
- Farm Differential to remain at 20%
- Municipal Charge to be held at \$268
- Cultural & Rec Rating Changes



Other Revenue

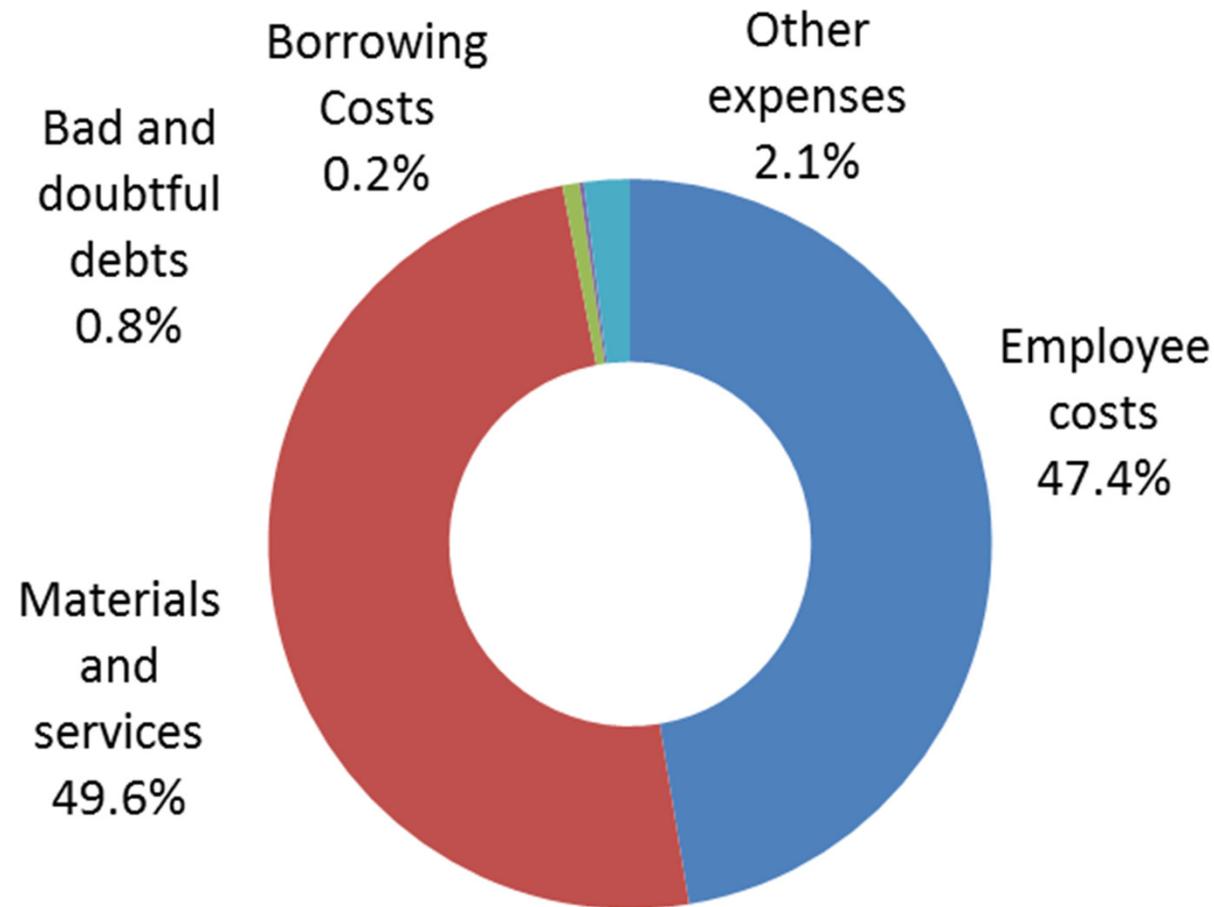
- Federal Grants Commission ↓ \$300k
- One-off Federal road funding ↑ \$995k
- State – Country Roads & Bridges ↓ \$1.0m

Expenditure – Summary & Highlights



Horsham Rural City
Council urban rural balance

Split by Type of Expenditure

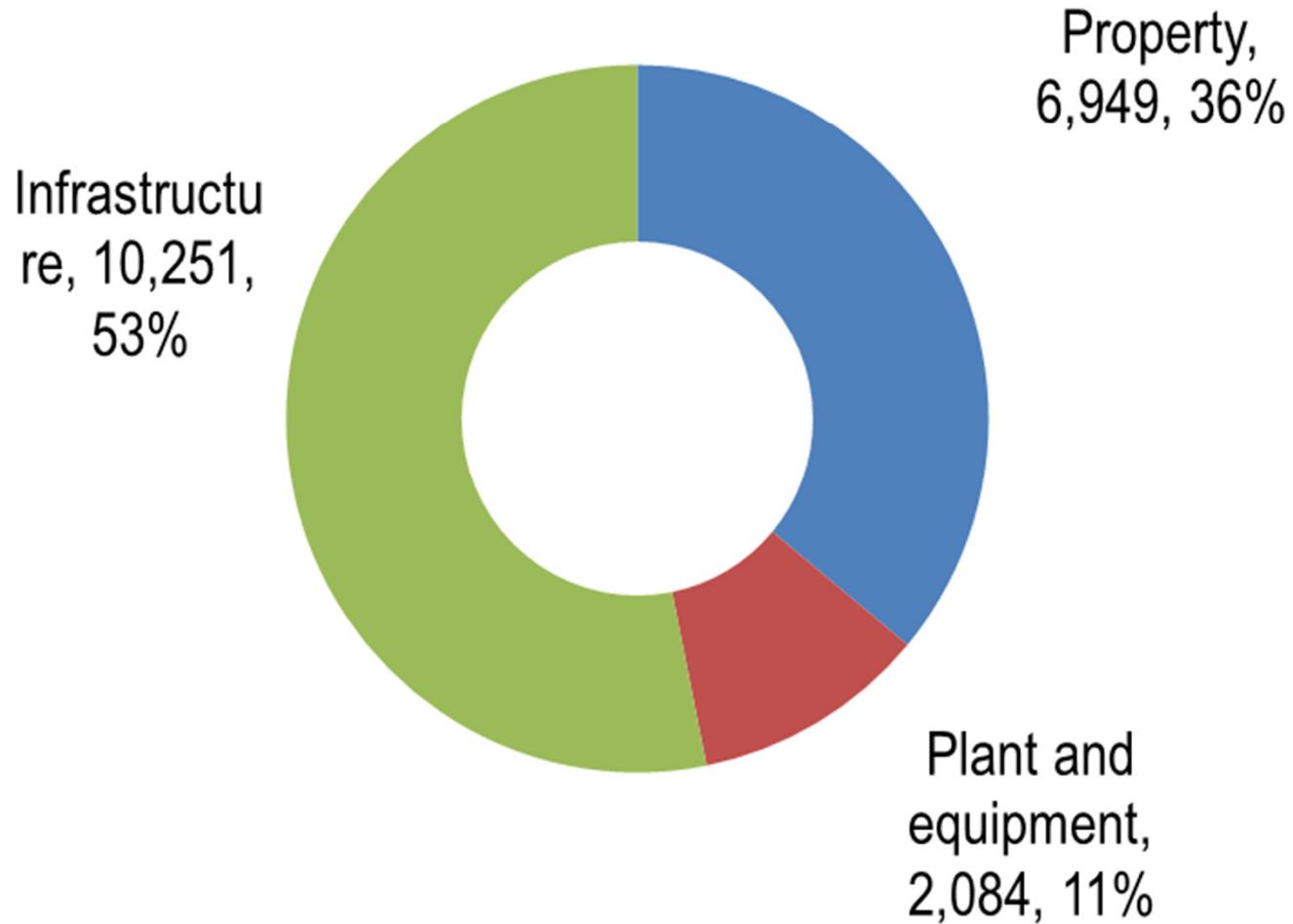


Budgeted expenses 2015-16

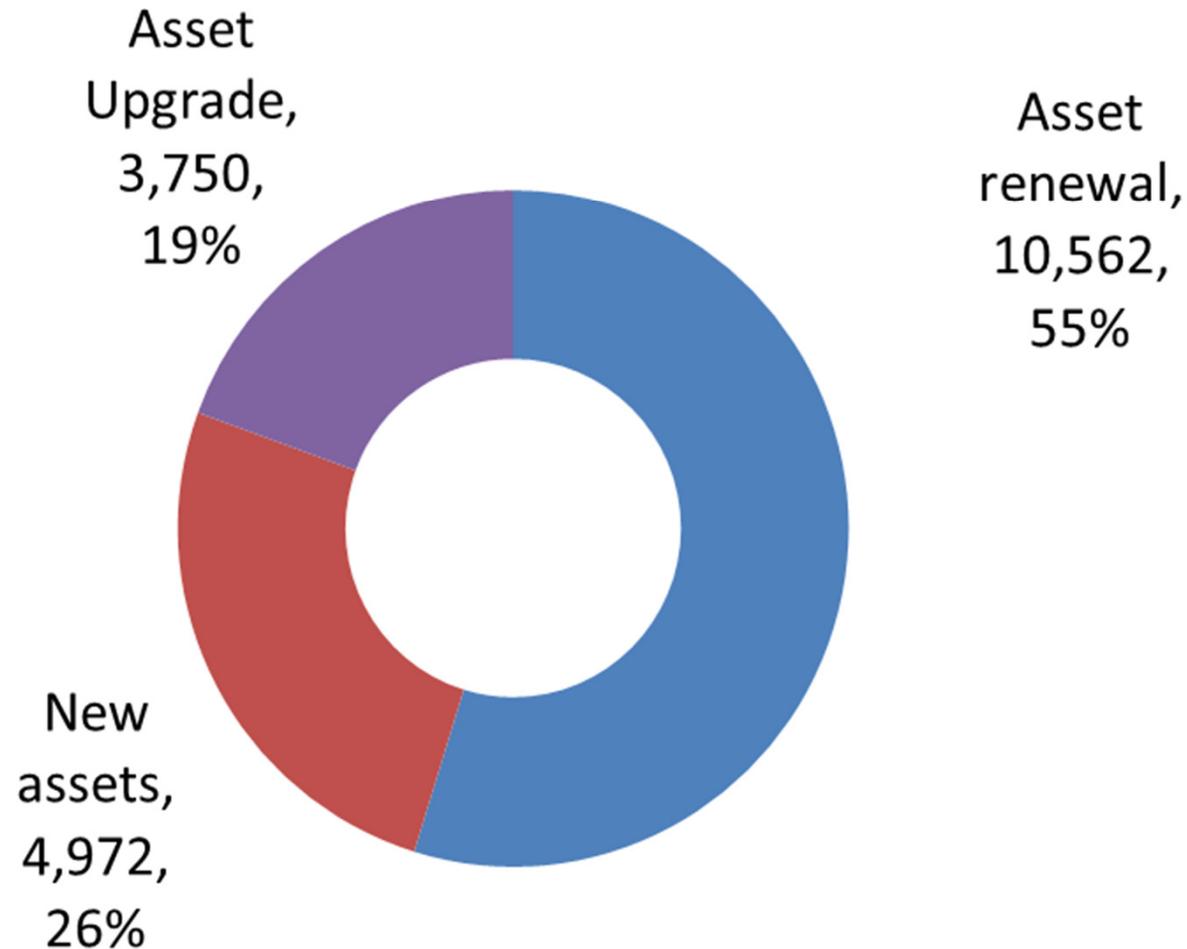


Horsham Rural City
Council urban rural balance

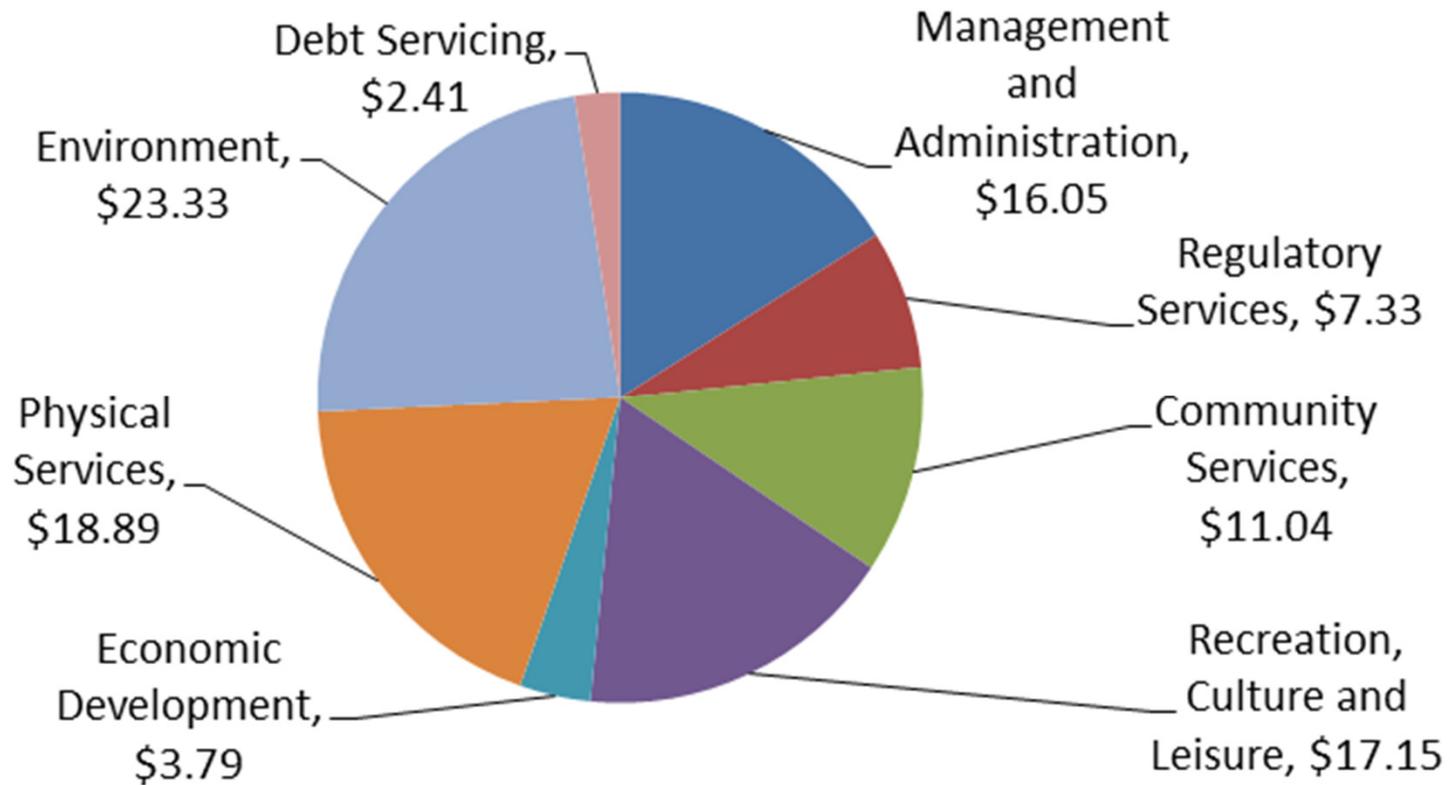
Capital \$19.28 Million



Capital \$19.28 Million



For Every \$100 Spent on Service Delivery





Services Delivered

Council Services

- **Community Services (11%)** – Community housing, home and community care, maternal and child services, preventative services, senior citizens, SES, Disability access and youth centre

COMMUNITY:

Meals on Wheels Delivered 2013/14	19,572	Home and Community Care Delivered (hours)	16,964
Immunisation coverage rate (children 0-5 years)	96.8%	Home and Community Care Delivered (number of households)	720

Council Services

- **Recreation, Culture & Leisure (17%)** – Lakes & beaches, art gallery, library, halls, support to clubs, aquatic centre, parks & gardens and sports complexes.

RECREATION AND CULTURE:

Art Gallery Attendances	8,501	Art Gallery Attendances – Students	1,121
Aquatic Centre Attendances	171,033		

- **Environmental Services (23%)** - street lighting & signage, waste management, street sweeping, fire hazard management and street beautification

WASTE COLLECTION:

Household Waste Collected (tonnes)	15,982	Recycled Material Collected (tonnes)	1,673
------------------------------------	--------	--------------------------------------	-------

Council Services

- **Physical Services (18%)** – Aerodrome, livestock exchange, public conveniences, roads construction & maintenance, footpaths, bike paths and drainage

INFRASTRUCTURE:

Road length maintained – rural (km)	2,746	Road length maintained – urban (km)	160
Bicycle track length maintained (km)	60	Footpaths maintained (km)	173
Kerbs and channels maintained	234	Public Conveniences maintained	27
Livestock Exchange Throughput – Sheep	565,167	Livestock Exchange Throughput – Cattle	1,556

Council Services

- **Regulatory Services (7%)** – Buildings, health registrations, animal control, local laws, parking control, planning and school crossings
- **Economic Development (4%)** – Economic promotion, industrial estates, tourism and info centre
- **Management & Administration (16%)** – Rates, communications, finance, customer services, human resources, OH&S, councillor support and executive management.

OTHER:

Food Businesses Inspected	219	One on One Business Support	176
Visitor Enquiries	14,156	Building and Planning Permits	293
Parking Notices	2,061	Disabled Parking Permits issued	441
Animal and Fire Hazard Notices	633		



Horsham Rural City Council

urban rural balance

Questions?

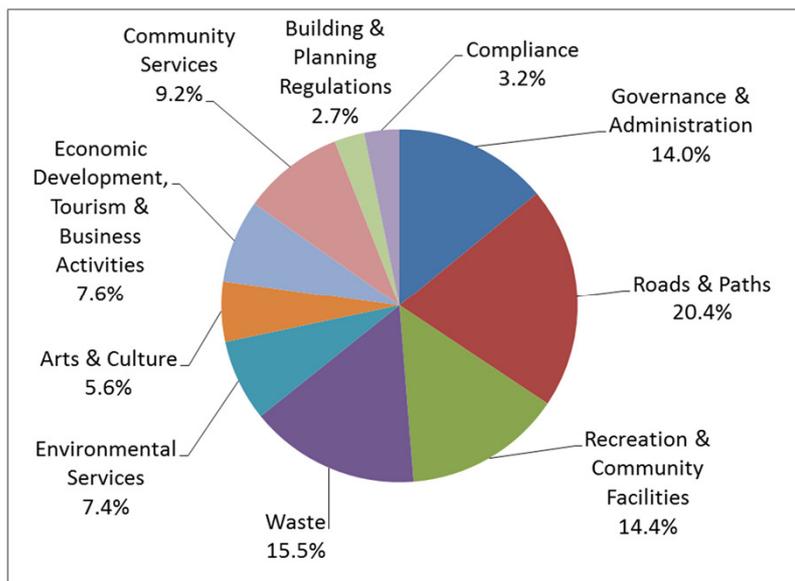


Horsham Rural City Council 2016-17 Budget

Overview for the Community

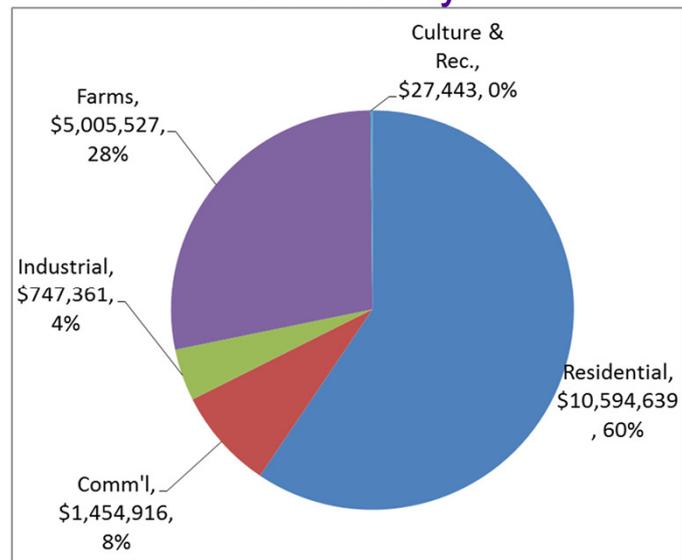
- Want to focus a few brief things to help understand councils finances before basically opening up to general conversation and comments

Where your rates go:



- For every \$1 spent roughly 50c comes from rates and 50c from a range of other sources such as specific grants, general grants, user fees and charges
- Garbage costs fully met from garbage charge
- Whilst administration costs about 29% of the Rates & Grants Commission \$'s there are no other grant sources for this but it actually makes up 16.5% of our total costs
- The above figure include the average usual spend on capital across each area (important to include this particularly for the roads)

How the rates are split across the community:

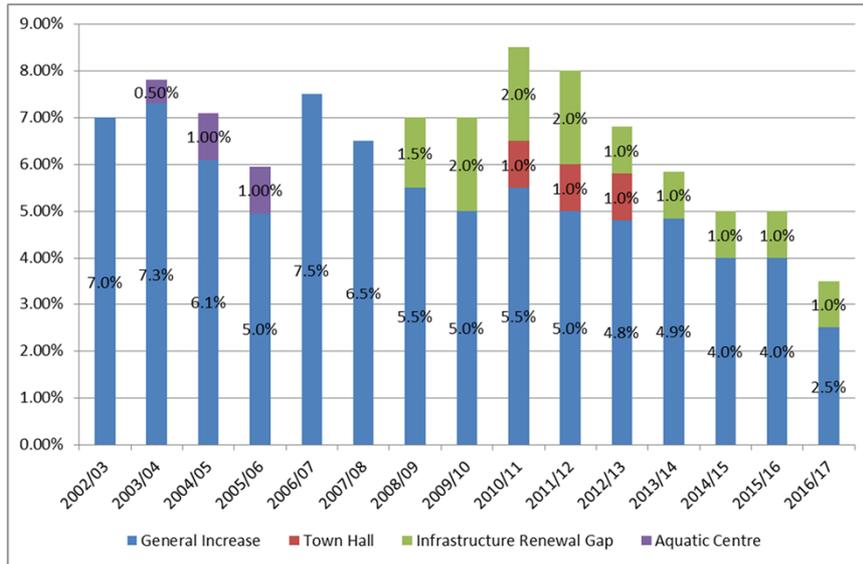


These numbers exclude the Municipal Charge

Farms pay 28% of the total rates yet comprise 19% of the number of assessments

Industrial, Commercial and residential all pay the same rate in the dollar – farms get a 20% discount through the differential

Rate Increases



1. During this term of Council have been actively reducing the level of rate increases.
2. Our average increase over the 10 yr period from 02/03 to 11/12 was 7.1%
3. From 12/13 to 15/16 we have been reducing this average for these years 5.7%
4. Since 14/15 and including 16/17 we will have lost up to \$1m in FAGS funding overall but impact for this year is a further \$150k

Costs 2016-17

- Operational expend increase only 2.2% (including the expanded service to HTH)
- No new staff positions
- Spending on capital increased 5%
- FAGS freeze on indexation
- Cost shifts from State Govt (Eg: Libraries, SES, School Crossings)
- Service Reviews undertaken
- New technologies

1. During this term of Council have been actively reducing the level of rate increases.
2. Intend to keep operational expenditures to only 2% increase – any increases in salary above 2% will be absorbed within operations.
3. Did increase staff numbers to expand service for HTH otherwise numbers remain static
4. Capital expend increases 2% but is covering extra loan repayments and higher interest charges
5. FAGS indexation freeze has now cost council \$1m over 3 years and \$0.5m for 16-17 alone.
6. Cost shifting continues from State Gov – Libraries was 50:50 now 80:20, SES 50:50 now 80:20, School crossings 50:50 now 80:20, MCH 50:50 now 60:40
7. New legislative requirements LGPRF, Home and Community Care
8. Smartphones, Ipads, on-line services, public WIFI, new back office software systems (Building, Planning, Cambron, Merit App, Easy park)

Debt & Cash

- Council has a strong cash position \$16.5m as at 30 Jun 15
- C/Fwd Works, unexpended grants and trusts \$10m of this, balance are reserves
- Council uses reserves to provide for future capital investment
- Debt (\$3.8m 14/15 - \$7.3m 15/16 - \$9.2m 16/17) is used conservatively and only to contribute towards new assets
- Interest rates are fixed for the term of the loan
- Borrowing ratios are within prudential levels.

1. Note 18 Pg 33 of Accounts 30 Jun 15 - Unrestricted cash bal after unexpended grants, trusts and c/fwd works \$6.6m but this is all accounted for against Councils discretionary reserves for specific purposes (CBD, Equip Replacement, Major projects, Aerodrome, Livestock Exchange, landfills, etc)
2. Reserves are all cash backed – if use reserves current rate payers pay for future asset expenditure – if use borrowings future rate payers pay for current assets
3. Council uses a combination of reserves and borrowings – in the past have borrowed for Livestock Exchange, WIFT, Aquatic Centre, recently HTH
4. Ratios – Int paid to rates 30-40% (range 20-60%), debt repayments (Int and principal repays to rates) 3.1% to 3.7% (range 0-5%), Indebtedness (LT Liabs divide by own source revenue) 37%-45% (range 10% to 40%)

Budget Challenges

Key Factors:

- Rate Cap 2.5% (announced 22 Dec 15)
- FAGS freeze \$500k reduction annually
- Council's EBA currently under negotiation
- Maintaining Service Levels
- Need to maintain ageing assets
- Regional role for Council



- Discuss Fair Go Rates system and the 2.5% Cap timing and process for applying for a variation
- Council has indicated desire to seek a variation for 1% for the continuation of Infrastructure Renewal although they will finalise that on the 27th of Jan
- EBA expires 30 Jun 16 negotiations will commence shortly – PB has been indicating to staff the need to keep salary increases at a manageable level
- Regional role means that the municipality provides services that are sometimes provided to communities that are not also ratepayers

The Asset Renewal Gap

- The difference between what council is currently spending and what it needs to spend to maintain its asset base.
- 15-16 \$10.5m of which \$1.7m from specific levy
- Need to increase levy from \$1.7 to \$3.0m if don't want to see roads go backwards (more if want to address all buildings too)
- 1% rate increase will add \$0.2m to the levy so in roughly 5 years should get to the \$3.0m

ESC Rate Variation

- Council intends to apply for a 1% variation
- Council will maintain service levels
- Council has already taken over \$1m out of its budgets because of the freeze on the Grants Commission indexation over the last 3 years
- Service reviews are ongoing and efficiencies will be found but will be utilised to continue to contain cost increases to around 2%
- Council does not intend to borrow for renewal only for new assets

1. Discuss need to balance competing interests and priorities
2. What other options has council looked at? What are the potential trade-offs/
3. Discuss examples of recent cost savings and efficiencies
4. Discuss approach to appointment of new staff

Questions??



**REPORT TO COUNCIL BUDGET MEETING
22 MARCH 2016
ONLINE SURVEY RESPONSES 2016-17 BUDGET**

Purpose

To summarise the feedback from the 2016-17 Online Budget Survey conducted from 14 February 2016 to 11 March 2016.

Background

Following very limited response to the 2015-16 on-line budget survey, it was decided to simplify the 2016-17 survey greatly to make it easier and quicker for the community to complete and to essentially hone in on 3 questions:

1. What services are most important
2. Would a 1% rate rise above the cap be acceptable
3. Any other general comments

Significant effort was made to promote the survey through networks within the community and through print and radio media and on the council website. The survey was also made available in hard copy for completion by those without computer or internet access. The survey was conducted using the Survey Monkey website with no specific controls as to who could complete the survey, with some additional demographic data collected to help with understanding the results. A respondent could only answer the survey once from an individual computer.

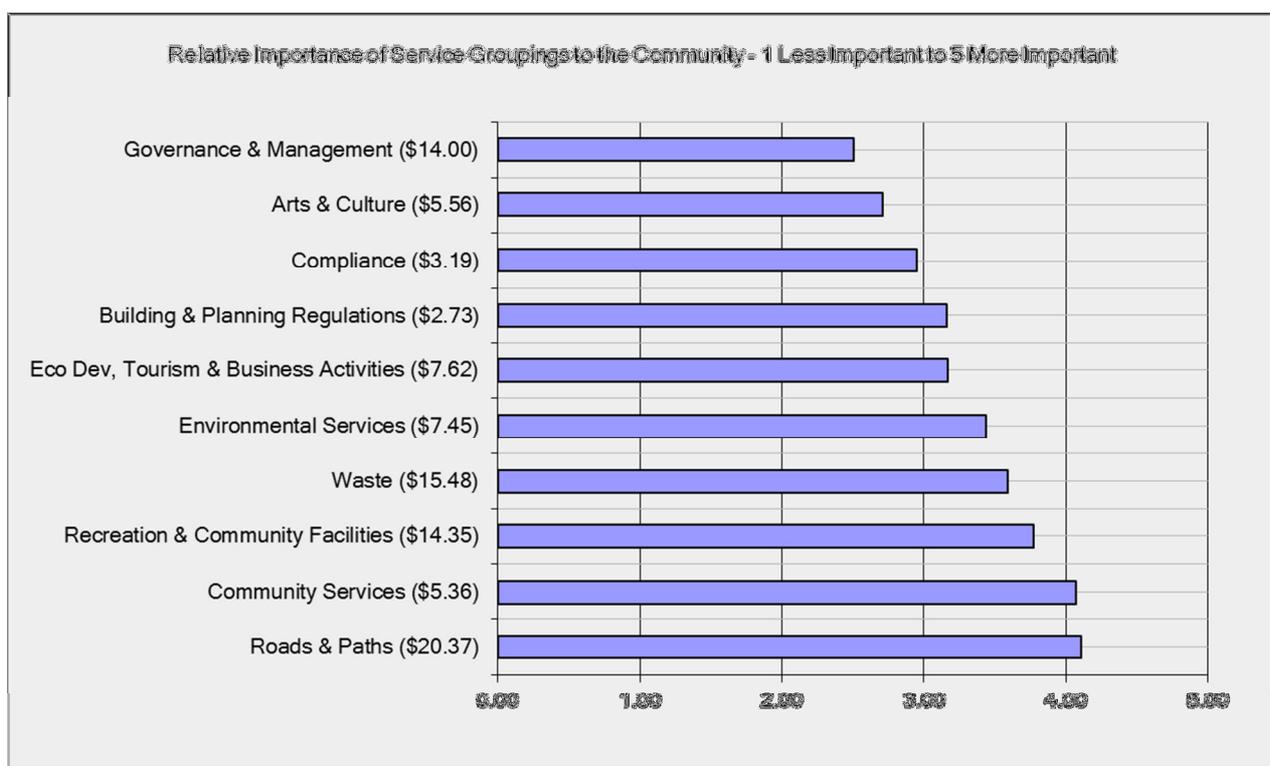
There were in total 201 responses to the survey:

- 95.5% living within the municipality with 34.3% from the business community.
- 52.7% male and 41.3% female - close to actuals within the community
- 49.7% were over 50 years of age and only 13.4% under 35 years of age. This is not similar to the mix in the community where under 35's make up around 43.8% of the population, but does align with the percentage of under 35's that are rate payers 13%.
- 23.9% were farmers, 15.4% commercial and industrial and 79.1% were residential this is reasonably close to the actuals with 19% farmers, 8% commercial industrial and 73% residential.

The full detail of the survey responses are attached in **Appendix 1**.

QUESTION 1 - Can you please rate the importance of these service groupings to the community:

Answer Options	Less Important	2	3	4	More Important	Rating Average
Roads & Paths (\$20.37)	3	9	32	73	80	4.11
Community Services (\$5.36)	7	10	35	58	89	4.07
Recreation & Community Facilities (\$14.35)	6	21	39	78	54	3.77
Waste (\$15.48)	7	17	67	64	41	3.59
Environmental Services (\$7.45)	11	22	61	70	30	3.44
Economic Development, Tourism & Business Activities	14	41	65	53	25	3.17
Building & Planning Regulations (\$2.73)	14	43	66	51	26	3.16
Compliance (\$3.19)	19	48	74	43	16	2.95
Arts & Culture (\$5.56)	48	46	47	35	24	2.71
Governance & Management (\$14.00)	48	47	64	28	9	2.51



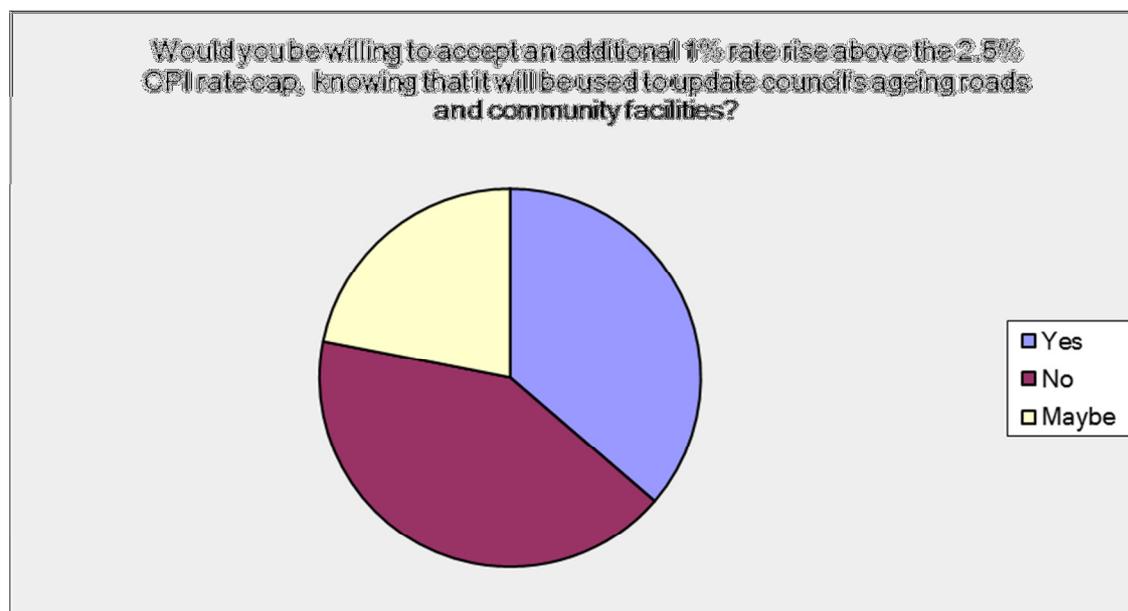
Respondents were asked to rank the 10 broad service groupings from 1 to 5 with 1 being less important to the community and 5 being more important to the community. The results were broadly as would be expected.

The most important service grouping was considered to be “Roads” with an average score of 4.11 and only 12 respondents scoring this at 1 or 2 with the vast majority (76%) scoring this at 4 or 5, with 80 scoring it as the most important. The second highest was Community Services with an average of 4.07 with again very few people scoring this between 1 and 2. Thus reflecting a high regard for these services within the community, with 89 respondents ranking it as the most important. Third highest was Recreation and Community facilities with an average score of 3.77, reflecting the importance of many of these facilities across the community.

The service grouping considered of less importance was Governance & Management with an average of 2.51, with only 9 ranking it as more important and 47% scoring it 1 or 2. The ranking of this service group as the lowest priority is what would be expected within the community given it is often not well understood and is easily identified as an area that can be cut without impact on community service delivery. This was closely followed by Arts & Culture at 2.71 who's score is likely to be heavily impacted by the recent controversy over the Horsham Town Hall project and may well improve as this facility is utilised into the future. Third lowest was Compliance with an average score of 2.95. This is not unexpected given the nature of this service and the regulatory role that it plays.

QUESTION 2 – Would you be willing to accept an additional 1% rate rise above the 2.5% CPI rate cap, knowing that it will be used to update council's ageing roads and community facilities?

Answer Options	Response Percent	Response Count
Yes	36.3%	73
No	41.8%	84
Maybe	21.9%	44
Comments		67
<i>answered question</i>		201
<i>skipped question</i>		0



The percentages of those who would be willing to accept a 1% additional rate rise was 36.3% and those against 41.8%. However there were a significant number 21.9% who said they may be willing to accept a further 1% rate rise. This result is reasonably close and the comments that were provided add further analysis to this result.

Of those that provided additional comments 34 of the “No” respondents made a further comment often about the need for council to look for savings or budget cuts to fund additional renewal expenditure. Many of those who answered “Yes” or “Maybe” did so with a proviso that the expenditure was properly targeted and that there would not be waste.

QUESTION 3 – Do you have any other comments, suggestions or ideas?

Of the 201 respondents 93 provide some further comments. The following word map details the key words that were identified within the comments that were provided. They help provide some understanding of the sorts of things that respondents commented on although does not give an indication as to whether it was in a positive vein or a negative one. The high prevalence of the word “waste” is not a reflection of the number of comments around “Waste Management” but rather about perceptions that council are “wasting” funds.

Think Laws Rate Rise Pricing Waste Allow
 Rate Payers Lighting Rate Increases
 Assets Money Hard Town Body Council
 Job Properly Horsham Learn Roads
 Registration Staff Track HRCC Compliance Arts Natimuk

An attempt has been made to classify the comments by the service group they referred to and the item referenced. It should be noted however that this was not a simple task and many of the comments covered a range of topics, but the analysis does give some further insight.

The following table lists the service groups and the number of comments made:

Row Labels	No's
All Council	22
Rates	15
General	11
Asset Management	8
Recreation & Community Facilities	7
Compliance	6
Roads & Paths	6
Environmental Services	6
Arts & Culture	4
Waste	3
Economic Development	2
Staff	1
Governance & Management	1
Building & Planning Regulations	1
Grand Total	93

The subject items referred to were as follows:

Row Labels	No's		
Cut Costs/Waste	18	Asset Renewal	1
General	8	New Investment	1
Rate Differentials	7	Communication	1
Prioritization	4	Aquatic Centre	1
Parking	4	River	1
Rate capping	3	Music	1
Indoor Sports	3	street beautification	1
Survey	3	Animal Registrations	1
Roads	3	Street trees	1
Green waste	2	Drainage natimuk	1
City Oval	2	Travel costs	1
Population Growth	2	Enforcement	1
Asset Utilisation	2	walking tracks	1
HTH	2	Procurement	1
Parks & Gardens	2	Fuel Pricing	1
Street Lighting	1	Environmental Sustainability	1
Bins	1	Distribution of Services	1
User Pays	1	Funding model	1
Culverts	1	Staff Performance	1
Core Services Only	1	Shared Services	1
Nature Strips	1	Sport & Rec	1
		Planning	1
		Grand Total	93

The overwhelming sentiment of the comments are of a negative nature with many comments indicating an overall perception of waste and the need for cost cutting. These sentiments align anecdotally with the perceptions that are often relayed within the broader community around council's generally and not just specific to Horsham Rural City. Specific examples of services to cut or ways to reduce costs were not provided.

-Many of the comments highlighted miss-information and a lack of understanding of the detail of Council's finances and cost structures. They do however provide insight as to the poor community image and reputation that council holds within the broader community.

Consultation/Communication

There were 12 respondents that indicated that they wished to be kept informed on budget matters or to receive further information, and it is intended to provide them with some specific feedback on the results from this survey.

There is a longer term strategy to improve and change the way we engage with the community on the budget and financial matters. This will be developed over a number of years and may involve a more participatory approach to the process.

Financial

The direct cost of undertaking this survey has been minimal; the cost of the survey monkey subscription (which is whole of council), radio advertising and newspaper notices. Significant staff time and effort has been contributed in the development, formatting, promoting and monitoring of the survey and in the analysis of the results.

GRAEME HARRISON
Director Corporate Services

A satellite night view of Australia, showing the continent's outline and the glowing lights of major cities and towns. The background is dark, with the lights creating a network of bright spots and lines across the landmass.

**LOCAL GOVERNMENT COMMUNITY SATISFACTION SURVEY
HORSHAM RURAL CITY COUNCIL**

2015 RESEARCH REPORT

**COORDINATED BY THE DEPARTMENT OF ENVIRONMENT, LAND, WATER AND
PLANNING ON BEHALF OF VICTORIAN COUNCILS**

CONTENTS

- [Background and objectives](#)
- [Survey methodology and sampling](#)
- [Further information](#)
- [Key findings & recommendations](#)
- [Summary of findings](#)
- [Detailed findings](#)
 - [Key core measure: Overall performance](#)
 - [Key core measure: Customer service](#)
 - [Key core measure: Council direction indicators](#)
 - [Individual service areas](#)
 - [Detailed demographics](#)
- [Appendix A: Detailed survey tabulations](#)
- [Appendix B: Further project information](#)

BACKGROUND AND OBJECTIVES

Welcome to the report of results and recommendations for the 2015 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council.

Each year Local Government Victoria (LGV) coordinates and auspices this State-wide Local Government Community Satisfaction Survey throughout Victorian local government areas. This coordinated approach allows for far more cost effective surveying than would be possible if councils commissioned surveys individually.

Participation in the State-wide Local Government Community Satisfaction Survey is optional and participating councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

The main objectives of the survey are to assess the performance of Horsham Rural City Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides councils with a means to fulfil some of their statutory reporting requirements as well as acting as a feedback mechanism to LGV.

SURVEY METHODOLOGY AND SAMPLING

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

Survey sample matched to the demographic profile of Horsham Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 10% mobile phone numbers to cater to the diversity of residents within Horsham Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Horsham Rural City Council. Survey fieldwork was conducted in the period of 1st February – 30th March, 2015.

The 2015 results are compared with previous years, as detailed below:

- 2014, n=400 completed interviews, conducted in the period of 31st January – 11th March.
- 2013, n=400 completed interviews, conducted in the period of 1st February – 24th March.
- 2012, n=400 completed interviews, conducted in the period of 18th May – 30th June.

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

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

SURVEY METHODOLOGY AND SAMPLING

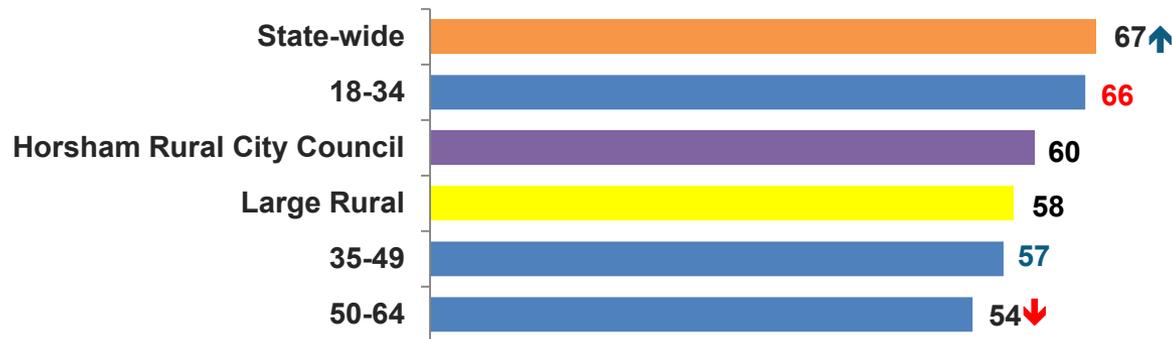
Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing blue and downward directing red arrows. Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the ‘Total’ result for the council for that survey question for that year. Therefore in the example below:

- The State-wide result is significantly higher than the overall result for the council.
- The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in blue and red indicate significantly higher or lower results than in 2014. Therefore in the example below:

- The result among 35-49 year olds in the council is significantly higher than the result achieved among this group in 2014.
- The result among 18-34 year olds in the council is significantly lower than the result achieved among this group in 2014.

Overall Performance – Index Scores (example extract only)



Note: For details on the calculations used to determine statistically significant differences, please refer to Appendix B.

FURTHER INFORMATION

Further Information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in [Appendix B](#), including:

- [Background and objectives](#)
- [Margins of error](#)
- [Analysis and reporting](#)
- [Glossary of terms](#)

Contacts

For further queries about the conduct and reporting of the 2015 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on (03) 8685 8555.

A satellite night view of the United Kingdom, showing the dense network of roads and city lights. The text "KEY FINDINGS & RECOMMENDATIONS" is overlaid in white, bold, sans-serif font across the center of the image.

KEY FINDINGS & RECOMMENDATIONS

KEY FINDINGS AND RECOMMENDATIONS

- Horsham Rural City Council's **performance** in 2015 been **generally consistent** with the 2014 results on four of the seven core measures, however there have been **significant declines** in Council performance this year in **three core areas**: 'overall performance', 'advocacy' and the 'condition of sealed local roads'.
- **Council's** overall performance index of 62 is three points lower than the 2014 result which is a **statistically significant decline**. This result is, however, significantly higher than the Large Rural group average (56) and on par with the State-wide average (60).
 - This decline in performance can be attributed in large part to significantly lower ratings on overall performance from residents aged 35-49 years (eight points lower), male residents (five points lower) and also residents in the 'Other' locale (15 points lower, although this is based on a small sample).
- Potential service area triggers for this decline in overall performance include Council's upkeep of **sealed local roads** where Council's index score is also **down significantly** (by six points to an index score of 48), and is the Council's poorest service area result.
 - Once again, much of the decline in the overall performance rating can be attributed to significantly lower assessments on this issue from male residents and also those aged 35-49 years.

KEY FINDINGS AND RECOMMENDATIONS

- Council's **advocacy** efforts are also a concern for men, who have again led a **significant decrease** in performance ratings on this measure. Council's performance index is 58, which is four points lower than the 2014 result.
- By contrast, **contact with Council** and associated perceptions of **customer service** at the overall resident level have not changed significantly in 2015. The index score of 72 on customer service represents Council's **best result**.
- On the issue of **decisions made in the interest of the community**, Council performance is also unchanged from 2014 (index score of 58).
- **Overall council direction** is slightly lower than 2014 but not significantly so (index score of 53).
 - It is interesting to note that while the result is stable at the overall resident level, there has been a significantly lower rating among 35-49 year olds (12 points lower compared with 2014) which has been offset by a significantly higher rating from 18-34 year olds (eight points higher compared with 2014).
- Despite some lower performance ratings for Horsham Rural City Council in 2015, Council should note that it scores **significantly above the Large Rural** group average performance on all core measures except 'overall council direction'.

KEY FINDINGS AND RECOMMENDATIONS

- Council also scores above the State-wide average on the service areas of ‘consultation and engagement’, ‘advocacy’, and ‘making decisions in the interest of the community’.
- To reverse the decline in Council’s overall performance in 2015, **we recommend that Council focus on its advocacy efforts and sealed road maintenance.** Particular effort should be made to **communicate its work in these and other areas to male residents and those aged 35-49 years in particular**, who have been the segments where performance ratings have slipped most markedly in 2015.
- An approach we recommend is to further mine the survey data to better understand the profile of these over and under-performing demographic groups. This can be achieved via additional consultation and data interrogation, or self-mining the SPSS data provided or via the dashboard portal available to the council.
- **A complimentary personal briefing by senior JWS Research representatives is also available to assist in providing both explanation and interpretation of the results. Please contact JWS Research on 03 8685 8555.**

KEY FINDINGS AND RECOMMENDATIONS

Highest result in 2015

- None

Lowest result in 2015

- Condition of sealed local roads
- Advocacy
- Overall performance

Most favourably disposed towards Council

- Aged 65+ years

Least favourably disposed towards Council

- Non Horsham residents (residing in 'Rural areas' and 'Other areas')

A satellite night view of the United States, showing city lights and a network of glowing lines. The text "SUMMARY OF FINDINGS" is overlaid in white, bold, sans-serif font.

SUMMARY OF FINDINGS

2015 SUMMARY OF CORE MEASURES INDEX SCORE RESULTS

Performance Measures	Horsham 2012	Horsham 2013	Horsham 2014	Horsham 2015	Large Rural 2015	State- wide 2015
OVERALL PERFORMANCE	62	61	65	62	56	60
COMMUNITY CONSULTATION (Community consultation and engagement)	61	60	62	61	54	56
ADVOCACY (Lobbying on behalf of the community)	59	57	62	58	53	55
MAKING COMMUNITY DECISIONS (Decisions made in the interest of the community)	n/a	n/a	58	58	52	55
SEALED LOCAL ROADS (Condition of sealed local roads)	n/a	n/a	54	48	45	55
CUSTOMER SERVICE	72	71	74	72	67	70
OVERALL COUNCIL DIRECTION	55	54	55	53	51	53

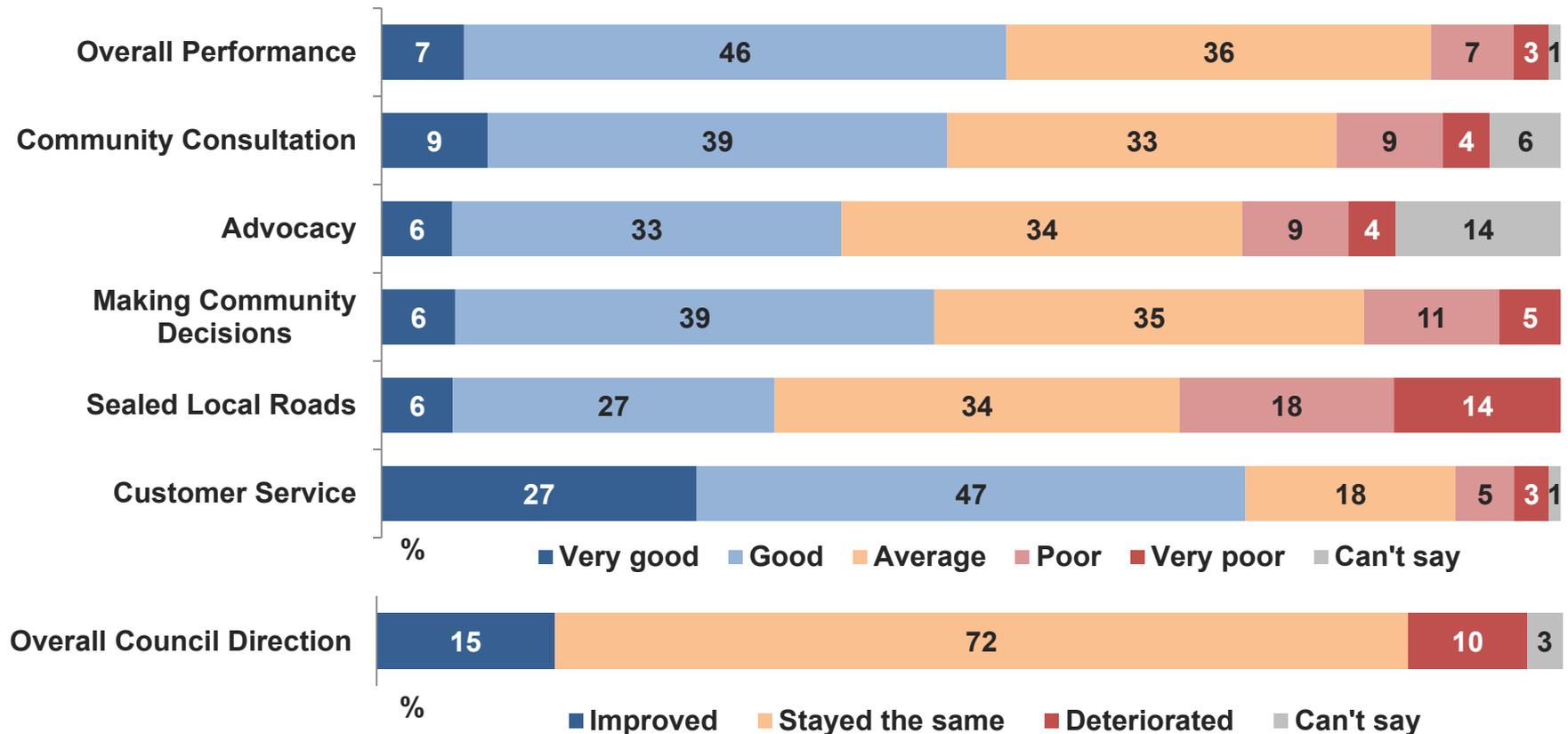
2015 SUMMARY OF CORE MEASURES

DETAILED ANALYSIS

Performance Measures	Horsham 2015	vs Horsham 2014	vs Large Rural 2015	vs State-wide 2015	Highest score	Lowest score
OVERALL PERFORMANCE	62	3 points lower	6 points higher	2 points higher	65+ year olds	Other
COMMUNITY CONSULTATION (Community consultation and engagement)	61	1 points lower	7 points higher	5 points higher	65+ year olds	50-64 year olds
ADVOCACY (Lobbying on behalf of the community)	58	4 points lower	5 points higher	3 points higher	65+ year olds	Other
MAKING COMMUNITY DECISIONS (Decisions made in the interest of the community)	58	Equal	6 points higher	3 points higher	Horsham Area	Rural Area
SEALED LOCAL ROADS (Condition of sealed local roads)	48	6 points lower	3 points higher	7 points lower	65+ year olds	Rural Area
CUSTOMER SERVICE	72	2 points lower	5 points higher	2 points higher	65+ year olds	Other
OVERALL COUNCIL DIRECTION	53	2 points lower	2 points higher	Equal	Women	Other

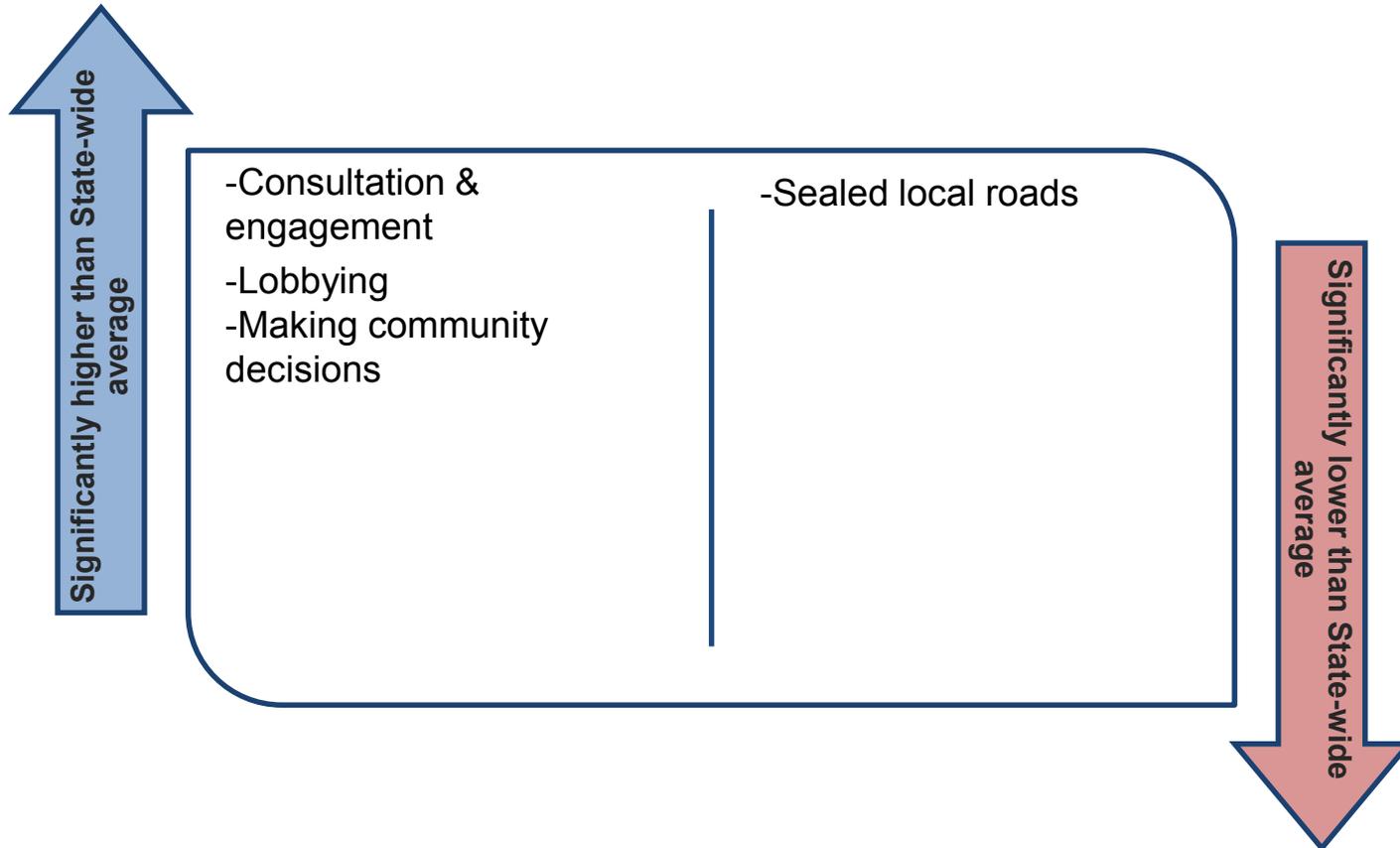
2015 SUMMARY OF KEY COMMUNITY SATISFACTION PERCENTAGE RESULTS

Key Measures Summary Results



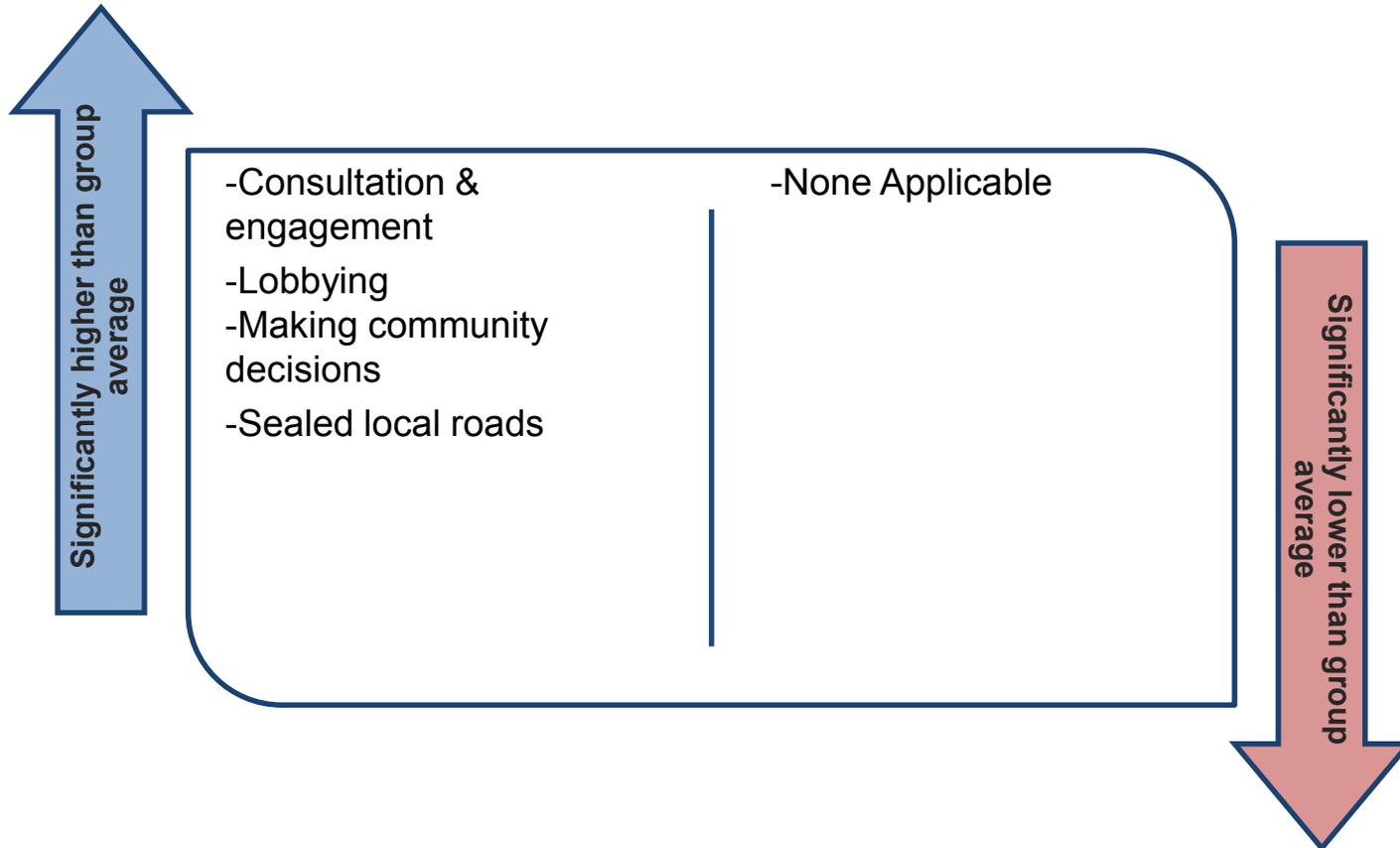
INDIVIDUAL SERVICE AREAS SUMMARY

COUNCIL'S PERFORMANCE VS STATE-WIDE AVERAGE

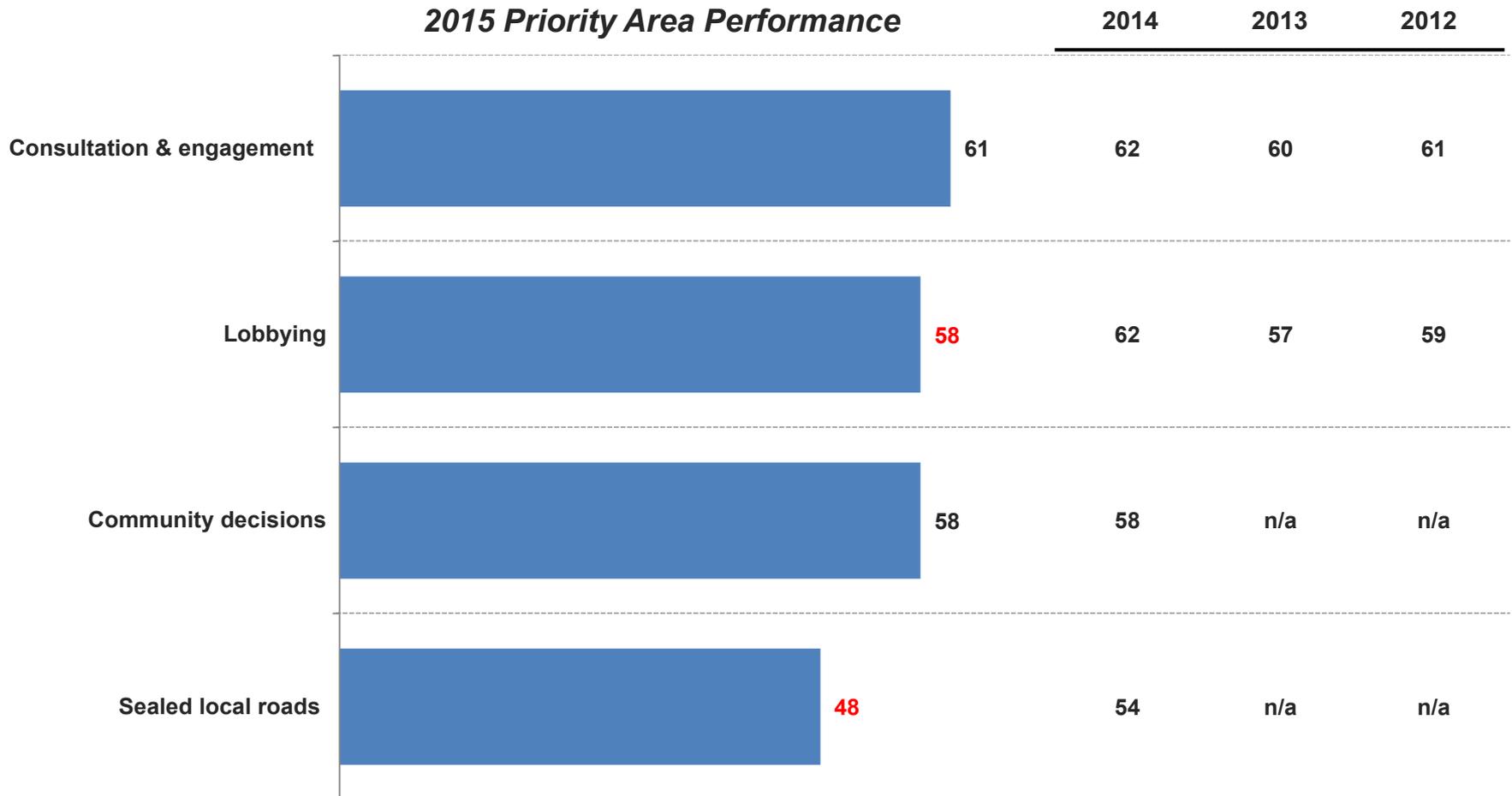


INDIVIDUAL SERVICE AREAS SUMMARY

COUNCIL'S PERFORMANCE VS GROUP AVERAGE



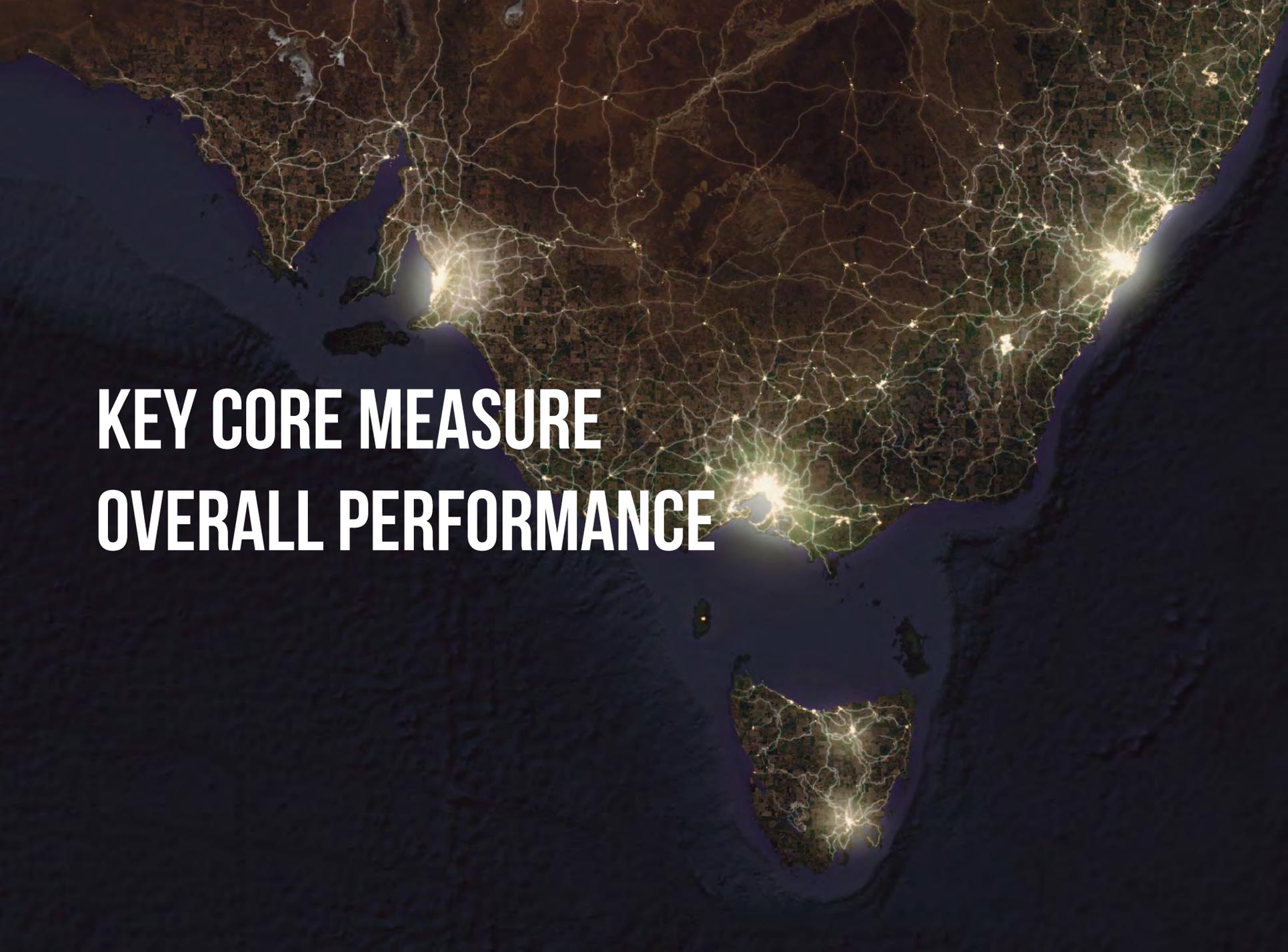
2015 PERFORMANCE SUMMARY



Base: All respondents Councils asked State-wide: 69
 Note: Please see page 5 for explanation of significant differences

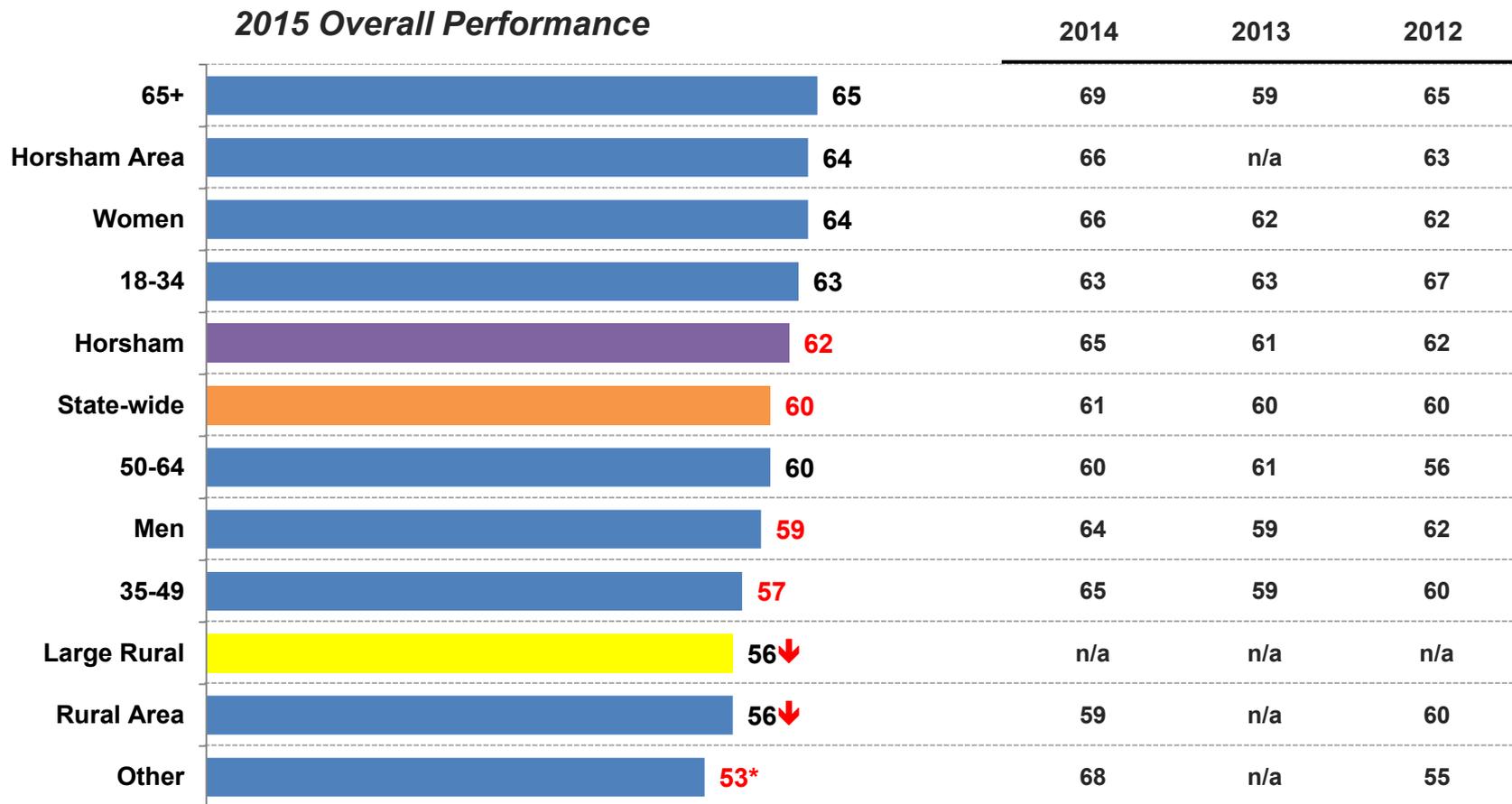
A satellite night view of the United Kingdom, showing the glowing road networks and city lights of England, Scotland, and Wales. The surrounding seas are dark, and the overall scene is illuminated by the artificial lights of the landmass.

DETAILED FINDINGS

A satellite night view of the United Kingdom, showing city lights and a network of glowing lines. The text "KEY CORE MEASURE" and "OVERALL PERFORMANCE" is overlaid on the left side of the image.

KEY CORE MEASURE
OVERALL PERFORMANCE

OVERALL PERFORMANCE INDEX SCORES



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

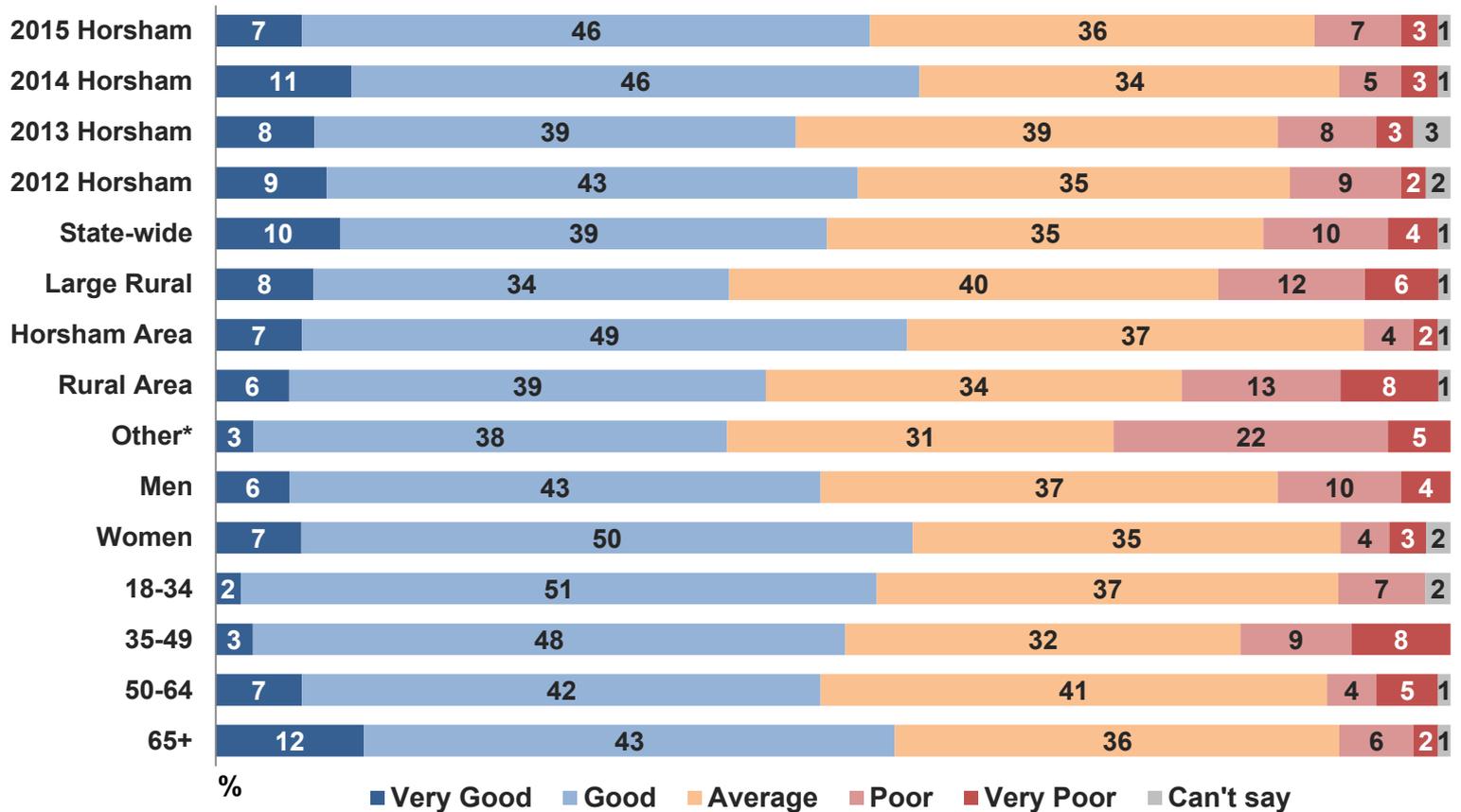
Base: All respondents Councils asked State-wide: 69 Councils asked group: 21

Note: Please see page 5 for explanation about significant differences



OVERALL PERFORMANCE DETAILED PERCENTAGES

2015 Overall Performance



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

Base: All respondents Councils asked State-wide: 69 Councils asked group: 21





**KEY CORE MEASURE
CUSTOMER SERVICE**

CONTACT LAST 12 MONTHS SUMMARY

Overall contact with Horsham Rural City Council

- 55%, up 1 point on 2014

Most contact with Horsham Rural City Council

- Rural Area residents
- Other Area residents
- Males

Least contact with Horsham Rural City Council

- Women
- Aged 65+ years
- Horsham Area residents

Customer Service rating

- Index score of 72, down 2 points on 2014

Most satisfied with Customer Service

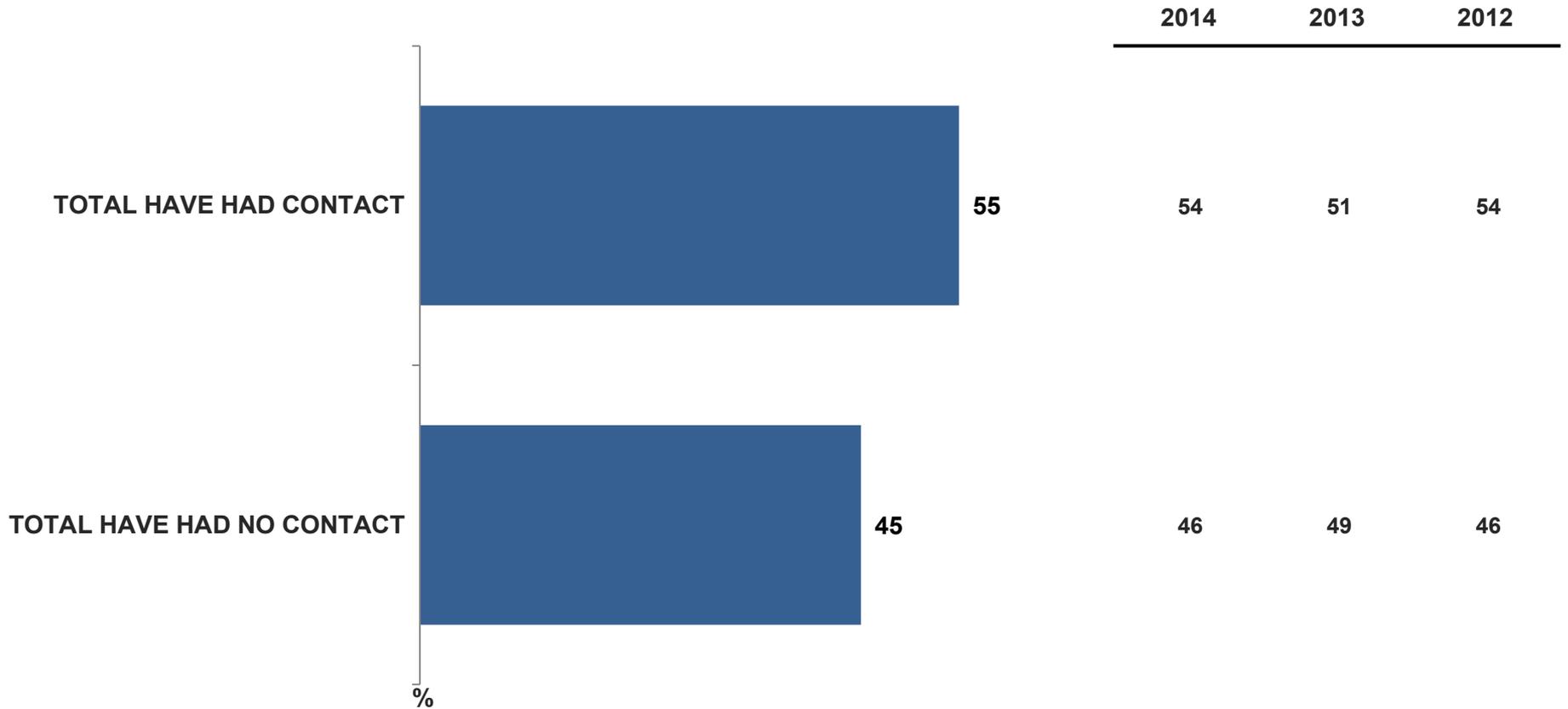
- Aged 65+ years

Least satisfied with Customer Service

- Other Area residents

2015 CONTACT WITH COUNCIL LAST 12 MONTHS

2015 Method of Contact



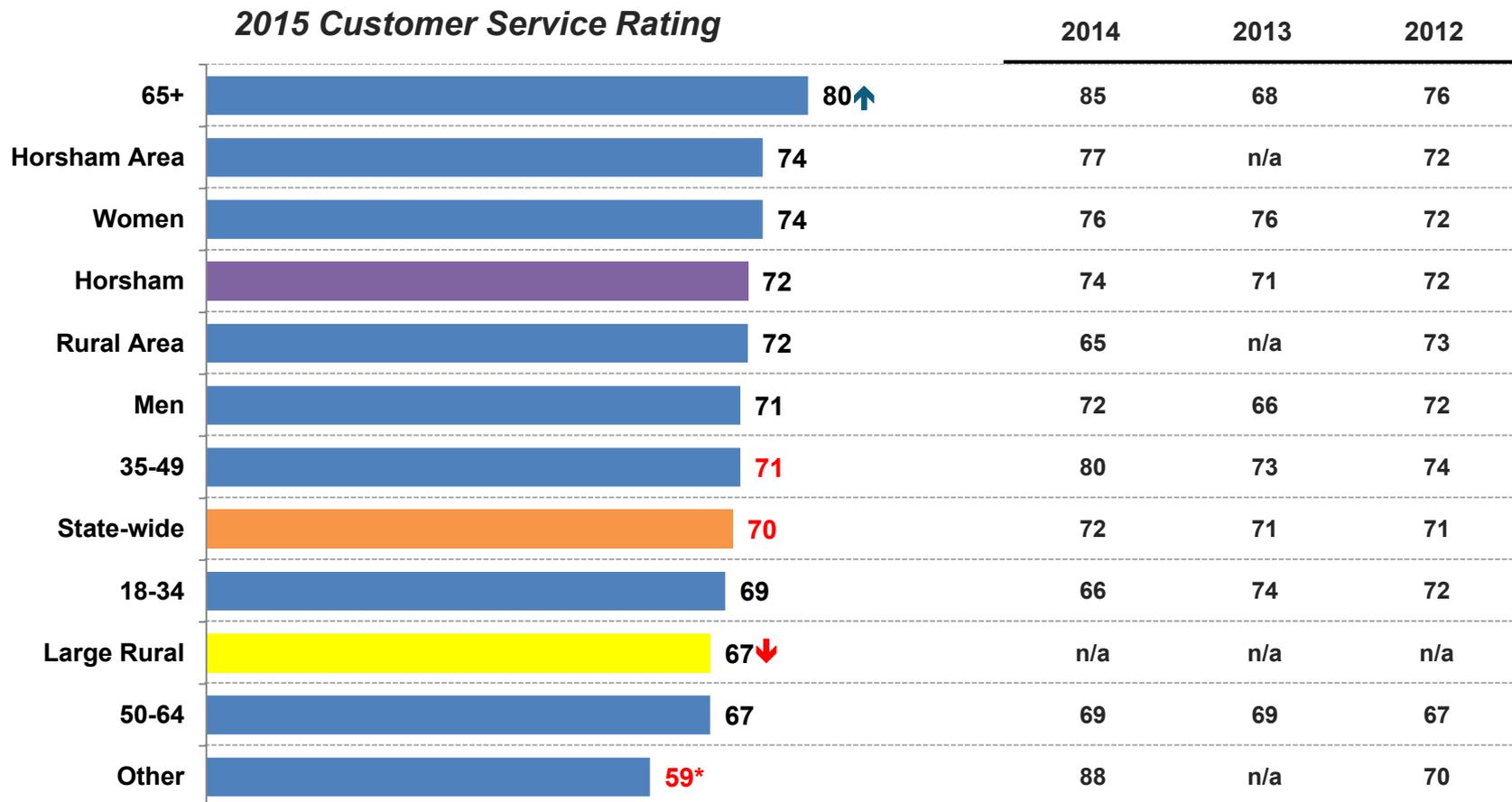
Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 53 Councils asked group: 19

Note: Please see page 5 for explanation about significant differences



2015 CONTACT CUSTOMER SERVICE INDEX SCORES



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

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

Base: All respondents who have had contact with Council in the last 12 months. Councils asked State-wide: 69

Councils asked group: 21

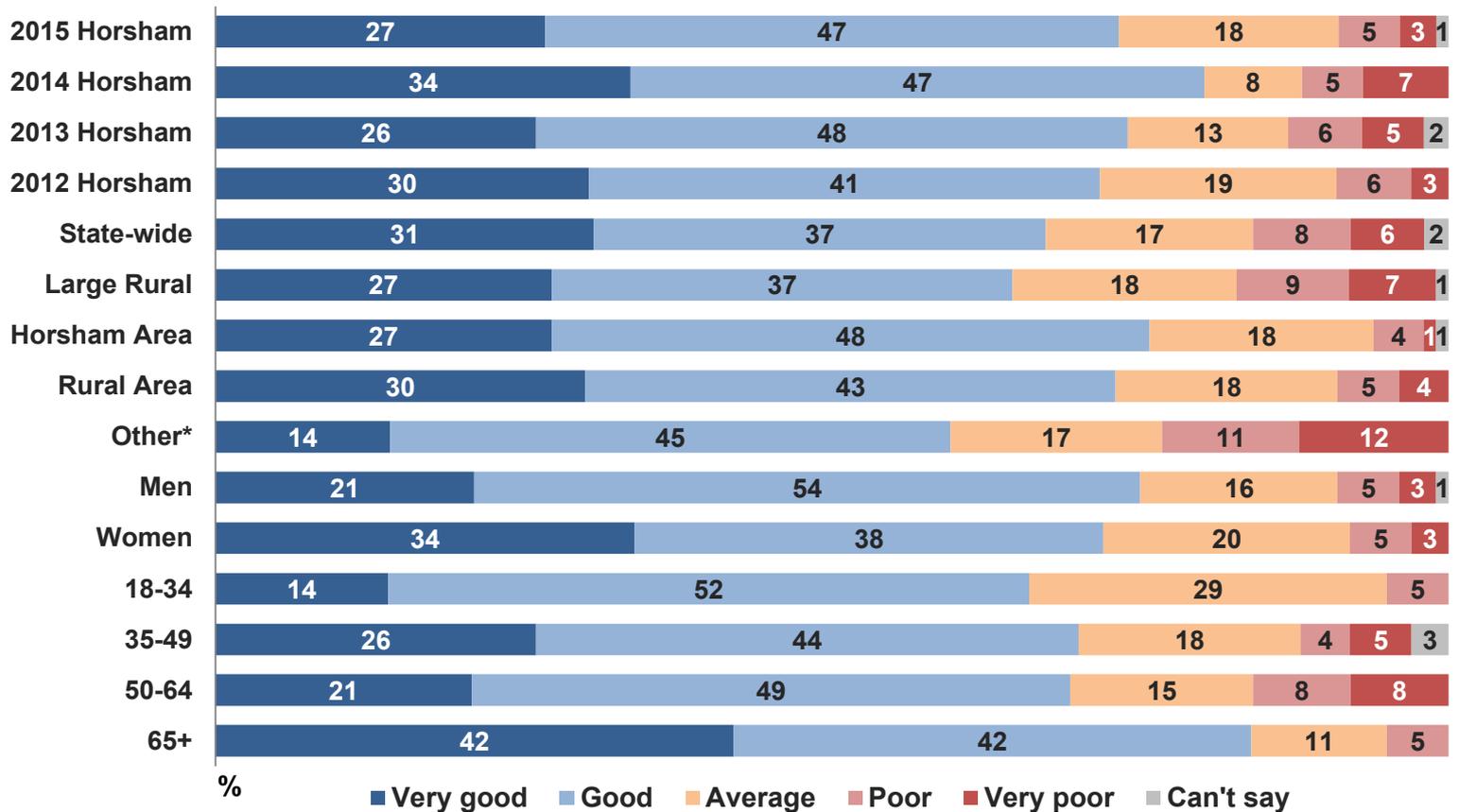
Note: Please see page 5 for explanation about significant differences

*Caution: small sample size < n=30



2015 CONTACT CUSTOMER SERVICE DETAILED PERCENTAGES

2015 Customer Service Rating



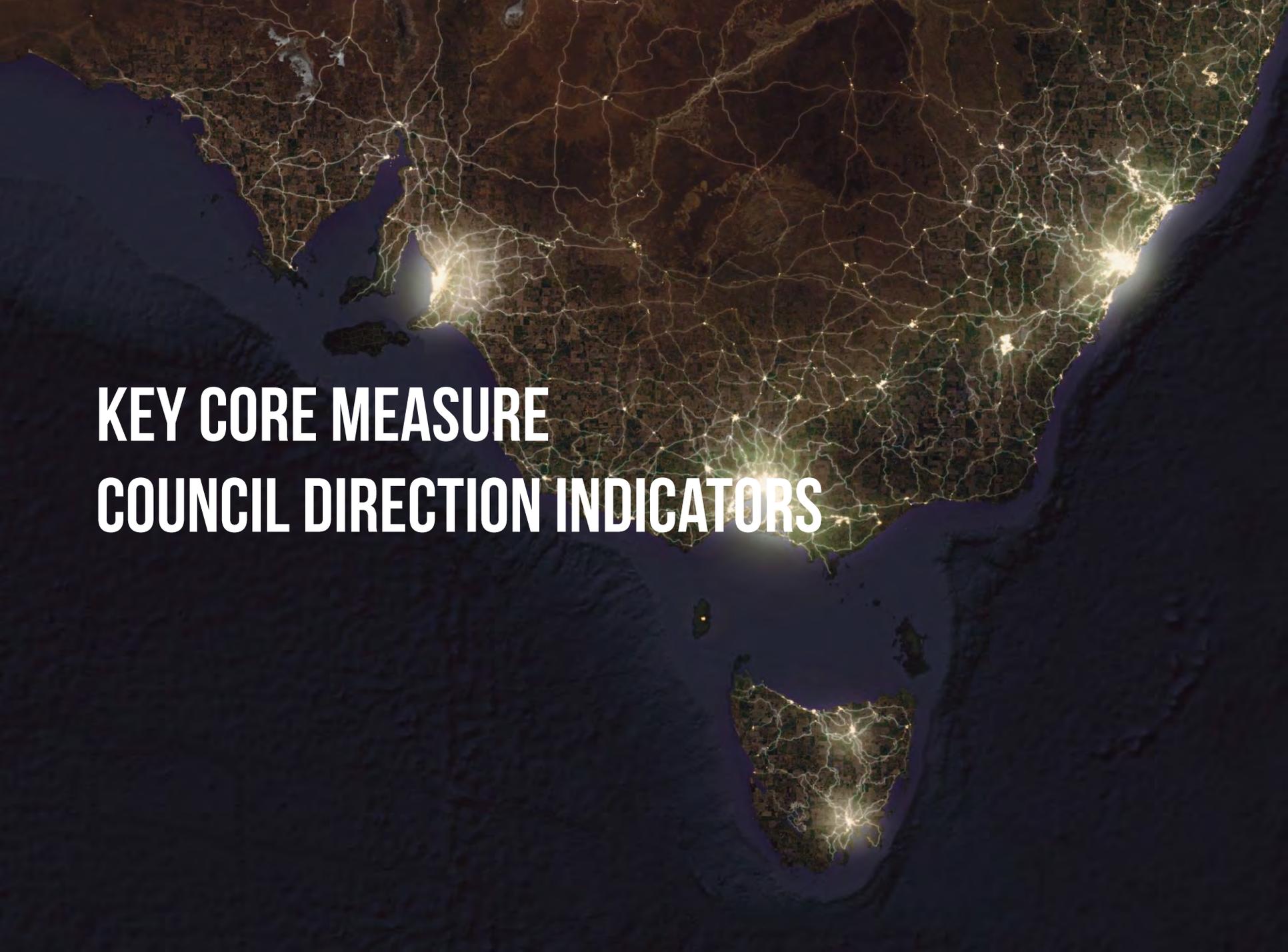
Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months. Councils asked State-wide: 69

Councils asked group: 21

*Caution: small sample size < n=30





**KEY CORE MEASURE
COUNCIL DIRECTION INDICATORS**

COUNCIL DIRECTION SUMMARY

Council Direction over last 12 months

- 72% stayed about the same, up 5 points on 2014
- 15% improved, down 4 points on 2014
- 10% deteriorated, equal points on 2014

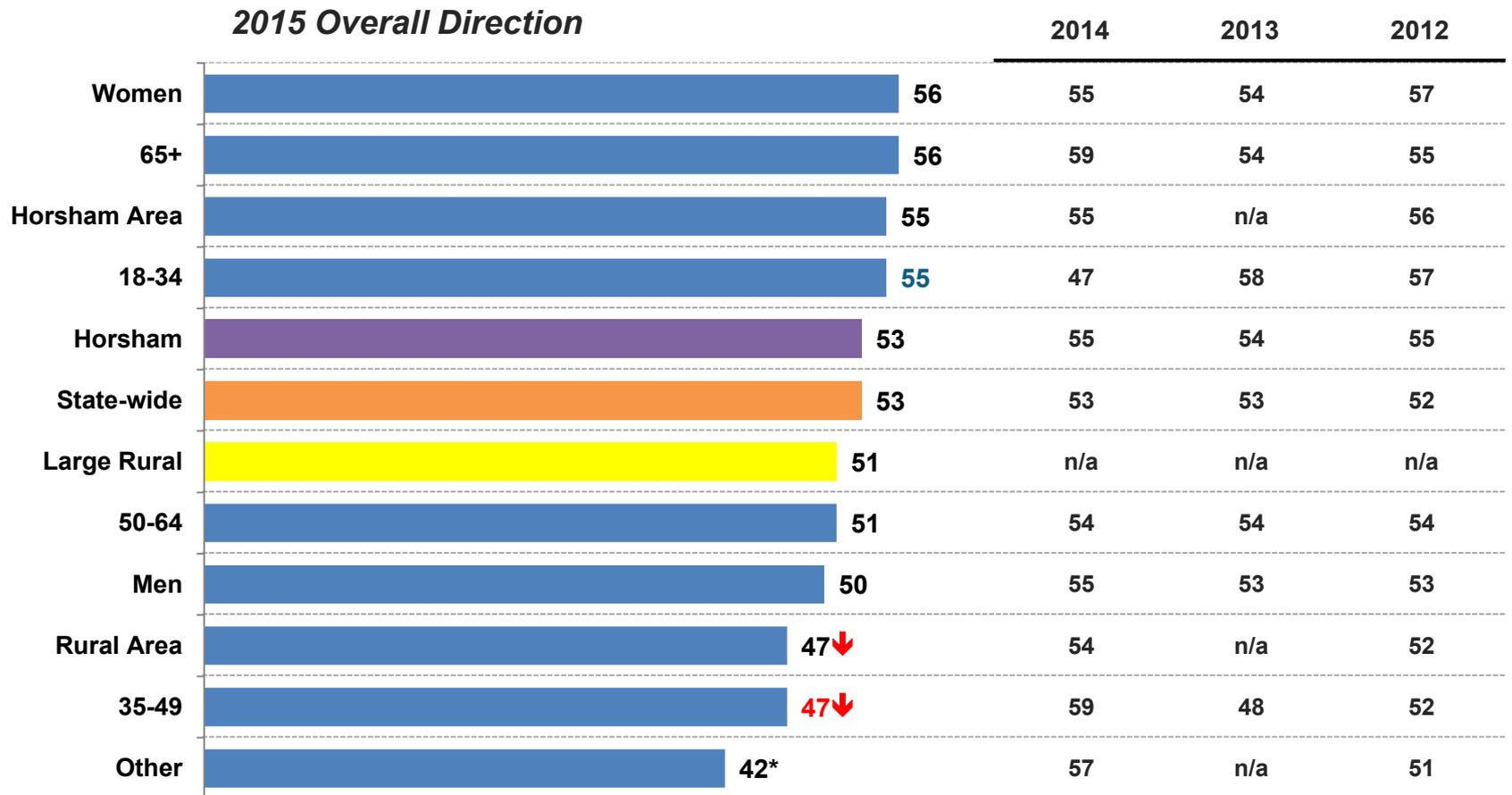
Most satisfied with Council Direction

- Women
- Aged 65+ years

Least satisfied with Council Direction

- Other Area residents
- Rural Area residents

2015 OVERALL COUNCIL DIRECTION LAST 12 MONTHS INDEX SCORES



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

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

Note: Please see page 5 for explanation about significant differences

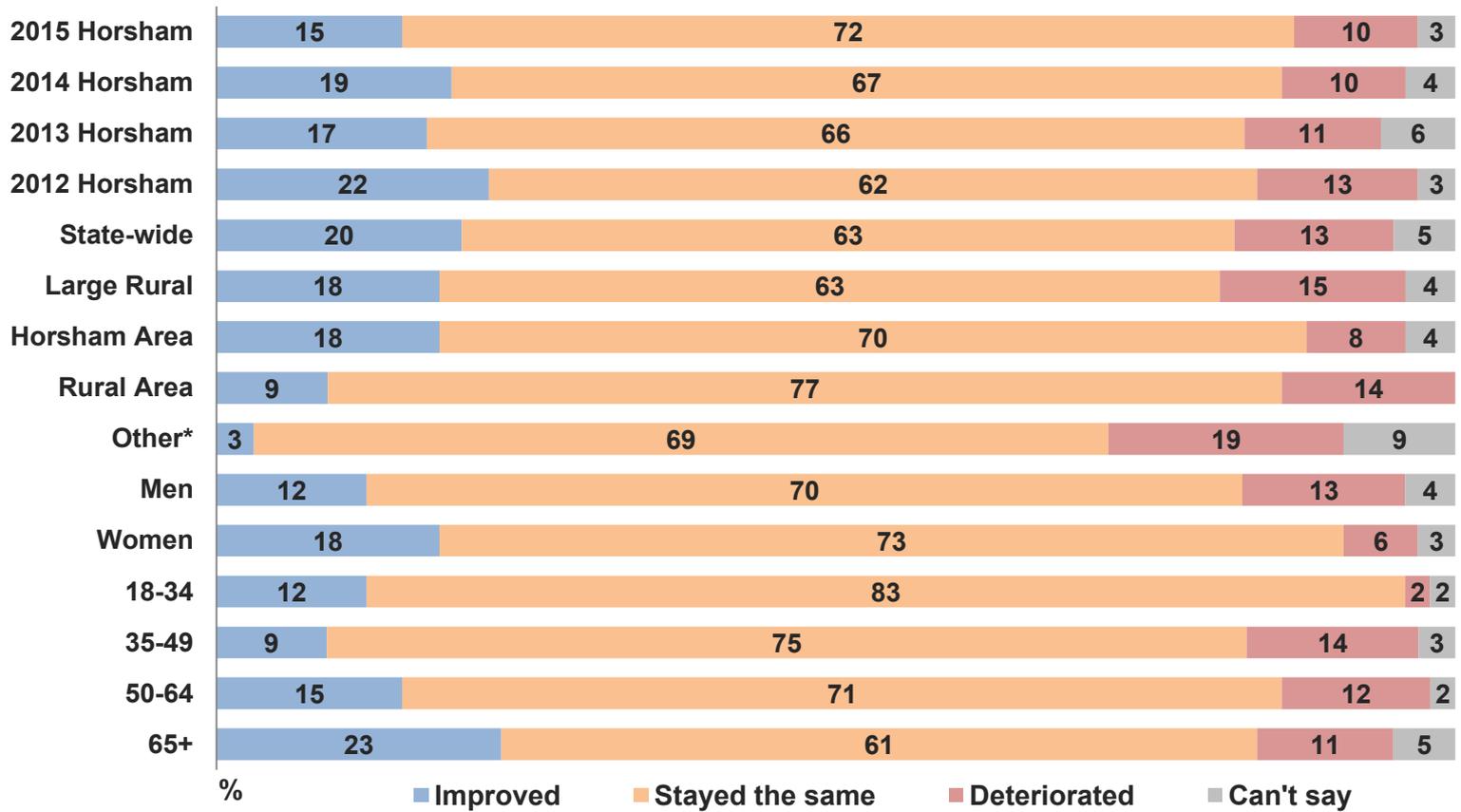
*Caution: small sample size < n=30



2015 OVERALL COUNCIL DIRECTION LAST 12 MONTHS

DETAILED PERCENTAGES

2015 Overall Direction



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

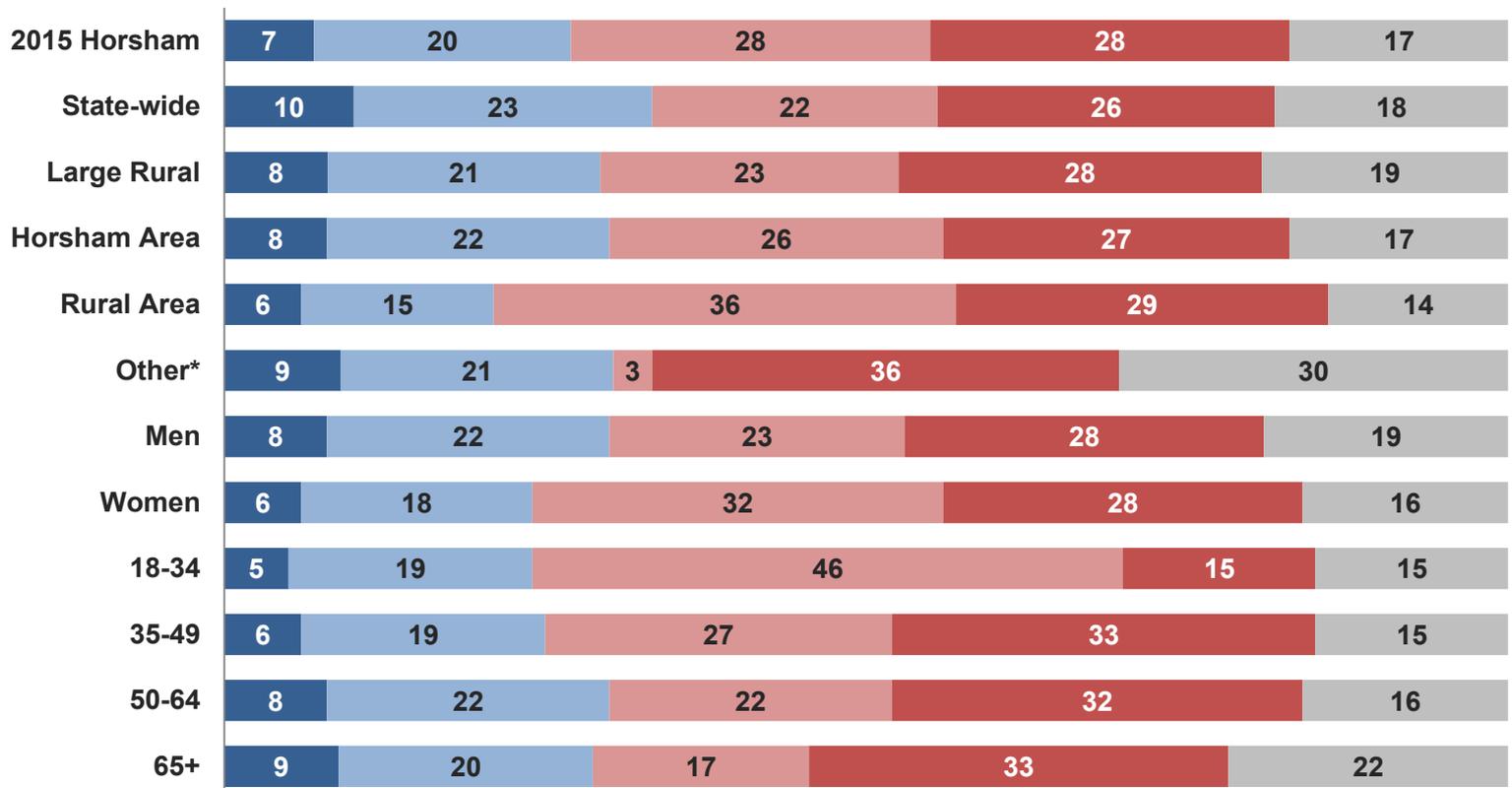
Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

*Caution: small sample size < n=30



2015 RATES/SERVICE TRADE OFF DETAILED PERCENTAGES

2015 Rate Rise v Service Cut



%

■ Definitely prefer rate rise ■ Probably prefer rate rise ■ Probably prefer service cuts ■ Definitely prefer service cuts ■ Can't say

Q10. If you had to choose, would you prefer to see council rate rises to improve local services OR would you prefer to see cuts in council services to keep council rates at the same level as they are now?

Base: All respondents. Councils asked State-wide: 25 Councils asked group: 7

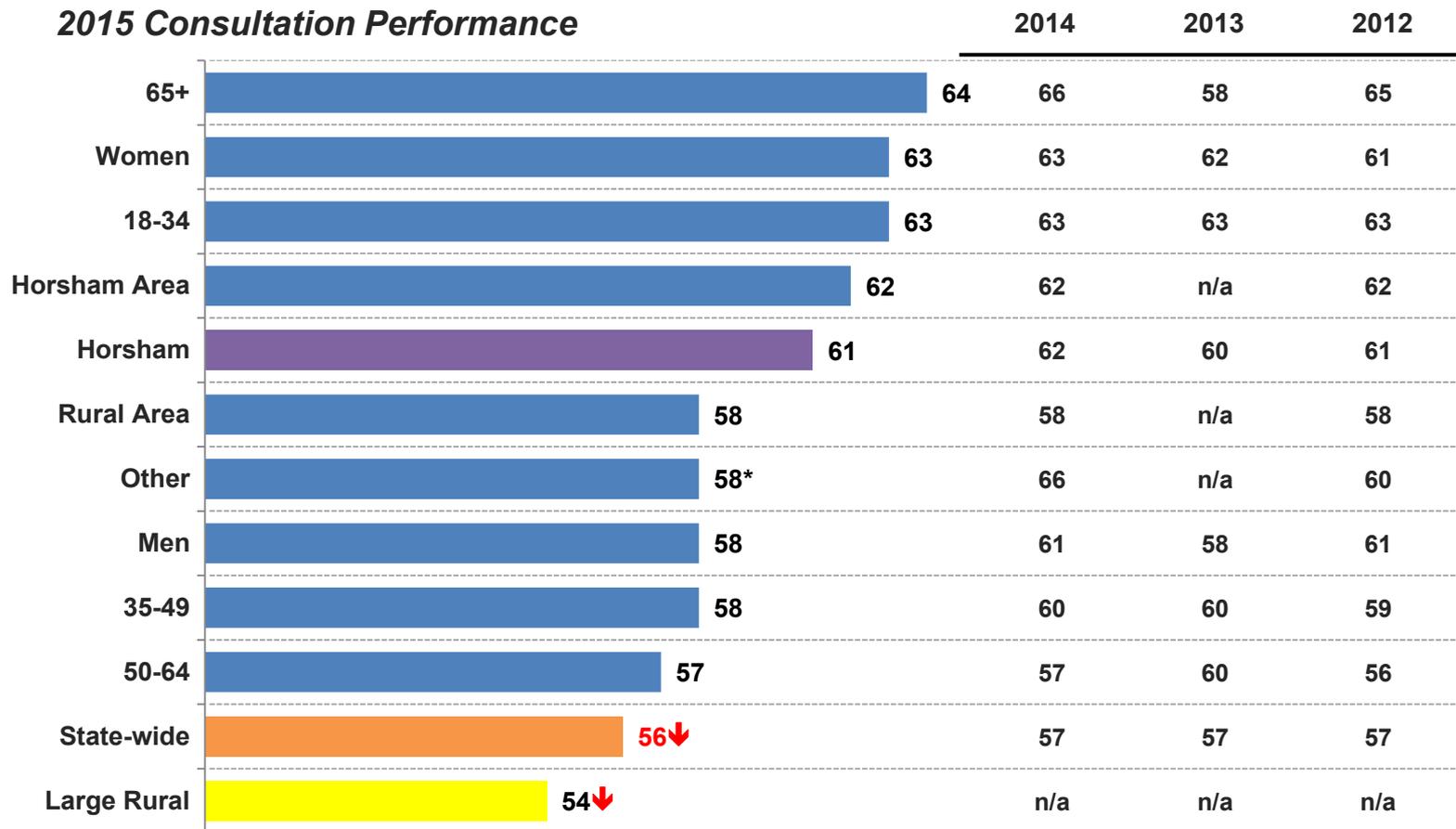
*Caution: small sample size < n=30



A satellite night view of the United States, showing the glowing outlines of individual service areas. The map is centered on the continental United States, with Alaska and Hawaii visible. The service areas are represented by a network of glowing yellow and white lines, indicating the extent of each service area. The text "INDIVIDUAL SERVICE AREAS" is overlaid in the center of the map.

INDIVIDUAL SERVICE AREAS

2015 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE INDEX SCORES



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

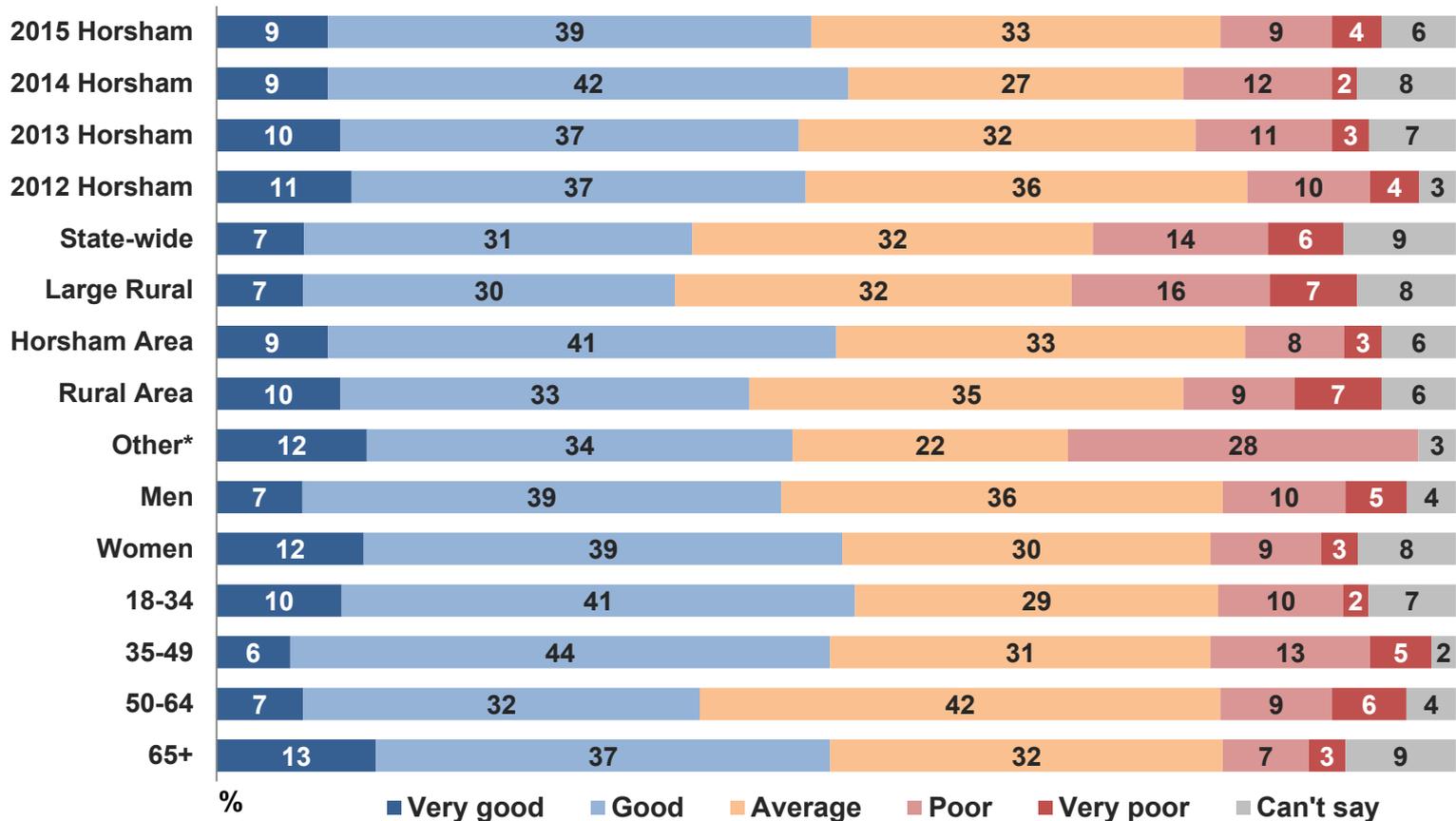
Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

Note: Please see slide 5 for explanation about significant differences

*Caution: small sample size < n=30

2015 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE DETAILED PERCENTAGES

2015 Consultation Performance



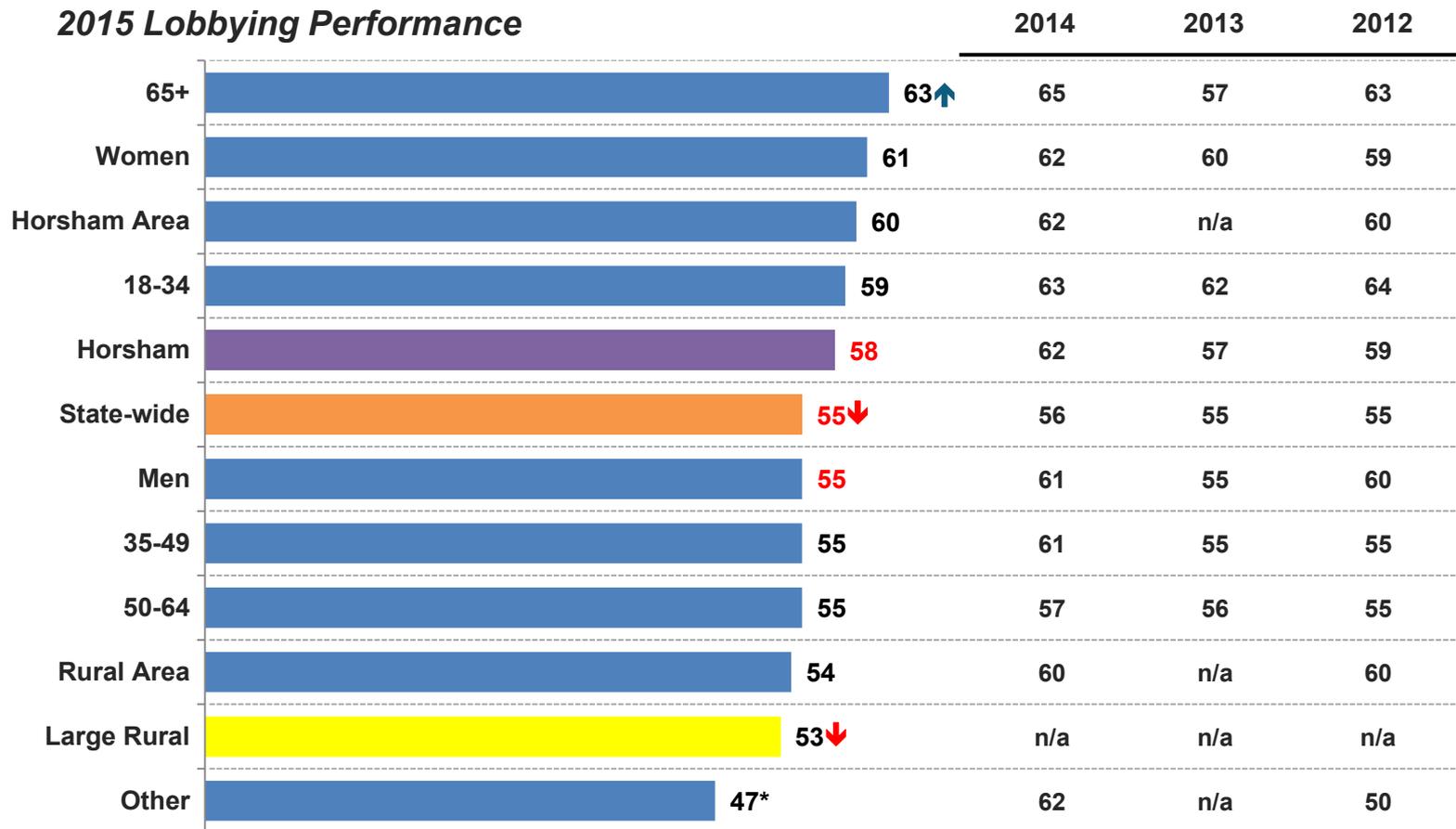
Q2. How has Council performed on 'Community Consultation and Engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

*Caution: small sample size < n=30



2015 LOBBYING ON BEHALF OF THE COMMUNITY PERFORMANCE INDEX SCORES



Q2. How has Council performed on 'Lobbying on Behalf of the Community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

Note: Please see slide 5 for explanation about significant differences

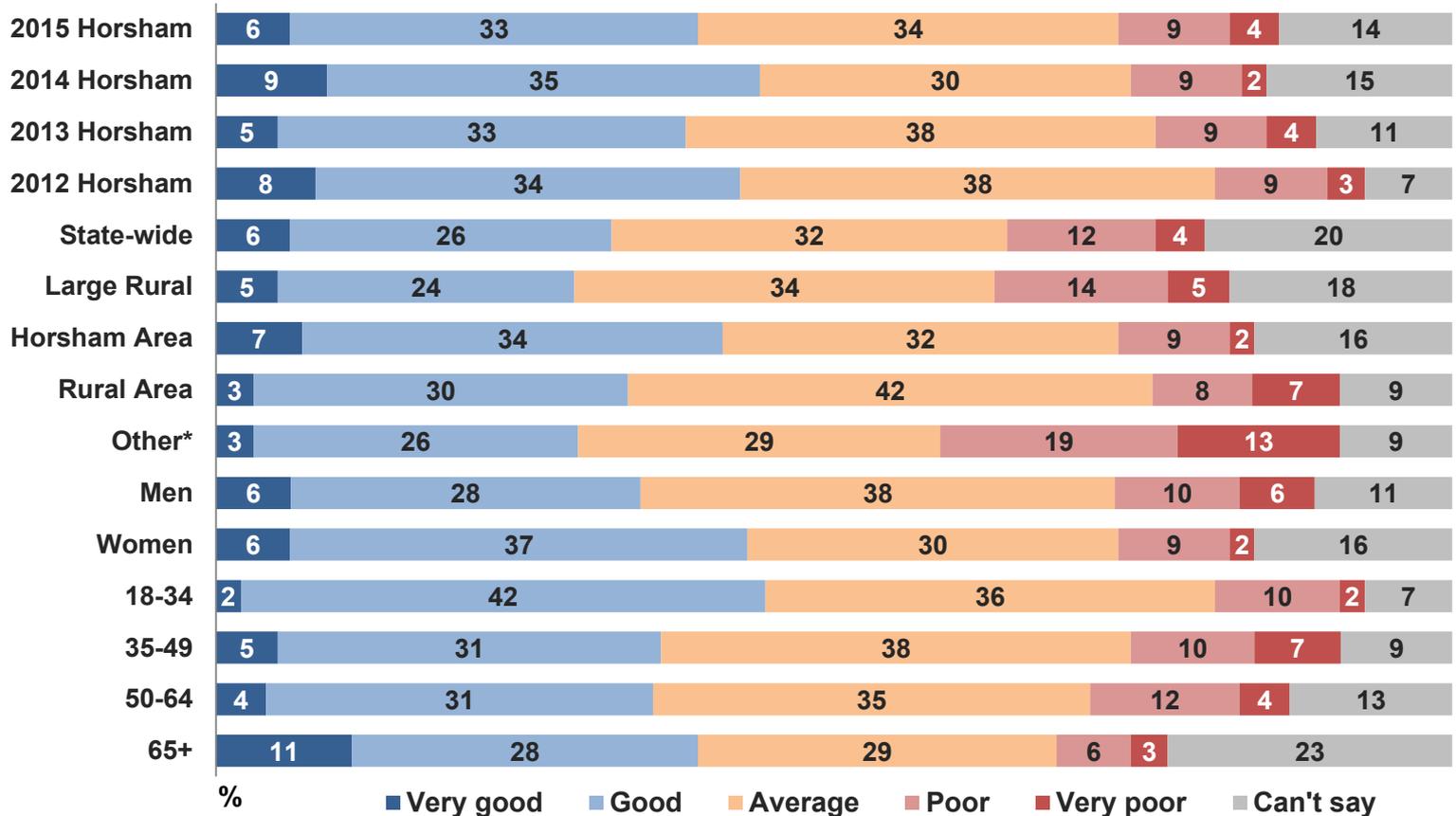
*Caution: small sample size < n=30



2015 LOBBYING ON BEHALF OF THE COMMUNITY

PERFORMANCE DETAILED PERCENTAGES

2015 Lobbying Performance



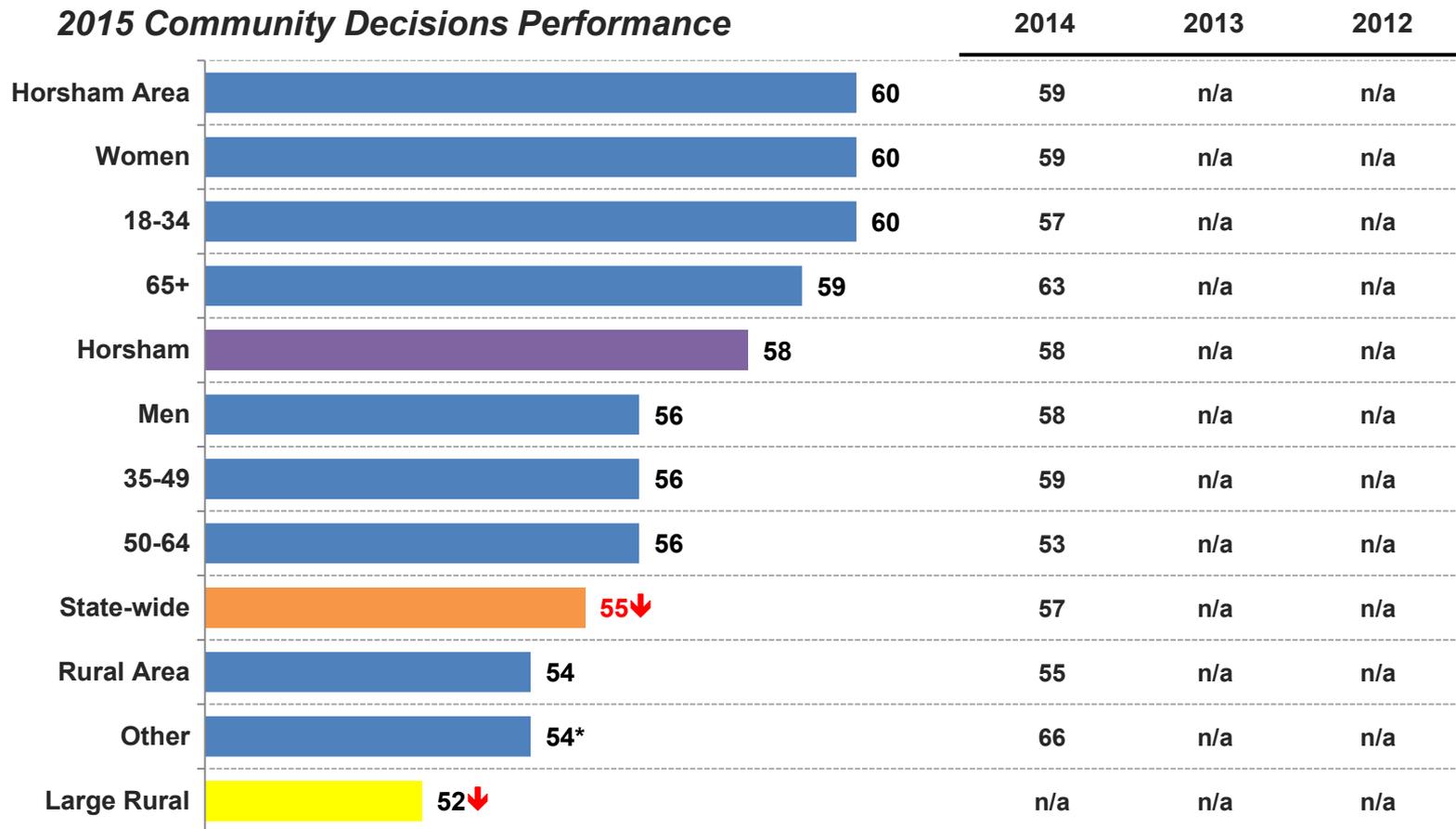
Q2. How has Council performed on 'Lobbying on Behalf of the Community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

*Caution: small sample size < n=30



2015 DECISIONS MADE IN THE INTEREST OF THE COMMUNITY PERFORMANCE INDEX SCORES



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

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

Note: Please see slide 5 for explanation about significant differences

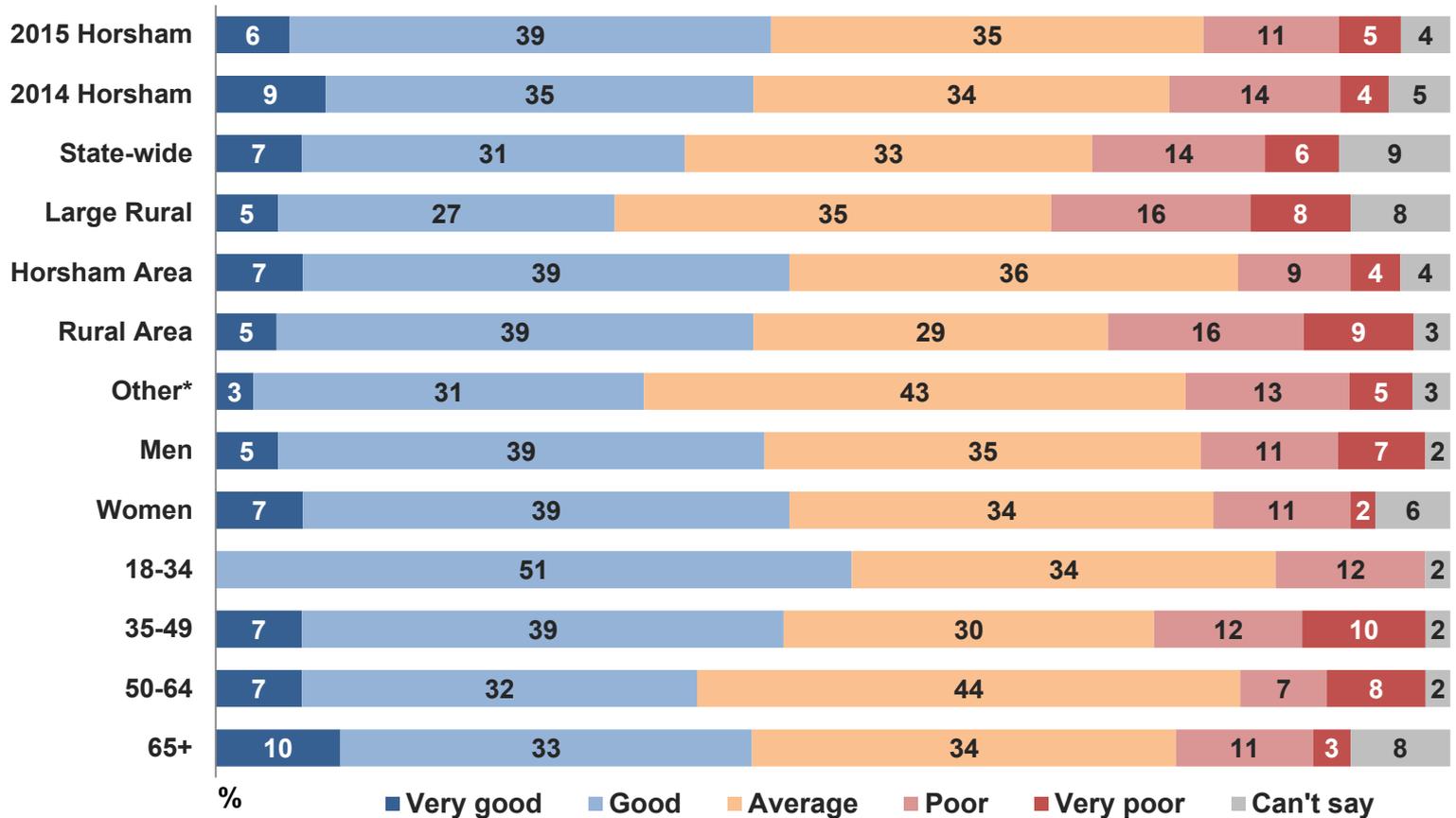
*Caution: small sample size < n=30



2015 DECISIONS MADE IN THE INTEREST OF THE COMMUNITY

PERFORMANCE DETAILED PERCENTAGES

2015 Community Decisions Performance



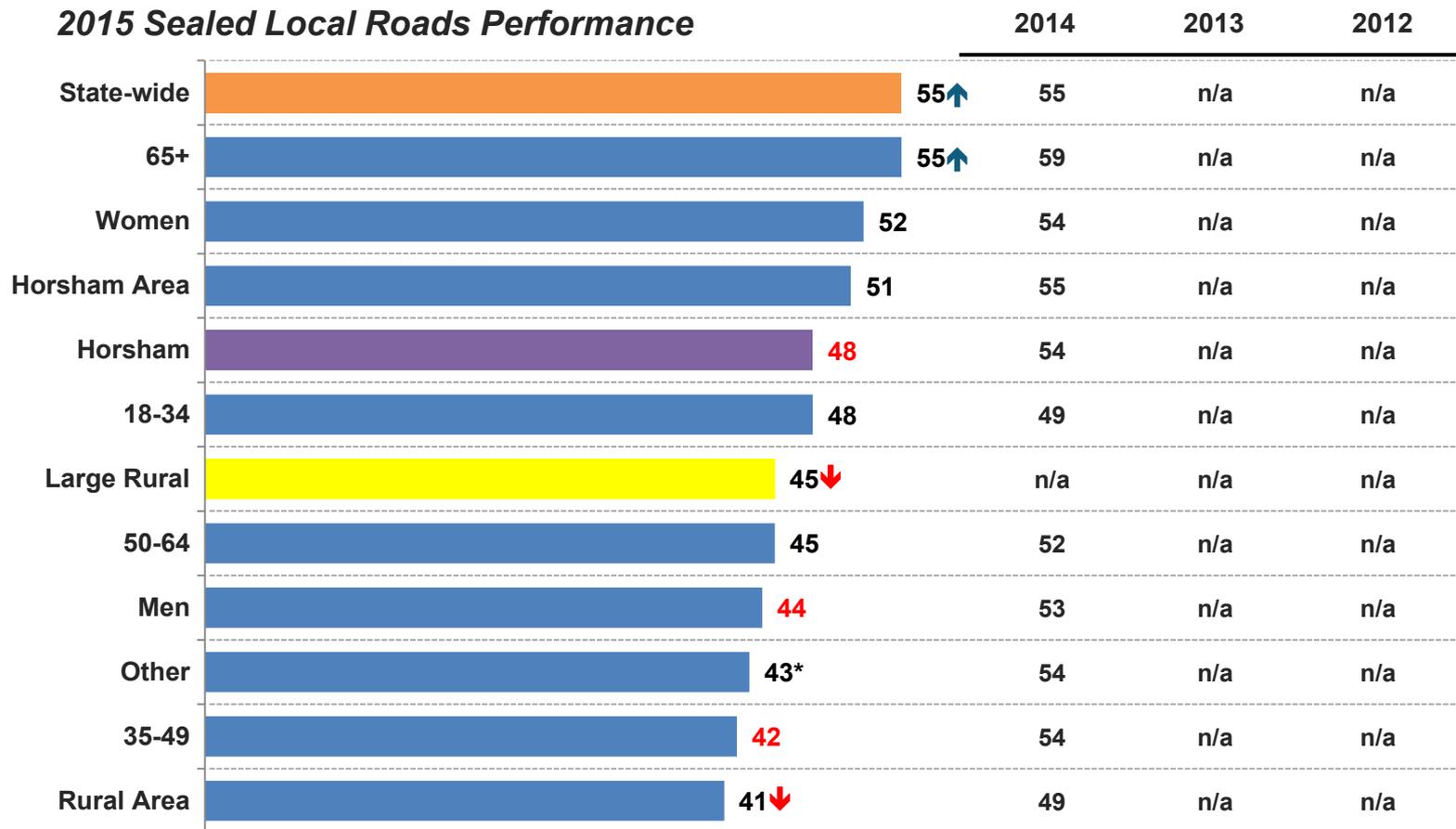
Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

*Caution: small sample size < n=30



2015 THE CONDITION OF SEALED LOCAL ROADS IN YOUR AREA PERFORMANCE INDEX SCORES



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

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

Note: Please see slide 5 for explanation about significant differences

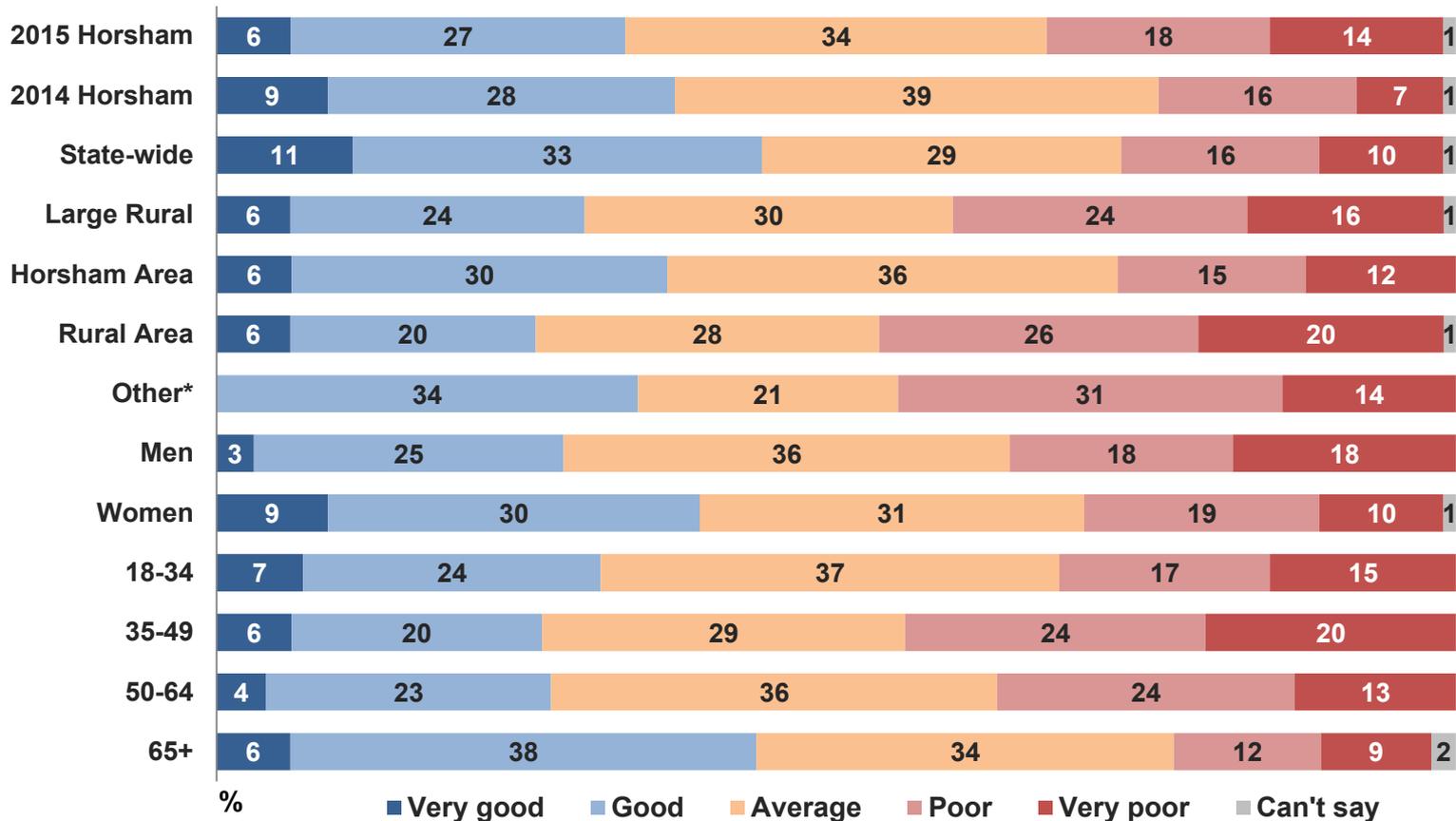
*Caution: small sample size < n=30



2015 THE CONDITION OF SEALED LOCAL ROADS IN YOUR AREA

PERFORMANCE DETAILED PERCENTAGES

2015 Sealed Local Roads Performance



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

Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21

*Caution: small sample size < n=30

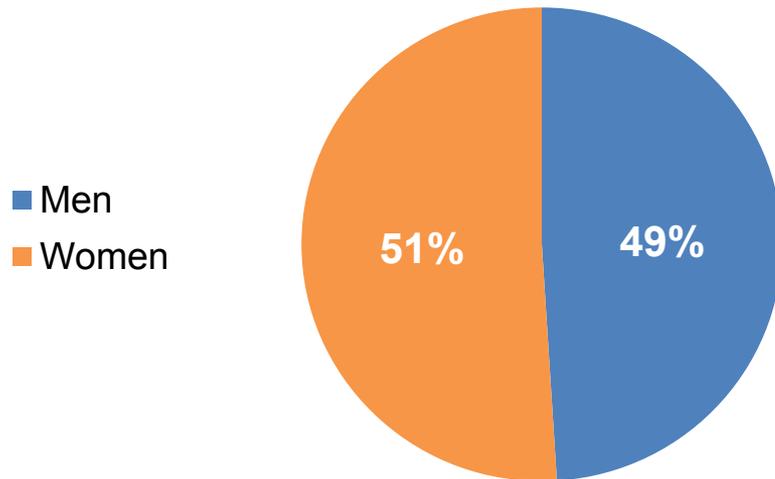


A satellite night view of the United States, showing a dense network of city lights and roadways. The text "DETAILED DEMOGRAPHICS" is overlaid in white, bold, sans-serif font across the center of the image.

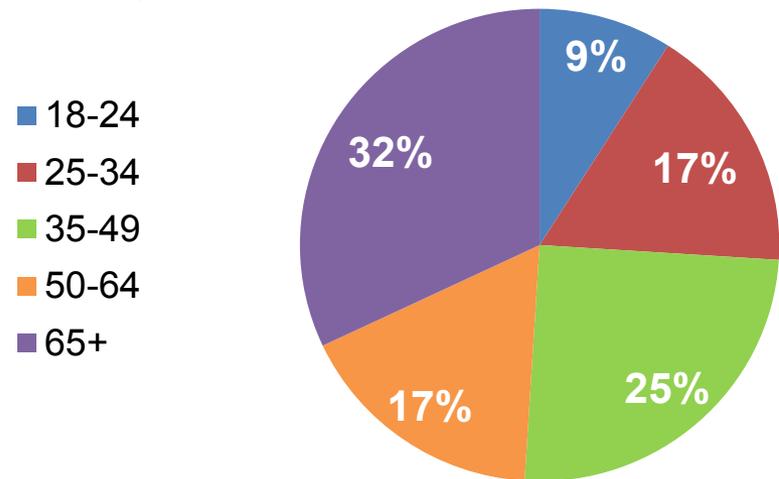
DETAILED DEMOGRAPHICS

2015 GENDER AND AGE PROFILE

Gender



Age



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

S3. [Record gender] / S4. To which of the following age groups do you belong?
 Base: All respondents. Councils asked State-wide: 69 Councils asked group: 21



**APPENDIX A:
DETAILED SURVEY TABULATIONS**

AVAILABLE IN SUPPLIED EXCEL FILE

A satellite night view of the United States, showing city lights and a dense network of roads. The text is overlaid on the left side of the image.

**APPENDIX B:
FURTHER PROJECT INFORMATION**

APPENDIX B: BACKGROUND AND OBJECTIVES

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a ‘head of household’ survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Horsham Rural City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. **Comparisons in the period 2012-2015 have been made throughout this report as appropriate.**

APPENDIX B:

MARGINS OF ERROR

The sample size for the 2015 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

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

Maximum margins of error are listed in the table below, based on a population of 15,000 people aged 18 years or over for Horsham Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Horsham Rural City Council	400	400	+/-4.8
Men	168	196	+/-7.5
Women	232	204	+/-6.4
Horsham Area	292	288	+/-5.7
Rural Area	92	93	+/-10.2
Other	16	18	+/-25.3
18-34 years	41	102	+/-15.5
35-49 years	80	99	+/-11.0
50-64 years	98	70	+/-9.9
65+ years	181	129	+/-7.3

APPENDIX B: ANALYSIS AND REPORTING

All participating councils are listed in the State-wide report published on the DELWP website. In 2015, 69 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating in 2012, 2013 and 2014 vary slightly to those participating in 2015.

Council Groups

Horsham Rural City Council is classified as a Large Rural council according to the following classification list: Metropolitan, Interface, Regional Centres, Large Rural & Small Rural

Councils participating in the Large Rural group are: Bass Coast, Baw Baw, Campaspe, Colac Otway, Corangamite, East Gippsland, Glenelg, Golden Plains, Horsham, Macedon Ranges, Mitchell, Moira, Moorabool, Mount Alexander, Moyne, South Gippsland, Southern Grampians, Surf Coast, Swan Hill, Wangaratta and Wellington.

Wherever appropriate, results for Horsham Rural City Council for this 2015 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Large Rural group and on a State-wide basis. Please note however, that council groupings have changed for 2015. As such, comparisons to previous council group results can not be made within the reported charts. For comparisons with previous groupings, please contact JWS Research.

APPENDIX B:

ANALYSIS AND REPORTING

Index Scores

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

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

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

APPENDIX B: ANALYSIS AND REPORTING

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

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

APPENDIX B: INDEX SCORE SIGNIFICANT DIFFERENCE CALCULATION

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

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

Where:

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

All figures can be sourced from the detailed cross tabulations.

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

APPENDIX B: ANALYSIS AND REPORTING

Core, Optional and Tailored Questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2015 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Lobbying on behalf of community (Advocacy)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils State-wide. Alternatively, some questions in the 2015 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

APPENDIX B: ANALYSIS AND REPORTING

Reporting

Every council that participated in the 2015 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the state government is supplied with a State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed.

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

The Overall State-wide Local Government Community Satisfaction Report is available at www.localgovernment.vic.gov.au.

APPENDIX B:

GLOSSARY OF TERMS

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

CSS: 2015 Victorian Local Government Community Satisfaction Survey.

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

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

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

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

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

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

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

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

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

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

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

SERVICE REVIEWS
As at 26 November 2015

Technical Services	
Waste	Phase 2 – draft received, 3 of 5 completed by December 2014, 4 th underway – present to EMG Council in September Report to Community Consultation meeting on 14 December 2015.
Roads – 2015/16	Scope still to be developed
Community Services	
WIN – community information – 2015/16	Program for 2016 – not started
Planning & Economic	
VIC – visitor info centre – 2015/16	Initial information being compiled
Corporate Services	
Financial and Performance Reporting	Process plan being developed. Draft framework underway. Present to EMG (Aug 15) Internal consultation December 15
Business Continuity	Business continuity complete – reported to Council July 2015
Accounts Receivable – 2015	Initial review of revenue streams undertaken (Jul 15) Draft report to be completed Nov 15 for further discussion Final report for Council Dec 15

COMPLETED ITEMS	
Technical Services	
Parks & Gardens	Phase 1 – presented to EMG and Consultation, 9 Feb - COMPLETED
Waste	Phase 1 – presented to Consultation in January - COMPLETED
Planning & Economic	
Ranger Services	Report Complete - Presented to EMG 27/10/14 & Community Consultation 10/11/14 - COMPLETED
Promotional Brochures	Proposal complete, present at 25/5 meeting. Final draft under completion, committee meeting week of 12/10 - COMPLETED
Parking Strategy	15/16 – ground up review – strategy and operations - Completed
Caravan Park	Completed

Community Services	
M&CH	Completed
Town Hall Promotions	Completed
Immunisation – 2015	Drafted proposal and recommendations – bring to EMG 17/8 Been to Council. COMPLETED



Horsham Rural City
Council urban rural balance

BUDGET DEVELOPMENT GUIDELINES 2016-17

Table of contents

1. Overview
2. Influencing Factors
3. Budget Parameters for 2015-16
4. Budget Timetable & Stages
 - 4.1. Initial Budget Development – Stage 1
 - 4.2. Detailed Budget Development – Stage 2
 - 4.3. Final Budget Documentation – Stage 3
5. Budget Templates and Documents

Appendices

1. OVERVIEW

Council is facing some significant financial challenges in the coming years with the third year of the indexation freeze on Grants Commission funding occurring in 2016-17 which will see a cumulative impact on councils budget of around \$1.0m over the last 3 years and an annual impact going forward of around \$0.45m.

The 2016-17 budget also sees the introduction of the State Government Rate Capping and Variation framework that will see councils rate increases limited to CPI unless council chooses to apply for a variation which will require a significant amount of effort time and resources.

Council during 2015-16 took a slightly different approach to the development of the budget by having a greater level of involvement of Departmental Managers in the framing of the non-salary components of their budget areas. The intention is to continue with this approach in 2016-17 and to move away from the system of using spreadsheets to the utilisation of the Civica BIS system to calculate and load budgets.

The key objectives for council within this budget process are:

- Improve the connectivity between the budget cycle, the Council Plan and all related service plans and strategies
- Connect with Councillors at an early enough stage in the process to ensure they own, understand and are engaged in the budget development process
- Engage with Council at a higher level to be more strategic and avoid information overload
- Facilitate the development of a 10 year long term financial plan
- Allow the community adequate time to provide input or comment to any aspect of the budget
- Make a clear and separable distinction between, operating funds, capital & operating initiatives
- The format needs to align with the Victorian Model Budget document
- Provide a devolved approach for budget development
- Easy to undertake analysis and reporting
- Budget information should be available for reporting within the monthly reporting cycle.
- Budget documentation should align with Council Reporting and management objectives.

2. INFLUENCING FACTORS

External Influences impacting on the Council Budget:

The following External influences will be taken in to consideration in the preparation of the 2016/17 budget as they are likely to impact significantly on the services delivered by council:

GENERAL ECONOMIC CLIMATE:

- DRY SEASONAL CONDITIONS – 2015 has been an extremely low rainfall year which is having an impact on the general economy of the region and putting financial pressures not only on farming enterprises but all businesses.
- OPERATING COSTS: Local Government Cost Index typically increases by approximately 1% more than CPI. This is because the CPI is based on a weighted basket of household goods and services which are quite different from those of local governments. Consumer Price Index (CPI) is forecast at 2.5% for 2016-17.
- WAGE MOVEMENT: Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to May 2015 was 2.0%. The council's current EBA expires 30 June 16 and will be re-negotiated in the period leading up to that time.
- GRANTS COMMISSION - In 2014/15 the Federal Government ceased indexation of the Grants Commission funds thereby locking in a reduction in real terms. The freeze on indexation has applied for the years from 2014/15 to 2016/17. The cumulative impact over the 3 years is close to \$1.0m with an ongoing impact in the order of \$0.45m.
- STATUTORY SUPERANNUATION – Statutory Superannuation contributions locked in at 9.5% until 2021/22.
- DEFINED BENEFITS SUPERANNUATION - Council contributed \$2.9m from reserves in 2012/13 towards the defined benefits superannuation shortfall, and we will continue to put aside \$100k for potential further contributions in the 2016/17 budget. The Vested Benefits Index for the fund was 104% of value as at the 30 Sep 2015. Should the value fall to 97% then Councils will be asked to make a further contribution.
- UTILITY COSTS – Power and gas costs have steadily decreased during 2015/16 and are projected to remain at existing levels during 2016/17. Water costs are estimated to rise at around 3% in line with Grampians Wimmera Mallee Water cost rises.

- FUEL – Council operates a significant number of vehicles and plant. Fuel costs have remained relatively stable in recent years but pricing movements are very difficult to predict and hence have been factored in a CPI only.
- INSURANCE COSTS – At this stage it is not clear what will happen with insurance premiums. However the expectation is that they will rise at least in line with CPI.
- INTEREST RATES ON INVESTMENTS – Interest rates have been falling over the last 12 months from 2.9% down to latest rates of 2.2%. This downward trend is expected to stabilise with rates remaining around the 2.5% mark.
- EPA LEVIES – Expect indexation in line with CPI at around 2.50%.

Internal Influences impacting on the Council Budget:

- BUILDING UNIT – Revenue from the provision of building planning services has started to increase. However revenue increases are compensating for the increased costs associated with contractors delivering this service.
- TOWN HALL – 2016-17 will be the first full year of operations for the new Horsham Town Hall. During this time the operations will be evaluated/reviewed in relation to the estimates made in the operational business plan with regards to both revenues and expenditure.
- RATING STRATEGY – The council's rating strategy was extensively reviewed in 2013/14 and no major changes are proposed for 2016/17. Reviews of Non-rateable properties, Cultural and Recreational Properties and eligibility for the farm differential were undertaken in 2015, prior to setting the 2015/16 budget. Council will review the level of the farm differential, and indexation of the municipal charge prior to finalisation of the 16-17 budget.
- REVALUATION – 2016 is a revaluation year and the first year with the new Council Valuer. At this stage it is unknown the exact impact of valuation changes but the expectation is that there may be some significant impact for some groups of ratepayers which may lead to a higher number of objections than have been experienced in the past.
- ASSET RENEWAL FUNDS – Council is responsible for a range of ageing infrastructure. There is however a shortfall between the required spend to maintain all assets to an appropriate standard and the available funds. This is known as the asset or infrastructure renewal gap and is currently approximately \$4m per annum.

Our current Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years

from 2008/09 to 2011/12. For the years from 2012/13 to 2015/16 only a 1% rate increase was tagged to contribute to the renewal gap.

3. BUDGET PRINCIPLES

In response to the above influences, the following principles are to be applied by officers in the preparation of their budgets:

- Grants are to be based on confirmed funding levels if known or informed estimates.
- All revenue sources should be identified wherever possible and estimated based on known available information.
- Revenue from miscellaneous fees and charges will be reviewed individually with consideration to costs, rate % increase, CPI and other factors. (Except for those which are set by legislation).
- Service and activity levels are being assessed through a Service Review process which may lead to some changes in service delivery levels.
- Any increases to Service levels (including increases in staff FTE's) should be made via the separate "Budget Submission" process to initiatives, (even if they are being funded from some specific identified savings).
- New initiatives for recurrent programs will be kept to a minimum and should ideally only be approved with an offset by efficiency gains in other areas
- There is always the over-arching aim to use less resources with an emphasis on innovation and efficiency.
- Increases in contract charges are based on actual contracted agreements wherever these are known.
- Salaries and Wages to be increased by 2.5% to allow for the 2.0% EBA increase plus an allowance for within band progressions.
- The cost of all salaries & wages including on-costs will be factored in to the budget either through recurrent or capital.
- Operating budgets for ongoing functions and services should not increase by more than 2% in total (3% Local Govt Cost Index less a 1% efficiency reduction).
- Borrowing costs are factored in at 4.1% interest rate with principal to be repaid over a 10 year period.

- All budget movements greater than 10% or greater than \$5,000 per line item will require an explanation for the variance.

Internal Charge out rates applicable

There are a number of internal charges that are applied within the budget development process. These charges impact on the budgets developed across all areas of council and as such should be reviewed and approved accordingly prior to the commencement of the detailed budget process. It is not planned to change the rates from those used in 2015-16.

PLANT HIRE RATES (Excludes Vehicles and Minor Plant items)

	2012/13 Average Rates	2013/14 Average Rates	2014/15 Average Rates	2015/16 Average Rates	2016/17 Average Rates
CONSTRUCTION					
Graders	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
Backhoes	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00
Loaders	\$43.22	\$36.05	\$38.39	\$38.39	\$38.39
Tractors	\$30.73	\$30.81	\$30.81	\$30.81	\$30.81
Rollers	\$23.40	\$22.61	\$22.89	\$22.89	\$22.89
Water Tanks	\$12.19	\$10.38	\$10.43	\$10.43	\$10.43
TRUCKS					
Heavy Trucks	\$55.00	\$60.00	\$60.00	\$60.00	\$60.00
Medium Trucks	\$25.88	\$27.64	\$26.85	\$26.85	\$26.85
Light Trucks	\$13.05	\$12.67	\$14.25	\$14.25	\$14.25
Garbage Trucks	\$65.00	\$64.29	\$64.17	\$64.17	\$64.17
Heavy Trailers & Fuel Tanks	\$11.37	\$7.76	\$7.76	\$7.76	\$7.76
ENVIRONMENT & RECREATION					
Heavy Mowers & Slashers	\$11.16	\$10.70	\$11.80	\$11.80	\$11.80
Spray Units	\$4.50	\$5.00	\$5.00	\$5.00	\$5.00
MISC					
Welders & generators	\$18.87	\$4.50	\$4.50	\$4.50	\$4.50

Proposed Steps

The proposed budget process can be broadly split in to 3 stages:

Stage 1 – Is a first rough cut of the budget, setting key parameters and engaging with Council and the Community.

Stage 2 – Is developing up the detailed budget and locking in all numbers, for the consideration of Council.

Stage 3 – Is meeting the statutory and practical requirements, producing the required documentation, reviewing and undertaking the statutory consultation process prior to adoption.

4. BUDGET TIMETABLE AND STAGES

4.1. INITIAL BUDGET DEVELOPMENT - STAGE 1

Stage 1 – Is about getting a first rough cut of the budget, setting key parameters and engaging with Council and the Community.

Step	Task Description	Start Date	End Date	Who
1.1	Directors / Dept Mgrs to prepare Service Overview documents to help inform understanding and general discussion on the services requiring review or possible expansion or contraction and opportunities and issues within each service.	13 Nov	27 Nov	Directors with Dept. Managers
1.2	EMG to review the list of 10 years of capital works to update and reprioritize as a first draft.	7 Dec	7 Dec	EMG
1.3	A half day workshop is to be held with each Group to discuss and review their Services Overview document. Purpose to help general understanding on the issues confronting each service area the issues and challenges facing them. These sessions should be used to help inform the next step re the discussion with Council.	1 Dec	11 Dec	Directors with Dept. Managers
1.4	A Day long forum to be held with Councillors and Directors to discuss in very general terms the 16-17 Budget and issues facing Council. Items to be covered include the 10 year Long Term Financial Plan (LTFP), Council Plan, the 10 year Capital Works Plan and Rates Strategy (Including rate capping variation considerations)	15 Dec	15 Dec	Council & EMG
1.6	Overall summary budget document and Power-point presentation to be prepared and delivered to the community as per the Community Engagement Plan (dependent on discussions from the 15 Dec).	2 Jan	28 Feb	Director Corporate Services

4.2. DETAILED BUDGET DEVELOPMENT - STAGE 2

Stage 2 – Is developing up the detailed budget and locking in all numbers, for the consideration of Council.

Step	Task Description	Start Date	End Date	Who
2.1	A capital request process be undertaken as has been the practice in prior years. Councillors and staff to make submissions.	1 Dec	15 Jan	All Managers
2.2	Request for new operational initiatives, as has been the practice in prior years. To be done using a separate process from the Capital requests.	1 Dec	15 Jan	All Managers
2.3	Finance to undertake training on the use of BIS for budget input	6 Jan	6 Jan	All Managers
2.4	Directors/Dept Mgrs to complete operations budgets in BIS. Assistance will be provided by Finance Manager and other finance staff as required. Finance Manager will update indoor staff salary budgets.	6 Jan	29 Jan	All Managers
2.5	Meeting with Directors and Departmental Managers to discuss budget timetable, parameters and expectations	7 Jan	7 Jan	Directors & Dept Mgrs
2.6	Dave Wall to send out revised Fees & Charges list to be returned by Directors by 22 Jan with no further review	11 Jan	22 Jan	Directors & Dept Mgrs
2.7	Capital request sheets - Asset Management Group to review Capital Evaluation Scores.	19 Jan	19 Jan	Asset Mgt Group
2.8	Finance Manager to provide list of Capital Requests to each Director for refinement and selection plus list of new initiatives for evaluation. All to be returned to Finance Manager on 29 Jan.	20 Jan	21 Jan	Finance Manager
2.10	Council to provide final direction preference on whether to proceed with a variation process with ESC and inform the ESC by 31 Jan	27 Jan	27 Jan	Council
2.11	Report to council to seek a resolution for applying for a Rate Cap variation and to commence a community consultation process.	27 Jan	1 Feb	Council
2.12	Undertake Community consultation program in line with ESC requirements	2 Feb	7 Mar	Directors
2.13	EMG to review list of directors selected capital works to reduce and fit into budget allowances.	2 Feb	2 Feb	EMG & Finance Mgr
2.14	Finalise new initiatives during EMG (10:30 to 12:30)	8 Feb	8 Feb	EMG & Finance Mgr

Step	Task Description	Start Date	End Date	Who
2.15	EMG to review Reserves and final Operations summary.	22 Feb (<i>in EMG mtg</i>)		Finance Mgr & EMG
2.16	Final detailed budget documents to be completed and compiled.	23 Feb	1 Mar	Finance Manager
2.17	EMG to commence final budget reductions	29 Feb		Finance Mgr & EMG
2.16	Council to be taken through detailed budget and discuss ESC submission. (Send documents 7 Mar).	11 Mar		Finance Mgr, EMG & Council
2.14	EMG to make final revisions to capital and operations budgets.	15 Mar(<i>in EMG mtg</i>)	16 Mar	Finance Manager & EMG
2.17	EMG to Review Community Grants and Donations Recommendations	22 Mar		Finance Manager, Grants Off. & EMG
2.18	Council to consider Community Grants and Donations Recommendations	11 Apr (<i>in Consultation mtg</i>)	11 Apr	Fin. Mgr, Council, Grants Off.
2.19	Council report to adopt Community Grants and Donations Recommendations	18 Apr (<i>in Council mtg</i>)	18 Apr	Council
2.8	Detailed 10 year Capital works plan to be developed	15 Feb (<i>in EMG mtg</i>)		EMG & Finance Manager

4.3. FINAL BUDGET DOCUMENTATION - STAGE 3

Stage 3 – Is about meeting the statutory and practical requirements, producing the required documentation, reviewing that and undertaking the statutory consultation process prior to adoption.

Step	Task Description	Start Date	End Date	Who
3.1	Budget to be prepared using the Model budget template.	16 Mar	5 Apr	Dir. Corp
3.2	Council to review final model budget document (<i>Send documents 6 Apr</i>).	11 Apr (At Consultation Mtng)		Council
3.3	Advice from ESC re Rate Variation request and amend budget documentation accordingly (Any time between 1 April and 31 May)	1 Apr	31 May	ESC
3.4	Draft budget to council for adoption (Pending ESC Advice)	18 Apr	18 Apr	Council

Step	Task Description	Start Date	End Date	Who
3.5	28 day Community Consultation to occur around budget detail	22 Apr	20 May	Community
3.6	Council to hear any formal submissions	25 May	25 May	Council
3.7	Council to consider formal submissions	30 May	30 May	Council
3.8	Council to make changes to budget if required and then review final document (<i>Possible Special Meeting of Council</i>)	30 May	30 May	Council
3.9	Council Adopt Budget	6 Jun	6 Jun	Council

5. BUDGET DOCUMENTS AND TEMPLATES

HRCC - CAPITAL WORKS SUBMISSION - BUDGET 2016/17

DIRECTORS TO RETURN COMPLETED FORMS TO FINANCE MANAGER BY 15th JANUARY 2016

The purpose of this form is to compile information in conjunction with Councils Capital Evaluation Model to evaluate all capital works, ie for the construction and or purchase of assets. Special Projects and Recurrent Items should be highlighted within the budget as warranted.

All fields **MUST BE COMPLETED INCLUDING WHOLE OF LIFE**. Any forms deemed incomplete WILL be returned to DIRECTOR for completion and **WILL NOT** be included in Capital Works List unless **ALL FIELDS** are complete.

Project Description				
Responsible Officer			Requested by :	
Project Cost (see next page)	Creation \$		Whole of life Annual	Rating Score
	PROJECTS GREATER THAN \$50,000 MUST HAVE DETAILED COSTINGS INCLUDED ON THE NEXT PAGE			
CAPITAL EVALUATION MODEL CRITERIA - MUST BE COMPLETED WITH DETAIL				
Fit With Council Strategies	Council Plan Key Direction No.		Environment Sustainability Strategy	
	Commitment No.		Health/Community WellBeing Plan	
Put Yes next to Strategy	Asset Management Plan		Other (Name):	
Service Level				
Social Impact on Community				
Capital Finance Source				
Operational / Maintenance Costs				
Environmental Impacts Aspects				
Consequences/ Likelihood of Risks				
Capital Classification	Renewal _____ %	Upgrade _____ %	New _____ %	
Total Score				0

Timing	Start Date:		Completion Date:	
Source of Funding	Govt Grants \$	Reserves \$	Rates \$	Contributions From: \$
Project Cost	CREATION COST \$		WHOLE OF LIFE ANNUALISED COST	
Restore, rehabilitate, replace an existing Asset to its original level of service Enhance existing Asset to provide higher or improved levels of service Construct new Asset to provide additional levels of service	a) Renewal		Ave Life _____ Yrs	
			a) Operational	_____ %
	b) Upgrade		b) Maintenance	_____ %
			c) Renewal	_____ %
	TOTAL COST \$	-	d) Depreciation	
Responsible Officer/ Entity for ongoing costs			TOTAL WHOLE OF LIFE ANNUALISED COST \$	

Approved by Dir:

Date:

continued over:

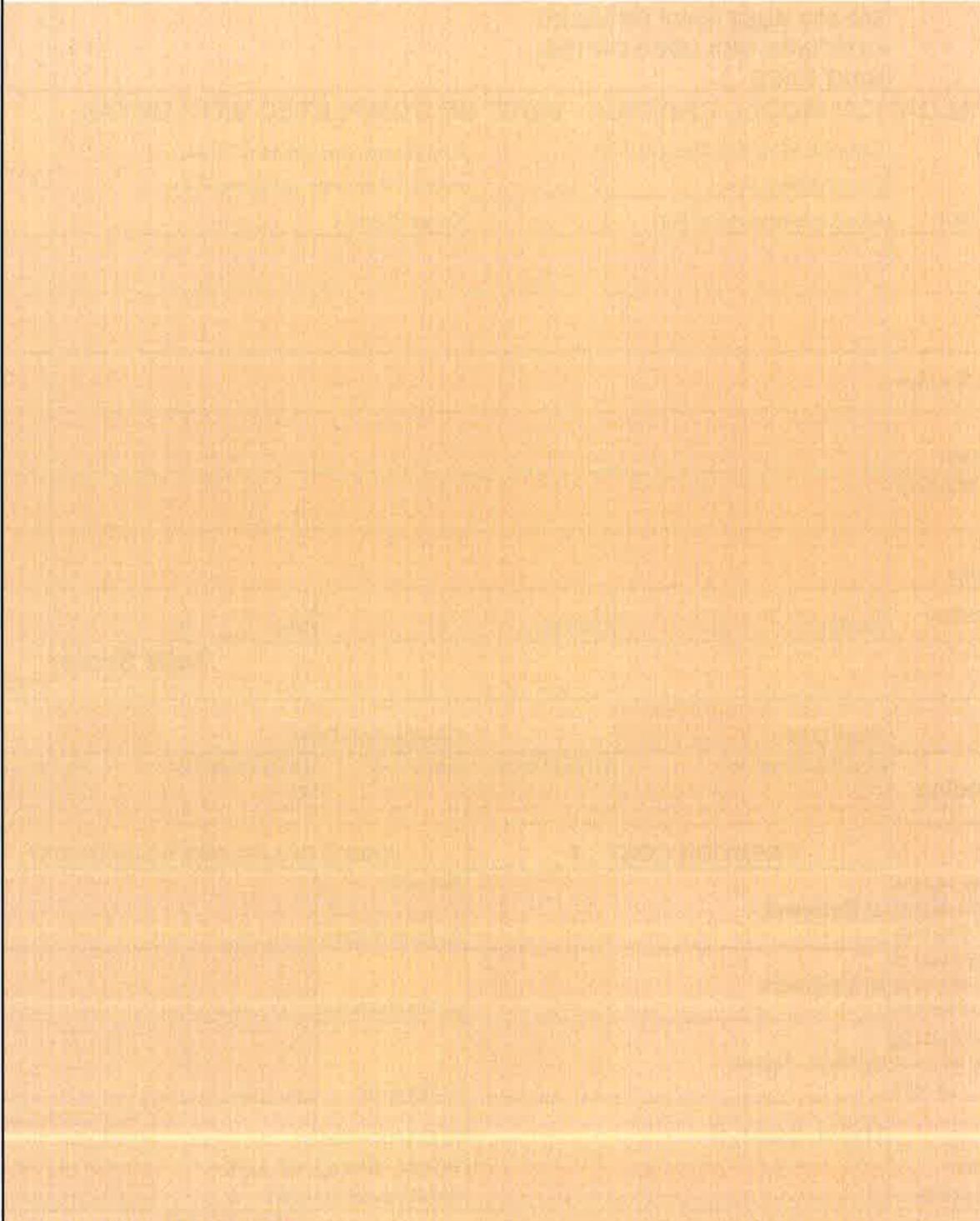
**Horsham Rural City Council
CAPITAL WORKS SUBMISSION - BUDGET 2016/17**

Other Relevant Information

le: Breakdown of project cost

Could be quote or detailed estimate of each component, eg design, specification costs etc.

\$



TOTAL PROJECT COST

0

**HRCC - CAPITAL EVALUATION MODEL SCORING SHEET
CRITERIA AND RANKING SCORE DEFINITION 2016/17**

Ranking Score	Fit With Council Strategies	Service Level	Social Impact on Community	Capital Finance Source	Operational / Maintenance costs	Environmental Impacts Aspects	Consequences/ Likelihood of Risks	Capital Classification
4	LISTED SPECIFICALLY in the Council Plan, a Council Strategy, Management Plan, Risk Register or is a Legislative Requirement	Has the potential to service a LARGE target group over an EXTENDED period of time. (Link)	STRONGLY Aids Community Development and/or will SIGNIFICANTLY REDUCE social isolation	TOTALLY EXTERNALLY FUNDED or funds earmarked FROM RESERVES and source noted in a prior report	Reduction of Costs to Mtce / Recurrent Budget	LISTED SPECIFICALLY or fully complies with Actions/Priorities identified in Council's Environmental Sustainability Strategy. MAJOR SIGNIFICANT reduction to environmental impact.	MAJOR SIGNIFICANT reduction of Risk factors or is a MANDATORY/LEGAL requirement under legislation. SCORE 20	RENEWAL WORKS: Restore, rehabilitate, replace an Existing Asset to its original level of service. SCORE 20
3	PART OF A PROGRAM listed specifically in the Council Plan, a Council Strategy, Management Plan, Risk Register and recommended in a report for funding	Has the potential to service a MEDIUM target group over an EXTENDED period of time and resolved by Council as a priority. (Collector)	MODERATELY Aids Community Development and/or will MODERATELY REDUCE social isolation	EXTERNALLY FUNDED on at least a \$1:\$1 basis or funds earmarked FROM RESERVES or from funds from the Sale of Assets	No Costs to Mtce / Recurrent Budget	PART OF AN ACTION listed specifically in Council's Environmental Sustainability Strategy. MODERATE REDUCTION to environmental impact.	MODERATE REDUCTION of Risk factors SCORE 15	
2	BROADLY within the scope of an action listed in the Council Plan, a Council Strategy, Management Plan, or Risk Register AS A PRIORITY	Has the potential to service a LARGE target group over a SHORT period of time. (Access) Or has a SMALL target group over a LONG period of time.	MINOR BENEFITS in Aiding Community Development and/or with SMALL REDUCTION in social isolation	Partially EXTERNALLY FUNDED on a \$1:\$1 basis or less or funds earmarked FROM RESERVES .	Annual costs less than 10% of Capital / Construction cost	BROADLY within the scope of an action listed in Council's Environmental Sustainability Strategy. NO IMMEDIATE IMPACT to environment, but potential for improvement in the future.	Small REDUCTION of Risk factors SCORE 10	UPGRADE: Enhance existing Asset to provide higher and or improved levels of service SCORE 5
1	BROADLY within the scope of an action listed in the Council Plan, a Council Strategy, Management Plan or Risk Register	Has the potential to service a MEDIUM target group over an SHORT period of time. (Minor)	NO IMPACT in Aiding Community Development and/or NO REDUCTION in social isolation	FUNDED IN PART FROM RATES, CONTRIBUTIONS - Grants, Special Rates, One-off Contributions or Increased Fees - or funds earmarked FROM RESERVES as well as SOLELY FUNDED FROM RATE REVENUE	Annual costs between 11% and 25% of Capital / Construction cost	MINIMAL and/or indirect linkage to an action listed in Council's Environmental Sustainability Strategy. NO NEGATIVE IMPACT to environment, now or in the future.	No REDUCTION of Risk factors SCORE 0	
(5)	NOT within the scope of an action listed in the Council Plan, a Council Strategy, Management Plan or Risk Register	Has the potential to service a SMALL target group	NEGATIVE IMPACT in Aiding Community Development and/or INCREASES social isolation	FUNDING FROM LOAN as well as other sources	Annual costs over 25% of Capital / Construction cost	NOT WITHIN THE SCOPE of an action listed in Council's Environmental Sustainability Strategy. SIGNIFICANT NEGATIVE IMPACT to environment.	Potential To INCREASE Risk factors SCORE (5)	NEW: Construct new Asset to provide additional levels of service SCORE 0

Guide to Calculating 'Whole of Life' Costs

Key Asset Type	Average Replacements / New Costs	Ave Life (Years)	Ave Annual Renewal Cost		Ave Annual Mice Cost Required		Ave Operations Cost Required		Total Ave Annual Cost (\$)	Total Ave Annual Cost (% of Replacements/ New Cost)	Total Whole of Life Cost (\$)
			(%)	(\$)	(%)	(\$)	(%)	(\$)			
ROADS - Urban Sealed (per Km)	\$360,000	50	2.0%	\$7,200	0.5%	\$1,800	2.0%	\$7,200	\$16,200	4.5%	\$810,000
ROADS - Rural Sealed (per Km)	\$200,000	80	1.3%	\$2,600	0.5%	\$1,000	1.0%	\$2,000	\$5,600	2.8%	\$448,000
ROADS - Sealed Surfacing (per Km)	\$25,000	15	6.7%	\$1,675					\$1,675	6.7%	\$25,125
ROADS - Unsealed Shoulders (per Km, Both Sides)	\$25,000	10	10.0%	\$2,500	0.5%	\$125	10.0%	\$2,500	\$5,125	20.5%	\$51,250
ROADS - Unsealed (per Km)	\$25,000	10	10.0%	\$2,500	0.5%	\$125	10.0%	\$2,500	\$5,125	20.5%	\$51,250
KERB & CHANNELLING - Concrete (per Km)	\$120,000	50	2.0%	\$2,400	0.5%	\$600	2.0%	\$2,400	\$5,400	4.5%	\$270,000
FOOTPATHS/PATHWAYS - Concrete (per Km)	\$150,000	50	2.0%	\$3,000	1.0%	\$1,500	0.2%	\$300	\$4,800	3.2%	\$240,000
BIKE PATHS - Sealed (per Km)	\$40,000	20	5.0%	\$2,000	2.0%	\$800	0.2%	\$80	\$2,880	7.2%	\$57,600
BIKE PATHS - Unsealed (per Km)	\$25,000	10	10.0%	\$2,500	2.0%	\$500	5.0%	\$1,250	\$4,250	17.0%	\$42,500
BRIDGE - Concrete (per Unit)	\$400,000	100	1.0%	\$4,000	0.5%	\$2,000	0.5%	\$2,000	\$8,000	2.0%	\$800,000
BRIDGE - Timber (per Unit)	\$300,000	70	1.4%	\$4,200	1.0%	\$3,000	0.6%	\$1,800	\$9,000	3.0%	\$630,000
MAJOR CULVERT - Concrete (per Unit)	\$150,000	50	2.0%	\$3,000	0.5%	\$750	1.0%	\$1,500	\$5,250	3.5%	\$262,500
BRIDGE - Timber Footbridge/ Boardwalk (per Unit)	\$40,000	30	3.3%	\$1,320	1.0%	\$400	1.5%	\$600	\$2,320	5.8%	\$69,600
RECREATION - PREMIER Active Reserves (Ovals, etc.)	\$300,000	50	2.0%	\$6,000	2.0%	\$6,000	34.0%	\$102,000	\$114,000	38.0%	\$5,700,000
RECREATION - OTHER Active Reserves (Ovals, etc.)	\$200,000	50	2.0%	\$4,000	2.0%	\$4,000	20.0%	\$40,000	\$48,000	24.0%	\$2,400,000
RECREATION - Passive Reserves (Parks, Minor Reserves, etc.)	\$100,000	50	2.0%	\$2,000	1.0%	\$1,000	30.0%	\$30,000	\$33,000	33.0%	\$1,650,000
RECREATION - Playgrounds (Equipment & Surrounds, etc.)	\$20,000	20	5.0%	\$1,000	2.5%	\$500	5.0%	\$1,000	\$2,500	12.5%	\$50,000
RECREATION - Gardens	\$20,000	20	5.0%	\$1,000	5.0%	\$1,000	25.0%	\$5,000	\$7,000	35.0%	\$140,000
RECREATION - BBQ	\$10,000	10	10.0%	\$1,000	5.0%	\$500	40.0%	\$4,000	\$5,500	55.0%	\$55,000
DRAINAGE - Pits (per Unit)	\$1,200	50	2.0%	\$24	1.0%	\$12	1.0%	\$12	\$48	4.0%	\$2,400
DRAINAGE - Pipelines (per Km)	\$200,000	100	1.0%	\$2,000	0.5%	\$1,000	2.5%	\$5,000	\$8,000	4.0%	\$800,000

OPERATING & MAINTENANCE BUDGET SUBMISSION

Detail of items referred to budget (supporting information)

ITEM NO.		DATE PREPARED	
PROGRAM AREA			
SUB-PROGRAM			
OPERATION			
PROJECT NAME			

<i>COST BREAKDOWN</i>	PREPARED BY:		
COMPONENT	QTY	RATE	TOTAL
TOTAL ESTIMATE OF COST (excluding GST)			-

<i>RECOVERABLE AMOUNT</i>			
COMPONENT	QTY	RATE	TOTAL
TOTAL RECOVERABLE ESTIMATE			-

NETT COST		-
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FURTHER DESCRIPTION: (COMMENTS, LINKS WITH OTHER PROJECTS, OTHER OPTIONS ETC.)		

JUSTIFICATION:		

RISK ANALYSIS: (Identify potential exposures etc)		

APPROX. START DATE:		END DATE:	
---------------------	--	-----------	--

Requested By: Date:
 Approved by DIR: Date:



Loan Borrowing Policy

- Council Policy
- Management Policy
- Department/Section/Unit Policy
- Guidelines

Policy Number:	10	
Adoption Date:	3 rd December 2012	
Adopted by:	Council	
Review Date:	3 rd December 2013	
Responsible Officer:	Finance Manager	
Officer: Heather Proctor	Signature:	
Chief Executive: Peter Brown	Signature:	

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1. POLICY OVERVIEW

Loan borrowings are an important source of funding for Council. This policy provides a structured and disciplined approach to the borrowing of funds for the purpose of funding new infrastructure, renewal of existing infrastructure and in special circumstances, operational expenditure. All borrowings must be approved and shown in Council's budget.

2. POLICY SCOPE

Council recognises that loan borrowings for capital works are an important funding source for Local Government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit.

Council will restrict all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority, and which are unable to be funded from revenue. Only under special circumstances should Council borrow funds for recurrent expenditure.

Council will comply with the provisions of the Local Government Act and must obtain an Australian Loan Allocation before borrowings can be included in Council's budget.

3. OBJECTIVES

The objective of Council's Loan Borrowing Policy is to:

- 3.1 Ensure that all borrowings (both internal and external) are in accordance with legislative requirements.
- 3.2 Minimise the cost of borrowings.
- 3.3 Ensure the total amount of loan borrowings is sustainable in terms of ability to meet future repayments and budgetary obligations.

4. DEFINITIONS

"Debt Service Ratio": Debt Servicing costs (finance costs) divided by Total Revenue.

"Debt Management Ratio": Total Debt (interest bearing liabilities) divided by Rate Revenue.

"Liquidity": Total current assets divided by total current liabilities.

5. PRINCIPLES

Council's Loan Borrowing Policy is underpinned by the following principles:

- 5.1 Council will only borrow money to fund specific one off operating expenditures. These items must be identified in Council's budget.

5.2 Council will not borrow money to fund the acquisition, replacement or renewal of assets that is expected to occur on an annual (or similar) basis at approximately the same level each year (i.e. recurrent capital works such as road resurfacing, plant replacement, etc).

This type of expenditure shall be funded through operating revenue streams.

5.3 The term of any loan should not exceed the expected economic life of the asset being funded.

5.4 Prior to undertaking any borrowing, Council shall assess its capacity to repay the loan, to ensure that the community is not burdened with unnecessary risk and rate / charge increases.

5.5 The nature of any borrowings (short or long term) and the interest rate (fixed or variable), if applicable, will take into account the purpose of the borrowings and seek to minimise interest rate exposure.

5.6 All borrowings will be considered in line with Council's Long Term Financial Plan.

5.7 Council's goal is to achieve a financial indicator of less than 12% for the Debt Servicing and Redemption as a % of Rate Revenue.

6. RESPONSIVENESS AND ACCOUNTABILITY

6.1 All borrowings will be subject to Council Approval.

6.2 Council must identify the source of funds to cover the loan before approving any loan borrowings.

7. OUTLINE OF CURRENT PROCEDURE FOR SELECTING A LENDING INSTITUTION – EXTERNAL LOANS

7.1 Once a borrowing has been approved by Council, appropriate lending institutions (Authorised Deposit Taking Institutions) will be invited to submit written quotations on Council's borrowing requirements. The written quotations will follow Council's tender process.

7.2 Written quotations must include the:

- a. Interest rate
- b. Term of the loan
- c. Repayment intervals (monthly, quarterly etc)
- d. Repayment instalment amount and
- e. Any applicable fees

7.3 Council will seek a minimum of three written quotations for its approved loan borrowing from Authorised Deposit Taking Institutions.

7.4 Appropriate and acceptable documentation must be provided to Council by any prospective lender during the quotation process.

7.7 The calculation process for any loan break costs must be clearly set out in the loan documentation.

7.6 After the quotations have been analysed by the Tender Evaluation Committee, a report is put Council with a recommendation to accept a loan offer.

8. DEBT SERVICE RATIO TARGETS

8.1 Council's target in relation to borrowings is to not exceed a Debt Service Ratio of 5% (which supports with Local Government Victoria's key performance indicator of 5%).

8.2 Council's target in relation to its consolidated Debt Management Ratio is to not exceed 60% (which supports with Local Government Victoria's key performance indicator of 60%).

8.3 Council's target in relation to its Liquidity Ratio is to be greater than 120% (which supports with Local Government Victoria's key performance indicator of 120%).

9. RELATED LEGISLATION

Local Government Act 1989

10. POLICY IMPLEMENTATION

Compliance is the responsibility of the Finance Department.