

Minutes

Special Meeting of Council
Tuesday, 28 April 2020

Held at
1 Merrijig Drive, Torquay
Commenced at 1:00pm

Council:

Cr Rose Hodge (Mayor)
Cr David Bell
Cr Martin Duke
Cr Clive Goldsworthy
Cr James McIntyre
Cr Brian McKiterick
Cr Tony Revell
Cr Margot Smith
Cr Heather Wellington

MINUTES FOR THE SPECIAL COUNCIL MEETING OF SURF COAST SHIRE COUNCIL
HELD AT 1 MERRIJIG DRIVE, TORQUAY
ON TUESDAY 28 APRIL 2020, COMMENCED AT 1:00PM

PRESENT:

Cr Rose Hodge (Mayor)
Cr David Bell
Cr Martin Duke
Cr Clive Goldsworthy
Cr Brian McKiterick
Cr Tony Revell
Cr Margot Smith
Cr Heather Wellington

In Attendance:

Chief Executive Officer – Keith Baillie
General Manager Governance & Infrastructure – Anne Howard

Via Teleconference:

Cr James McIntyre (no participation in meeting because Councillor was unable to attend in person)
General Manager Culture & Community – Chris Pike
General Manager Environment & Development – Ransce Salan
Governance Officer (minutes) – Jocelyn Christensen

0 members of staff
1 member of the public
1 member of the press

OPENING:

Cr Rose Hodge opened the meeting.

Council acknowledge the traditional owners of the land where we meet today and pay respect to their elders past and present and Council acknowledges the citizens of the Surf Coast Shire.

Cr Brian McKiterick Tribute to Victorian Police officers:

I would like to take this opportunity, on behalf of the Mayor, Rose Hodge; the CEO, Keith Ballie; fellow Councillors; the Senior Management team and the Surf Coast Shire officers to acknowledge and pay tribute to four Victoria Police officers Leading Senior Constable Lynette Taylor, Senior Constable Kevin King, Constable Joshua Prestney and Constable Glen Humphris who lost their lives, tragically, on the Eastern Freeway in Kew on Wednesday the 22 April 2020 in circumstances that are hard to comprehend and harder to accept.

The outpouring of emotion, the tributes, the grief displayed and the support shown to all Victoria Police members, both past and present, by not only the Victorian but the Australian community is unprecedented and very much appreciated.

In policing nothing is routine, nothing is certain and an ordinary day can be far from ordinary.

I will now ask you to all stand and take a minute in silent reflection in memory of and to honour these four Victoria police officers.

PLEDGE:

Cr Margot Smith recited the pledge on behalf of all Councillors.

As Councillors we carry out our responsibilities with diligence and integrity and make fair decisions of lasting value for the wellbeing of our community and environment.

APOLOGIES:

Council Resolution

MOVED Cr Margot Smith, Seconded Cr Clive Goldsworthy

That an apology be received from Cr James McIntyre.

CARRIED 8:0

CONFLICTS OF INTEREST:

Nil

BUSINESS:

1. GOVERNANCE & INFRASTRUCTURE	4
1.1 <i>Adoption of the Draft 2020-21 Budget</i>	<i>4</i>
1.2 <i>Quarterly Financial Statements (as per Local Government Act 1989) - March 2020.....</i>	<i>111</i>
1.3 <i>COVID-19 Support Package, including new Hardship Policy and CEO delegations</i>	<i>118</i>
2. CLOSED SECTION	137
2.1 <i>Former Winchelsea Shire Hall EOI Update and Lease Agreement</i>	<i>137</i>

1. GOVERNANCE & INFRASTRUCTURE

1.1 Adoption of the Draft 2020-21 Budget

Author's Title: Manager Finance

General Manager: Anne Howard

Department: Finance

File No: F18/1511-2

Division: Governance & Infrastructure

Trim No: IC20/474

Appendix:

1. 2020-21 Draft Budget Document - for Exhibition (D20/62634)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 –
Section 80C:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to present to Council the draft 2020-21 Annual Budget as prepared for public exhibition.

Summary

Section 127 of *the Local Government Act 1989* requires Council to prepare a budget for each financial year.

Section 129 of the Act requires Council to issue a Public Notice in relation to the proposed budget and invite submissions in accordance with Section 223 of the Act.

The Draft Budget for the 2020-21 financial year has been prepared.

Recommendation

That Council:

1. Endorses the Draft Budget attached to this report as the proposed budget prepared by Council for the purposes of Section 127(1) of *the Local Government Act 1989*.
2. Authorises the Chief Executive Officer to give public notice of the preparation of the proposed budget in accordance with Sections 129(1) and (3) of *the Local Government Act 1989*.
3. Refers to the Hearing of Submissions Committee Meeting, scheduled to be held on Tuesday 2 June 2020, any submitters who wish to be heard with regard to submissions to the proposed budget and schedule of fees and charges pursuant to Sections 129 and 223 of *the Local Government Act 1989*.
4. Considers any submission on a proposal (or proposals) contained within the proposed budget in accordance with Section 129(2) and Section 223 of *the Local Government Act 1989*.
5. Considers the adoption of the budget and the declaration and levy of rates and charges for the 2020-21 financial year at the Council Meeting to be held on Tuesday 23 June 2020.
6. Display the Draft Budget online at www.surfcoast.vic.gov.au and post hardcopies of the document (or relevant sections) to community members who do not have access to the internet upon request.

1.1 Adoption of the Draft 2020-21 Budget

Council Resolution

MOVED Cr Clive Goldsworthy, Seconded Cr Margot Smith

That Council:

1. Endorses the Draft Budget attached to this report as the proposed budget prepared by Council for the purposes of Section 127(1) of *the Local Government Act 1989*.
2. Authorises the Chief Executive Officer to give public notice of the preparation of the proposed budget in accordance with Sections 129(1) and (3) of *the Local Government Act 1989*.
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6. Display the Draft Budget online at www.surfcoast.vic.gov.au and post hardcopies of the document (or relevant sections) to community members who do not have access to the internet upon request.

CARRIED 8:0

1.1 Adoption of the Draft 2020-21 Budget

Report

Background

Section 127 of the Local Government Act 1989 requires that:

“(1) A Council must prepare a budget for each financial year.

(2) The Council must ensure that the budget contains—

- a) the standard statements in the form and containing the matters required by the regulations;
- b) a description of the activities and initiatives to be funded in the budget;
- c) a statement as to how the activities and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;
- d) separately identified Key Strategic Activities to be undertaken during the financial year and performance targets and measures in relation to each Key Strategic Activity;
- e) any other details required by the regulations.”

Section 127 (3) further outlines the requirements for disclosure of proposed rates and charges in the budget:

“(3) The Council must ensure that the budget also contains—

- a) the information the Council is required to declare under section 158(1);
- b) if the Council intends to declare a differential rate under section 161, the details listed in section 161(2);
- c) if the Council intends to declare a differential rate under section 161A, the details listed in section 161(2).”

Section 129 outlines the requirements for the Public Notice.

“(1) As soon as practicable after a Council has prepared a proposed budget or revised budget, the Council must give public notice.

(2) A person has a right to make a submission under section 223 on any proposal contained in the proposed budget or revised budget.

(3) In addition to any other requirements specified by this Act, the notice referred to in subsection (1) must—

- a) contain any information required by the regulations; and
- b) advise that copies of the proposed budget or revised budget are available for inspection for at least 28 days after the publication of the notice at—
 - (i) the Council office and any district offices; and
 - (ii) any other place required by the regulations; and
- c) advise that the proposed budget or revised budget is published on the Council's Internet website for at least 28 days after the publication of the notice.

(4) A copy of the proposed budget or revised budget must be available and published as set out in subsection (3)(b) and (c).”

Due to the current Covid-19 pandemic and the closure of Council offices, the draft budget will be made available online at www.surfcoast.vic.gov.au and hardcopies may be posted to community members upon request.

The Minister for Local Government has announced that the due date for Council to adopt the budget has been extended from 30 June to 31 August 2020.

1.1 Adoption of the Draft 2020-21 Budget

Discussion

Budget Process Timing

1. Officers update Council's long-term financial projections December 2019.
2. Officers prepare preliminary operating and capital budgets December 2019 – March 2020.
3. Councillors consider development of proposed budgets at six briefings December 2019 – April 2020.
4. Public notice advising intention to adopt draft budget 23 April 2020.
5. Proposed budget submitted to Council for approval 28 April 2020.
6. Draft Budget available for public inspection and comment 29 April 2020.
7. Public submission process undertaken April/May 2020.
8. Submissions period closes 28 May 2020.
9. Submissions considered by Council 2 June 2020.
10. Final Budget presented to Council for adoption 23 June 2020.
11. Copy of adopted Final Budget submitted to the Minister 30 June 2020.

Prior to Council adopting its annual budget, it is required to publicly exhibit the draft document, and to receive and consider related public submissions. Section 223 of *the Local Government Act 1989*, requires this public exhibition process to continue for a period of not less than 28 days after the date on which a public notice is published. This report is provided to Council to authorise the commencement of the public exhibition process.

Financial Implications

The implications of the draft budget are set out in the attached appendix Surf Coast Shire Council Draft Budget 2020-21.

Council Plan

Theme 5 High Performing Council

Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives

Theme 5 High Performing Council

Objective 5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed

Policy/Legal Implications

The Budget is required to be prepared pursuant to Section 127 of the Local Government Act 1989, and must include:

1. The standard statements in the form and containing the matters required by the regulations.
2. A description of the activities and initiatives to be funded in the budget.
3. A statement as to how the activities and initiatives described above (part 2) will contribute to achieving the strategic objectives specified in the Council Plan.
4. Separately identified Key Strategic Activities to be undertaken during the financial year and performance targets and measures in relation to each Key Strategic Activity.
5. Any other details required by the regulations.

The budget must also include details of the rates and charges which Council intends to levy.

The Draft Budget 2020-21 complies with Section 127 of the Act.

Section 129 of the Act requires Council to publicly exhibit the draft Budget, giving the public the right to make a submission pursuant to Section 223 of the Act.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

1.1 Adoption of the Draft 2020-21 Budget

Risk Assessment

This report is provided to Council to ensure that it complies with the relevant legislation in regard to the preparation and adoption of the Budget.

The 2020-21 annual budget also includes funding for a number of items aimed at improving both community and workplace health and safety, including:

- Council's Road Safety Program \$0.3m,
- Road improvements under the Roads to Recovery program, including Cape Otway Road widening (stage 5) \$0.8m and Bambra-Aireys Inlet Road safety improvements \$0.1m,
- The Asset Renewal Program, which ensures a proactive approach to maintaining safe public and work places \$7.77m,
- Continued investment in Council's Work Health Safety program to ensure compliance with relevant safety standards, and
- Continued investment in a wide range of operational areas (i.e. maintenance of facilities) to ensure capacity to respond to any matters identified in Worksafe inspections.

Due to the current Covid-19 pandemic and the closure of Council offices, the draft budget will be made available online at www.surfcoast.vic.gov.au and hardcopies may be posted to community members upon request. It is not considered appropriate to have hardcopies of the budget at community locations during the current state of emergency.

Social Considerations

Council has remained considerate of social matters that impact on the operations of Council when formulating the proposed Budget

Community Engagement

Following Council decision to place the draft budget on public exhibition, a Public Notice will be issued and written submissions invited from the community over a period of 28 days.

The public exhibition period for the proposed budget will be advertised in local media, and on Council's website. Copies of the document will be made available at various locations across the shire, including visitor centres, community houses, and Council offices.

Submitters wishing to address Council in regards to their submission will be provided with an opportunity to do so prior to Council considering adoption of the final budget.

Environmental Implications

Environmental Leadership is one of five key themes included in the Council Plan 2017-21. The Draft Budget 2020-21 supports Council's Towards Environmental Leadership program.

Communication

As Included under the heading – Community Engagement

Options

Option 1 – Exhibit Draft Budget

This option is recommended by officers as the final budget must be adopted by 31 August, after a public submission process as required under the act.

Option 2 – Do Not Exhibit Draft Budget

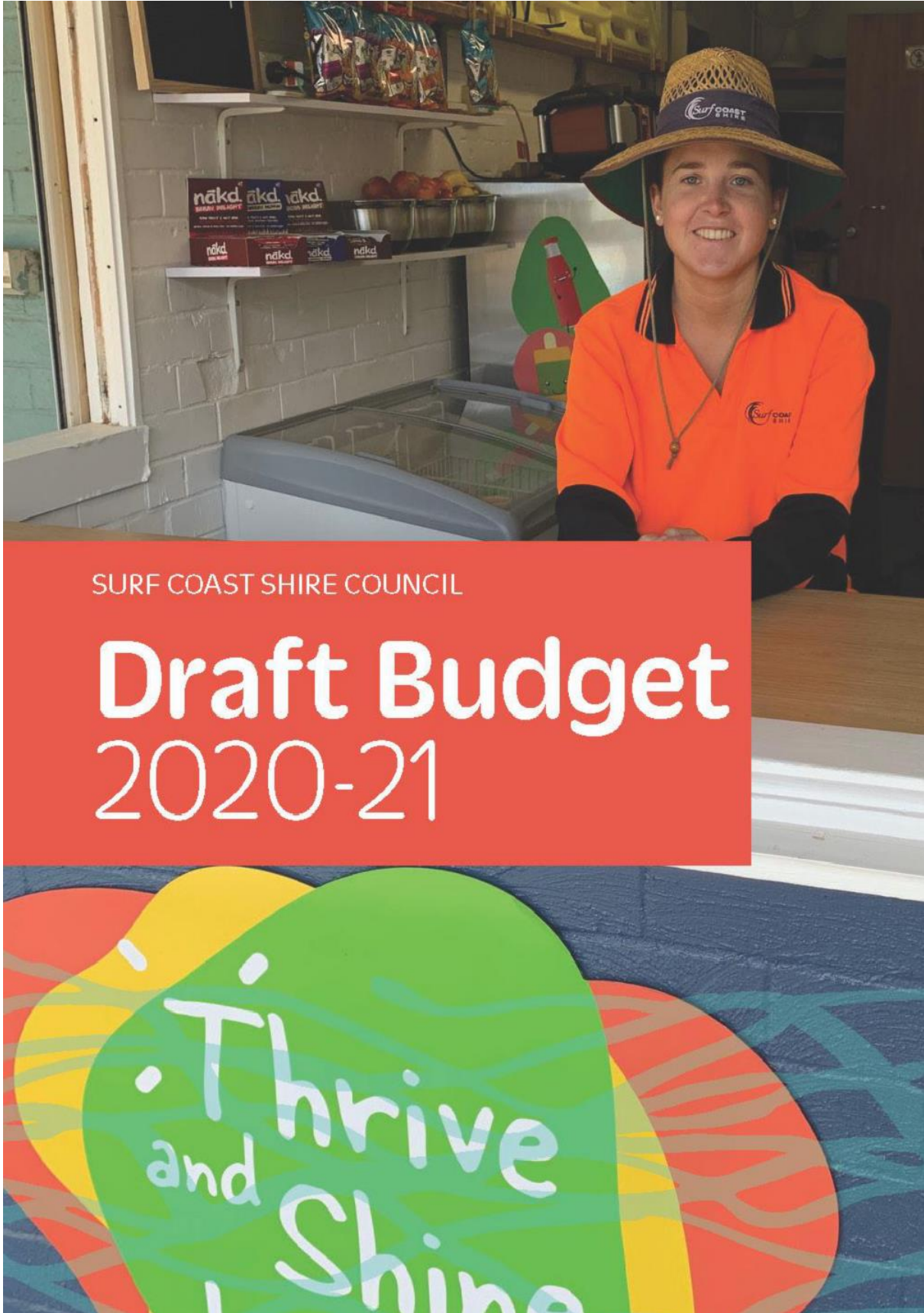
This option is not recommended by officers as it may lead to Council contravening the Local Government.

Conclusion

The Surf Coast Shire Council Draft Budget 2020-21 has been prepared in accordance with Section 127 of *the Local Government Act 1989*. It is recommended that the Draft Budget be now placed on public exhibition for a period not less than 28 days.

1.1 Adoption of the Draft 2020-21 Budget

APPENDIX 1 2020-21 DRAFT BUDGET DOCUMENT - FOR EXHIBITION



Draft Budget 2020-21



Contents	Page
Mayor's Introduction	3
CEO's Introduction	4
Executive Summary	5
1. Link to the Council Plan	11
1.1 Planning and Accountability Framework	11
1.2 Our Purpose	11
1.3 Council Plan Strategic Objectives	12
2. Services, Initiatives and Service Performance Indicators	13
2.1 Strategic Objective – Community Wellbeing	14
2.2 Strategic Objective – Environmental Leadership	17
2.3 Strategic Objective – Balancing Growth	18
2.4 Strategic Objective – Vibrant Economy	20
2.5 Strategic Objective – High Performing Council	22
2.6 Strategic Performance Outcome Indicators	27
2.7 Reconciliation of Strategic Objectives to the Income Statement	27
2.8 Service Statistics	28
3. Financial Statements	29
3.1 Comprehensive Income Statement	30
3.2 Balance Sheet	31
3.3 Statement of Changes in Equity	32
3.4 Statement of Cash Flows	32
3.5 Statement of Capital Works	33
3.6 Statement of Human Resources	34
3.7 Four Year Financial Plan	35
3.8 Reconciliation of Recurrent EBITDA to Income Statement	37
3.9 Capital Works Program Allocations	38
3.10 Operational Works Program Allocations	41
3.11 Multi Year Capital Works Program Allocations	43
3.12 Multi Year Operational Works Program Allocations	45
4. Notes to the Financial Statements	46
4.1 Comprehensive Income Statement	46
4.2 Balance Sheet	57
4.3 Statement of Changes in Equity	58
4.4 Statement of Changes in Cash Flows	59
4.5 Statement of Capital Works	62
4.6 Statement of Human Resources	68
5. Financial Performance Indicators	69
Appendix A – Fees and Charges Schedule	70
Appendix B – Cash Reserves	82
Appendix C – Council Contributions to External Parties	86
Appendix D – Renewal Backlog	87
Appendix E – Budget Highlights by Ward	89
Appendix F – Equity Considerations	94
Appendix G – Long Term Financial Plan	100

Draft Budget 2020-21



Mayor's Introduction

Council is pleased to present this draft budget to its community – the final budget of its four year term.

We present this budget at a very unusual time, with our community facing unexpected challenges and uncertainty. This is a time when our community needs its Council to continue to deliver important services and to be able to help our communities as much as ever, and progressing with our annual budget enables us to do that.

Council knows that the COVID-19 outbreak has already changed lives for everyone in our community and we don't yet know what lies ahead. Council has developed the 2020-21 budget with this in mind and has deferred some high priority initiatives. This has allowed Council to put aside \$1 million in 2020-21 financial year to help businesses and community groups to recover and re-establish when we are through this current period. We also intend to provide other types of support, including waiving penalty interest for the year on any outstanding rates, fees and charges and sundry debts, to ensure those people who are struggling most are supported by Council. I encourage anyone facing difficulty to contact us for a confidential discussion about how we can help.

This budget includes a 2% rate increase, as Council has for the fifth year adopted a rate revenue increase in line with the Victorian Government's *Fair Go Rates System*. Maintaining these annual increases in rate revenue is essential for Council's future viability and ability to continue to support Surf Coast's future generations.

Council has taken a strong leadership position in relation to responding to the recycling challenges of 2019 and is in the process of introducing major changes to our kerbside collection services. The introduction of a Food Organics and Garden Organics (FOGO) service and a separate bin for glass collection are planned for early in 2021 and will provide a common service for our urban and rural customers. Because the current service will be in place for the majority of the year, Council is maintaining the current arrangement of different charges for urban and rural customers for 2020-21 and both charges will increase by 2%.

The draft budget again includes major capital investment and capital expenditure, with \$30 million expected to be spent on capital works. Some of these projects are already underway, including the Surf Coast Multi-Purpose Stadium and the Stribling Reserve Pavilions Redevelopment, about half of this spend relates to new projects taking place across the Shire.

I commend this budget to ratepayers and would like to thank my fellow Councillors and Council staff for their efforts in preparing this important document.

Cr Rose Hodge

Mayor

Draft Budget 2020-21



CEO's Introduction

Council has developed an annual budget at a time when our local communities are learning about the implications of COVID-19. We anticipate that in 2020-21 we will need to focus on helping the community to re-establish their lives and for some their livelihoods. Council will also continue to maintain our delivery of Council's services that remain important to the community.

We have been agile and quickly changed our service approach to respond to the current situation. Some of these changes may stay with us while others will return to normal in time. This budget supports us to continue to be flexible and responsive to meet the needs of the community.

The 2020-21 budget again incorporates financial savings derived from our program of ongoing reforms that include Business Improvement, Digital Transformation and business-case driven investment. These savings contribute to Council's ability to continue to make important funding allocations for the community in the long term. As our focus on reforms continues, we will be considerate of what this might mean in a post-COVID environment.

Council has re-cast its long term financial plan to incorporate updated asset renewal allocations in accordance with our Asset Renewal Funding Strategy. The years ahead are quite different to recent years, with many assets nearing a condition or age where they will need reconstruction or replacement. This means that some asset renewal projects will occur in the financial year that the asset first reaches a condition that needs intervention, others will be delayed until Council has sufficient funds in the Asset Renewal Reserve, through future budgets or through securing external funding. This means that Council will start to experience a modest asset renewal backlog for a few years, however this is resolved in later years as annual renewal allocations increase.

The combination of rate-capping and increasing asset renewal allocations mean that Council cannot sustain the level of discretionary funding it has enjoyed in the past, until a long term solution is found for Council's financial challenges. The Long Term Financial Plan includes \$2million allowance for discretionary funding each year, in addition to about \$6 million annually in other annual programs and projects that deliver new and upgraded assets for our growing community. This will be further bolstered by external grant funding, reinforcing the importance of Council's ongoing collaboration and partnerships with others.

I am pleased that Council is able to present its draft budget at a time when the community needs some certainty about what lies ahead. Council and its services can help provide some of that certainty and I thank the Councillors and staff for their hard work in preparing this budget.

Keith Baillie
Chief Executive Officer

Draft Budget 2020-21



Executive Summary

Council has prepared a Budget for the 2020-21 financial year which seeks to meet important demands for services and infrastructure yet remain affordable for our community. Key budget information is provided below about the rate increase and operating result of the Council.

Rates

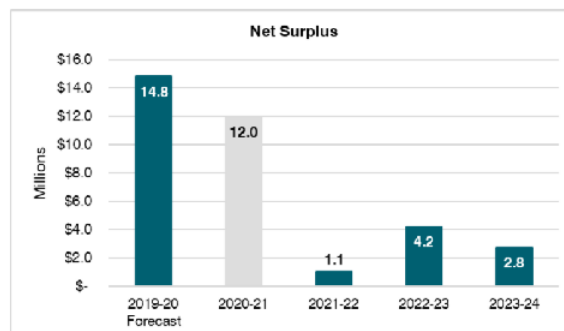
This budget proposes to increase rate revenue in line with the Fair Go Rates System cap, which is 2.0% for the 2020-21 financial year. The cap is set by the State Government and applies to the total revenue generated through general rates and the municipal charge. Council's rate revenue also increases from supplementary rates, which are new ratepayers that are created throughout the year from the building of new properties, subdivisions or existing property development. Supplementary rates are identified separately in the Four Year and Long Term Financial Plan as these funds are important to support the needs of a growing population.

As legislated, each property across the state is subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, but it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 2.0% increase because of changes to their property value relative to that of other ratepayers' properties. As part of Council's COVID-19 support package, a property rates and charges rebate allocation of \$0.25 million has been allowed for in this budget. Interest on overdue rates may also be waived to provide financial relief to individual ratepayers experiencing difficulty in meeting their rate payment obligations due to financial hardship.

Waste charges are not subject to rate capping but the increase for kerbside collections in 2020-21 aligns to the overall rate revenue increase. Upgrades to kerbside collection is proposed to commence in March 2021. The rural garbage service will upgrade to include food and organics and glass bins; the urban garbage service already includes food and organics and will upgrade to include glass bins. The changes to the bin collection frequencies in the urban service offset the additional costs to providing the upgraded service. The additional cost of the upgraded rural service will be reflected in a staggered increase to the 2021-22 and the 2022-23 garbage collection fees.

Net Surplus

The expected net surplus for the 2020-21 year is \$12.0 million. The net surplus represents all operating revenues less expenses and is further detailed in Council's formal financial statements (section 3). An increase in expensed capital works of \$2.1 million is one of the main reasons for the decrease in the net surplus from 2019-20 to 2020-21. The 2021-22 to 2023-24 years are significantly lower due to a combination of capital grants that are not confirmed are not budgeted for and a decline in non-monetary contributions in 2021-22.



Draft Budget 2020-21



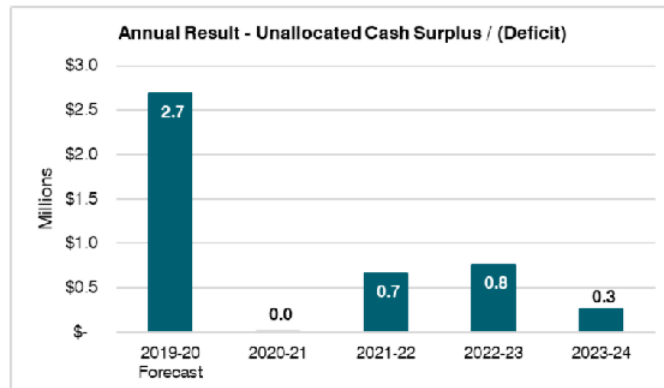
Annual Result

Local government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to understand underlying performance. Contributions, grants and once-off project funding further contribute to this difficulty. Accordingly, it is useful to consider the annual result in the form of the unallocated cash surplus (or deficit). In 2019-20 Council's forecast annual result has been influenced by a significantly favourable recurrent operating result due mainly to one off circumstances such as land sales and grants received early, however this cannot be expected to continue.

Achieving an unallocated cash surplus in any given year is becoming increasingly difficult for Council under the State Government's Fair Go Rates System (rate capping). This is mainly due to revenue not growing as quickly as costs and funding priorities. Lower available funding constrains Council's ability to both deliver new infrastructure and provide its broad range of services and the assets on which they depend.

Council has been proactive in introducing three business reform programs (Business Improvement, Business Case Investment and Digital Transformation) to improve efficiency and service, and importantly generate permanent savings that contribute to Council's long term financial sustainability. Council has incorporated a further \$0.6 million of ongoing savings in the 2020-21 budget as a result of these reforms which builds on strong savings in recent years.

Whilst this budget shows no surplus in 2020-21 and modest annual surplus results over the following three years, the Long Term Financial Plan in Appendix G shows from 2024-25 the constrained revenue and anticipated level of financial allocations will challenge Council's ability to continue this outcome. This means that the surpluses in coming years is increasingly important because they will underpin Council's financial capacity, enabling Council to continue to make regular allocations to important initiatives in future years, until it resolves its underlying financial challenges.

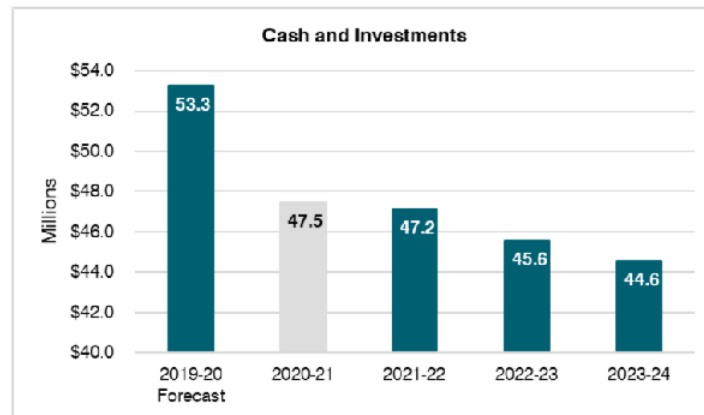


Draft Budget 2020-21



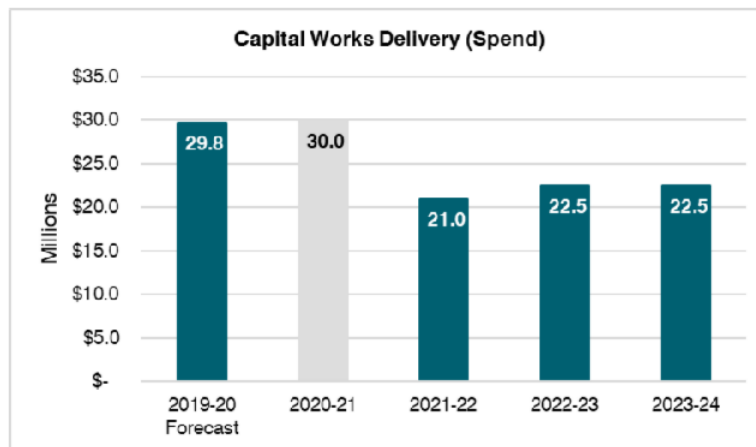
Cash and Investments

Cash and investments are expected to decrease by \$5.8 million during the year to \$47.5 million. The 2019-20 financial year included an injection of cash via borrowings to support a specific project (Stribling Reserve Pavilions). Over time there is a downward trend in cash balances as Council delivers on its program of capital projects. This balance remains high, however is overwhelmingly allocated to achieving Council priorities.



Capital Works

Council will deliver \$30.0 million of capital works in 2020-21, a record for delivery of capital works.



The capital works program has been based on both strategic analysis and community consultation. This enables Council to assess needs and develop an understanding and justification for each project. The budget also continues Council's commitment to asset renewal funding based on strategic funding models. Council must also address its capital obligations under the Torquay / Jan Juc Developer Contribution Plan.

Council's asset renewal funding strategy provides an overall allocation to asset renewal, rather than determining each year's funding from the projects that are to be undertaken that year. This approach is based on estimating the level of asset renewal funding required over the next 20 years and smoothly increasing the annual allocation to ensure funds will be available when needed.

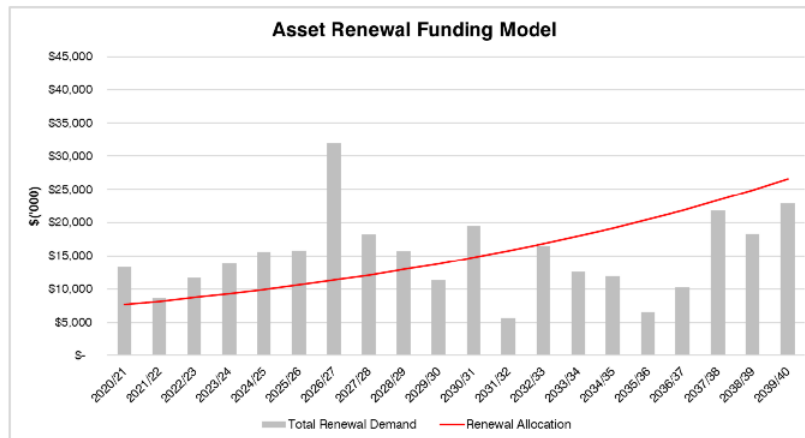
Draft Budget 2020-21



A prioritised strategic approach to the asset renewal allocation avoids renewal requirements having to compete for funding against new priorities. This reflects Council's commitment to maintain existing services and also supports those communities that are not growing at the same rate as others in the Shire.

Further information on Council's capital works program can be found in sections 3.5 and 4.5 of this document.

Asset Renewal Allocation



Council's Asset Renewal Funding Strategy includes a 20 year asset renewal model that takes into account asset usage and condition data as well as new and decommissioned assets. The asset renewal model highlights the challenge that Council faces in keeping up with demand for asset renewal expenditure. Where asset renewal demands exceed the amount available for asset renewal, as expected in coming years, a backlog results because asset renewal projects will need to be delayed. In later years, where the demand is less than the allocation in those years, Council will have financial capacity to then fund and renew backlog assets.

In a rate-capped environment Council cannot address significant peaks in demand, such as those anticipated in the next nine years, through corresponding increases in rate revenue. This means that funding the renewal of assets in the year that they are first due would impact Council's ability to fund other services, projects and initiatives in that year. Council's Asset Renewal Funding Strategy aims to provide a smooth approach to asset renewal funding.

Asset Renewal Backlog

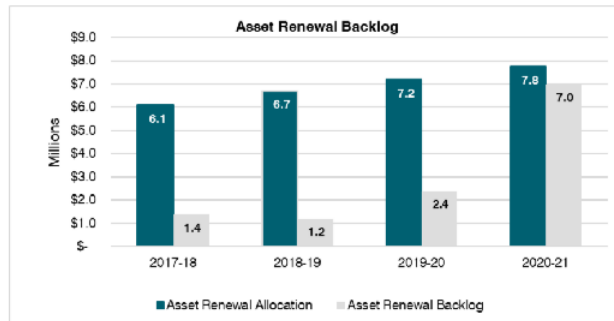
At times Council has assets that have a condition rating that requires intervention under Council's policies, but have not yet been funded as an asset renewal project. This may be due to insufficient funding being available at the time; or Council may be making a strategic decision not to intervene immediately because a further review is needed. In these circumstances, the affected assets are placed on Council's asset renewal backlog list (refer to appendix D).

Council's currently identified backlog is \$7.0 million (listed in appendix D), and has increased by \$4.6 million compared to last year, this increase is despite an increasing funding allocation over recent years. This increase is due to assets that have been condition assessed and require renewal. These assets will be prioritised for renewal when funding becomes available.

Draft Budget 2020-21

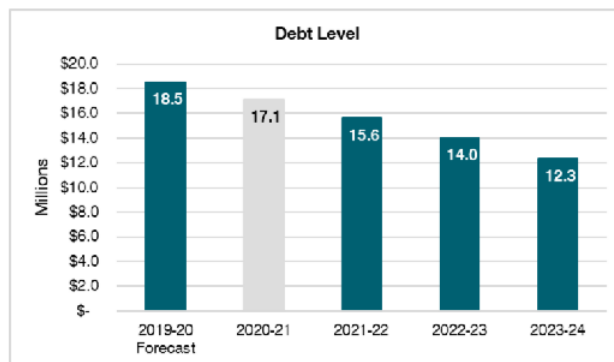


The asset renewal backlog as a percentage of Council's total property, infrastructure, plant and equipment asset base of \$829 million is 0.84%. This is a very low figure when considered across the local government sector.



Debt Management

Council continues to maintain a manageable level of debt with borrowing levels well within the local government prudential guidelines. Council will consider its cash position before entering into any future debt arrangements. Section 4.2 of this document contains further information about Council's debt profile.



Strategic Objectives

The Council Plan sets out the strategic objectives that Council will focus on for this Council term (2017-2021). The Plan has five key themes with corresponding strategic objectives and outcomes. The following graph outlines Council's non capital expenditure and income for each theme. These are detailed further in sections 1 and 2. Corporate overheads within Council are distributed to primary services to reflect the true cost of service delivery. Recognition of corporate overheads is recommended by the Victorian Auditor General and is increasingly used by many Victorian councils.

Draft Budget 2020-21



COVID-19

The Budget includes a number of features that reflect Council's commitment to support its businesses and community where they may be impacted by the COVID-19 pandemic. These are summarised in the following table.

COVID-19 Support Initiatives	\$'000
Property Rates and Charges Rebate (Commercial/industrial Rate Land)	250
Waiver of fees for Food and Health Registrations, A-frame and Footpath Trading Permits	323
Waiver of Interest on outstanding rates	180
Waiver of Interest on outstanding sundry debtors	15
COVID-19 Support Allocation	1,000
Total	1,768

The above initiatives are additional to \$0.4 million of initiatives that Council has identified for implementation in 2019-20, and brings the total value of COVID-19 support to \$2.168 million at the time of developing the budget.

The COVID-19 Support Allocation of \$1.0 million provides Council with financial capacity to respond to the needs of businesses and the community when the impacts of COVID-19 are better understood. The ability to include this allocation in the 2020-21 financial year required Council to forego generating an unallocated cash surplus in 2020-21 as well as the deferral of a number of important initiatives that may have otherwise been included in the budget. The deferred initiatives are included in the following table.

Growth Initiatives Deferred	\$'000
Corporate Emission Targets Program	150
Aboriginal Cultural Officer	95
Community Project Development Investigations	20
Enhanced Christmas Activity	20
Increased centralised advertising budget	10
Total	295

The Long Term Financial Plan has been updated to enable these deferred initiatives to be considered for funding as part of the 2021-22 Budget.

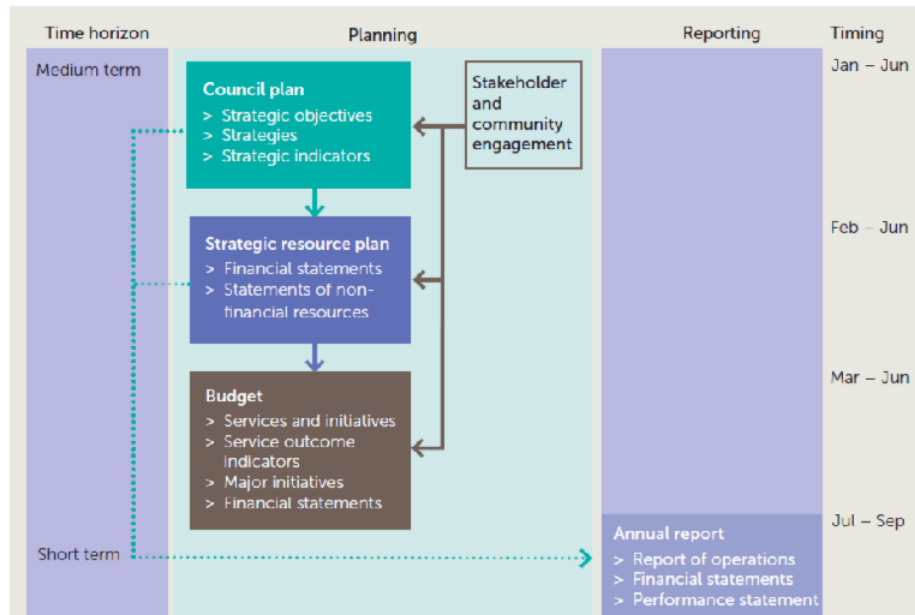
Draft Budget 2020-21



1. Link to the Council Plan

This section describes how the Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and Accountability Framework



Source: Department of Environment, Land, Water and Planning

1.2 Our Purpose

The Surf Coast Shire Council Purpose states the Council exists to:

Help our community and environment to thrive.

The Organisation Direction was introduced to help Council position itself for the future. The direction responds to challenges and opportunities including customer expectations, contemporary workforces, pervasive technology, financial challenges, sector reforms, environmental change and social disadvantages in the community. The Organisation Direction states that the Council will be:

***An innovative and flexible leader,
and a constructive partner,
that values the strengths of others;
a place where people can do their best
and be proud of their achievements.***

Draft Budget 2020-21



1.3 Council Plan Strategic Objectives

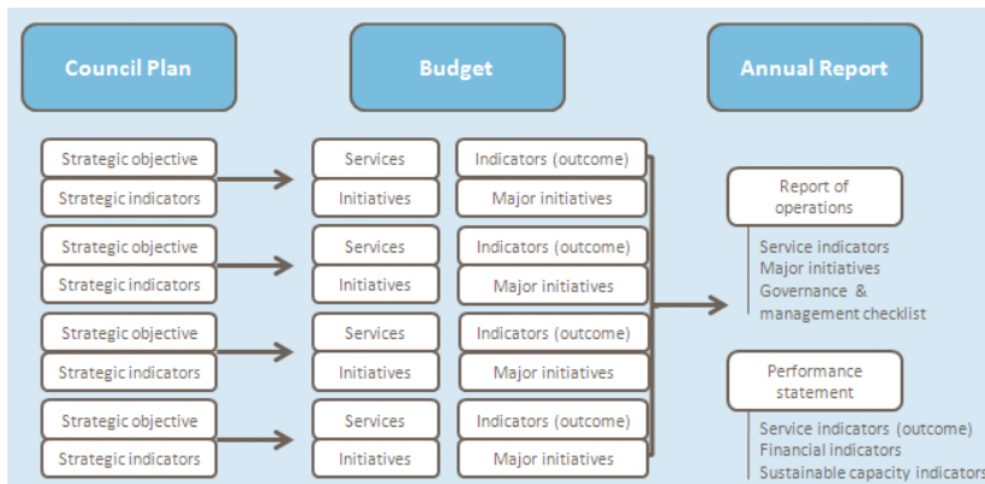
Themes	Strategic Objectives
Community Wellbeing	<ul style="list-style-type: none"> • Support people to participate in and contribute to community life • Support people to be healthy and active • Improve community safety • Provide support for people in need
Environmental Leadership	<ul style="list-style-type: none"> • Drive the use of renewable energy • Improve the re-use of resources • Support local food production • Retain and enhance rural land for appropriate and sustainable uses
Balancing Growth	<ul style="list-style-type: none"> • Ensure infrastructure is in place to support existing communities and provide for growth • Strengthen township boundaries and support unique township character • Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire
Vibrant Economy	<ul style="list-style-type: none"> • Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community • Facilitate high quality events throughout the year • Strengthen the vitality of town centres • Support key industry sectors such as surfing, tourism, home-based construction, and rural businesses
High Performing Council	<ul style="list-style-type: none"> • Ensure Council is financially sustainable and has the capability to deliver strategic objectives • Ensure that Council decision-making is balanced and transparent and the community is involved and informed • Provide quality customer service that is convenient, efficient, timely and responsive • Ensure the community has access to the services they need

Draft Budget 2020-21



2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020-21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify in the budget major initiatives, initiatives and service performance outcome indicators, and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.

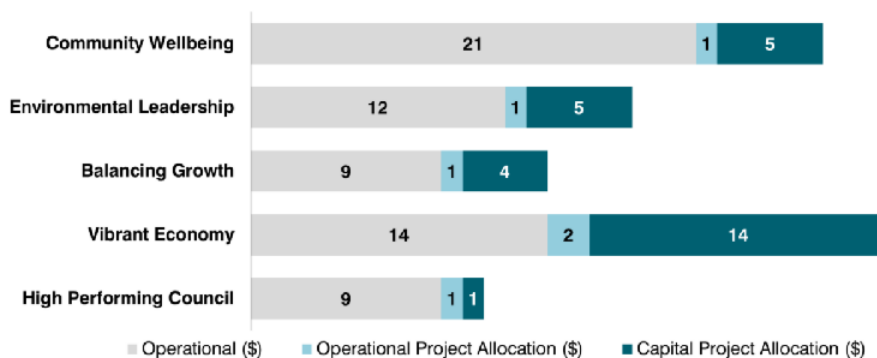


Source: Department of Environment, Land, Water and Planning.

Services for which there are prescribed performance indicators to be reported in accordance with the Regulations are shown in **bold** and underlined in the following sections. The reconciliation between the surplus for the year recorded on the Income Statement and the activities and initiatives is detailed within this section.

The Budget spends \$100 dollar of rates as follows: \$65 dollars on operational expenditure, \$29 on new capital project allocations and \$6 on new operational project allocations.

Where \$100 of Rates are Spent by Council Plan Strategic Objective



Draft Budget 2020-21



2.1 Strategic Objective – Community Wellbeing

This theme represents an inclusive community where everyone can participate and contribute. As a result, Council is committed to the following strategic objectives:

- Support people to participate in and contribute to community life
- Support people to be healthy and active
- Improve community safety
- Provide support for people in need

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Communications, Community Engagement and Advocacy				
This service is responsible for coordinating Council communications, including liaising with media, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors in regards to media matters. Council's community engagement and advocacy activity is led and supported by the unit.	Recurrent Operations			
	Expenditure	933	1,017	1,068
	Overheads	212	250	238
	Revenue	(1)	-	-
		1,144	1,267	1,306
	Operating Projects			
	Expenditure	-	-	100
	Revenue	-	-	-
		-	-	100
		Capital Allocation	81	-
Community Emergency Management				
This service assists community and Council to plan for, respond to and recover from all potential emergencies and their consequences. This includes coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the CFA Act and community resilience outreach programs with high risk communities.	Recurrent Operations			
	Expenditure	495	600	624
	Overheads	182	153	150
	Revenue	(1)	-	(5)
		676	753	769
	Operating Projects			
	Expenditure	353	240	240
	Revenue	(240)	(240)	(240)
		113	-	-
		Capital Allocation	-	-
Community Health and Development				
This program area aims to support communities to be resilient and empowered through creating inclusive communities where everyone can participate and contribute. They are responsible for implementing many Council Plan strategies under the pillar of Community Wellbeing, addressing issues such as: Preventing Violence Against Women, Gender Equity, Community Safety, Community Development, Healthy Eating and Physical Activity, Communities of Place and Interest, Volunteering and Alcohol, Tobacco and Other Drugs. The unit also focuses on community capacity building via community development activities and grants.	Recurrent Operations			
	Expenditure	503	550	568
	Overheads	69	102	107
	Revenue	(93)	(56)	(8)
		479	596	667
	Operating Projects			
	Expenditure	57	-	18
	Revenue	(63)	-	-
		(6)	-	18
		Capital Allocation	-	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Early Years and Youth				
<p>This service aims to support families, children and young people to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, toy libraries, <u>maternal and child health</u>, youth development programs, family day care and occasional care programs. The unit also supports playgroups, visiting specialists and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.</p>	Recurrent Operations			
	Expenditure	3,811	3,862	4,041
	Overheads	866	901	1,074
	Revenue	<u>(2,922)</u>	<u>(2,843)</u>	<u>(3,020)</u>
		1,755	1,920	2,095
	Operating Projects			
	Expenditure	84	72	48
	Revenue	<u>(96)</u>	<u>(72)</u>	<u>(48)</u>
		(12)	-	-
	Capital Allocation	-	-	-
Facilities & Open Space Operations				
<p>This service manages a wide range of Council facilities and associated infrastructure (e.g. indoor sports facilities, kindergartens, recreation, early years, public toilets, community halls). It is responsible for managing and programming several sports and multi-purpose community facilities including <u>aquatic facilities</u> which provide a source of income through user fees. The unit also maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves).</p>	Recurrent Operations			
	Expenditure	7,180	7,562	7,701
	Overheads	(284)	(315)	(142)
	Revenue	<u>(429)</u>	<u>(375)</u>	<u>(492)</u>
		6,467	6,872	7,067
	Operating Projects			
	Expenditure	15	50	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		15	50	-
	Capital Allocation	92	1,467	1,450
Library and Arts Development				
<p>This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of <u>library</u> services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.</p>	Recurrent Operations			
	Expenditure	863	894	914
	Overheads	28	37	35
	Revenue	<u>(9)</u>	<u>(3)</u>	<u>(4)</u>
		882	928	945
	Operating Projects			
	Expenditure	36	59	61
	Revenue	<u>(3)</u>	<u>(4)</u>	<u>(4)</u>
		33	55	57
	Capital Allocation	-	100	200
Positive Ageing				
<p>Over the past three years, preparations have been made to support the transition of in-home aged care service delivery to alternative providers. This transition to new service providers is progressing. Once the transition is completed during 2020-21, the Positive Ageing team will continue to provide local in-home assessment services and support, along with Aged Friendly strategic initiatives. Revenue in this area is generated through government grants.</p>	Recurrent Operations			
	Expenditure	2,931	2,921	907
	Overheads	480	576	141
	Revenue	<u>(2,128)</u>	<u>(2,210)</u>	<u>(459)</u>
		1,283	1,287	589
	Operating Projects			
	Expenditure	72	203	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		72	203	-
	Capital Allocation	56	-	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Recreation and Open Space Planning				
This service plans for the development and management of Council facilities with a primary focus on recreation and multi-purpose facilities. It is responsible for assessing community-led recreation project proposals and delivering numerous recreation and open space projects.	Recurrent Operations			
	Expenditure	862	979	1,010
	Overheads	283	227	250
	Revenue	(42)	(58)	(58)
		1,103	1,148	1,202
	Operating Projects			
	Expenditure	275	107	-
	Revenue	(70)	-	-
		205	107	-
		Capital Allocation	2,979	6,820

Major Initiatives

1. Alcohol and Other Drug Action Plan 2018-21

Initiatives – Operational Projects

1. Alcohol and Other Drug Action Plan 2018-21
2. Arts Trail (Business Case)
3. Community Submissions
4. Engage Youth Program
5. FReeZA Youth Project
6. Municipal Emergency Management Program
7. Pop Up Arts Space

Initiatives – New Recurrent Expenditure

1. Annual Essential Safety Measures
2. Building Maintenance Growth
3. Geelong Regional Library Corporation Contribution Increase
4. New Multi-Purpose Stadium Operations (Six Months)
5. Open Space Growth - Street Trees
6. Open Space Growth - Turf Soccer Pitch
7. Solar Panel Maintenance Inspections

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Annual Report 2016-17 Result: 78.42% Annual Report 2017-18 Result: 77.40% Annual Report 2018-19 Result: 77.70%
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 Annual Report 2016-17 Result: 81.25%

Draft Budget 2020-21



Service	Indicator	Performance Measure	Computation
			Annual Report 2017-18 Result: 94.12% Annual Report 2018-19 Result: 90.91%
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100 Annual Report 2016-17 Result: 19.43% Annual Report 2017-18 Result: 18.77% Annual Report 2018-19 Result: 18.78%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population Annual Report 2016-17 Result: 0.23 Annual Report 2017-18 Result: 0.26 Annual Report 2018-19 Result: 0.30

2.2 Strategic Objective – Environmental Leadership

This theme represents preserving and enhancing the natural environment. As a result, Council is committed to the following strategic objectives:

- Drive the use of renewable energy
- Improve the re-use of resources and support local food production
- Retain and enhance rural land for appropriate and sustainable uses

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Environment				
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to pest plant and animal management, sustainability, environmental leadership and climate change are also delivered. The unit provides expertise in the management of Council's many nature reserves (including the world famous Bells Beach Surfing Recreation Reserve), rural roadsides and also some waterways. The unit provides specialist environmental and sustainability advice internally to Council and externally to community groups, local businesses, agencies and members of the public.	Recurrent Operations			
	Expenditure	842	998	1,044
	Overheads	205	291	259
	Revenue	-	-	-
		1,047	1,289	1,303
	Operating Projects			
	Expenditure	576	388	377
	Revenue	(161)	(6)	(6)
		415	382	371
	Capital Allocation	63	232	233
Waste Management				
The Waste Management function involves management of Council's landfill and transfer stations, waste collection including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The Waste Management unit has a strong focus on	Recurrent Operations			
	Expenditure	6,585	6,861	8,860
	Overheads	284	299	307
	Revenue	(10,380)	(10,530)	(11,882)
		(3,511)	(3,370)	(2,715)

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
community education and waste services planning. Revenue in this area is generated mainly from garbage collection fees and the municipal waste charge.	Operating Projects			
	Expenditure	1,301	182	84
	Revenue	-	-	-
		1,301	182	84
	Capital Allocation	-	184	2,854

Major Initiatives

1. Environmental Leadership

Initiatives – Operational Projects

1. Bells Beach Coastal & Marine Management Plan
2. Environmental Leadership
3. EPA Act Procedure Review
4. Hinterland Futures Panel Hearing
5. RACV Water Harvesting Agreement Licence

Initiatives – New Recurrent Expenditure

1. Additional Gross Pollutant Trap Maintenance

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / weight of garbage, recyclables and green organics collected from kerbside bins] x100 Annual Report 2016-17 Result: 54.76% Annual Report 2017-18 Result: 55.06% Annual Report 2018-19 Result: 52.97%

2.3 Strategic Objective – Balancing Growth

This theme represents providing for growth whilst ensuring the intrinsic values and character of the Shire are retained. As a result, Council is committed to the following strategic objectives:

- Ensure infrastructure is in place to support existing communities and provide for growth
- Strengthen township boundaries and support unique township character
- Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Asset Management				
This service is responsible for integrated and prioritised capital works planning. This includes development and implementation of asset management plans for planning for the expansion of Council's asset portfolio for the needs of a growing population, as well as planning the renewal management of Council's existing Infrastructure.	Recurrent Operations			
	Expenditure	1,371	969	1,205
	Overheads	(765)	(612)	(237)
	Revenue	(973)	(679)	(807)
		(367)	(322)	161

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
In addition, the function manages and maintains Council's fleet portfolio as well as subdivision design approval and works inspections.	Operating Projects			
	Expenditure	16	35	-
	Revenue	(115)	-	-
		(99)	35	-
	Capital Allocation	6,867	1,924	2,169
Engineering Services				
This service is responsible for the design of capital and renewal infrastructure projects relating to road and drainage along with providing specialist engineering advice internally to Council and externally to community groups, local businesses, agencies and members of the public. This unit is also involved in development and implementation of road safety strategies and traffic and drainage policies. The service also oversee traffic management, street lighting upgrades and public transport infrastructure improvements throughout the shire. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations			
	Expenditure	1,196	1,323	1,356
	Overheads	259	293	278
	Revenue	(70)	(65)	(91)
		1,385	1,551	1,543
	Operating Projects			
	Expenditure	-	110	-
	Revenue	-	-	-
		-	110	-
	Capital Allocation	-	2,229	440
Planning & Development				
This service is responsible for strategic and <u>statutory planning</u> and planning compliance. It is responsible for monitoring Council's planning scheme, developing land use policy and preparing and processing amendments to the Planning Scheme. It includes processing all planning applications, providing advice and assessing development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal (VCAT) where necessary. Planning compliance services actively encourage compliance with the planning scheme and planning permits, including being responsible for planning enforcement action through the Magistrates Court or VCAT enforcement orders when necessary. Revenue in this area is generated mainly from user service fees, some government grants and fines.	Recurrent Operations			
	Expenditure	3,185	3,557	3,792
	Overheads	702	891	896
	Revenue	(917)	(842)	(837)
		2,970	3,606	3,851
	Operating Projects			
	Expenditure	179	165	154
	Revenue	(21)	-	-
		158	165	154
	Capital Allocation	6	-	-

Major Initiative

1. Growth Area Planning and Consultation

Initiatives – Operational Projects

1. Growth Area Planning and Consultation
2. Moriac Structure Plan
3. Planning Scheme Corrections Amendment

Initiatives – New Recurrent Expenditure

1. Water Sensitive Urban Design Infrastructure Maintenance

Draft Budget 2020-21



Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Performance
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 Annual Report 2016-17 Result: 80.95% Annual Report 2017-18 Result: 50.00% Annual Report 2018-19 Result: 46.15%

2.4 Strategic Objective – Vibrant Economy

This theme represents supporting innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors. As a result, Council is committed to the following strategic objectives:

- Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community
- Facilitate high quality events throughout the year
- Strengthen the vitality of town centres
- Support key industry sectors such as surfing, tourism, home-based construction, and rural businesses

This section outlines the activities and initiatives for Council services and key strategic activities.

Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Civil Works				
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	Recurrent Operations			
	Expenditure	4,117	4,434	4,546
	Overheads	484	563	861
	Revenue	(46)	(33)	(32)
		4,555	4,964	5,375
	Operating Projects			
	Expenditure	635	-	-
	Revenue	(22)	-	-
		613	-	-
		Capital Allocation	5,235	8,583
Building Compliance & Local Laws				
These diverse services support the economy through overseeing issue and compliance with building development controls and enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area	Recurrent Operations			
	Expenditure	1,966	2,009	2,129
	Overheads	536	689	632
	Revenue	(1,873)	(1,664)	(1,829)
		629	1,034	932
	Operating Projects			
	Expenditure	21	-	-
	Revenue	(15)	-	-
		6	-	-
		Capital Allocation	-	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
is generated mainly from the issuance of infringement notices.				
Economic Development & Tourism				
The Economic Development and Tourism service has a focus of working with business, residents and visitors to create a prosperous place for the Surf Coast. The service is responsible for business engagement and support, grants administration, tourism marketing, visitor information, event facilitation and the Australia National Surfing Museum. It includes supporting existing business, attracting new business, providing economic data, grants administration, developing business profiles and contributing to local trader groups. Tourism development functions include promoting the conference market, product development and marketing and funding Great Ocean Road Regional Tourism. The service also facilitates a range of small to internationally recognised events via our event liaison team and provides an event grants funding program. Four visitor centres, the Australian National Surfing Museum and Great Ocean Road Heritage Centre service and distribute information to visitors and tell nationally significant stories. 2020-21 Operating Projects includes a 1.0 million COVID-19 Support Allocation. Revenue in this area is generated mainly from museum and visitor information centre sales.				
Recurrent Operations				
	Expenditure	2,556	2,578	2,600
	Overheads	690	542	485
	Revenue	(650)	(595)	(559)
		2,596	2,525	2,526
Operating Projects				
	Expenditure	138	213	1,033
	Revenue	(160)	-	-
		(22)	213	1,033
Capital Allocation				
		-	-	-
Environmental Health				
This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: food safety – registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses; Inspection and issuing permits for wastewater treatment systems and septic tanks; Investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos, water quality; Customer Services/Expert Advice on public and environmental health matters; Public health emergency response; and Childhood and School Immunisation Services. Revenue is generated mainly from health registration fees.				
Recurrent Operations				
	Expenditure	617	659	677
	Overheads	173	188	182
	Revenue	(289)	(313)	(71)
		501	534	788
Operating Projects				
	Expenditure	-	-	-
	Revenue	-	-	-
Capital Allocation				
		-	-	-
Gherang Gravel Pits				
Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees. The net revenue generated supports the delivery of Council's operational services and projects.				
Recurrent Operations				
	Expenditure	259	156	245
	Overheads	4	9	9
	Revenue	(938)	(455)	(836)
		(675)	(290)	(582)
Operating Projects				
	Expenditure	-	-	-
	Revenue	-	-	-
Capital Allocation				
		-	-	-

Draft Budget 2020-21



Major Initiative

1. Prosperous Places Strategy

Initiatives – Operational Projects

1. COVID-19 Support Allocation
2. Planning Amendment to Implement Retail Strategy
3. Prosperous Places Strategy

Initiatives – New Recurrent Expenditure

1. Implementation of Economic Development Strategies
2. Increase in Street Sweeping

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions Annual Report 2016-17 Result: 0 Annual Report 2017-18 Result: 0 Annual Report 2018-19 Result: 0
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads Annual Report 2016-17 Result: 61% Annual Report 2017-18 Result: 59% Annual Report 2018-19 Result: 60%
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 Annual Report 2016-17 Result: 99.37% Annual Report 2017-18 Result: 98.84% Annual Report 2018-19 Result: 95.00%

2.5 Strategic Objective – High Performing Council

This theme represents delivering valued services to the community. As a result, Council is committed to:

- Ensuring Council is financially sustainable and has the capability to deliver strategic objectives
- Ensuring that Council decision-making is balanced and transparent and the community is involved and informed
- Providing quality customer service that is convenient, efficient, timely and responsive
- Ensuring the community has access to the services they need

This section outlines the activities and initiatives for Council services and key strategic activities.

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Business Improvement				
This service leads Council's efforts to identify and implement business improvement opportunities in order to deliver financial, service and other benefits. In particular, realising financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.	Recurrent Operations			
	Expenditure	153	160	166
	Overheads	54	73	66
	Revenue	-	-	-
		207	233	232
	Operating Projects			
	Expenditure	127	120	123
	Revenue	-	-	-
		127	120	123
	Capital Allocation	26	-	-
Corporate Planning				
This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, performance measurement and reporting. As a Council support service, \$0.48 million is distributed as a corporate overhead to the primary services within Council.	Recurrent Operations			
	Expenditure	589	600	483
	Overheads	(253)	(600)	(483)
	Revenue	(3)	-	(1)
		333	-	(1)
	Operating Projects			
	Expenditure	-	-	177
	Revenue	-	-	-
		-	-	177
	Capital Allocation	-	-	-
Customer Experience				
This service includes the customer experience function that focuses on supporting and enhancing customer service across the organisation. This service is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face-to-face enquiries.	Recurrent Operations			
	Expenditure	798	836	836
	Overheads	195	250	211
	Revenue	-	-	-
		993	1,086	1,047
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	-	-
Councillors, Council Support & Executive Services				
This area provides support for the nine elected representatives of Council as well as the four members of the Executive Management Team and includes costs of \$1.33 million that relate to Council administration and meeting support, a portion of <u>governance</u> , legal support, risk management and other corporate overheads.	Recurrent Operations			
	Expenditure	2,218	2,202	2,355
	Overheads	981	1,434	1,334
	Revenue	(1)	-	(1)
		3,198	3,636	3,688
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	-	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Digital Transformation				
<p>The Digital Transformation service is tasked with implementing Council's Digital Transformation Strategy. This strategy aims to implement new technology to improve the customer experience, build capability in the business, and achieve financial outcomes. Council has made a specific capital allocation to the implementation of the strategy, but recognises that some of the back-office support functions provide corporate services to this DT function. The recurrent operations reflects \$0.2 million of distributed corporate overheads.</p>	Recurrent Operations			
	Expenditure	-	-	-
	Overheads	-	134	198
	Revenue	-	-	-
		-	134	198
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	502	738	-
Financial Management				
<p>This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties include managing creditors, payroll and financial reporting. The Financial Management unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from debt collection recoupments and receipt of the Financial Assistance Grant. As a Council support service, \$1.45 million is distributed as a corporate overhead to primary services within Council.</p>	Recurrent Operations			
	Expenditure	2,424	2,505	2,598
	Overheads	(1,334)	(1,426)	(1,456)
	Revenue	(850)	(786)	(680)
		240	293	462
	Operating Projects			
	Expenditure	24	-	-
	Revenue	-	-	-
		24	-	-
	Capital Allocation	-	-	-
Governance				
<p>This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$0.59 million is distributed as a corporate overhead to the primary services within Council. Capital spend in prior years reflects land acquisitions.</p>	Recurrent Operations			
	Expenditure	459	495	589
	Overheads	(456)	(495)	(589)
	Revenue	-	-	-
		3	-	-
	Operating Projects			
	Expenditure	2	53	426
	Revenue	(3)	-	(39)
		(1)	53	387
	Capital Allocation	1,487	-	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Information Services				
<p>This service includes two main sections, Information Technology (incl. Geospatial Information systems) and Records Management. The Information Technology area supports the organisations requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure), communications (fixed, mobile and data) and geospatial mapping facilities for council and external uses. The Records Management area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and processing of incoming and outgoing correspondence. The Information Services unit has the responsibility to support the organisation with a cost effective and efficient technology service that seeks to improve the performance of the organisation. As a Council support service, \$3.46 million is distributed as a corporate overhead to the primary services within Council.</p>	Recurrent Operations			
	Expenditure	2,968	3,337	3,460
	Overheads	(2,857)	(3,337)	(3,457)
	Revenue	(1)	-	-
		110	-	3
	Operating Projects			
	Expenditure	11	-	-
	Revenue	-	-	-
		11	-	-
	Capital Allocation	11	105	125
People & Culture				
<p>This service is responsible for supporting the organisation with strategic and operational human resources management and includes learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's work force. As a Council support service, \$1.39 million is distributed as a corporate overhead to the primary services within Council.</p>	Recurrent Operations			
	Expenditure	1,376	1,353	1,455
	Overheads	(1,317)	(1,353)	(1,393)
	Revenue	(9)	-	-
		50	-	62
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	227	100
Program Management Office				
<p>This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Reporting for all capital and operational projects. The \$0.8 million net cost comprises corporate overheads, community project management and project sponsor support. The capital allocation comprises community project management support.</p>	Recurrent Operations			
	Expenditure	21	20	70
	Overheads	981	887	747
	Revenue	-	-	-
		1,002	907	817
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	5	51	-

Draft Budget 2020-21



Description of Services Provided	Classification	2018-19 Actual \$'000	2019-20 Adopted \$'000	2020-21 Budget \$'000
Project Management Team				
Provides project management services to Council to enable delivery of the Capital Works Program and many Operational Projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered.	Recurrent Operations			
	Expenditure	419	(59)	(50)
	Overheads	-	59	50
	Revenue	-	-	-
		419	-	-
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		Capital Allocation	-	-
Risk Management & Legal Services				
This service involves developing and monitoring Council's risk management system, including provision of support to the organisation in relation to managing risk, insurance policies and business continuity. As a Council support service, \$0.75 million is distributed as a corporate overhead to the primary services within Council.	Recurrent Operations			
	Expenditure	787	711	754
	Overheads	(402)	(711)	(753)
	Revenue	(21)	(23)	(16)
		364	(23)	(15)
	Operating Projects			
	Expenditure	-	40	-
	Revenue	-	-	-
		-	40	-
		Capital Allocation	-	-

Major Initiatives

1. Council Plan (Including Health and Wellbeing Plan) 2021-25

Initiatives – Operational Projects

1. 2020 Council Elections
2. Business Improvement Officer (Business Case)
3. Candidate and Councillor Induction 2020
4. Council Plan (Including Health and Wellbeing Plan) 2021-25
5. Review of Local Law No. 1 - Amenity
6. Victorian Electoral Commission Compulsory Voting Enforcement

Initiatives – New Recurrent Expenditure

1. Information Management Growth

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community Annual Report 2016-17 Result: 53% Annual Report 2017-18 Result: 52% Annual Report 2018-19 Result: 54%

Draft Budget 2020-21



2.6 Strategic Performance Outcome Indicators

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2020-21 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation of Strategic Objectives to the Income Statement

	2020-21 Budget		
	Net Cost (Income) \$'000	Expenditure \$'000	(Income) \$'000
Strategic Theme			
Community Wellbeing	14,815	19,154	(4,339)
Environmental Leadership	(957)	10,931	(11,888)
Balancing Growth	5,709	7,444	(1,735)
Vibrant Economy	10,073	13,400	(3,326)
High Performing Council	7,180	7,917	(737)
Total Activities and Initiatives	36,820	58,844	(22,025)
Non-Attributable Items			
Asset Write Offs	2,015	2,015	-
Amortisation - Intangible Assets	3,579	3,579	-
Bad & Doubtful Debts	150	150	-
Borrowing Costs	1,020	1,020	-
Carry Forward Adjustment	(6,526)	748	(7,275)
Depreciation	16,217	16,217	-
Expensed Capital Works	3,386	3,386	-
Granted Assets	(11,270)	-	(11,270)
Grants Commission	(4,823)	-	(4,823)
Volunteer Employees	-	398	(398)
Other Income	(632)	-	(632)
Non-Attributable Items	3,115	27,512	(24,397)
Deficit before Funding Sources	39,935		
Funding Sources			
Rates Revenue & Municipal Charges	(48,235)		
Capital Works Program Grants	(1,051)		
Contributions - Monetary	(2,624)		
Total Funding Sources	(51,910)		
(Surplus)/Deficit as per Income Statement	(11,975)		

Draft Budget 2020-21



2.8 Service Statistics

Customer Experience		Community Facilities	
Total calls taken	60,000	Recreation Reserves maintained	13
Total service centre visits	23,000	Halls Maintained:	12
Rates queries responded to	6,500	Playgrounds Maintained	49
Freedom of Information requests responded to	20		
Positive Ageing		Local Laws	
Residents supported by assessment team	570	Dog registrations	5,755
		Cat registrations	853
		Animal infringements	20
		Parking infringements	6,800
		After Hours calls received	130
Children's Services		Statutory Planning	
Kindergartens maintained	6	Applications received and dealt with	650
Children enrolled in kindergartens managed	469	Planning permits audited	150
Family Day Care (hours provided)	20,000	Complaints received and dealt with	170
Infants enrolled in MCH service	353		
Community Health and Development		Building	
Number of Community groups allocated small grant	45	Property Information requests provided	770
Number of Volunteers supported	301	Reports and consents	180
Volunteer hours provided	11,100	Building Notices Issued	200
Economic value of volunteers	\$ 390,000	Building Permits lodged	1,300
		Swimming Pools registered	1,500
Environmental Health Services		Road Services	
Food Premises Inspections	700	Length of roads (km's)	1,124
Registered food businesses	600	Gravel roads graded (km's)	1,000
Food Sampling Analysis	130	Footpaths maintained (m2)	1,200
Immunisation vaccinations	2,000	Road Resealed (km's)	9
		Road resheets (km's)	18
		Street lights maintained	3,740
Library Services		Waste Management	
Library visits	98,399	Fortnightly waste collections services (urban)	17,469
Library loans	165,135	Fortnightly waste collections services (rural)	1,695
Library collection items	21,085	Avg Fortnightly household waste generation (kg)	10
Library memberships	8,940	Annual garbage collected kerbside (tonnes)	4,910
		Annual garbage collected transfer (tonnes)	3,250
		Annual garbage collected sweeper (tonnes)	1,000
		Annual recyclables collected (tonnes)	3,150
		Annual Glass collected (tonnes)	1,350
		Annual Food and Organics collected (tonnes)	5,076
Winchelsea Pool			
Annual attendance	7,750		
Australian National Surfing Museum			
Annual visitation	17,300		
Event Grants Program			
Number of major events supported	9		
Total contribution to major events	\$ 57,500		
Number of community events supported	13		
Total contribution to community events	\$ 20,500		
Number of signature events supported	4		
Total contribution to signature events	\$ 60,000		

Draft Budget 2020-21



3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020-21 has been supplemented with projections to 2023-24 extracted from the Long Term Financial Plan.

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

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

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities. Pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget. Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include AASB 1059 Service Concession Arrangements: Grantors.

Draft Budget 2020-21



3.1 Comprehensive Income Statement

For the four years ending 30 June 2024

	NOTES	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic \$'000	2022-23 Resource Plan \$'000	2023-24 Resource Plan \$'000
Income						
Rates and charges	4.1.1	54,900	56,380	59,150	61,694	64,231
Statutory fees and fines	4.1.2	2,250	2,366	2,397	2,469	2,543
User charges	4.1.3	7,682	7,477	8,001	8,221	8,448
Grants - Operating	4.1.4	8,407	7,494	7,685	7,833	7,793
Grants - Capital	4.1.4	7,746	8,326	1,051	1,051	1,051
Contributions - monetary	4.1.5	3,301	3,989	3,698	3,236	3,057
Contributions - non-monetary	4.1.6	12,258	11,668	3,826	7,104	5,012
Net gain/(loss) on disposal of property infrastructure, plant and equipment	4.1.7	600	-	-	-	-
Other Income	4.1.8	1,075	632	770	1,358	1,305
Total Income		98,220	98,332	86,578	92,966	93,441
Expenses						
Employee costs	4.1.9	33,068	32,625	34,085	35,441	36,847
Materials and services	4.1.10	27,006	29,346	26,775	27,198	27,555
Depreciation	4.1.11	15,431	16,217	17,503	18,187	18,922
Amortisation - intangible assets	4.1.12	3,579	3,579	3,579	3,579	3,579
Amortisation - right of use assets	4.1.12	555	536	635	643	651
Bad and doubtful debts	4.1.13	175	150	154	158	162
Borrowing costs	4.1.14	1,031	1,020	855	720	646
Finance costs leases	4.1.15	38	41	38	38	42
Other Expenses	4.1.16	2,501	2,842	1,867	2,758	2,272
Total expenses		83,383	86,357	85,490	88,720	90,673
Surplus/(deficit) for the year		14,837	11,975	1,088	4,246	2,767
Other Comprehensive Income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)	4.1.17	(14,692)	9,058	7,131	18,330	4,963
Total Comprehensive Result		144	21,033	8,219	22,576	7,730

Draft Budget 2020-21



3.2 Balance Sheet

For the four years ending 30 June 2024

	NOTES	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic \$'000	2022-23 Resource Plan \$'000	2023-24 \$'000
Assets						
Current assets						
Cash and cash equivalents		13,278	7,473	7,162	5,606	4,575
Trade and other receivables		4,591	4,585	4,532	4,623	4,716
Other financial assets		40,000	40,000	40,000	40,000	40,000
Inventories		300	306	306	306	306
Other assets		990	1,010	1,030	1,051	1,072
Total current assets	4.2.1	59,159	53,374	53,030	51,585	50,669
Non-current assets						
Trade and other receivables		38	13	4	-	-
Property, infrastructure plant & equipment		800,798	829,134	839,900	863,011	873,585
Investments in associates and joint ventures		431	431	431	431	431
Right of use assets		885	1,074	925	774	1,072
Intangible assets		25,049	21,471	17,892	14,314	10,735
Total non-current assets	4.2.2	827,201	852,122	859,153	878,531	885,824
Total assets		886,360	905,497	912,182	930,116	936,493
Liabilities						
Current liabilities						
Trade and other payables		3,480	3,755	3,805	3,850	3,896
Trust funds and deposits		3,820	2,882	2,882	2,882	2,882
Provisions		6,268	6,330	9,394	6,544	6,522
Interest bearing liabilities	4.2.3	1,403	1,508	1,609	1,684	1,764
Lease Liabilities			635	643	651	659
Total current liabilities	4.2.4	14,970	15,110	18,332	15,610	15,723
Non-current liabilities						
Provisions		12,198	12,206	9,215	9,137	9,146
Lease Liabilities		873	337	180	21	311
Interest bearing liabilities	4.2.3	17,124	15,616	14,007	12,323	10,560
Total non-current liabilities	4.2.5	30,194	28,159	23,402	21,482	20,017
Total liabilities		45,165	43,268	41,735	37,093	35,739
Net assets		841,196	862,228	870,448	893,023	900,754
Equity						
Accumulated surplus		473,092	490,871	492,271	498,073	501,871
Asset revaluation reserve		314,344	323,401	330,533	348,863	353,825
Other reserves		53,760	47,956	47,644	46,088	45,057
Total equity	4.2.6	841,196	862,228	870,448	893,023	900,754

Draft Budget 2020-21



3.3 Statement of Changes in Equity

For the four years ending 30 June 2024

NOTES	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000	Strategic Resource Plan \$'000	Strategic Resource Plan \$'000
Equity Opening Balance	841,051	841,196	862,228	870,448	893,023
Surplus for the Year	14,837	11,975	1,088	4,246	2,767
Net Asset Revaluation	(14,692)	9,058	7,131	18,330	4,963
Total Equity	841,196	862,228	870,448	893,023	900,754

3.4 Statement of Cash Flows

For the four years ending 30 June 2024

NOTES	2019-20	2020-21	2021-22	2022-23	2023-24
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000	Strategic Resource Plan \$'000	Strategic Resource Plan \$'000
Cash flow from operating activities					
Rates and charges	55,707	56,335	59,092	61,617	64,147
Statutory fees and fines	2,260	2,323	2,397	2,469	2,543
User charges	8,035	7,555	8,082	8,304	8,533
Grants - operating	8,703	7,758	7,956	8,109	8,068
Grants - capital	7,669	8,326	1,051	1,051	1,051
Contributions - monetary	3,301	3,989	3,698	3,236	3,057
Interest received	1,084	617	755	1,343	1,290
Trust funds and deposits taken/(repaid)	(10)	(938)	-	-	-
Net GST refund/payment	4,961	5,213	4,215	4,489	4,549
Employee costs	(32,301)	(31,837)	(33,601)	(34,955)	(36,352)
Materials and Services	(33,832)	(35,941)	(32,356)	(33,085)	(33,529)
Net cash provided from operating activities	25,578	23,401	21,289	22,578	23,357
Cash Flows from investing activities					
Proceeds from sale of property, plant & equipment	1,079	498	510	390	390
Payments for property, plant, equipment & infrastructure assets	(28,512)	(26,610)	(19,076)	(21,514)	(21,756)
Cash flows from investments	14,327	-	-	-	-
Net cash used in investing activities	(13,105)	(26,112)	(18,565)	(21,124)	(21,366)
Cash flows from financing activities					
Finance costs	(1,033)	(1,022)	(855)	(720)	(646)
Repayment of lease liabilities	(567)	(627)	(635)	(643)	(651)
Interest paid - lease liabilities	(38)	(41)	(38)	(38)	(42)
Proceeds from borrowings	3,275	-	-	-	-
Repayment of borrowings	(1,032)	(1,403)	(1,508)	(1,609)	(1,684)
Net cash provided from financing activities	605	(3,094)	(3,036)	(3,010)	(3,022)
Net increase/(decrease) in cash & cash equivalents held	13,077	(5,804)	(312)	(1,556)	(1,031)
Cash & cash equivalents at the beginning of the period	201	13,278	7,473	7,162	5,606
Cash & cash equivalents at the end of the period	13,278	7,473	7,162	5,606	4,575
Investments (current and non-current financial assets)	40,000	40,000	40,000	40,000	40,000
Total cash & investments at the end of the period	53,278	47,473	47,162	45,606	44,575

Draft Budget 2020-21



3.5 Statement of Capital Works

For the four years ending 30 June 2024

NOTES	2019-20	2020-21	2021-22		
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000		
	2022-23	2023-24	2024-25	2025-26	2026-27
Property					
Land	85	-	-	-	-
Total Land	85	-	-	-	-
Buildings	9,216	5,928	750	2,808	3,970
Total Buildings	9,216	5,928	750	2,808	3,970
Total Property	9,301	5,928	750	2,808	3,970
Plant and Equipment					
Plant, Machinery & Equipment	2,424	1,984	1,847	1,943	1,135
Fixtures, Fitting & Furniture	70	275	-	-	-
Computers & Telecomms	1,064	1,852	310	190	200
Total Plant and Equipment	3,558	4,111	2,157	2,133	1,335
Infrastructure					
Bridges	654	780	1,000	-	-
Drainage & Sewerage	407	271	200	205	205
Footpaths & Cycleways	1,217	1,199	606	600	1,074
Parks, Open Space & Streetscapes	989	1,084	742	723	265
Recreation, Leisure & Communities	3,468	4,246	5,235	4,343	3,589
Roads	8,702	8,457	7,376	7,522	7,546
Offstreet Car Parks	118	195	-	-	-
Waste	-	538	1,010	180	3,686
Expensed Capital Works	1,241	3,186	1,929	1,026	780
Landfill Provision	97	-	-	3,000	86
Total Infrastructure	16,893	19,957	18,097	17,599	17,231
Total Capital Works Expenditure	4.5.1 29,753	29,996	21,004	22,540	22,536
Expenditure Types					
New Asset Expenditure	10,787	7,724	2,788	3,775	8,414
Asset Renewal Expenditure	11,570	12,654	10,678	11,164	11,052
Asset Expansion Expenditure	60	18	1,000	1,000	1,000
Asset Upgrade Expenditure	5,997	6,213	4,610	2,575	1,204
Expensed Capital Works	1,241	3,386	1,929	1,026	780
Landfill Provision Works	97	-	-	3,000	86
Total Capital Works Expenditure	4.5.1 29,753	29,996	21,004	22,540	22,536
Funding Sources					
External					
Capital Grants	7,746	8,326	1,051	1,051	1,051
Contributions	247	-	-	-	-
Borrowings	3,275	-	-	-	-
Special Charges	24	-	-	-	-
Internal					
Proceeds from Sale of Assets	480	-	-	-	-
Council Cash	17,981	21,670	19,953	21,489	21,485
Total Capital Works Funding Sources	4.5.1 29,753	29,996	21,004	22,540	22,536

Draft Budget 2020-21



Reconciliation of Net Movement in Property Plant and Equipment

	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000	2023-24 Strategic Resource Plan \$'000
Total Capital Works	29,753	29,996	21,004	22,540	22,536
Asset Revaluation Increment / (Decrement)	(14,692)	9,058	7,131	18,330	4,963
Depreciation	(15,431)	(16,217)	(17,503)	(18,187)	(18,922)
Written Down Value of Assets Sold	(506)	(370)	(380)	(390)	(390)
Assets Written Off	(1,673)	(2,015)	(977)	(1,846)	(1,337)
Expensed Capital Works	(1,241)	(3,386)	(1,929)	(1,026)	(780)
Landfill Provision Works	(97)	-	-	(3,000)	(86)
Found Assets	308	-	-	-	-
Granted Assets	11,560	11,270	3,420	6,690	4,590
Net Movement in Property, Plant and Equipment	7,981	28,335	10,767	23,111	10,573

3.6 Statement of Human Resources

For the four years ending 30 June 2024

NOTES	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000	2023-24 Strategic Resource Plan \$'000
Staff Expenditure					
Employee Costs - Operating as per Income Statement 4.6.1	33,068	32,625	34,085	35,441	36,847
Employee Costs - Capital	1,770	3,048	3,115	3,184	3,254
Total Staff Expenditure	34,839	35,673	37,200	38,625	40,100
Staff Numbers (FTE)					
Employees	346.9	336.5	339.1	340.4	341.8
Total Staff Numbers (FTE)	346.9	336.5	339.1	340.4	341.8

A summary of human resources expenditure categorised according to the organisational structure of Council is included below for 2020-21.

Division	2020-21 Budget \$'000	2020-21 Full Time \$'000	2020-21 Part Time \$'000
Chief Executive Office	649	551	98
Culture and Community	11,323	6,652	4,670
Environment and Development	9,638	7,269	2,369
Governance and Infrastructure	9,479	7,097	2,382
Total Staff Expenditure	31,089	21,570	9,519
Casuals	511		
Volunteers	398		
Other Employee Costs	628		
Employee Costs as per Income Statement	32,625		
Total Capitalised Labour	3,048		
Total Expenditure	35,673		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below for 2020-21.

Division	2020-21 Budget	2020-21 Full Time	2020-21 Part Time
Chief Executive Office	4.3	3.0	1.3
Culture and Community	115.3	63.3	52.0
Environment and Development	89.2	64.6	24.6
Governance and Infrastructure	91.7	65.9	25.9
Total Staff (FTE)	300.4	196.7	103.7
Casuals and Other Employee Costs	5.5		
Volunteers	5.6		
Capitalised Labour	24.9		
Total Staff (FTE)	336.5		

Draft Budget 2020-21



3.7 Four Year Financial Plan

For the four years ending 30 June 2024

	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic \$'000	2022-23 Resource Plan \$'000	2023-24 \$'000
Recurrent EBITDA less Waste and Other Special Purposes					
Property Rates and Charges	46,047	47,885	48,962	50,187	51,441
Property Rates and Charges Rebate	-	(250)	-	-	-
Supplementary Property Rates and Charges	793	600	1,647	2,539	3,453
Grants	7,859	7,205	7,397	7,593	7,793
Other Revenue	6,989	7,259	7,796	8,016	8,242
Total Recurrent Income	61,688	62,700	65,802	68,334	70,929
Employee Benefits	30,794	31,014	31,945	32,903	33,890
Materials and Services	15,623	15,348	15,732	16,125	16,528
Total Expenditure - Existing Operations	46,417	46,362	47,677	49,028	50,418
Financial Recurrent Savings Target	-	-	300	600	900
Compliance Costs (Recurrent)	-	23	300	600	900
Compliance Costs (Projects)	-	-	500	500	500
Non-Discretionary Growth	-	443	300	600	900
Recurrent Growth Budget Year	-	-	478	490	502
Discretionary Growth	-	-	595	895	1,195
Total Expenditure - New Operations	-	466	2,173	3,085	3,997
Recurrent EBITDA less Waste and Other Special Purposes	15,271	15,871	16,253	16,821	17,414
Recurrent EBITDA Waste					
Garbage Charges	7,856	8,145	8,541	8,969	9,337
Grants	125	-	-	-	-
Other Revenue	3,313	3,737	3,821	3,916	4,014
Total Recurrent Income	11,294	11,882	12,362	12,885	13,351
Employee Benefits	679	778	679	696	713
Materials and Services	7,060	8,341	9,169	10,135	10,388
Total Expenditure - Existing Operations	7,739	9,119	9,848	10,831	11,102
Discretionary Growth	-	48	49	50	52
Total Expenditure - New Operations	-	48	49	50	52
Recurrent EBITDA Waste	3,555	2,715	2,465	2,004	2,198
Recurrent EBITDA Other Special Purposes					
Other Revenue	984	23	24	25	25
Total Recurrent Income	984	23	24	25	25
Employee Benefits	6	-	-	-	-
Materials and Services	290	16	17	17	17
Total Expenditure - Existing Operations	296	16	17	17	17
Recurrent EBITDA Other Special Purposes	688	7	7	8	8
Total Recurrent EBITDA	19,514	18,592	18,725	18,832	19,619

Draft Budget 2020-21



	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000	2023-24 Strategic Resource Plan \$'000
Total Recurrent EBITDA	19,514	18,592	18,725	18,832	19,619
Cash Adjustments:-					
Balance Sheet Movements	819	261	165	10	4
Interest Revenue	1,255	632	770	1,358	1,305
Grants Commission funds received early adjustment	(69)	(71)	(73)	(75)	(78)
Asset sales - Plant/Fleet	480	370	380	390	390
Asset sales - Land	858	-	-	-	-
Total Cash Adjustments	3,343	1,192	1,242	1,682	1,622
Total Cash Available for Allocation	22,857	19,784	19,967	20,515	21,241
Allocations to Commitments					
Debt Interest & Principal	1,704	2,064	2,004	1,970	1,971
Torquay/Jan Juc Developer Plan Allocation	2,349	2,448	2,551	2,658	2,770
Spring Creek Infrastructure Plan Allocation	-	-	751	774	797
Winchelsea Infrastructure Plan Allocation	206	212	219	225	232
Developer Contribution Interest Allocation	-	-	-	-	-
Waste Allocation	3,555	2,715	2,465	2,004	2,198
Asset Renewal Allocation	7,168	7,775	8,511	9,317	10,200
Business Case Investments	500	500	500	500	500
Council Election Year	-	472	-	-	-
Growth and Compliance Costs (Non-Recurrent)	343	326	-	-	-
Total Allocations to Commitments	15,825	16,512	17,001	17,448	18,666
Discretionary Cash Available	7,032	3,272	2,966	3,067	2,575
Discretionary Allocations					
Discretionary Operating Projects	860	461	-	-	-
Discretionary Capital Works	1,671	1,488	2,000	2,000	2,000
Recreation & Open Space (to AUC)	825	-	-	-	-
Defined Benefits Superannuation Allocation	50	50	50	50	50
Gravel Pits Allocation	682	-	-	-	-
Aireys Inlet Aged Units	7	7	7	8	8
Towards Environmental Leadership	250	250	250	250	250
COVID-19 Support Allocation	-	1,000	-	-	-
Total Discretionary Allocations	4,344	3,256	2,307	2,308	2,308
Unallocated Cash Surplus / (Deficit)	2,688	17	659	759	267
Accumulated Unallocated Cash					
Opening Balance	1,085	2,943	3,194	3,852	4,612
Annual Surplus/(Deficit)	2,688	17	659	759	267
Net Allocations During the Year	(1,025)	-	-	-	-
Transfer for Projects Funded in Prior Year	925	234	-	-	-
Transfer for Digital Transformation	(730)	-	-	-	-
Closing Balance	2,943	3,194	3,852	4,612	4,879

Draft Budget 2020-21



3.8 Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2024

	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000	2023-24 Strategic Resource Plan \$'000
Recurrent EBITDA					
Property Rates and Charges	46,047	47,885	48,962	50,187	51,441
Property Rates and Charges Rebate	-	(250)	-	-	-
Supplementary Property Rates and Charges	793	600	1,647	2,539	3,453
Garbage Charges	7,856	8,145	8,541	8,969	9,337
Grants	7,984	7,205	7,397	7,593	7,793
Other Revenue	11,286	11,019	11,640	11,956	12,281
Total Recurrent Income	73,966	74,604	78,188	81,244	84,306
Employee Benefits	31,479	31,792	32,624	33,599	34,603
Materials and Services	22,973	23,706	24,917	26,277	26,934
Total Expenditure - Existing Operations	54,452	55,498	57,541	59,876	61,537
Financial Recurrent Savings Target	-	-	300	600	900
Compliance Costs	-	23	300	600	900
Compliance Costs - Projects	-	-	500	500	500
Non-Discretionary Growth	-	443	300	600	900
Discretionary Growth Budget Year	-	-	527	541	554
Discretionary Growth	-	48	595	895	1,195
Total Expenditure - New Operations	-	514	2,222	3,135	4,049
Total Recurrent EBITDA	19,514	18,592	18,725	18,832	19,619
Reserve Transfers					
Developer Contributions (DCP Torquay)	1,180	2,135	1,370	1,132	1,092
Developer Contributions (Non-DCP)	115	66	32	-	-
Open Space Contributions	325	200	500	500	500
Cash Adjustment of Available Funds					
Interest Revenue	1,255	632	770	1,358	1,305
Finance Costs	(934)	(933)	(779)	(654)	(590)
Finance Costs DCP Loan	(97)	(87)	(77)	(66)	(55)
Sale of Land	858	-	-	-	-
Sale of Plant	480	370	380	390	390
Projects					
Capital Projects Revenue	8,036	8,326	1,051	1,051	1,051
Expensed Capital Works	(1,241)	(3,386)	(1,929)	(1,026)	(780)
Operational Projects Expenses	(5,587)	(3,590)	(735)	(490)	(250)
Operational Projects Revenue	470	337	288	240	-
Compliance Project	-	-	100	100	100
Non Cash Items					
Depreciation	(14,876)	(15,681)	(17,503)	(17,544)	(18,272)
Amortisation	(4,134)	(4,115)	(3,579)	(4,221)	(4,229)
Contributions - Non-Monetary	12,258	11,668	3,826	7,104	5,012
Volunteer Employees	(390)	(398)	(406)	(414)	(422)
WDV of Assets Sold	(738)	(370)	(380)	(390)	(390)
Asset Write Offs	(1,673)	(2,015)	(977)	(1,846)	(1,337)
Surplus/(Deficit)	14,837	11,975	1,088	4,246	2,767



Draft Budget 2020-21

3.9 Capital Works Program Allocations

New Allocations and Carry Forwards for the Year Ending 30 June 2021

Capital Program - New Allocations	Expenditure							Funding				
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds		Council Cash		Total Funding \$'000
								Grants \$'000	Contrib's \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
Renewal Program												
Active Play Items Renewal Program	100						100				100	100
Banwon River Reserve - Mud Brick Shelter	75						75				75	75
Bellbrae Reserve Playground	202						202				202	202
Bridge Renewal Program	25						25				25	25
Building Renewal Program	490						490				490	490
Asset Condition Audits					135		135				135	135
Deans Marsh Community Hall - Kitchen Refurbishment	60						60				60	60
Drainage Renewal Program	75						75				75	75
Facility Signage Renewal Program	10						10				10	10
Fencing Renewal Program	75						75				75	75
Fischer Street Rehabilitation (Highlander to Darian)	765						765				765	765
Footpath Renewal Program	170						170				170	170
Great Ocean Views Playground	101						101				101	101
Guardrail Renewal Program	60						60				60	60
Heavy Plant Replacement Program	1,200						1,200				1,200	1,200
I.T. Renewal Program	125						125				125	125
Irrigation Renewal Program	85						85				85	85
Kerb Renewal Program	45						45				45	45
Light Fleet Replacement Program	550						550				550	550
McMillan St Car Park Upgrade (Renewal)	64			50			115				115	115
Park Furniture Renewal Program	20						20				20	20
Playground Renewal Program	30						30				30	30
Point Roadknight Drainage Outfall	638						638				638	638
Sealed Road Renewal Program - Pavement Rehabilitation	175						175				175	175
Sealed Road Renewal Program - Reseal Program	600						600				600	600
Small Plant Replacement Program	60						60				60	60
Structures Renewal Program	40						40				40	40
Unsealed Road Renewal Program	1,200						1,200				1,200	1,200
Unsealed Shoulder Renewal Program	165						165				165	165
Water Sensitive Urban Design Renewal Program	160						160				160	160
Winchelsea Kindergarten - Playground Renewal	28						28				28	28
Contingency Allocation	188			5			193				193	193
Total Renewal	7,580			55	135		7,770				7,770	7,770
Torquay / Jan Juc DCP Projects												
Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) - Design		66			66		131				131	131
Surf Coast Hwy Coombes Rd Intersection Construction (RD03)		442			1,768		2,210				2,210	2,210
Torquay Central & North (OR01) - Contributions to Developer Works				507			507				507	507
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works				539			539				539	539
Upgrade Bells Beach Reserve (OR10) - Gross Pollutant Traps Installation				90			90				90	90
Contingency Allocation		63		36	213		312				312	312
Total Torquay / Jan Juc DCP		571		1,172	2,047		3,789				3,789	3,789



Draft Budget 2020-21

Capital Program - New Allocations	Expenditure							Funding				
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds		Council Cash		Total Funding \$'000
								Grants \$'000	Contrib's \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
Waste Management Projects												
Anglesea Landfill Options Study					44		44				44	44
Anglesea Landfill Shed Replacement	156						156				156	156
Anglesea Landfill Traffic Improvements		252					252				252	252
Bulk Haulage Facility Review					31		31				31	31
Lorne Transfer Station Drainage Upgrade		15					15				15	15
Lorne Transfer Station Upgrade		1,600					1,600				1,600	1,600
Street Litter Bin Hoods		101					101				101	101
Winchelsea & Lorne Site Shed Upgrades		61					61				61	61
Winchelsea Transfer Station Backhoe				174			174				174	174
Winchelsea Transfer Station Shed Relocation					31		31				31	31
Contingency Allocation	31	322		17	19		390				390	390
Total Waste Management	187	2,352		191	124		2,855				2,855	2,855
Discretionary Program												
Buildings												
Annual Minor Discretionary Facilities Upgrades		10		10			20				20	20
Concept Design - Cultural Facility and Library					180		180				180	180
Corporate Projects												
Agile Workplace Implementation Phase				90			90				90	90
Environmental Capital Business Case												
Solar Installations on Council Buildings (Business Case)				128			128			14	114	128
Drainage												
Drainage Upgrades Program		163					163				163	163
Pathways												
Annual Pathway Construction Program				86			86				86	86
Car Parking Merrijig Drive		54					54				54	54
Recreation and Open Space												
Anglesea Hall Sound and Lighting Project				54			54			2	52	54
Annual Streetscape Allocation (Moriae)				45			45				45	45
Barwon River Adventure Play Space				267			267			267	267	267
Modewarre Netball and Tennis Pavilion		319					319				319	319
Roads/Road Safety												
Road Safety Program		133		189			323			76	247	323
Bambra Aireys Inlet Road - Road Safety Improvements (Roads to Recovery)		135					135	135			135	135
Cape Otway Road Widening Stage 5 (Roads to Recovery)	396	396					791	791			791	791
Zeally Bay Road Car Park Upgrade		234		44			278			278	278	278
Grading Projects (Roads to Recovery)					30		30	30			30	30
McMillan St Car Park Upgrade	45			35			80			60	20	80
Contingency Allocation	50	195		128	20		394	95		80	219	394
Total Discretionary Program	491	1,638		1,076	230		3,436	1,051		776	1,608	3,436



Draft Budget 2020-21

Capital Program - New Allocations	Expenditure							Funding				
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds		Council Cash		Total Funding \$'000
								Grants \$'000	Contrib's \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
Growth and Compliance												
Disability Discrimination Act Implementation Plan					100		100				100	100
Facility Roof Anchor Points			18				18				18	18
Screen Planting Torquay Depot					26		26				26	26
Water Sensitive Urban Design	85						85				85	85
Contingency Allocation			2		3		5				5	5
Total Growth and Compliance	85		20		129		234				234	234
Total New Capital Works	8,343	4,560	20	2,495	2,665		18,083	1,051		776	16,256	18,083
Carried Forward Capital Projects												
Carried Forward Capital Projects	5,541	6,279		11,103	1,775		24,698	7,275		17,423		24,698
Contingency Allocation	993	1,274		1,525	622		4,414			4,414		4,414
Total Carried Forward Capital Projects	6,534	7,553		12,628	2,397		29,112	7,275		21,838		29,112
Total Capital Works Program	14,877	12,113	20	15,123	5,062		47,195	8,326		22,614	16,256	47,195

New Business Case Allocations for the Year Ending 30 June 2021

Description - New Funding	Expenditure		Funding		
	Shire Wide \$'000	Total Expenditure \$'000	Council Cash		Total Funding \$'000
			Cash Reserve Funds \$'000	Direct Funded \$'000	
Business Cases					
Arts Trail	20	20		20	20
Business Improvement Officer	123	123		123	123
Solar Installations on Council Buildings	128	128	14	114	128
Contingency Allocation	9	9		9	9
Total Business Cases	280	280	14	266	280



Draft Budget 2020-21

3.10 Operational Works Program Allocations

New Allocations and Carry Forwards for the Year Ending 30 June 2021

Operational Program - New Allocations	Expenditure						Funding					Total Funding \$'000	
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	External Funds			Council Cash			
							Grants \$'000	Fees & Charges \$'000	Contrib's \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000		
Operational Projects (Program Management Office Delivered)													
Arts Trail (Business Case)					20	20						20	20
Bells Beach Coastal & Marine Management Plan			110			110						110	110
Candidate and Councillor Induction 2020					20	20						20	20
Community Submissions					100	100						100	100
COVID-19 Support Allocation					1,000	1,000						1,000	1,000
Environmental Leadership					250	250						250	250
EPA Act Procedure Review					70	70						70	70
Growth Area Planning and Consultation			10			10						10	10
Moriac Structure Plan				85		85						85	85
Prosperous Places Strategy					30	30						30	30
Review of Local Law No. 1 - Amenity					78	78						78	78
Contingency Allocation			12	9	38	59						59	59
Total Operational Projects (Program Management Office Delivered)			132	94	1,606	1,831						1,831	1,831
Operational Projects (Non Program Projects)													
2020 Council Elections					246	246						246	246
Alcohol and Other Drug Action Plan 2018-21					18	18						18	18
Business Improvement Officer (Business Case)					123	123						123	123
Council Plan (Incl. Health and Wellbeing Plan) 2021-25					164	164						164	164
Engage Youth Program					23	23	23						23
FreeZA Youth Project					25	25	25						25
Hinterland Futures Panel Hearing					22	22						22	22
Municipal Emergency Management Program					240	240	240						240
Planning Amendment to Implement Retail Strategy			6			6						6	6
Planning Scheme Corrections Amendment					22	22						22	22
Pop Up Arts Space	39					39		4				35	39
RACV Water Harvesting Agreement Licence					6	6			6				6
Victorian Electoral Commission Compulsory Voting Enforcement					39	39		39					39
Contingency Allocation					38	38						38	38
Total Operational Projects (Non Program Projects)	39		6		966	1,011	288	43	6			673	1,011
Total Operational Program	39		138	94	2,572	2,842	288	43	6			2,504	2,842
Carried Forward Operational Projects													
Carried Forward Operational Projects	8		155	213	789	1,166				1,166			1,166
Contingency Allocation	7		20	21	391	439				439			439
Total Carried Forward Operational Projects	15		175	234	1,180	1,605				1,605			1,605
Total Operational Works Program	54		313	328	3,752	4,446	288	43	6	1,605		2,504	4,446

Draft Budget 2020-21



New Recurrent Operational Allocations for the Year Ending 30 June 2021

New Recurrent Operational Expenditure	Expenditure		Funding				Total Funding \$'000
	Shire Wide \$'000	Total Expenditure \$'000	External Funds		Council Cash		
			Grants \$'000	Fees & Charges \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<u>New Recurrent Operational Expenditure</u>							
Additional Gross Pollutant Trap Maintenance	48	48			48		48
Annual Essential Safety Measures	15	15				15	15
Building Maintenance Growth	8	8				8	8
Geelong Regional Library Corporation Contribution Increase	8	8				8	8
Implementation of Economic Development Strategies	30	30				30	30
Information Management Growth	211	211				211	211
New Multi-Purpose Stadium Operations (Six Months)	194	194		141		53	194
Open Space Growth - Street Trees	11	11				11	11
Open Space Growth - Turf Soccer Pitch	14	14				14	14
Recurrent Street Sweeping	25	25				25	25
Solar Panel Maintenance Inspections	17	17				17	17
Water Sensitive Urban Design Infrastructure Maintenance	75	75				75	75
Total Recurrent Operational Expenditure	655	655		141	48	466	655

Draft Budget 2020-21



3.11 Multi Year Capital Works Program Allocations

Capital Works Program	2020-21 Budget \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000	2023-24 Forecast \$'000
Renewal Program				
Active Play Items Renewal Program	100	60	65	70
Asset Condition Audits	135	150	150	150
Banwon River Reserve - Mud Brick Shelter	75			
Bellbrae Reserve Playground	202			
Bike Park Renewal Program		50	50	50
Bridge Renewal Program	25	1,000		
Building Renewal Program	490	650	658	380
Deans Marsh Community Hall - Kitchen Refurbishment	60			
Drainage Renewal Program	75	150	150	200
Facility Signage Renewal Program	10	11	12	13
Fencing Renewal Program	75	80	85	90
Fischer Street Rehabilitation (Highlander to Darian)	765			
Footpath Renewal Program	170	350	450	750
Great Ocean Views Playground	101			
Guardrail Renewal Program	60	65	85	45
Hard Court Renewal Program		100	107	114
Heavy Plant Replacement Program	1,200	1,200	1,250	625
I.T. Renewal Program	125	150	150	200
Irrigation Renewal Program	85	90	95	100
Kerb Renewal Program	45	65	75	85
Light Fleet Replacement Program	550	577	618	385
Lighting Renewal Program		50	50	50
McMillan St Car Park Upgrade (Renewal)	115			
Park Furniture Renewal Program	20	80	86	92
Playground Renewal Program	30	230	246	150
Point Roadknight Drainage Outfall	638			
Sealed Road Renewal Program		998	1,150	2,000
Sealed Road Renewal Program - Pavement Rehabilitation	175			
Sealed Road Renewal Program - Reseal Program	600			
Skate Park Renewal		150	225	50
Small Plant Replacement Program	60	70	75	125
Structures Renewal Program	40	65	70	75
Unsealed Road Renewal Program	1,200	1,700	2,900	4,000
Unsealed Shoulder Renewal Program	165	220	310	195
Water Sensitive Urban Design Renewal Program	160	200	205	205
Winchelsea Kindergarten - Playground Renewal	28			
Contingency Allocation	193			
Total Renewal Program	7,770	8,511	9,317	10,199
Torquay / Jan Juc DCP Projects				
Construct pathways along Spring and Deep creeks (PC01) - Deep Creek Extension to the public library (stage 2) (CY05c)		106	2,050	3,590
Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) - Construction		987		
Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) - Design	131			
Surf Coast Hwy Coombes Rd Intersection Construction (RD03)	2,210			
Torquay Central & North (OR01) - Contributions to Developer Works	507	289		
Torquay Central & North (OR01) - Deep Creek West and Contributions to Developer Works			475	
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works				324
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works	539			
Upgrade Bells Beach Reserve (OR10) - Gross Pollutant Traps Installation	90			
Upgrade Deep Creek linear reserve (OR06) - Pathways		222		
Widen Coombes Road (RD11) Stage 2 - Ghazepoore Rd to Messmate Rd		1,163		
Widen Coombes Road (RD11) Stage 3 - Messmate Rd to Coombes Rd			831	
Contingency Allocation	312	425	414	542
Total Torquay / Jan Juc DCP	3,789	3,192	3,770	4,456



Draft Budget 2020-21

Capital Works Program	2020-21 Budget \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000	2023-24 Forecast \$'000
Waste Management Projects				
Anglesea Landfill Options Study	44			
Anglesea Landfill Shed Replacement	156			
Anglesea Landfill Stage 3E Liner		1,010		
Anglesea Landfill Stage 4 Rehabilitation			3,000	
Anglesea Landfill Stage 5 Rehabilitation Design				86
Anglesea Landfill Traffic Improvements	252			
Anglesea Transfer Station Bulk Haulage Facility - Construction				3,500
Anglesea Transfer Station Bulk Haulage Facility - Design			86	
Bulk Haulage Facility Review	31			
Lorne Transfer Station Drainage Upgrade	15			
Lorne Transfer Station Upgrade	1,600			
Street Litter Bin Hoods	101			
Waste Renewal Program			180	186
Winchelsea & Lorne Site Shed Upgrades	61			
Winchelsea Transfer Station Backhoe	174			
Winchelsea Transfer Station Mattress Shed Relocation		15		
Winchelsea Transfer Station Shed Relocation	31			
Contingency Allocation	390	149	534	534
Total Waste Management	2,855	1,174	3,800	4,306
Discretionary Program				
Buildings				
Annual Minor Discretionary Facilities Upgrades	20			
Concept Design - Cultural Facility and Library	180			
Capital Business Cases				
Business Cases		500	500	500
Solar Installations on Council Buildings (Business Case)	128			
Corporate Projects				
Agile Workplace Implementation Phase	90			
Drainage				
Drainage Upgrades Program	163			
Pathways				
Annual Pathway Construction Program	86			
Car Parking Merrijig Drive	54			
Recreation and Open Space				
Anglesea Hall Sound and Lighting Project	54			
Annual Streetscape Allocation (Moriac)	45			
Barwon River Adventure Play Space	267			
Discretionary Capital Projects		2,000	2,000	2,000
Modewarre Netball and Tennis Pavilion	319			
Roads/Road Safety				
Bambra Aireys Inlet Road - Road Safety Improvements (Roads to Recovery)	135			
Cape Otway Road Widening Stage 5 (Roads to Recovery)	791			
Grading Projects (Roads to Recovery)	30	30	30	30
McMillan St Car Park Upgrade	80			
Roads to Recovery Projects		1,021	1,021	1,021
Road Safety Program	323			
Zeally Bay Road Car Park Upgrade	278			
Contingency Allocation	394			
Total Discretionary Program	3,436	3,551	3,551	3,551
Growth and Compliance				
Disability Discrimination Act Implementation Plan	100	100	100	100
Facility Roof Anchor Points	18			
Screen Planting Torquay Depot	26			
Water Sensitive Urban Design	85			
Contingency Allocation	5			
Total Growth and Compliance	234	100	100	100
Total Multi Year Capital Works Program	18,083	16,528	20,538	22,612



Draft Budget 2020-21

3.12 Multi Year Operational Works Program Allocations

Operational Works Program	2020-21 Budget \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000	2023-24 Forecast \$'000
<u>Operational Projects (Program Management Office Delivered)</u>				
Arts Trail (Business Case)	20			
Bells Beach Coastal & Marine Management Plan	110			
Candidate and Councillor Induction 2020	20			
Community Submissions	100			
COVID-19 Support Allocation	1,000			
Environmental Leadership	250	250	250	250
EPA Act Change Implementation		45		
EPA Act Procedure Review	70			
Growth Area Planning and Consultation	10			
Moriac Structure Plan	85			
Prosperous Places Strategy	30			
Review of Local Law No. 1 - Amenity	78			
Unallocated Operational Projects - Compliance Costs		450	500	500
Contingency Allocation	59	5		
Total Operational Projects (Program Management Office Delivered)	1,831	750	750	750
<u>Operational Projects (Non Program Projects)</u>				
2020 Council Elections	246			
Alcohol and Other Drug Action Plan 2018-21	18			
Business Improvement Officer (Business Case)	123			
Council Plan (Incl. Health and Wellbeing Plan) 2021-25	164			
Engage Youth Program	23	23		
FReeZA Youth Project	25	25		
Hinterland Futures Panel Hearing	22			
Municipal Emergency Management Program	240	240	240	
Planning Amendment to Implement Retail Strategy	6			
Planning Scheme Corrections Amendment	22			
Pop Up Arts Space	39			
RACV Water Harvesting Agreement Licence	6			
Victorian Electoral Commission Compulsory Voting Enforcement	39			
Contingency Allocation	38			
Total Operational Projects (Non Program Projects)	1,011	288	240	-
Total Multi Year Operational Works Program	2,842	1,038	990	750

Draft Budget 2020-21



4. Notes to the Financial Statements

This section presents detailed information on material components of the financial statements. Council determines which components are of a material nature, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are an important source of revenue for Council. Planning for future rate increases has therefore been an important component of the Long Term Financial Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year and in 2020-21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and the municipal charge and is calculated based on council's average rates and charges (see table 4.1.1(I)). Council limits rate revenue increases to comply with the Fair Go Rates System.

For 2020-21, Council has limited the municipal charge to 10% of total rates revenue. This is in line with recommendations from the State Government's Local Government Act review in 2018. Total rates and charges including the Municipal Charge will increase by 2.0% on average.

The Valuer-General reviews the value of every property in the municipality annually, and these property values are used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council. Ratepayers may see rate increases that differ from the average 2.0% increase because of changes to their property value relative to that of other ratepayers' properties. The economy has been hit hard by the COVID-19 virus. To provide some financial relief to commercial/industrial ratepayers a property rates and charges rebate allocation of \$0.25 million has been allowed for in this budget. Interest on overdue rates may also be waived to provide financial relief to individual ratepayers experiencing difficulty in meeting their rate payment obligations due to financial hardship.

At the time of preparing Council's draft budget, not all supplementary rate notices for 2019-20 have been processed. The final data in the adopted budget may differ from that which is disclosed below due to a change in the mix of differentials (types of property) once all of the supplementary rate notices for 2019-20 are processed. The average rate increase of 2.0% will still apply.

Draft Budget 2020-21



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

	2019-20	2020-21	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
General Rates ¹	41,453	43,104	1,651	3.98%
Municipal Charge ¹	4,594	4,781	187	4.06%
Waste Management Charge	7,856	8,145	289	3.68%
Special Rates and Charges	24	-	(24)	-
New Supplementary Rates and Rate Adjustments	793	600	(193)	24.29%
Property Rates and Charges Rebate	-	(250)	(250)	
Interest on Rates and Charges	180	-	(180)	100.00%
Total rates and charges	54,900	56,380	1,480	2.70%

1. These items include annualised supplementary rates, which are not subject to the rate cap.

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

Type of Property	2019-20	2020-21	Change	
	cents/\$CIV	cents/\$CIV	\$	%
General rate land	0.21129	0.21553	0.0042	2.01%
Farm rate land	0.15847	0.16165	0.0032	2.01%
Commercial/Industrial rate land	0.40146	0.40952	0.0081	2.01%

Cents/\$CIV increase is above 2.0% but this is offset by the 1.9% increase in the municipal charge.

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

Type of Property	2019-20	2020-21	Change	
	\$	\$	\$	%
General rate land	36,070,760	37,477,204	1,406,444	3.90%
Farm rate land	2,028,914	2,043,724	14,810	0.73%
Commercial/Industrial rate land	3,353,724	3,583,332	229,608	6.85%
Total amount to be raised by general rates	41,453,399	43,104,260	1,650,862	3.98%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year:

Type of Property	2019-20	2020-21	Change	
			\$	%
General rate land	20,329	20,765	436	2.14%
Farm rate land	972	964	(8)	0.82%
Commercial/Industrial rate land	1,046	1,111	65	6.21%
Total number of assessments	22,347	22,840	493	2.21%

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

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year:

Type of Property	2019-20	2020-21	Change	
	\$	\$	\$	%
General rate land	17,071,683,500	17,388,393,245	316,709,745	1.86%
Farm rate land	1,280,314,500	1,264,289,500	(16,025,000)	(1.25%)
Commercial/Industrial rate land	835,381,900	875,007,900	39,626,000	4.74%
Total Value	19,187,379,900	19,527,690,645	340,310,745	1.77%

Draft Budget 2020-21



4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year:

	Per Rateable Property 2019-20 \$	Per Rateable Property 2020-21 \$	Change	
			\$	%
Municipal Charge	208	212	4	1.9%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year:

	2019-20 \$	2020-21 \$	Change	
			\$	%
Municipal Charge	4,594,096	4,780,812	186,716	4.06%

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

	2019-20 \$	2020-21 \$	Change	
			\$	%
Urban Garbage (all residential tenements)	419	427	8	1.91%
Rural Garbage (optional)	347	354	7	2.02%

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

	2019-20 \$	2020-21 \$	Change	
			\$	%
Urban Garbage (all residential tenements)	7,181,117	7,540,115	358,998	5.00%
Rural Garbage (optional)	585,319	604,925	19,606	3.35%
Total	7,766,436	8,145,040	378,604	4.87%

These figures include supplementary waste charges from new properties.

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year:

	2019-20 \$	2020-21 \$	Change	
			\$	%
General Rates Revenue	41,453,399	43,104,260	1,650,862	3.98%
Municipal Charge	4,594,096	4,780,812	186,716	4.06%
Kerbside Collection and Recycling	7,766,436	8,145,040	378,604	4.87%
Total	53,813,931	56,030,112	2,216,181	4.12%

4.1.1(l) Fair Go Rates System Compliance

Surf Coast Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2019-20 Budget	2020-21 Budget
Forecast Annualised Rate Revenue	\$ 44,925,583	\$ 46,946,870
Forecast Number of Assessments	22,347	22,840
Forecast Base Average Rate per Assessment	\$ 2,010.36	\$ 2,055.47
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$ 2,060.62	\$ 2,096.58
Maximum General Rates and Municipal Charges Revenue	\$ 46,048,723	\$ 47,885,808
Budgeted General Rates and Municipal Charges Revenue	\$ 46,047,495	\$ 47,885,072

Draft Budget 2020-21



4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- Supplementary valuations for new properties or subdivisions (2020-21: estimated \$600 thousand)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

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

- A general rate of 100% (0.21553 cents in the dollar of CIV) for all rateable residential properties.
- A farm rate of 75% (0.16165 cents in the dollar of CIV) for all rateable farm properties.
- A commercial/industrial rate of 190% (0.40952 cents in the dollar of CIV) for all rateable business properties.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant cents in the dollar indicated above. Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate and the uses of each differential rate are set out below.

General Rate land

General land is any rateable land which does not have the characteristics of Farm Rate land and Commercial/Industrial Rate land.

The objectives of this differential rate are to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations, and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Farm Rate Land

Farm Rate is any land, which is:

- 2 or more hectares in area;
- Used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
- Used by a business that:
 - Has a significant and substantial commercial purpose of character;
 - Seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - Is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

The objectives of this differential rate are to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, and to facilitate the longevity of the farm sector and achieve a balance between providing for growth and retaining the important agricultural economic base.

Draft Budget 2020-21



Commercial/Industrial Rate Land

Commercial/Industrial Rate is any land, which is:

- Used primarily for the carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation under the Public Health and Wellbeing Act (Vic) 2008; or
- An unoccupied building erected which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme; or
- Unoccupied land which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme

The objectives of this differential are to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Commercial/Industrial Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Surf Coast Shire benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and also the income generating capability of commercial based properties.

The Commercial differential rate is applied to promote the economic development objectives for the Surf Coast Shire as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in Surf Coast Shire.

The level of funding applied to the above objectives is a 90% loading levied on Commercial/Industrial properties, which is additional to the amount that would have been raised if there were no differential applied. The remaining balance of the funds (i.e. the amount equivalent to the General Rate) is to be applied to the provision of general council services.

Municipal Charge

The municipal charge is declared for the purpose of covering some of the administrative costs of Council. The municipal charge is declared in respect of all rateable land within the municipality district in respect of which a municipal charge may be levied.

Service Charges

An annual service charge is declared for the collection and disposal of waste (garbage), and the kerbside collection on processing of recyclable materials. This charge is not subject to the rate cap, however the increase for the budget year has been set at a 1.9% for urban garbage collection and 2.0% for rural garbage collection.

The objectives of the annual service charge (refuse collection and disposal) are:

- To recover the contract cost of provision of the refuse collection service;
- To recover the cost of disposal of collected refuse in Council's waste disposal sites; and
- To recover the cost of collection of refuse from:
 - Residential premises within the township areas, in accordance with the Waste Collection Contract and Waste Collection Maps;
 - Residential premises in the rural collection area (optional); and
 - Commercial premises within the township areas (optional) subject to approval by Council's Environmental Health Services department.

Draft Budget 2020-21



The criteria for the annual service charge are:

- An urban garbage charge per service for all residential tenements and each commercial tenement (optional) where approval has been given by the environmental health services department, in respect of which a garbage collection is made in the urban townships; and
- A rural garbage charge per service for each residential tenement in respect of which garbage collection is made in the rural collection area (optional) within the municipality.

4.1.2 Statutory fees and charges

	2019-20	2020-21	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
Building Compliance	309	261	(47)	(15.3%)
Infringements and Costs	745	818	73	9.8%
Land Information Certificates	45	45	-	-
Other Statutory Fees and Fines	86	146	59	68.8%
Subdivision Supervision, Certification and Plan Checking	370	386	16	4.4%
Town Planning Fees	695	710	14	2.1%
Total Statutory Fees and Charges	2,250	2,366	116	5.1%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include fees for planning certificates, subdivision certificates, building certificates and local law infringements. Revenue from statutory fees are budgeted to increase by 5.1% or \$0.12 million compared to 2019-20. Building Compliance fees have decreased by \$0.47 million mainly due to a spike in the forecast with the new swimming pool/spa registration fees. Infringements are budgeted to increase by \$0.07 million mainly due to the introduction of the parking overstay detection system project. Other Statutory Fees and Fines are budgeted to increase by \$0.06 million mainly due to election fines with the Council election due in November this year.

4.1.3 User charges

	2019-20	2020-21	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
Aged Services	423	74	(349)	82.44%
Animal Control	421	436	16	3.74%
Child Care/Childrens Programs	729	776	47	6.4%
Gravel Pit Fees	191	158	(33)	17.27%
Health Services	40	45	5	13.30%
Lease Rentals	42	69	27	63.1%
Leisure Centre and Recreation	871	978	107	12.3%
Other Fees	142	173	31	21.6%
Registration and Other Permits	740	374	(366)	49.41%
Royalties	770	657	(113)	14.67%
Waste Management Services	3,313	3,737	424	12.8%
Total User Charges	7,682	7,477	(205)	(2.7%)

User charges relate mainly to the recovery of service delivery costs through the charging of fees for Council services. Individual user charges have generally increased between 2% - 3% in the 2020-21 budget but the overall revenue from user charges is budgeted to decrease by 2.7% or \$0.2 million compared to 2019-20. This is mainly driven by positive ageing services transitioning to other service providers during 2020-21; and the waiver of health and food registration fees and Footpath and A-Frame Permits totalling \$0.3 million as part of Council's COVID-19 support package. Waste management service charges are budgeted to increase by \$0.42 million with the increase to gate fees to cover the Environment Protection Authority Victoria's levy

Draft Budget 2020-21



increase. Royalties and gravel pit fees are budgeted to decrease by \$0.11 million due to lower extraction volumes. The increase in the Leisure Centre and Recreation user charges is mainly driven by the new multi-purpose stadium.

4.1.4 Grants operating and capital

Operating and capital government grants include all monies received from Victorian and Commonwealth Government sources for the purposes of funding the delivery of Council's services and projects. Total operating grants are budgeted to decrease by \$0.9 million for 2020-21, mainly driven by the transitioning of positive ageing services to other service providers during 2020-21. Half of the 2021-22 Grants Commission allocation is budgeted to be received in the 2020-21 year and half of the 2020-22 allocation is budgeted to be received in the 2019-20 year in line with the current Commonwealth Government payment practices. Council does not budget for grants or corresponding project budgets that are not confirmed with a signed grant agreement.

	2019-20 Forecast \$'000	2020-21 Budget \$'000	Change	
			\$'000	%
Commonwealth funded grants	7,538	9,507	1,969	26.1%
State funded grants	8,614	6,313	(2,302)	26.7%
Total Grants	16,152	15,819	(333)	(2.1%)

	2019-20 Forecast \$'000	2020-21 Budget \$'000	Change	
			\$'000	%
Recurrent - Commonwealth Government				
Aged Care	1,024	248	(776)	75.8%
Grants Commission	4,608	4,823	215	4.7%
Health Services	3	3	-	-
Occasional Care	16	66	50	321.3%
Roads to Recovery Program	1,051	1,051	-	-
Senior Citizens	25	6	(19)	75.0%
Transport	32	36	4	12.5%
Total Recurrent - Commonwealth Government	6,758	6,232	(526)	7.8%
Recurrent - State Government				
Aged Care	244	158	(86)	35.2%
Community Emergency Management	240	240	-	-
Early Years	33	33	-	-
Environment	26	-	(26)	100.0%
Fixing Country Roads	1,720	-	(1,720)	100.0%
Health Services	30	26	(4)	12.5%
Kindergartens	1,423	1,418	(5)	0.4%
Maternal and Child Health Services	330	327	(2)	0.7%
Rural Access Services	29	-	(29)	100.0%
School Crossing	62	60	(2)	2.8%
Senior Citizens	2	2	-	-
Youth Services	72	48	(23)	32.6%
Total Recurrent - State Government	4,210	2,313	(1,897)	45.1%
Total Recurrent Grants	10,968	8,545	(2,423)	22.1%

Draft Budget 2020-21



	2019-20 Forecast \$'000	2020-21 Budget \$'000	Change	
			\$'000	%
Non-Recurrent - Commonwealth				
Infrastructure	267	-	(267)	100.0%
Recreation and Open Space	513	3,275	2,762	538.9%
Total Non-Recurrent - Commonwealth	780	3,275	2,495	319.9%
Non-Recurrent - State Government				
Buildings	-	-	-	
Economic Development and Tourism	10	-	(10)	100.0%
Environment	42	-	(42)	100.0%
Health and Well Being	21	-	(21)	100.0%
Public Safety	1,166	-	(1,166)	100.0%
Recreation and Open Space	2,771	4,000	1,229	44.4%
Waste	395	-	(395)	100.0%
Total Non-Recurrent - State Government	4,404	4,000	(404)	(9.2%)
Total Non-Recurrent Grants	5,184	7,275	2,090	40.3%

4.1.5 Contributions monetary

	2020-21 Forecast \$'000	2021-22 Budget \$'000	Change	
			\$'000	%
Developer Contributions	1,634	2,624	990	60.6%
Family Day Care	330	356	26	7.9%
Fleet Contributions	208	232	24	11.5%
Pensioner Rate Concession	470	480	10	2.1%
Project Contributions	310	6	(304)	98.1%
Recoupments - Statutory	131	130	(1)	0.7%
Positive Ageing	41	1	(40)	96.9%
State Revenue Office (Fire Service Levy)	52	52		0.7%
Sundry	126	108	(18)	14.4%
Total Monetary Contributions	3,301	3,989	688	20.8%

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in relation to new subdivision works. Contributions are budgeted to increase by 20.8% or \$0.7 million compared to 2019-20. Developer contributions are budgeted to increase by \$1.0 million due to the rate of growth of residential development, and project contributions are budgeted to decrease by \$0.3 million due to the changing nature of the capital program.

4.1.6 Contributions non-monetary

Non-monetary contributions relate to new subdivision works being handed over to Council from developers and volunteer employees. Under accounting standards Council now has to account for volunteer employees, they make up \$0.4 million of this budget and forecast. Non-monetary contributions are budgeted to decrease by 4.8% or \$0.6 million to \$11.7 million compared to 2019-20 in line with assets expected to be handed to Council from developers.

Draft Budget 2020-21



4.1.7 Net (gain)/loss on disposal of property infrastructure, plant and equipment

	2019-20	2020-21	Change	
	Forecast	Budget	\$'000	%
Proceeds From Sale Plant and Equipment	480	370	(110)	22.9%
Proceeds From Sale Land and Buildings	858	-	(858)	100.0%
Written Down Value Plant and Equipment	(215)	(370)	(155)	72.1%
Written Down Value Land and Buildings	(523)	-	523	100.0%
Total Net Loss on Disposal	600	-	(600)	(100.0%)

The net gain on disposal of property infrastructure, plant and equipment relates to sale of assets. The net gain on disposal of property infrastructure, plant and equipment is budgeted to decrease by \$0.6 million. The 2019-20 forecast includes the sale of two properties 3 Koorunga Place Torquay and the 53 Hesse Street Winchelsea and disposals of fleet vehicles; the 2020-21 budget includes disposals of fleet vehicles only.

4.1.8 Other income

Other income mainly relates to interest on investments which are budgeted to decrease by 41.2% or \$0.44 million compared to 2019-20. With the current economic climate interest on investments has been calculated at a rate of 1.2%.

4.1.9 Employee costs

	2019-20	2020-21	Change	
	Forecast	Budget	\$'000	%
Wages and Salaries	27,967	27,650	(317)	1.13%
Superannuation	2,840	2,800	(40)	1.41%
WorkCover	544	534	(10)	1.84%
Casual Staff	625	511	(114)	18.24%
Training	349	342	(7)	2.12%
Volunteer Employees	390	398	8	2.0%
Other	195	246	51	26.0%
Fringe Benefits Tax	159	145	(14)	8.56%
Total Employee Costs	33,068	32,625	(443)	1.3%

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and workers compensation insurance. Volunteer employees have been recorded for the first time in this budget, note they are a non-cash item. Employee costs in the Comprehensive Income Statement do not include capitalised labour costs. Employee costs are budgeted to decrease by 1.3% or \$0.44 million compared to 2019-20.

The net 1.3% decrease is made up of:

- Annual wage indexation of 2.25% as per the current Surf Coast Shire Enterprise Agreement 2019-22
- New recurrent employees and new non-recurrent (project) employees
- Position level increments and other employee related costs
- Annualisation of Council approved new recurrent employees from the 2019-20 Budget and those during the 2019-20 financial year to support growth in Strategic Asset Management, Waste Administration, Financial Management, Governance, Information Management, Planning & Development and Ranger Services
- New requirement to pay superannuation on leave loading
- Transitioning of the Positive Ageing service to other industry providers

Draft Budget 2020-21



Refer to section 4.6 notes to the Statement of Human Resources for more information on employee costs.

4.1.10 Materials and services

	2019-20	2020-21	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
Consultants	590	522	(68)	11.5%
Contract Payments	6,834	8,070	1,236	18.1%
Expensed Capital Works	1,241	3,386	2,145	172.9%
Fuel	684	654	(30)	4.4%
General Maintenance	513	854	341	(66.4%)
Grants, Contributions and Sponsorship	1,157	1,174	17	1.5%
Information Technology	1,001	990	(11)	(1.0%)
Insurances	709	771	62	8.8%
Legal Costs	503	367	(136)	27.0%
Materials	1,639	1,693	54	3.3%
Office Administration	1,143	1,002	(141)	12.3%
Operating Projects	4,388	3,270	(1,117)	25.5%
Other Sundry	121	190	70	57.5%
Royalties	1,799	1,993	193	10.7%
Sub-Contractors	3,429	3,117	(312)	9.1%
Utilities	1,255	1,292	36	2.9%
Total Materials and Services	27,006	29,346	2,340	8.7%

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs and expensed capital works. Materials and services are budgeted to increase by 8.7% or \$2.3 million compared to 2019-20.

Expensed capital works are budgeted to increase by \$2.1 million to \$3.4 million compared to 2019-20. Expensed capital works are works associated with Council assets and major projects that do not meet the definition of asset expenditure under Australian Accounting Standards. Materials and services expenditure for operating projects is budgeted to decrease by \$1.1 million to \$3.3 million. Included in operating projects is a \$1.0 million COVID-19 Support Allocation. Excluding the expensed capital works and operational projects, the underlying materials and services expenditure has increased by 6.1% or \$1.3 million. Waste collection and disposal costs have increased by \$1.3 million due to the expanded kerbside collection service budgeted to commence February 2021 and Environmental Protection Authority levy increases.

4.1.11 Depreciation

	2019-20	2020-21	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
Infrastructure	9,826	10,353	527	5.4%
Plant and Equipment	1,652	1,940	288	17.4%
Property	3,440	3,391	(48)	1.4%
Waste	513	533	20	3.9%
Total Depreciation	15,431	16,217	767	5.0%

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment (including infrastructure assets such as roads and drains) as a result of delivering services to the community. The increase of \$0.8 million or 5.0% is due mainly to the completion of the 2020-21 capital works program; the full year effect of depreciation on the 2019-20 capital program and the higher base for calculating depreciation for six months due to the revaluation of footpaths, parks, open space, streetscapes

Draft Budget 2020-21



and recreation assets in 2020-21. Refer to section 4.5 notes on Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2020-21 year.

1.1.12 Amortisation

Amortisation measures the allocation of an intangible asset over its useful life for the tip air space and leases (right of use assets). Amortisation of the Anglesea Landfill air space has been budgeted for the same amount over the life of the asset, the landfill is expected to be closed in 2027-28. Amortisation of right of use assets is expected to decrease by \$0.02 million or 2.3% compared to 2019-20.

4.1.13 Bad and doubtful debts

Bad and doubtful debts are budgeted to decrease by \$0.03 million compared to 2019-20 forecast.

4.1.14 Borrowing costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The decrease of \$0.01 million or 1% compared to the 2019-20 forecast relates to the reducing balance of existing loans, partially offset by the interest on the new loan to be taken out at 30 June 2020 for the Stribling Reserve Pavilions Redevelopment project.

1.1.15 Finance costs leases

Finance costs leases relates to the interest component of lease payments. Finance costs leases are budgeted to move slightly in line with lease schedules.

4.1.16 Other expenses

	2019-20	2020-21	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Asset Write Offs	1,673	2,015	341	20.4%
Councillors' Allowances	316	324	8	2.7%
Auditors' Remuneration - Internal Audit	120	122	2	2.0%
Auditors' Remuneration - VAGO	47	49	2	4.0%
Lease Rentals	345	332	(13)	3.7%
Total Other Expenses	2,501	2,842	341	13.7%

Asset write offs relate to assets written off as part of the renewal program. Asset write offs are budgeted to increase by \$0.3 million in the 2020-21 financial year.

4.1.17 Net asset revaluation increment

Revaluation movements are budgeted at an assumed 3.0% increase. Asset classes due to be revalued in 2020-21 are footpaths, recreation, parks, land and land under roads. The revaluation decrement in the 2019-20 forecast year relates to roads, off street car parks and bridges asset classes and is predominately due to assets being assessed at lower condition rates.

Draft Budget 2020-21



4.2 Balance Sheet

4.2.1 Current Assets

Cash and cash equivalents include cash held in the bank, petty cash and investments with short term maturities of three months or less. Other financial assets include investments with maturities greater than three months. The balance of cash and cash equivalents are budgeted to decrease by \$5.8 million to \$7.5 million in 2020-21. The decrease is attributable to the net cash provided from operating activities being lower than the payments for capital assets and financing costs.

4.2.2 Non-Current Assets

Property, infrastructure, plant and equipment is the largest component of Council's balance sheet and represents the value of all the land, buildings, roads, drainage, recreation facilities and plant and equipment assets owned by Council. The increase of \$28.3 million in this balance is attributable to the total capital works program, excluding expensed capital works \$26.6 million, granted assets \$11.3 million, cyclical revaluation of assets \$9.1 million, less depreciation of assets \$16.2 million, asset write-offs \$2.0 million, and written down value of assets disposed \$0.4 million.

4.2.3 Interest Bearing Liabilities

Interest bearing liabilities are broken up into current and non-current categories on the balance sheet. The current component represents the amount to be repaid in the following year. After loan repayments of \$1.4 million, total debt will reduce to \$17.1 million as at 30 June 2021.

Borrowing levels are within the local government prudential guidelines that set limits for working capital, levels of debt and debt commitment costs compared to levels of rate revenue and assets (see financial performance indicators in section 5).

After taking into account Council's expected Accumulated Unallocated Cash Surplus as at 30 June 2021, Council's net debt level will be \$13.9 million. New debt contracts are only entered into after carefully considering Council's available cash position.

The following table sets out principal and interest payments based on the forecast financial position of Council as at 30 June 2020.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2019/20	3,275	1,032	1,031	18,527
2020/21	-	1,403	1,020	17,124
2021/22	-	1,508	855	15,616
2022/23	-	1,609	720	14,007
2023/24	-	1,684	646	12,323

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

	2019-20 \$'000	2020-21 \$'000
Total amount borrowed as at 30 June of the prior year	16,285	18,527
Total amount to be borrowed	3,275	-
Less total amount projected to be redeemed	1,032	1,403
Total amount proposed to be borrowed as at 30 June	18,527	17,124

Draft Budget 2020-21



4.2.4 Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase in 2020-21 by \$0.3 million. Trust funds and deposits are budgeted to decrease by \$0.9 million with deposits being repaid. Provisions include accrued long service leave and annual leave for employees, and future landfill rehabilitation. The net movement in provisions of \$0.1 million relates to a 1% increase in employee provisions. Interest bearing liabilities represent borrowings to be redeemed in the following year and will increase by \$0.1 million in line with Council's borrowings portfolio.

4.2.5 Non-Current Liabilities

The decrease of \$2.0 million in 2020-21 is mainly due to the transfer to current liabilities of \$1.5 million as loan repayments are due.

4.2.6 Total Equity

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

- Accumulated surplus, which is the value of all net assets less Reserves that have accumulated over time.
- Asset revaluation reserve, which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves, which are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which Council has committed. These amounts are separated from the Accumulated Unallocated Cash Reserve which is not being held for a specific purpose.

During the year a net amount of \$5.8 million is to be transferred from other reserves. This is a transfer between equity balances only and does not impact the total balance of equity. The increase in the asset revaluation reserve of \$9.1 million reflects the anticipated increase in value of Council assets in the 2020-21 year.

The following table outlines the proposed movements through the cash reserves during 2020-21. The carried forward amounts for capital works and operational projects reflect funds that will be cash backed at the end of the year and do not include grant funding not received.

Reserve	Opening Balance \$'000 01-07-2020	Transfer To Reserve \$'000	Transfer From Reserve \$'000	Closing Balance \$'000 30-06-2021
Accumulated Unallocated Cash	2,943	251	-	3,194
Adopted Strategy Implementation	5,847	71	150	5,769
Aireys Inlet Units	310	7	-	317
Asset Renewal	783	7,775	7,772	786
Carried Forward Capital Works	17,976	13,338	17,976	13,338
Carried Forward Operational Projects	895	147	895	147
Defined Benefits Superannuation	1,124	50	-	1,174
Developer Contributions	843	66	-	908
Gherang Gravel Pits	2,335	-	-	2,335
Main Drainage	210	-	-	210
Open Space	2,508	200	319	2,389
Torquay Jan Juc DCP Contributions	3,653	4,583	4,454	3,782
Trust and Deposits	3,820	-	938	2,882
Waste	9,644	2,715	2,939	9,420
Winchelsea Infrastructure Plan Allocation	869	436	-	1,305
Totals:	53,760	29,637	35,441	47,956

4.3 Statement of Changes in Equity

The Statement of Changes in Equity shows the opening balance of equity, the movements and the closing balance. The movements are the surplus for the year and the net asset revaluation.

Draft Budget 2020-21



4.4 Statement of Changes in Cash Flows

		2019-20	2020-21	Variance
	NOTES	Forecast	Budget	Fav/(Unfav)
		\$'000	\$'000	\$'000
Cash flow from operating activities				
Rates and charges		55,707	56,335	628
Statutory fees and fines		2,260	2,323	63
User charges		8,035	7,555	(480)
Grants - operating		8,703	7,758	(945)
Grants - capital		7,669	8,326	657
Contributions - monetary		3,301	3,989	688
Interest received		1,084	617	(466)
Trust funds and deposits taken/(repaid)		(10)	(938)	(928)
Net GST refund/payment		4,961	5,213	252
Employee costs		(32,301)	(31,837)	464
Materials and Services		(33,832)	(35,941)	(2,109)
Net cash provided from operating activities	4.4.1	25,578	23,401	(2,176)
Cash Flows from investing activities				
Proceeds from sale of property, plant & equipment		1,079	498	(581)
Payments for property, plant, equipment & infrastructure assets		(28,512)	(26,610)	1,902
Cash flows from investments		14,327	-	(14,327)
Net cash used in investing activities	4.4.2	(13,105)	(26,112)	(13,006)
Cash flows from financing activities				
Finance costs		(1,033)	(1,022)	10
Repayment of lease liabilities		(567)	(627)	(60)
Interest paid - lease liabilities		(38)	(41)	(3)
Proceeds from borrowings		3,275	-	(3,275)
Repayment of borrowings		(1,032)	(1,403)	(371)
Net cash provided from financing activities	4.4.3	605	(3,094)	(3,698)
Net increase/(decrease) in cash & cash equivalents held		13,077	(5,804)	(18,881)
Cash & cash equivalents at the beginning of the period		201	13,278	13,077
Cash & cash equivalents at the end of the period		13,278	7,473	(5,804)
Investments (current and non-current financial assets)		40,000	40,000	-
Total cash & investments at the end of the period	4.4.4	53,278	47,473	(5,804)

Draft Budget 2020-21



4.4.1 Net Cash Provided from Operating Activities

The decrease in net cash provided from operating activities of \$2.2 million is due to a combination of factors. Materials and services increase of \$2.1 million is mainly attributable to the increase in expensed capital works; see note 4.1.10 for further information on materials and services. The decrease in trust funds held of \$0.9 million is in line with expected repayments of deposits held. These movements are partially offset by the rates and charges cash flow increase of \$0.6 million (the cash flow in the 2019-20 forecast budgets for \$0.8 million to be collected from the 2018-19 balance).

The net cash provided from operating activities does not equal the income statement surplus for the year as the expected revenues and expenses of Council includes non-cash items that are not included in the Cash Flow Statement. The budgeted income statement surplus result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance \$'000
Surplus for the Year	14,837	11,975	(2,862)
Add Depreciation and Amortisation	19,564	20,332	768
Less Granted Assets	(12,258)	(11,668)	590
Add Volunteer Employees	390	398	8
Add Debt Servicing	1,031	1,020	(11)
Add Lease Interest	38	41	3
Add Net Loss/(Gain) on Disposal of Property Infrastructure, Plant and Equipment	(600)	-	600
Add Asset Write Offs	1,673	2,015	341
Add Net Movement in Current Assets and Liabilities	904	(712)	(1,616)
Cash Flows Available from Operating Activities	25,578	23,401	(2,176)

The granted assets relate to the road infrastructure from subdivisions handed to Council. Some of the estates in next year's budget include parts of Quay 2, Grossmans Road, Stretton Estate and Austin and Main Streets Winchelsea.

4.4.2 Cash Flows from Investing Activities

The budgeted decrease in cash from investing activities of \$13.0 million compared to the forecast predominately relates to a movement of cash from investment activities in the forecast of \$14.3 million partially offset by the decrease in the capital program of \$1.9 million. The cash movement from investment activities of \$14.3 million is a transfer between financial assets (long term investments) and cash and cash equivalents (short term investments), it does not affect the overall balance of Council's total cash and investments.

Refer to the notes to the statement of capital works for a more detailed analysis of the capital works program.

4.4.3 Cash Flows from Financing Activities

The decrease in net cash flows from financing activities of \$3.7 million relates to an increase in borrowings in the forecast. A \$3.3 million loan is scheduled to be taken out in June 2020 for the Stribling Reserve Pavilions Redevelopment. The increase in the repayment of borrowings is also due to this new loan.

Draft Budget 2020-21



4.4.4 Total Cash and Investments

Total cash and investments (including current and non-current financial assets) are budgeted to decrease by \$5.8 million to \$47.5 million.

Much of Council's cash and cash equivalents are held for specific purposes, and as such are not fully available for Council's operations. The following table shows the cash and cash equivalents as at 30 June 2021 which have been set aside for specific purposes in the future:

	2019-20 Forecast \$'000	2020-21 Budget \$'000
Accumulated Unallocated Cash	2,943	3,194
Adopted Strategy Implementation	5,847	5,769
Aireys Inlet Units	310	317
Asset Renewal	783	786
Carried Forward Capital Works	17,976	13,338
Carried Forward Operational Projects	895	147
Defined Benefits Superannuation	1,124	1,174
Developer Contributions	843	908
Gherang Gravel Pits	2,335	2,335
Main Drainage	210	210
Open Space	2,508	2,389
Torquay Jan Juc DCP Contributions	3,653	3,782
Trust and Deposits	3,820	2,882
Waste	9,644	9,420
Winchelsea Infrastructure Plan Allocation	869	1,305
Total Reserves	53,760	47,956
Reserve Based Debtors and Project Creditors	(482)	(482)
Total Cash and Investments	53,278	47,473

Draft Budget 2020-21



4.5 Statement of Capital Works

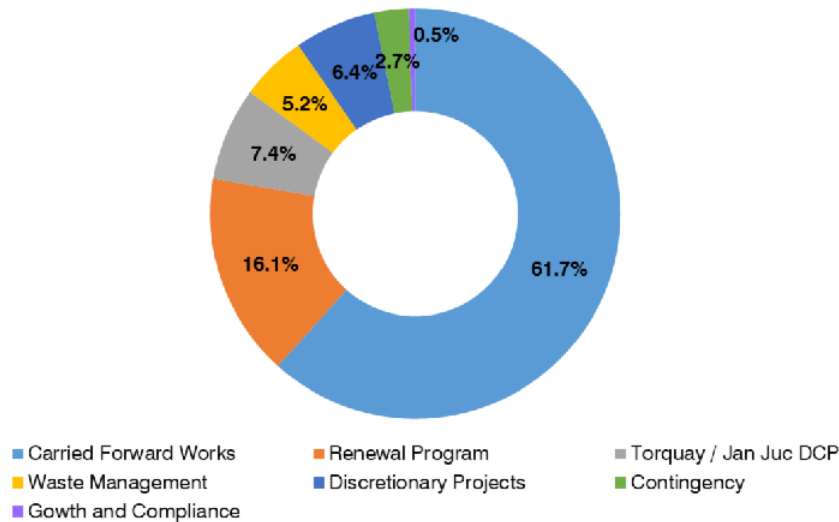
This section provides a summary of the planned capital expenditure and funding for the 2020-21 year.

	NOTES	2020-21 Budget Allocation \$'000	2020-21 Budget Spend \$'000
Carried Forward Capital Works			
Buildings		575	575
Business Case		199	199
Corporate Projects		275	275
Digital Transformation		2,758	1,758
Discretionary Capital Project		4,663	1,363
Pathways		201	201
Recreation and Open Space		485	485
Renewal Program		5,181	5,181
Roads / Road Safety		651	651
Torquay / Jan Juc DCP		5,115	4,015
Waste Management		733	733
Contingency		4,414	-
Total Carried Forward Works	4.5.2	25,250	15,436
New Works			
Renewal Program	4.5.3	7,578	7,578
Torquay / Jan Juc DCP	4.5.4	3,477	3,477
Waste Management	4.5.5	2,465	1,050
Buildings	4.5.6	200	200
Business Cases	4.5.7	128	74
Corporate Projects	4.5.8	90	90
Drainage	4.5.9	163	
Pathways	4.5.10	140	140
Recreation and Open Space	4.5.11	685	685
Roads / Road Safety	4.5.12	1,637	1,036
Growth and Compliance	4.5.13	229	229
Contingency	4.5.14	1,292	-
Total New Capital Works	4.5.1	18,083	14,560
Total Capital Works		43,333	29,996
Represented by			
New Asset Expenditure		11,621	7,724
Asset Renewal Expenditure		14,517	12,654
Asset Expansion Expenditure		20	18
Asset Upgrade Expenditure		12,113	6,213
		38,271	26,610
Expensed Capital Works		5,062	3,386
Landfill Provision Works		-	-
Total Capital Works		43,333	29,996

Draft Budget 2020-21



2020-21 Capital Program Allocation by Category



4.5.1 Capital Works Spend and Allocation

Following the 2019-20 forecast budgeted spend on capital works of \$29.75 million, the 2020-21 budget spends \$30 million on capital works. Of the 2020-21 capital works spend, \$15.44 million relates to existing projects being carried forward from 2019-20, and \$14.56 million relates to new capital works spend.

The variance in allocation and spend timing on projects varies due to project implementation and cash flow timing. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council. The variance between the 2020-21 new capital works allocation and spend of \$3.52 million includes:

- Lorne Transfer Station Upgrade \$1.42 million
- Road Safety Program \$0.32 million
- Zeally Bay Road Car Park Upgrade \$0.28 million
- Capital program contingency of \$1.29 million, which is not budgeted to be spent

4.5.2 Carried Forward Works Allocation

Carried forward capital work project allocations for 2020-21 totals \$25.25 million that includes:

- Stribling Reserve Pavilions Redevelopment \$5.33 million
- The Surf Coast Multi-Purpose Stadium \$4.19 million
- Digital Transformation program \$2.76 million (includes expensed \$1.02 million)
- Mount Duneed Horseshoe Bend Road Culvert Upgrade and Shoulder Widening \$0.84 million
- Mt Moriac Reserve Equestrian Pavilion Redevelopment and Mt Moriac Reserve Netball Lighting Upgrade \$0.50 million
- Anglesea Transfer Station e-Waste Facility \$0.44 million
- Birregurra Deans Marsh Pathways \$0.26 million
- Deans Marsh Memorial Park Playground \$0.19 million
- \$4.41 million of contingency

Draft Budget 2020-21



4.5.3 Renewal Program Allocation

The renewal works includes the renewal of existing roads, drains, pathways, parks assets, active recreation facilities, buildings, stairways and retaining structures. The 2020-21 \$7.77 million allocation (including contingency) relates to renewal projects such as:

- Heavy Plant Replacement \$1.20 million
- Unsealed Road Renewal Program \$1.37 million
- Sealed Road Renewal \$0.78 million
- Fischer Street Rehabilitation (Highlander to Darian)\$0.77 million
- Point Roadknight Drainage Outfall \$0.64 million
- Light Fleet Replacement \$0.55 million
- Building Renewal Program \$0.49 million
- Bellbrae Reserve Playground \$0.2 million
- Footpath Renewal Program \$0.17 million
- McMillan St Car Park Upgrade (Renewal) \$0.12 million
- Great Ocean Views Playground \$0.10 million
- Barwon River Reserve - Mud Brick Shelter \$0.08 million
- Deans Marsh Community Hall - Kitchen Refurbishment \$0.06 million
- Winchelsea Kindergarten - Playground Renewal \$0.03 million

4.5.4 Torquay / Jan Juc DCP Allocation

Torquay / Jan Juc DCP 2020-21 program has \$3.79 million allocation (including contingency) which includes the Surf Coast Highway / Coombes Road Intersection Construction (RD03) \$2.21 million, Torquay North Open Space Pathways (PC02) \$0.54 million, Torquay Central & North (OR01) \$0.51 million, Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) Design \$0.13 million and Upgrade Bells Beach Reserve (OR10) Gross Pollutant Traps \$0.09 million.

4.5.5 Waste Management Allocation

Waste management projects typically include landfill site rehabilitation works, and upgrade of building facilities such as transfer stations. The 2020-21 program includes Lorne Transfer Station Upgrades \$ 1.62 million, Anglesea Landfill Traffic Improvements, Shed Replacement and Options Study \$0.45 million and the Winchelsea Transfer Station Backhoe and Shed Relocation \$0.21 million.

4.5.6 Buildings

The Building projects in the 2020-21 program include the Concept Design - Cultural Facility and Library \$0.18 million and Annual Minor Discretionary Facilities Upgrades \$0.02 million.

4.5.7 Business Cases Allocation

In 2020-21, the capital Business Case project relates to Solar Installation on Council Buildings \$0.13 million.

4.5.8 Corporate Projects Allocation

The Corporate Project in the 2020-21 program is the Agile Workplace Implementation Phase \$0.09 million.

4.5.9 Drainage Allocation

Drainage projects in the 2020-21 program includes Drainage Upgrade Program \$0.16 million.

Draft Budget 2020-21



4.5.10 Pathways Allocation

Pathways projects in the 2020-21 program include \$0.09 million for the Annual Pathways Construction Program and Merrijig Drive Car Parking \$0.05 million.

4.5.11 Recreation and Open Space Allocation

Recreation and Open Space includes a \$0.69 million allocation in 2020-21. This program includes Modewarre Netball and Tennis Pavilion \$0.32 million, Barwon River Adventure Play Space \$0.27 million, Anglesea Hall Sound Lighting \$0.05 million and the Annual Streetscape Allocation of \$0.05 million which is planned to occur in Moriac for the 2020-21 financial year.

4.5.12 Roads / Road Safety Allocation

Roads and Road Safety includes an allocation of \$1.64 million which includes Roads to Recovery Projects (Cape Otway Road Widening Stage 5 \$0.79 million, Bambra Aireys Inlet Road Safety Improvements \$0.14 million and Grading \$0.03 million). Other projects within this category include Road Safety Program \$0.32 million, Zeally Bay Road Car Park Upgrade \$0.28 million and McMillan Street Car Park Upgrade \$0.08 million.

4.5.13 Growth and Compliance Allocation

An allocation of \$0.23 million to Growth and Compliance projects for 2020-21 includes the Disability Discrimination Act Implementation Plan for buildings projects \$0.10 million, Water Sensitive Urban Design \$0.09 million and other compliance projects \$0.04 million.

4.5.14 Contingency Allocation

The new contingency allocation to the capital works program is \$1.29 million in 2020-21. The contingency allocation is developed through assessment of each project's complexity and needs, and will be accessed through Council's Program Management Office governance arrangements. When a project is completed, any unspent portion of contingency will be returned to its source funding for further allocation by Council.

Draft Budget 2020-21



Capital Program Funding Sources

	NOTES	2020-21 Budget \$'000
Carried Forward Capital Works		
Funded by Council Funds		17,976
Funded by Carried Forward Grants	4.5.15	7,275
Total Carried Forward Capital Works		25,250
New Capital Works Allocation		
External		
Capital Grants	4.5.16	1,051
Contributions	4.5.17	-
		1,051
Internal		
Cash Reserves	4.5.18	776
Direct Funded	4.5.19	16,256
		17,032
Total New Capital Works Allocation		18,083
Total Funding Sources		43,333

4.5.15 Carried Forward Grant Funding

For multi-year projects, grant income not yet received is carried forward into 2020-21. This includes \$4 million of grant funding on the Surf Coast Multi-Purpose Stadium and the \$3.28 million on the Lorne Stribling Reserve Pavilions Redevelopment.

4.5.16 Capital Grants Funding

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The major grants that are budgeted to be received in 2020-21 include the Roads to Recovery funded projects which include Cape Otway Road Widening Stage 5 \$0.79 million, Bambra Aireys Inlet Road Safety Improvements \$0.14 million and Grading Projects \$0.03 million.

4.5.17 Contribution Funding

Contributions relate to community contributions to capital works. Only signed contribution agreements are included in the 2020-21 budget. At this point in time, no contributions are budgeted.

Special charges are declared under Section 163 of the Local Government Act 1989 for the purpose of raising revenue from ratepayers who will receive a specific benefit from new capital works projects. During 2020-21 no special charge income is budgeted.

4.5.18 Cash Reserves Funding

Council's cash reserves are held to meet cash flow requirements and future capital works commitments. Council has allocated cash reserve funds to new capital works commitments in 2020-21 for the Zeally Bay Road Car Park Upgrade \$0.28 million, the Barwon River Adventure Play Space \$0.27 million, the Road Safety Program \$0.08 million, McMillan Street Car Park Upgrade \$0.06 million and the business case investment in Solar Installations on Council Buildings \$0.01 million.

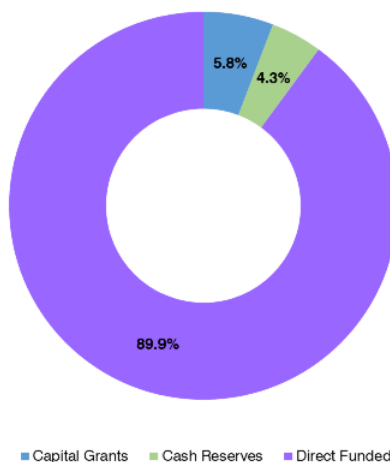
Draft Budget 2020-21



4.5.19 Direct Funded

Council generates cash from its operating activities, which is used as a funding source for the capital works program. Refer to the Financial Statements (section 3.8) of the budget for information on recurrent EBITDA.

2020-21 New Capital Program Allocation Funding Sources



Draft Budget 2020-21



4.6 Statement of Human Resources

Employee benefits include all labour related expenditure such as wages, salaries and on-costs such as allowances; leave entitlements; employer superannuation and workers compensation insurance. Budgeted human resourcing expenditure is summarised below.

Division	2020-21	2021-22	2022-23	2023-24
	Budget \$'000	Strategic Resource Plan \$'000		
Chief Executive Office	649	664	678	693
Culture and Community	11,323	11,572	11,826	12,086
Environment and Development	9,638	9,850	10,067	10,288
Governance and Infrastructure	9,479	9,687	9,900	10,118
Total Staff Expenditure	31,089	31,773	32,472	33,186
Casuals, Volunteers and Other Expenditure	1,536	2,312	2,969	3,660
Employee Costs as per Income Statement	32,625	34,085	35,441	36,847
Capitalised Labour Costs	3,048	3,115	3,184	3,254
Total Employee Costs	35,673	37,200	38,625	40,100
FTE Employee Numbers				
Full-time	218.4	220.9	222.3	223.7
Part-time	118.1	118.1	118.1	118.1
Total FTE Employee Numbers	336.5	339.1	340.4	341.8

4.6.1 Operating Employee Costs

From the Statement of Human Resources (section 3.6), operating employee costs are budgeted to decrease by 1.3% or \$0.44 million compared to the 2019-20 forecast. This net reduction comprises both increases and decreases in employee costs which are summarised below.

Material items decreasing Council's employee costs include:

- The Positive Ageing service transition reduces Council employee costs by \$1.72 million
- Increased project management wages recovery \$0.36 million
- Net employee on-cost reduction of \$0.34 million reflecting reduced employee numbers in 2020-21
- Capitalisation of project design labour costs of \$0.1 million
- Reduction in casual wages \$0.1 million

Material items increasing Council's employee costs include:

- Annual wage indexation as per the Surf Coast Shire Enterprise Agreement 2019-22 (2.25%) and position level increments \$0.92 million
- New recurrent employees \$0.12 million and new non-recurrent (project) employees \$0.32 million
- Annualisation of Council approved new recurrent employees from the 2019-20 Budget and those during the 2019-20 financial year \$0.54 million to support growth in Strategic Asset Management, Waste Administration, Financial Management, Governance, Information Management, Planning & Development and Ranger Services

Employee costs continue to increase over the following three year period to cater for:

- Greater compliance commitments and responding to growth demands within the Surf Coast Shire
- Anticipated superannuation guarantee increase (Superannuation Guarantee Act) increasing from 9.5% in 2020-21, to 10% in 2021-22, to 10.5% in 2022-23, to 11% in 2023-24
- The current Surf Coast Shire Enterprise Agreement 2019-22

Draft Budget 2020-21



5. Financial Performance Indicators

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

Indicator	Measure	NOTES	2018-19 Actual \$'000	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic \$'000	2022-23 Resource Plan \$'000	2023-24 \$'000	Trend +/-
Operating Position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9.88%	6.97%	10.24%	4.64%	4.61%	3.77%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	418.26%	395.17%	353.25%	289.27%	330.45%	322.27%	-
Unrestricted Cash	Unrestricted cash/current liabilities	3	346.43%	330.37%	295.12%	241.54%	273.69%	265.18%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	31.14%	33.75%	30.37%	26.40%	22.70%	19.19%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.95%	4.43%	4.48%	4.17%	3.90%	3.75%	-
Indebtedness	Non-current liabilities / own source revenue		42.99%	44.90%	41.89%	33.10%	28.98%	26.02%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	43.44%	74.98%	78.03%	61.01%	61.38%	58.41%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	70.54%	72.30%	75.51%	75.51%	75.73%	76.49%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.29%	0.31%	0.32%	0.33%	0.34%	0.34%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$3,645	\$3,579	\$3,659	\$3,574	\$3,661	\$3,692	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,719	\$1,737	\$1,769	\$1,776	\$1,779	\$1,781	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		11.87%	8.50%	7.50%	7.50%	7.50%	7.50%	-

Key to Forecast Trend:

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

Notes to Indicators:

1. Adjusted Underlying Result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Variability in indicator due to fluctuations in expensed capital expenditure, asset write-offs and developer contributions.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital increases in 2019-20 due to new borrowings; in subsequent years cash is declining and in 2021/22 funds for planned expenditure of waste provision funds increases current liabilities.

3. Unrestricted Cash – Restricted cash refers to trust and trust deposits and excludes intended allocations (refer listing of reserves in 4.4.4 for further information on funds set aside for specific purposes).

4. Loans and Borrowings – The 2019-20 year increases due to the new borrowings. The following years indicate reducing reliance on debt against annual rate revenue through loan repayments.

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

6. Rates Concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Generally, this ratio indicates Council will become more reliant on rate revenue compared to all other revenue sources.

Draft Budget 2020-21



Appendix A – Fees and Charges Schedule

Fees and charges include GST where applicable. Statutory fees vary over time in accordance with legislation.

Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
COMMUNITY						
Council Operations						
Minutes are available free of charge from Council's website - www.surfcoast.vic.gov.au					N	Council
Customer Service						
Black & White Photocopying/Printing	Page	\$1.00	\$1.10	10.0%	N	Council
Colour Photocopying/Printing	Page	\$2.50	\$2.50	0.0%	N	Council
Black & White Photocopying/Printing - Charity Groups	Page	\$0.50	\$0.60	20.0%	N	Council
Community Transport						
Community Bus hire only (Petrol by User)	Km	\$0.90	\$1.00	11.1%	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth activities	Day	\$56.50	\$58.00	2.7%	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities up to 400 km round trip	Day	\$141.00	\$145.00	2.8%	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities over 400 km round trip	Day	\$281.50	\$290.00	3.0%	Y	Council
Building Hire						
Public Hall Hire						
Shire based Community Group (not-for-profit)	Hour	\$10.80	\$11.00	1.9%	Y	Council
Bellbrae Heartspace	Hour	\$6.20	\$6.50	4.8%	Y	Council
Commercial and Non-Shire Community Group	Hour	\$21.60	\$22.00	1.9%	Y	Council
Functions, Weddings, Parties & Major Events						
Bellbrae Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	\$175.00	2.9%	Y	Council
Bellbrae Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	\$140.00	2.9%	Y	Council
Moriac Community Centre - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	\$175.00	2.9%	Y	Council
Moriac Community Centre - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	\$140.00	2.9%	Y	Council
Freshwater Creek Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	\$175.00	2.9%	Y	Council
Freshwater Creek Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	\$140.00	2.9%	Y	Council
The Quay Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	\$287.50	3.0%	Y	Council
The Quay Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	\$185.50	3.1%	Y	Council
Bob Pettit Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	\$287.50	3.0%	Y	Council
Bob Pettit Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	\$185.50	3.1%	Y	Council
Wurdale Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	\$175.00	2.9%	Y	Council
Wurdale Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	\$140.00	2.9%	Y	Council
Anglesea Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	\$287.50	3.0%	Y	Council
Anglesea Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	\$185.50	3.1%	Y	Council
Security Bonds - No Alcohol		\$340.00	\$350.00	2.9%	N	Council
Security Bonds - With Alcohol		\$678.00	\$698.50	3.0%	N	Council
Winchelsea Swimming pool						
Family Season Pass	Season	\$200.00	\$206.00	3.0%	Y	Council
Family Season Pass (Early Bird)	Season	\$175.00	\$180.00	2.9%	Y	Council
Adult Swim	Visit	\$5.90	\$6.00	1.7%	Y	Council
Child Swim	Visit	\$4.80	\$4.90	2.1%	Y	Council
School Student Swim	Visit	\$3.70	\$3.80	2.7%	Y	Council
Spectator (Non Swim)	Visit	\$1.00	\$1.00	0.0%	Y	Council
School Carnival (plus entry fee person)	Hour	\$77.50	\$80.00	3.2%	Y	Council
Regional Carnival	Visit	\$1,200.00	\$1,236.00	3.0%	Y	Council
Season Swim Pass - Single	Season	\$80.00	\$82.50	3.1%	Y	Council
Season Swim Pass - Single Concession	Season	\$73.00	\$75.00	2.7%	Y	Council
Season Swim Pass - Single (Early Bird)	Season	\$59.00	\$61.00	3.4%	Y	Council
Eastern Reserve Gymnasium						
Membership - Individual						
3 month	Membership	\$219.00	\$225.50	3.0%	Y	Council
12 month	Membership	\$711.00	\$732.50	3.0%	Y	Council
Monthly Direct Debit	Membership	\$61.00	\$63.00	3.3%	Y	Council
Membership - Concession						
3 month	Membership	\$198.00	\$204.00	3.0%	Y	Council
12 month	Membership	\$640.00	\$659.00	3.0%	Y	Council
Monthly Direct Debit	Membership	\$49.50	\$51.00	3.0%	Y	Council
Membership - Youth						
3 month	Membership	\$157.00	\$162.00	3.2%	Y	Council
12 month	Membership	\$495.00	\$510.00	3.0%	Y	Council
Monthly Direct Debit	Membership	\$43.30	\$44.50	2.8%	Y	Council
Membership - Family (max of 2 Adults & 2 Children)						
3 month	Membership	\$307.00	\$316.00	2.9%	Y	Council
12 month	Membership	\$989.00	\$1,019.00	3.0%	Y	Council
Monthly Direct Debit	Membership	\$85.00	\$87.50	2.9%	Y	Council
10 Visit Pass Health Club or Group Fitness	Membership	\$107.00	\$110.00	2.8%	Y	Council
Casual Single Visit - Health Club or Group Fitness	Visit	\$14.00	\$14.50	3.6%	Y	Council
Personal Training Member	Hour	\$55.00	\$56.50	2.7%	Y	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Sport & Recreation Centre						
Adults Basketball	Team	\$73.00	N/A	-100.0%	Y	Council
Adults Netball	Team	\$78.00	\$81.00	3.8%	Y	Council
Junior Netball	Team	\$58.50	\$60.50	3.4%	Y	Council
Indoor Soccer - Juniors	Team	\$45.00	\$46.50	3.3%	Y	Council
Indoor Soccer - Seniors	Team	\$58.50	\$60.50	3.4%	Y	Council
Kinder Gym - Casual	Visit	\$15.00	\$15.50	3.3%	Y	Council
10 Visit Pass						
Kinder Gym	Membership	\$135.00	\$139.00	3.0%	Y	Council
Fit Forever	Membership	\$107.00	\$111.00	3.7%	Y	Council
Play Groups	Membership	-	N/A		Y	Council
Team Registrations & Insurance						
Adult Registration per Season (All Sports)	Team	\$66.00	\$68.00	3.0%	Y	Council
Junior Registration per Season (All Sports)	Team	\$54.50	\$56.00	2.8%	y	Council
Fitness Classes						
Casual	Visit	\$15.50	\$16.00	3.2%	Y	Council
Concession	Visit	\$14.50	\$15.00	3.4%	Y	Council
Fit Forever	Visit	\$11.70	\$12.00	2.6%	Y	Council
10 Visit Concession Card	Membership	\$117.00	\$120.50	3.0%	Y	Council
1 Month Membership	Membership	\$98.00	\$101.00	3.1%	Y	Council
3 Month Membership	Membership	\$211.00	\$217.50	3.1%	Y	Council
6 Month Membership	Membership	\$392.00	\$404.00	3.1%	Y	Council
12 Month Membership	Membership	\$587.00	\$605.00	3.1%	Y	Council
Crèche						
Per Child Visit	Visit	\$5.80	N/A	3.4%	N	Council
10 Visit Concession Card	Membership	\$54.00	N/A	3.1%	N	Council
Main Stadium						
Sport - Casual Hire - Day Time - Off Peak Use						
Commercial Groups	Hour	\$53.50	\$55.50	3.7%	Y	Council
Registered Teams	Hour	\$33.00	\$34.00	3.0%	Y	Council
Community Groups (not-for-profit)	Hour	\$33.00	\$34.00	3.0%	Y	Council
Teams 1/2 Court	Hour	\$21.00	\$22.00	4.8%	Y	Council
Commercial 1/2 Court	Hour	\$40.00	\$41.00	3.1%	Y	Council
Badminton Single Court Hire	Hour	\$11.00	\$11.50	3.6%	Y	Council
Individual Hire 1/2 Court	Person	\$5.80	N/A	3.4%	Y	Council
Functions - Social/Commercial						
Fri/Sat/Sun (6pm-12am max Hire)	Block	\$551.00	\$567.50	3.0%	Y	Council
1/2 Hall Only (6pm-12am Hire)	Block	\$383.00	\$394.50	3.0%	Y	Council
Fri/Sat/Sun (6pm-12am)	Hour	\$98.00	\$101.00	3.1%	Y	Council
Community Group (not-for-profit) Rate 6pm-12am	Block	\$365.00	\$376.00	3.0%	Y	Council
Bonds						
Functions - No Alcohol	Booking	\$350.00	\$360.50	3.0%	N	Council
Functions - With Alcohol	Booking	\$698.00	\$719.00	3.0%	N	Council
Multi-Purpose Room						
Social & Commercial Functions						
Sat/Sun (6pm-12am max. Hire)	Block	\$239.00	\$246.00	2.9%	Y	Council
Sat/Sun (6pm-12am Hourly Rate)	Hour	\$45.00	\$46.50	3.3%	Y	Council
Mon/Fri (9am-9pm Hourly Rate)	Hour	\$20.50	\$21.00	2.4%	Y	Council
Room (Day & Evening Hourly Rate)	Hour	\$20.50	\$21.00	2.4%	Y	Council
Kitchen Hire (attached to multi purpose room)	Hour	\$16.00	\$16.50	3.1%	Y	Council
Community Group Functions						
Community Group Hire (not-for-profit)	Hour	\$10.80	\$11.00	1.9%	Y	Council
Bonds						
Functions - No Alcohol	Booking	\$340.00	\$350.00	2.9%	N	Council
Functions - With Alcohol	Booking	\$680.00	\$700.50	3.0%	N	Council
Equipment Hire						
Chair Hire	Day	\$2.70	\$3.00	11.1%	Y	Council
Multi Purpose Stadium NEW FEES & CHARGES						
Sport - Casual Hire/per Court Rate - Day Time - Off Peak						
Commercial Groups (per court rate)	Hour		\$65.50		Y	Council
Registered Teams (per court rate)	Hour		\$40.00		Y	Council
Community Groups not-for-profit (per court rate)	Hour		\$40.00		Y	Council
Teams 1/2 Court	Hour		\$26.00		Y	Council
Commercial 1/2 Court	Hour		\$48.50		Y	Council
Badminton Single Court Hire	Hour		\$13.50		Y	Council
Functions - Social/Commercial						
Fri/Sat/Sun (6pm-12am max Hire)	Block		\$667.00		Y	Council
1/2 Hall Only (6pm-12am Hire)	Block		\$464.00		Y	Council
Fri/Sat/Sun (6pm-12am)	Hour		\$119.00		Y	Council
Community Group Rate (not-for-profit) 6pm-12am	Block		\$442.00		Y	Council
Bonds						
Functions - No Alcohol	Booking		\$360.50		N	Council
Functions - With Alcohol	Booking		\$719.00		N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Multi-Purpose Stadium Rooms (Room only) NEW FEES						
Social & Commercial Functions						
Sat/Sun (6pm-12am max. Hire)			\$290.00		Y	Council
Sat/Sun (6pm-12am Hourly Rate)			\$55.00		Y	Council
Mon/Fri (9am-9pm Hourly Rate)			\$36.00		Y	Council
Full Room (Day & Evening Hourly Rate)			\$36.00		Y	Council
Kitchen Hire (attached to multi purpose room)			\$19.00		Y	Council
Community Group (not-for-profit) Functions						
Full Room - Community Group Hire (not-for-profit)			\$26.00		Y	Council
Half Room - Community Group Hire (not-for-profit)			\$13.00		Y	Council
Bonds						
Functions - No Alcohol			\$350.00		N	Council
Functions - With Alcohol			\$700.50		N	Council
Meeting Room						
Community Group Hire (not-for-profit)			\$13.00		Y	Council
Commercial			\$26.00		Y	Council
Recreation Reserves						
Recreation Reserve Licence Fees	Min Fee	\$133.00	\$137.00	3.0%	N	Council
Community & Civic Precinct Recreation Facility (Banyu-Warri Fields)						
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):						
- Oval or Synthetic/Grass Pitch	Half Day	\$318.00	\$327.50	3.0%	Y	Council
- Oval or Synthetic/Grass Pitch	Full Day	\$506.00	\$521.00	3.0%	Y	Council
- Oval or Synthetic/Grass Pitch	Hour	\$36.00	\$37.00	2.8%	Y	Council
- Oval or Synthetic/Grass Pitch with lights	Night/4 Hours	\$440.00	\$453.00	3.0%	Y	Council
- Oval or Synthetic/Grass Pitch with lights	Night / Hour	\$65.00	\$67.00	3.1%	Y	Council
- Netball Court	Half Day	\$130.00	\$134.00	3.1%	Y	Council
- Netball Court	Full Day	\$234.00	\$241.00	3.0%	Y	Council
- Netball Court	Hour	\$36.00	\$37.00	2.8%	Y	Council
Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)						
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Cleaning Fee	\$64.00	\$66.00	3.1%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Cleaning Fee	\$64.00	\$66.00	3.1%	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Cleaning Fee	\$194.00	\$200.00	3.1%	Y	Council
Grant Pavilion - Peter Troy and China Gilbert Meeting Rooms						
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$12.80	\$13.00	1.6%	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Half Day / 4 Hours	\$51.50	\$53.00	2.9%	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Full Day / 8 Hours	\$88.00	\$91.00	3.4%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$25.00	\$26.00	4.0%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Half Day / 4 Hours	\$75.00	\$77.00	2.7%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Full Day / 8 Hours	\$140.00	\$144.00	2.9%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$46.00	\$47.50	3.3%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Half Day / 4 Hours	\$151.00	\$155.50	3.0%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Full Day / 8 Hours	\$290.00	\$299.00	3.1%	Y	Council
Grant Pavilion - Tantau and Cooper Function Rooms						
Note Whole 2nd Level Available by Booking Both Rooms						
Tenant/Anchor Club - Free access for Surf Coast Football (Soccer Club) for home games and for up to 6 bookings per year. Other tenant clubs have up to 6 bookings per year. Cleaning undertaken by volunteers or by contractor paid by hirer \$160.00 per function.						
		No charge	No charge		N/A	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$25.80	\$26.50	2.7%	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Half Day	\$75.00	\$77.00	2.7%	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Full Day	\$140.00	\$144.00	2.9%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$31.50	\$32.50	3.2%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Half Day	\$102.00	\$105.00	2.9%	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Full Day	\$192.00	\$198.00	3.1%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$64.00	\$66.00	3.1%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Half Day	\$255.00	\$262.00	2.7%	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Full Day	\$439.00	\$452.00	3.0%	Y	Council
Grant Pavilion						
Grant Pavilion Function Cleaning		\$198.00	\$204.00	3.0%	Y	Council
Event Logistics Crew - Staff Member	Hour	\$37.00	\$38.00	2.7%	Y	Council
Waste Removal 240L Recycling Bin	Each	\$24.00	\$25.00	4.2%	Y	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Family & Children Services						
Family Day Care						
Family Day Care Administration Levy	Hour	\$3.00	\$3.00	0.0%	N	Council
Occasional Care (from 1 July 2020)						
Torquay Children's Hub Occasional Care 4 Hour Session	Session	\$46.40	\$48.60	4.7%	N	Council
Kurrambee Myaring Occasional care 4 hour session	Session	\$46.40	\$48.60	4.7%	N	Council
Kindergarten (Effective from Jan 2021)						
4 Year Old Program : 15 Hours per week (Jan Juc, Torquay, Kurrambee Myaring, Lorne, Anglesea and Winchelsea)	Term	\$390.00	\$400.00	2.6%	N	Council
3 Year Old Program (Torquay)	Term	\$348.00	N/A		N	Council
3 Year Old Program (Lorne) (5 Hour Session)	Term	\$540.00	N/A		N	Council
3 year Old Program (Jan Juc) (3 Hour Session)	Term	\$348.00	N/A		N	Council
3 year Old Program (Jan Juc) (4 Hour Session)	Term	\$464.00	N/A		N	Council
3 year Old Program (Winchelsea) (4 Hour Session)	Term	\$464.00	N/A		N	Council
3 year Old Program (Anglesea) (4 Hour Session)	Term	\$464.00	N/A		N	Council
3 year Old Program (Kurrambee Myaring) (3 Hour Session) - Commencing 2018	Term	\$348.00	N/A		N	Council
Kindergarten - Per Hour Fee (Effective from Jan 2021)						
3 Year Old Program (Torquay) (3hours)	Per Hour	\$11.60	\$11.80	1.7%	N	Council
3 Year Old Program (Lorne) (5 Hours)	Per Hour	\$10.80	\$11.80	9.3%	N	Council
3 year Old Program (Jan Juc) (3 Hours)	Per Hour	\$11.60	\$11.80	1.7%	N	Council
3 year Old Program (Anglesea) 3 Hours	Per Hour	\$11.60	\$11.80	1.7%	N	Council
3 year Old Program (Kurrambee Myaring) (4 hours)	Per Hour	\$11.60	\$11.80	1.7%	N	Council
Torquay Children's Hub Room hire : Commercial Rates						
Playgroup / Multipurpose Room/ Occasional Care Room						
Commercial rate - Business Hours (8.30 - 5.30pm)	Hour	\$34.00	\$34.00	0.0%	Y	Council
Commercial rate - After Hours (5.30 - 11 pm and Weekends)	Hour	\$50.00	\$50.00	0.0%	Y	Council
Commercial rate - Daily rate - (8.30 - 5.30)	Day	\$112.00	\$112.00	0.0%	Y	Council
Bond for multi purpose room hire afterhours only		\$300.00	\$300.00	0.0%	Y	Council
Cleaning Fee		\$120.00	\$124.00	3.3%	Y	Council
Torquay Children's Hub Room hire : Non- Profit Organisation Rates						
Playgroup / Multipurpose Room/ Occasional Care Room						
Non- Profit Rate - Business Hours (8.30 - 5.30pm)	Hour	\$17.00	\$17.00	0.0%	Y	Council
Non- Profit rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$27.00	\$27.00	0.0%	Y	Council
Non- Profit rate - Daily rate - (8.30 - 5.30)	Day	\$80.00	\$80.00	0.0%	Y	Council
Playgroups	Hour	\$8.70	\$8.70	0.0%	Y	Council
Bond for multi purpose room hire afterhours only		\$300.00	\$300.00	0.0%	Y	Council
Cleaning Fee			\$124.00		Y	Council
Playgroups	Hour	\$8.70	\$8.70	0.0%	Y	Council
Kurrambee Myaring Community Centre Room Hire: Commercial Rates						
Consulting Room/ Multipurpose Room (charged per room)						
Commercial rate - Business Hours (8.30 - 5.30pm)	Hour	\$34.00	\$34.00	0.0%	Y	Council
Commercial rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$50.00	\$50.00	0.0%	Y	Council
Commercial rate - Daily rate - (8.30 - 5.30)	Day	\$112.00	\$112.00	0.0%	Y	Council
Bond for multi purpose room hire afterhours only		\$300.00	\$300.00	0.0%	Y	Council
Cleaning Fee			\$124.00		Y	Council
Kurrambee Myaring Community Centre Room Hire : Non- Profit Organisation Rates						
Consulting Room/ Multipurpose Room (charged per room)						
Non- Profit Rate - Business Hours (8.30 - 5.30pm)	Hour	\$17.00	\$17.00	0.0%	Y	Council
Non- Profit rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$27.00	\$27.00	0.0%	Y	Council
Non- Profit rate - Daily rate - (8.30 - 5.30)	Day	\$80.00	\$80.00	0.0%	Y	Council
Playgroups	Hour	\$8.70	\$8.70	0.0%	Y	Council
Bond for multi purpose room hire afterhours only		\$300.00	\$300.00	0.0%	Y	Council
Cleaning Fee			\$124.00		Y	Council
Children's Services, Community Groups & Non-Profit Organisations						
Business Hours (8:30am - 5:30pm)						
Single Room (consulting, multipurpose, meeting room)	Hour	\$17.00	N/A		Y	Council
Playgroups	Hour	\$8.70	N/A		Y	Council
After Hours (5.30pm – 10pm)						
Single Room (Consulting, Multipurpose, Meeting Room)	Hour	\$27.00	N/A		Y	Council
Bond for multi purpose room hire afterhours only (cover additional cleaning, loss of swipe card and damage to facility/equipment)		\$300.00	N/A		Y	Council
Non-Profit Organisations (single room)	Day	\$80.00	N/A		Y	Council
Torquay Children's Hub and Kurrambee Myaring Community Centre - continued						
Commercial Use						
Business Hours						
Single Room (Consulting, Multipurpose, Meeting Room)	Hour	\$34.00	N/A		Y	Council
After Hours (5.30pm – 10pm)						
Single Room	Hour	\$50.00	N/A		Y	Council
For-Profit Organisations	Day	\$112.00	N/A		Y	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Arts and Culture						
Arts Space Room Hire	Week	\$110.00	\$110.00	0.0%	Y	Council
Arts Space Room Hire	Hour	\$22.00	\$22.00	0.0%	Y	Council
Arts Space Sales Commission	per sales		20% of sales when sales exceed \$2,000		Y	Council
Arts Trail						
Registration Fee for Arts Trail - Individual	Annum	\$50.00	\$50.00	0.0%	Y	Council
Registration Fee for Arts Trail - Community Group	Annum	\$150.00	\$165.00	10.0%	Y	Council
Registration Fee for Arts Trail - Organisations with 10 Artists or more	Annum	\$500.00	\$500.00	0.0%	Y	Council
Aged & Disability Services						
Commonwealth Home Support Program, Home Community Care Program for Younger People and Home Care Package Clients						
Commonwealth Home Support Program						
Delivered Meal - CHSP - Low Fee - 3 Course & Juice	Meal	\$10.00	\$10.00	0%	N	Council
Delivered Meal - CHSP - Medium Fee - 3 Course & Juice	Meal	\$12.00	\$12.00	0%	N	Council
Delivered Meal - CHSP - High Fee - 3 Course & Juice	Meal	\$18.50	\$18.50	0%	N	Council
Domestic Assistance - CHSP - Low Fee	Hour	\$6.50	\$6.50	0%	N	Council
Domestic Assistance - CHSP - Medium Fee	Hour	\$16.50	\$16.50	0%	N	Council
Domestic Assistance - CHSP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Personal Care - CHSP - Low Fee	Hour	\$6.50	\$6.50	0%	N	Council
Personal Care - CHSP - Medium Fee	Hour	\$10.00	\$10.00	0%	N	Council
Personal Care - CHSP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Respite - CHSP - Low Fee	Hour	\$3.30	\$3.30	0%	N	Council
Respite - CHSP - Medium Fee	Hour	\$5.10	\$5.10	0%	N	Council
Respite - CHSP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Property Maintenance - CHSP - Low Fee	Hour	\$13.00	\$13.00	0%	N	Council
Property Maintenance - CHSP - Medium Fee	Hour	\$19.00	\$19.00	0%	N	Council
Property Maintenance - CHSP - High Fee	Hour	\$50.00	\$50.00	0%	N	Council
Shopping Trips - CHSP	Per Outing	\$11.00	\$11.00	0%	N	Council
Musical Mornings GPAC - CHSP	Per Season	\$175.00	\$175.00	0%	N	Council
Client Travel Charge - CHSP	Km	\$0.80	\$0.80	0%	N	Council
Café Program (Social Support) - CHSP	Per Outing	Range 5 - 20	Range 5 - 20		N	Council
Home Community Care Program for Younger People						
Delivered Meal - HACC PYP - Low Fee - 3 Course & Juice	Meal	\$10.00	\$10.00	0%	N	Council
Delivered Meal - HACC PYP - Medium Fee - 3 Course & Juice	Meal	\$12.00	\$12.00	0%	N	Council
Delivered Meal - HACC PYP - High Fee - 3 Course & Juice	Meal	\$18.50	\$18.50	0%	N	Council
Domestic Assistance - HACC PYP - Low Fee	Hour	\$6.50	\$6.50	0%	N	Council
Domestic Assistance - HACC PYP - Medium Fee	Hour	\$16.50	\$16.50	0%	N	Council
Domestic Assistance - HACC PYP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Personal Care - HACC PYP - Low Fee	Hour	\$6.50	\$6.50	0%	N	Council
Personal Care - HACC PYP - Medium Fee	Hour	\$10.00	\$10.00	0%	N	Council
Personal Care - HACC PYP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Respite - HACC PYP - Low Fee	Hour	\$3.30	\$3.30	0%	N	Council
Respite - HACC PYP - Medium Fee	Hour	\$5.10	\$5.10	0%	N	Council
Respite - HACC PYP - High Fee	Hour	\$48.00	\$48.00	0%	N	Council
Property Maintenance - HACC PYP - Low Fee	Hour	\$13.00	\$13.00	0%	N	Council
Property Maintenance - HACC PYP - Medium Fee	Hour	\$19.00	\$19.00	0%	N	Council
Property Maintenance - HACC PYP - High Fee	Hour	\$50.00	\$50.00	0%	N	Council
Client Travel Charge - CHSP	Km	\$0.80	\$0.80	0%	N	Council
Café Program (Social Support) - CHSP	Per Outing	Range 5 - 20	Range 5 - 20		N	Council
Aged and Disability Services - Brokerage Fees						
Delivered Meals - Broker	Hour	\$25.00	N/A		N	Council
Shopping Trip - Broker	Per Outing	\$76.65	N/A		N	Council
Café Program - Broker	Per Outing	\$25.00	N/A		N	Council
Musical Mornings - Broker	Per Season	\$300.00	N/A		N	Council
Client Travel Charge - Broker	Km	\$1.50	N/A		N	Council
Domestic Assistance - 7am - 7pm (Mon-Fri)	Hour	\$65.00	N/A		N	Council
Domestic Assistance - Outside Standard Hours	Hour	\$130.00	N/A		N	Council
Personal Care - Broker - 7am-7pm (Mon-Fri)	Hour	\$65.00	N/A		N	Council
Personal Care - Outside Standard Hours	Hour	\$130.00	N/A		N	Council
Respite Care - Broker - 7am-7pm Mon-Fri	Hour	\$65.00	N/A		N	Council
Respite Care - Outside Standard Hours	Hour	\$130.00	N/A		N	Council
After Hours Care Coordination - Broker	Hour	\$100.00	N/A		N	Council
Home Safety Check - Broker	Hour	\$80.00	N/A		N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Aged & Disability Services						
Aged and Disability Services - Home Care Packages						
Delivered Meals	Hour	\$25.00	N/A		N	Council
Shopping Trip	Per Outing	\$76.65	N/A		N	Council
Café Program	Per Outing	\$25.00	N/A		N	Council
Musical Mornings	Per Season	\$300.00	N/A		N	Council
Client Travel Charge	Km	\$1.50	N/A		N	Council
Domestic Assistance - 7am-7pm (Mon-Fri)	Hour	\$65.00	N/A		N	Council
Domestic Assistance -Outside standard hours	N/A	\$130.00	N/A		N	Council
Personal Care - Broker - 7am-7pm (Mon-Fri)	Hour	\$65.00	N/A		N	Council
Personal Care -Outside standard hours	Hour	\$130.00	N/A		N	Council
Respite Care - Broker - 7am-7pm Mon-Fri	Hour	\$65.00	N/A		N	Council
Respite Care -Outside standard hours	Hour	\$130.00	N/A		N	Council
Home Safety Check	Hour	\$80.00	N/A		Y	Council
After Hours Care Coordination						
Level 1 - Standard case management	Per Year	\$412.50	N/A		N	Council
Level 1 - High case management	Per Year	\$618.75	N/A		N	Council
Level 1 - Administration Fee	Per Year	20%	N/A		N	Council
Level 2 - Standard case management	Per Year	\$750.00	N/A		N	Council
Level 2 - High case management	Per Year	\$1,125.00	N/A		N	Council
Level 2 - Administration Fee	Per Year	20%	N/A		N	Council
Level 3 - Standard case management	Per Year	\$1,650.00	N/A		N	Council
Level 3 - High case management	Per Year	\$2,475.00	N/A		N	Council
Level 3 - Administration Fee	Per Year	20%	N/A		N	Council
Level 4 - Standard case management	Per Year	\$2,513.00	N/A		N	Council
Level 4 - High case management	Per Year	\$3,769.00	N/A		N	Council
Level 4 - Administration Fee	Per Year	20%	N/A		N	Council
Package Exit Fee		\$500.00	N/A		N	Council
Veterans						
Veterans Home Care		Set and Fixed by Veterans Home Care	N/A		N	Veteran Home Care
Veterans travel		Set and Fixed by Veterans Home Care	N/A		N	Veteran Home Care
NDIS						
NDIS Home Care		Set and Fixed by NDIS	N/A			NDIS
NDIS Travel Charge		\$1.50	N/A		N	Council
CORPORATE						
Financial Services						
Rate Administration						
Rate Searches – Hard Copy	Hour	\$127.00	\$127.00	0.0%	N	Council
Rate Searches – Computer Records		\$27.00	\$27.00	0.0%	N	Council
Sales Register (Issued Quarterly not Including Names and Addresses)		\$246.00	\$254.00	3.3%	N	Council
Payment Rejection Administration Fee - Rates and Debtors		\$45.00	\$45.00	0.0%	N	Council
Land Information Certificate		\$27.00	\$27.00	0.0%	N	Statutory
Recovery Referral Fee		\$38.00	\$38.00	0.0%	N	Council
Interest on Sundry Debtors (Penalty Interest Act)		10.00%	10.00%	0.0%	N	Statutory
Information Services						
Freedom of Information						
Freedom of Information Fee		\$29.60	\$31.05	4.9%	N	Statutory
Administration Cost for FOI Searches	Hour	\$22.20	\$22.80	2.7%	N	Statutory
Risk Management						
Insurance						
Contents Insurance for Approved Community Groups						
Contents up to \$10,000	Council	\$44.00	N/A		Y	Council
Each Additional \$10,000 Contents or Part Thereof	Council	\$44.00	N/A		Y	Council
GIS IMAGES						
Job specific mapping (Including Digital Data Supply)	Hour	\$56.00	N/A		N	Council
PLANNING & ENVIRONMENT						
Visitor Centres						
Marketing display fee - Lorne Visitor Centre A3 Display	Week	\$10.00	\$10.00	0.0%	Y	Council
Marketing display fee - Lorne Visitor Centre Light Box	Week	\$23.00 - \$37.00	\$23.00 - \$37.00		Y	Council
Marketing display fee - Lorne Visitor Centre Floor Display	Week	\$26.00 - \$74.00	\$26.00 - \$74.00		Y	Council
Marketing display fee - Lorne Visitor Centre Local Arts Display	Week	\$13.00	\$13.00	0.0%	Y	Council
Marketing display Fee - Torquay Visitor Centre Local Arts	Week	\$13.00	N/A		Y	Council
Tourism						
Commercial Tour Operator Licenses						
Annual Fee – Standard One Year Licence	Licence	\$300.30	\$307.80	2.5%	N	Statutory
Annual Fee – More than One Year Licence (Currently 3 year)	Licence	\$227.00	\$241.40	6.3%	N	Statutory
Use Fee – General Visitor	Visitor	\$2.40	\$2.40	0.0%	N	Statutory
Use Fee – School Student and Child	Visitor	\$1.60	\$1.60	0.0%	N	Statutory
Use Fee Cap (Maximum)		\$14,720.00	\$0.00	-100.0%	N	Statutory
Tourism Signage Assessment and Installation	Minimum Cost	\$495.00	N/A		N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Australian National Surfing Museum						
Theatre Hire Day Rate	Hour	\$73.00	\$73.00	0.0%	Y	Council
Theatre Hire Night Rate	Hour	\$134.00	\$134.00	0.0%	Y	Council
Whole Facility (Day or Night)	Hour	\$158.00	\$158.00	0.0%	Y	Council
Bond (Only for Whole Facility and Dependent on Group)		\$1,000.00	\$1,000.00	0.0%	N	Council
Bond (for Hiring of Theatre Room Alone)		\$400.00	\$400.00	0.0%	N	Council
Adult Entry	Visit	\$12.00	\$12.00	0.0%	Y	Council
Child Entry	Visit	\$8.00	\$8.00	0.0%	Y	Council
Children Under 5yrs	Visit	Free	Free			Council
Concession Entry	Visit	\$8.00	\$8.00	0.0%	Y	Council
Family Entry	Visit	\$25.00	\$25.00	0.0%	Y	Council
School Groups Entry	Visit	\$6.50	\$6.50	0.0%	Y	Council
Bells Tour School Groups	Visit	\$9.00	\$9.00	0.0%	Y	Council
Theatre Hire Day Rate (Community Group)	Hour	\$52.00	\$52.00	0.0%	Y	Council
Theatre Hire Night Rate (Community Group)	Hour	\$109.00	\$109.00	0.0%	Y	Council
Research Fee without Museum Officer	Hour	\$12.00	\$12.00	0.0%	Y	Council
Research Fee with Museum Officer	Hour	\$45.00	\$45.00	0.0%	Y	Council
Copying / Image Reproduction						
Books, Magazines, Newspapers and Journals (PDF)	Per 10 Pages	\$20.00	\$20.00	0.0%	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$17.00	\$17.00	0.0%	Y	Council
Pictures and Photographs	Each	\$22.00	\$22.00	0.0%	Y	Council
Local Laws						
Dog & Cat Registrations						
Dog or Cat Eligible for Reduced Rate Under the Domestic Animals Act 1994. Includes:						
- Sterilised Dog & Cat						
- Dog or Cat kept for Breeding in Registered Domestic Business						
- Cat Registered with Prescribed Feline Association						
- Dogs Registered with Prescribed Canine Association						
- Dogs that have Undergone Obedience Training which Complies with Regulations						
- Working Dog						
- Dogs Older than 10 Years Old						
Dangerous, Menacing or Restricted Breed Dogs		\$480.00	\$495.00	3.1%	N	Council
Dangerous, Menacing or Restricted Breed Dogs that have Undergone Proactive Training or is a Guard Dog		\$200.00	\$205.00	2.5%	N	Council
All Other Dogs & Cats (e.g. Non Desexed Animal)		\$200.00	\$205.00	2.5%	N	Council
Late Payment Surcharge		\$9.20	\$9.50	3.3%	N	Council
Dog & Cat Fees						
Cat Cage Hire	Week	\$39.00	\$40.00	2.6%	Y	Council
Cat Cage Deposit		\$65.00	\$65.00	0.0%	N	Council
Dogs Citronella Collar Hire		\$47.50	\$48.50	2.1%	Y	Council
Dogs Citronella Collar Deposit		\$67.00	\$69.00	3.0%	N	Council
Dogs Citronella Collar Refill		\$19.50	\$20.00	2.6%	Y	Council
Domestic Animal Business		\$553.00	\$570.00	3.1%	N	Council
Excess Dog Application and Inspection Fee		\$239.00	\$245.00	2.5%	N	Council
Pound Release Fee		\$175.00	\$180.00	2.9%	Y	Council
Cat Pound Release Fee		\$175.00	N/A		Y	Council
Pound release (Unregistered Animal Surcharge)		\$27.00	\$28.00	3.7%	N	Council
Replacement Dog/Cat Tags		\$3.30	\$3.40	3.0%	N	Council
Impounding of Livestock (Other Than Dogs/Cats)						
Impounding of Livestock	Head	\$230.50	\$237.00	2.8%	Y	Council
Sheep, Pigs and Goats (Varies to Market Price)	Head	\$230.50	N/A		Y	Council
Others (Varies to Market Price)	Head	\$15.30	N/A		Y	Council
After Hours Call Out		\$355.00	\$365.00	2.8%	N	Council
Sustenance	Head	\$78.50	\$80.50	2.5%	N	Council
Penalties						
Parking for a period longer than fixed		\$155.00	N/A		N	Statutory
Parking for a period longer than fixed in a Council controlled area		\$155.00	\$165.00	6.5%	N	Statutory
Road Safety Act Parking Enforcement		Various	Various		N	Statutory
Release fee for impounded goods		\$105.00	\$108.00	2.9%	N	Council
Towing of Abandoned Vehicles		\$205.00	\$211.00	2.9%	N	Council
Permits						
Shopfront 'Street' Trading Permits						
A Frame Inspection and Application Fee		\$75.50	N/A		N	Council
A Frame Permit		\$228.00	\$235.00	3.07%	N	Council
Permit Inspection and Application Fee		\$39.00	N/A		N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$56.00	\$57.50	2.68%	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$75.50	\$77.50	2.65%	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$109.00	\$112.00	2.75%	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$142.00	\$146.00	2.82%	N	Council
Miscellaneous Permits						
Disabled Parking Permits		No Charge	No Charge		N	Council
Open for Inspection Signage Permit		\$248.00	\$255.00	2.8%	N	Council
Camping Permit Fee (Private Property)		\$206.00	\$212.00	2.9%	N	Council
Occupy Temp Accommodation on Land	6 Months	\$275.00	\$283.00	2.9%	N	Council
Occupy Road	Day	\$206.00	\$212.00	2.9%	N	Council
Waste Bin (Regardless of Size) < 30 Days		\$108.00	\$111.00	2.8%	N	Council
Wedding Application Permit Fee - Conduct a Wedding on Council Land and Reserves		\$206.00	\$213.00	3.4%	N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Statutory Planning						
Town Planning Application Fees		Various	Various		N	Statutory
Advertising of Application – Up to first 15 Properties.		\$132.50	\$136.50	3.0%	N	Council
Advertising of Application - Subsequent Properties.		\$9.50	\$10.00	5.3%	N	Council
Erect Public Notice on a property (Per Notice)		\$206.00	\$212.50	3.2%	N	Council
Request Extension of Time to Planning Permit		\$322.00	\$332.00	3.1%	N	Council
Amendment of Plans/Permits		\$315.00	N/A		N	Council
Secondary Consent Applications		\$315.00	\$324.50	3.0%	N	Council
Subdivision Applications		Various	N/A		N	Statutory
Subdivision Certification		Various	Various		N	Statutory
Building Approvals for Properties Search		\$48.60	N/A		N	Statutory
Plans for Approval		\$315.00	\$324.50	3.0%	N	Council
Statutory Planning Written Advice		\$138.50	\$143.00	3.2%	N	Council
Copy of Plans						
Copy of Planning Permit - A3 or A4 size		\$12.00	\$12.50	4.2%	N	Council
Copy of Planning Permit - A0 or A1 size		\$23.50	\$24.50	4.3%	N	Council
Copy of Planning Permit		\$50.00	\$51.50	3.0%	N	Council
Strategic Planning						
Strategic Planning Written Advice			\$143.00		Y	Council
Strategic Planning Publications - Surf Coast Environmental History		\$20.00	\$20.00	0.0%	N	Council
Strategic Planning Publications - Sustainable Design Guide			\$20.00		N	Council
Strategic Planning Publications - Farmland Forest and Surf Environmental History			\$20.00		N	Council
Building Control - Building Charges						
Copy of Plans		\$175.00	\$180.00	2.9%	N	Council
Copy of Building Approval/Certificate of Occupancy		\$75.00	\$77.00	2.7%	N	Council
Variation of Regulations		\$290.40	\$290.40	0.0%	N	Statutory
Building over Easement		\$290.40	N/A		N	Council
Lodgement Fee		\$121.90	\$121.90	0.0%	N	Statutory
Property Information Request		\$47.20	\$47.20	0.0%	N	Statutory
Council Consultation Fee	Hour	\$150.00	\$150.00	0.0%	N	Council
Hoarding Application Fee		\$294.70	\$294.70	0.0%	N	Statutory
Hoarding (fence of barrier) Permit Fee	per m2 per week	\$3.80	\$3.90	2.6%	N	Council
Council Comments (if Report and Consent not obtained)		\$405.00	\$410.00	1.2%	N	Council
Place of Public Entertainment		\$600.00	\$615.00	2.5%	N	Council
Temporary Structure (Siting) Permit		\$300.00	\$310.00	3.3%	N	Council
Swimming Pool and/or Spa registration		\$31.85	\$31.85	0.0%	N	Statutory
Swimming Pool and/or Spa archive search fee		\$47.25	\$47.58	0.7%	N	Statutory
Lodgement of Certificate of Compliance (Pool and/or Spa)		\$20.45	\$20.45	0.0%	N	Statutory
Lodgement of Certificate of Non-Compliance (Pool and/or Spa)		\$385.10	\$385.10	0.0%	N	Statutory
Property Enquiries		\$48.50	N/A		N	Council
Demolition Consent Permit		\$85.20	\$85.20	0.0%	N	Statutory
Stormwater Application (Legal Point of Discharge)		\$115.50	\$130.00	12.6%	N	Statutory
Legal Point of Discharge, additional data request			\$40.00	New	Y	Council
Stormwater Connection Permit			\$132.00		Y	Council
Environment Protection Act 1970						
Septic Tanks						
Septic Tank Application Fee – Install		\$626.00	\$645.00	3.0%	N	Council
Septic Tank Application Fee – Alter		\$276.00	\$284.50	3.1%	N	Council
Building Regulation 801 Consent Request		\$250.00	\$257.50	3.0%	N	Council
Septic Tank File Request		\$34.00	\$35.00	2.9%	N	Council
Urgent Septic Tank File Request		\$136.00	\$140.00	2.9%	N	Council
Food Act 1984						
New Registration						
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,340.00	\$1,380.00	3.0%	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$910.00	\$937.50	3.0%	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$725.00	\$747.00	3.0%	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$115.00	\$118.50	3.0%	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$425.00	\$438.00	3.1%	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$60.00	\$62.00	3.3%	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$203.00	\$209.00	3.0%	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$125.00	\$129.00	3.2%	N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	25% of New Registration Fee		N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)		No Charge	No Charge		N	Council
Renewal of Registration						
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$890.00	\$917.00	3.0%	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$610.00	\$628.50	3.0%	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$485.00	\$500.00	3.1%	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$115.00	\$118.50	3.0%	N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Food Act 1984 - Continued						
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$280.00	\$288.50	3.0%	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$60.00	\$62.00	3.3%	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$135.00	\$138.00	2.2%	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$80.00	\$82.00	2.5%	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)		No Charge	No Charge		N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	25% of New Registration Fee		N	Council
Renewal of Registration - 5 Star Rating						
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$805.00	N/A		N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$550.00	N/A		N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$440.00	N/A		N	Council
Renewal of Registration - 2 Star Rating						
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,155.00	N/A		N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$790.00	N/A		N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$625.00	N/A		N	Council
Renewal of Registration - 1 Star Rating						
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,245.00	N/A		N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$845.00	N/A		N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$675.00	N/A		N	Council
Transfer of Registration						
Application for Transfer of Registration		50% Renewal of Registration Fee	50% Renewal of Registration Fee		N	Council
Health / Accommodation Requests for Inspection						
Request for Inspection/Assessment and Report Fee		\$270.00	\$278.00	3.0%	N	Council
Urgent request for Inspection/assessment and report fee (within 2 working days)		\$525.00	\$541.00	3.0%	N	Council
<i>Note: Food premises are classed in accordance with section 19c of the Food Act 1984</i>						
Public Health and Wellbeing Act 2008						
Registered Premises - New Application:						
Hairdressing and/or Temporary Make Up						
New Application Once off Application		\$160.00	\$165.00	3.1%	N	Council
Transfer		\$160.00	\$165.00	3.1%	N	Council
Beauty Therapy (excl. Temporary Make Up)						
New Application		\$160.00	\$165.00	3.1%	N	Council
Renewal		\$160.00	\$165.00	3.1%	N	Council
Transfer		\$85.00	\$87.50	2.9%	N	Council
Aquatic Facilities						
New Application			\$185.00		N	Council
Renewal			\$185.00		N	Council
Transfer			\$93.00		N	Council
Skin Penetration, Tattooing, Colonic Irrigation						
New Application		\$220.00	\$228.50	3.0%	N	Council
Renewal		\$220.00	\$228.50	3.0%	N	Council
Transfer		\$105.00	\$108.00	2.9%	N	Council
Prescribed Accommodation - New Application / Renewal						
6-15 people		\$310.00	\$319.50	3.1%	N	Council
16-25 people		\$440.00	\$453.00	3.0%	N	Council
26-50 people		\$560.00	\$577.00	3.0%	N	Council
> 50 people		\$750.00	\$772.50	3.0%	N	Council
Prescribed Accommodation - Transfer		50% of new application / renewal fee	50% of new application / renewal fee		N	Council
<i>Bi-annual pro-rata rates apply</i>						
Caravan Parks (Fee Per Unit Set By State Government)						
Caravan Park Registration - Maximum fee set under the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010	Site	N/A	N/A		N	Statutory
Transfer of Caravan Park Registration	Fee Units	5 fee units	5 fee units		N	Statutory
Immunisations						
Immunisation (Vaccines)		At Cost per Dose plus 30%	N/A		N	Council
Immunisation History Search		24.00	\$25.00	4.2%	N	Council
Fire Prevention (Fee Per Unit Set By State Government)						
CFA Act Infringement Notice (legislated fee)	10 Penalty Units	\$1,585.70	\$1,652.00	4.2%	N	Statutory
Block Clearing		Cost + \$170	Cost + \$175		N	Council
Application for Permit to Burn		No Charge	N/A		N	Council
INFRASTRUCTURE						
Infrastructure Administration						
Vehicle Crossings (Non-Utillities)		\$185.00	\$190.00	2.7%	N	Council
Additional Inspection		\$80.00	\$85.00	6.3%	N	Council
Memorandum of Authorisation (Traffic Management Plan Approval)		\$100.00	N/A		N	Council
Asset Protection Permit		\$185.00	\$190.00	2.7%	N	Council
Building over Easement		\$290.40	\$300.00	3.3%	N	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Road Works Permits (Fee Per Unit Set By State Government)						
Arterial Road - Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.20	\$43.20	0.0%	N	Statutory
Arterial Road - Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	30.20	\$30.20	0.0%	N	Statutory
Arterial Road - Minor Works on Roadway, Shoulder or Pathway	Fee Units	16.00	\$16.00	0.0%	N	Statutory
Arterial Road - Minor Works not on Roadway, Shoulder or Pathway	Fee Units	9.50	\$9.50	0.0%	N	Statutory
Other Roads Speed Over 50km/h - Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.10	\$43.10	0.0%	N	Statutory
Other Roads Speeds Over 50km/h - Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	23.50	\$23.50	0.0%	N	Statutory
Other Roads Speeds Over 50km/h - Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30	\$9.30	0.0%	N	Statutory
Other Roads Speeds Over 50km/h - Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	\$6.00	0.0%	N	Statutory
Other Roads Speed Under 50km/h - Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	23.50	\$23.50	0.0%	N	Statutory
Other Roads Speeds Under 50km/h - Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	\$6.00	0.0%	N	Statutory
Other Roads Speeds Under 50km/h - Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30	\$9.30	0.0%	N	Statutory
Other Roads Speeds Under 50km/h - Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	\$6.00	0.0%	N	Statutory
Developer Levies						
Non-Standard Public Lighting Levy		\$320.00	\$330.00	3.1%	N	Council
Admin. Fee - Special Rate Projects	Percentage	6.00%	N/A		N	Council
Subdivision Supervision Fees	Percentage	2.50%	2.50%	0.0%	N	Statutory
Subdivisions Plan - Checking Fees	Percentage	0.75%	0.75%	0.0%	N	Statutory
Drainage Investigation for Unit Developments (Up-to Three Units)		\$440.00	N/A		N	Council
Drainage Investigation Hourly Rate		\$130.00	N/A		N	Council
Water Permits						
Water Permits - Minimum Charge Includes First 3,000 Litres	First 3,000 Litres	\$22.50	\$23.20	3.1%	N	Council
Water Permits - Cost per Kilolitre Above 3,000 litres	Per Kilolitre Above 3,000 Litres	\$2.50	\$2.60	4.0%	N	Council
Waste Disposal						
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$86.00	\$88.00	2.3%	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$86.00	\$88.00	2.3%	Y	Council
Commercial Garbage - Compacted Waste	Tonne	\$163.80	\$196.00	19.7%	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$86.00	\$88.00	2.3%	Y	Council
Commercial Hard Waste - Uncompacted Waste	Cubic Metre	\$86.00	\$88.00	2.3%	Y	Council
Clean Fill (Anglesea Only - Subject to Demand)	Tonne	\$23.50	\$24.00	2%	Y	Council
Construction & Demolition - Waste Mixed	Tonne	\$163.80	\$196.00	19.7%	Y	Council
Construction & Demolition - Recycle Clean Plaster (Anglesea)	Tonne	\$32.00	\$33.00	3.1%	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Anglesea)	Tonne	\$64.50	\$66.00	2.3%	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Lorne)	Cubic Metre	\$102.00	\$104.00	2.0%	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$14.00	\$14.40	2.9%	Y	Council
Green Waste	Cubic Metre	\$31.00	\$32.00	3.2%	Y	Council
Tree stumps (Anglesea only)	Tonne	\$42.00	\$43.00	2.4%	Y	Council
General Items						
Car Tyres	Each	\$8.50	\$9.00	5.9%	Y	Council
Light Truck/4wd Tyres	Each	\$10.00	\$10.50	5.0%	Y	Council
Truck Tyres	Each	\$21.50	\$22.00	2.3%	Y	Council
Car Bodies & Caravans	Each	\$60.00	\$62.00	3.3%	Y	Council
Mattresses (& Bases)	Each	\$23.50	\$24.00	2.1%	Y	Council
Sale of Mulch (Subject to Availability)	Cubic Metre	\$15.00	\$15.00	0.0%	Y	Council
Sale of Second Hand Bins (Anglesea only - Subject to Availability)	Each	\$15.50	\$16.00	3.2%	Y	Council
Sale of Compast Bins	Each	\$56.00	N/A		Y	Council
Sale of Reusable Items - Fee for Items to be Determined by Coordinator Waste Management	Each	Various	Various		Y	Council
Sale of Crushed Masonry (subject to availability)	Cubic Metre	\$15.00	\$16.00	6.7%	Y	Council
E Waste - All sites - free	Max 20 items		\$0.00		N/A	Council
Clean Sand - Anglesea landfill - free			\$0.00		N/A	Council
Waste auto oil recycling - Anglesea, Lorne, Winchelsea - free	<20 litres		\$0.00		N/A	Council
drumMUSTER drums - Winchelsea - free			\$0.00		N/A	Council
Auto and marine batteries, white goods, metal, e-waste - All sites - free			\$0.00		N/A	Council
Recycled televisions - All sites - free			\$0.00		N/A	Council
Kerbside Waste Collection						
Residential Garbage Service Upgrade - each additional 120L per week capacity equivalent	Year	\$190.00	\$130.00	-31.6%	N	Council
Additional Residential Recycle Service - 120L, 240L or 360L Bin	Year	\$69.00	\$70.00	1.4%	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$64.00	\$65.00	1.6%	N	Council
Additional Residential Green Waste Service - 120L, 240L or 360L Bin	Year	\$74.00	\$90.00	21.6%	N	Council
Upgrade Residential Green Waste Service to 360L Bin	Year	\$63.00	\$65.00	3.2%	N	Council
Additional Residential Glass Waste Service - 140L or 240L Bin	Year	\$40.00	\$40.00	-100.0%	N	Council
Upgrade Residential Glass Waste Service to 240L Bin	Occasion	\$65.00	\$65.00	-100.0%	N	Council
Event Bin Hire	Each	\$19.50	\$20.00	2.6%	Y	Council
Infrequently Occupied Residence Bin Placement Fee	Occasion	\$7.00	\$7.20	2.9%	N	Council
Replacement Key	Each	\$2.50	\$2.50	-100.0%	N	Council
Safe Waste bin strap	Each	\$3.50	\$4.00	14.3%	Y	Council
Bin Springs	Each		\$27.50		Y	Council

Draft Budget 2020-21



Section 86 Committee Fees and Charges

Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
S86 Committee Fees and Charges						
Anderson Roadknight Reserve						
Main Hall - Community	Hour	\$16.50	N/A		Yes	Council
Main Hall - Commercial	Hour	\$22.00	N/A		Yes	Council
Main Hall - use of kitchen with booking	Hour	\$5.50	\$15.00	173%	Yes	Council
Meeting Room - Community	Hour	\$16.50	\$15.00	-9%	Yes	Council
Courtyard with Access to toilets	Hour		\$10.00		Yes	Council
Kitchen only	Hour		\$15.00		Yes	Council
Meeting Room - Private Hirers/Classes	Hour	\$22.00	N/A		Yes	Council
Major Functions - Private	Day	\$220.00	\$200.00	-9%	Yes	Council
Major Functions Private (up to 4 hours)	Half Day		\$100.00		Yes	Council
Major Functions - Community	Day	\$110.00	\$100.00	-9%	Yes	Council
Outdoor Areas - Required by Major Function	Hour	\$5.50	N/A		Yes	Council
Children's Birthday Party	2 Hours	\$22.00	N/A		Yes	Council
Children's Birthday Party - use of kitchen with booking	Hour	\$5.50	N/A		Yes	Council
Connewarre Reserve						
Main Hall - 2-5 hours	Half Day	\$77.00	\$77.00	0%	Yes	Council
Main Hall - 5-8 hours	Day	\$154.00	\$154.00	0%	Yes	Council
Main Hall - 5pm-midnight	Evening	\$275.00	\$275.00	0%	Yes	Council
Oval	Half Day	\$55.00	\$55.00	0%	Yes	Council
Oval	Day	\$99.00	\$99.00	0%	Yes	Council
Deans Marsh Memorial Park						
Main Hall - Community	Hour	\$16.50	\$16.50	0%	Yes	Council
Main Hall - Commercial	Hour	\$22.00	\$22.00	0%	Yes	Council
Main Hall - Community	Half Day	\$165.00	\$165.00	0%	Yes	Council
Main Hall - Commercial	Half Day	\$275.00	\$275.00	0%	Yes	Council
Main Hall - Community	Day	\$330.00	\$330.00	0%	Yes	Council
Main Hall - Commercial	Day	\$550.00	\$550.00	0%	Yes	Council
Main Hall - Wedding	Day	\$550.00	\$550.00	0%	Yes	Council
Football Shed	Day	\$110.00	\$110.00	0%	Yes	Council
Oval	Day	\$110.00	\$110.00	0%	Yes	Council
Eastern Reserve						
Members Room Only - Community - Non Catered	Hour	\$12.50	\$12.50	0%	Yes	Council
Members Room Only - Commercial - Non Catered	Hour	\$25.00	\$25.00	0%	Yes	Council
Members Room Only - Community - Catered	Half Day	\$110.00	\$130.00	18%	Yes	Council
Members Room Only - Commercial - Catered	Half Day	\$210.00	\$210.00	0%	Yes	Council
Members Room Only - Community - Catered	Day	\$160.00	\$160.00	0%	Yes	Council
Members Room Only - Commercial - Catered	Day	\$260.00	\$260.00	0%	Yes	Council
Multipurpose Room Only - Community	Hour	\$10.50	\$10.50	0%	Yes	Council
Multipurpose Room Only - Commercial	Hour	\$10.50	\$10.50	0%	Yes	Council
Bendigo Bank Room - Non Catered	Half Day	\$220.00	\$220.00	0%	Yes	Council
Bendigo Bank Room - Non Catered	Day	\$330.00	\$330.00	0%	Yes	Council
Bendigo Bank Room - Community - Catered	Half Day	\$330.00	\$340.00	3%	Yes	Council
Bendigo Bank Room - Commercial - Catered	Half Day	\$440.00	\$450.00	2%	Yes	Council
Bendigo Bank Room - Community - Catered	Day	\$440.00	\$450.00	2%	Yes	Council
Bendigo Bank Room - Commercial - Catered	Day	\$650.00	\$660.00	2%	Yes	Council
Room Set Up / Pack Up		\$120.00	\$120.00	0%	Yes	Council
Administration	Hour	\$50.00	\$50.00	0%	Yes	Council
Oval Only	Hour	\$35.00	\$35.00	0%	Yes	Council
Ground - Community (including change rooms, training lights)	Hour	\$90.00	\$90.00	0%	Yes	Council
Ground - Commercial (including change rooms, training lights)	Hour	\$225.00	\$225.00	0%	Yes	Council
Oval Lighting Hire - 75 Lux (Training) - Community	Hour		\$55.00		Yes	Council
Oval Lighting Hire - 75 Lux (Training) - Commercial	Hour		\$137.50		Yes	Council
Oval Lighting Hire - 200 Lux (Training) - Community	Hour		\$88.00		Yes	Council
Oval Lighting Hire - 200 Lux (Training) - Commercial	Hour		\$220.00		Yes	Council

Draft Budget 2020-21



Description	Unit	2019-20	2020-21	Annual % Change	Includes GST (Y/N)	Fee Type
Globe Theatre						
Main Hall - Community	Hour	\$10.00	\$10.00	0%	Yes	Council
Main Hall - Commercial	Hour	\$20.00	\$20.00	0%	Yes	Council
Main Hall - 2 hours	Quarter Day	\$70.00	\$70.00	0%	Yes	Council
Main Hall - 2.5 hours	Half Day	\$120.00	\$120.00	0%	Yes	Council
Main Hall - 5-8 hours	Day	\$160.00	\$160.00	0%	Yes	Council
Cleaning Fee		\$180.00	\$180.00	0%	Yes	Council
Bond- Function without alcohol			\$200.00		Yes	Council
Bond- Functions with alcohol			\$400.00		Yes	Council
Modewarre Hall & Reserve						
Main Hall - Community	Hour	\$30.00	\$30.00	0%	Yes	Council
Main Hall & Playground - Morning	Half Day	\$55.00	\$55.00	0%	Yes	Council
Main Hall & Playground - Afternoon	Half Day	\$65.00	\$65.00	0%	Yes	Council
Main Hall - Afternoon	Half Day	\$132.00	\$132.00	0%	Yes	Council
Main Hall - Evening	Half Day	\$275.00	\$275.00	0%	Yes	Council
Main Hall - Wedding	Day	\$440.00	\$440.00	0%	Yes	Council
Main Hall - Function - Evening	Half Day	\$330.00	\$330.00	0%	Yes	Council
Stribling Reserve						
Meeting Room - Community	Quarter Day	\$15.00	\$15.00	0%	Yes	Council
Kitchen	Half Day	\$50.00	\$50.00	0%	Yes	Council
Main Room - Function	Half Day	\$400.00	\$400.00	0%	Yes	Council
Main Room - Children's Birthday Party	Half Day	\$50.00	\$50.00	0%	Yes	Council
Oval	Hour	\$66.00	\$66.00	0%	Yes	Council
Netball Court	Hour	\$66.00	\$66.00	0%	Yes	Council

Draft Budget 2020-21



Appendix B – Cash Reserves

This appendix details Cash Reserves held by Council and their Purposes.

Accumulated Unallocated Cash Reserve

Purpose

The purpose of this reserve is to separately identify Council's unallocated cash.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated by Council based on operational savings or unallocated sources of funding. Outflows from this reserve will be allocations based solely on Council resolutions.

Forecast Balance as at 30 June 2020:	\$2,943,000
Budgeted Balance as at 30 June 2021:	\$3,194,000

Adopted Strategy Implementation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with approved strategies adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated via Council resolution. Outflows will be funds allocated to specific projects by Council resolution.

Forecast Balance as at 30 June 2020:	\$5,847,000
Budgeted Balance as at 30 June 2021:	\$5,769,000

Aireys Inlet Units Reserve (legislative)

Purpose

The purpose of this reserve is as the funding source for the maintenance of social housing for disadvantaged low income earners. Four social housing units currently exist in Aireys Inlet.

Typical Sources of Inflows and Outflows:

Inflows are received by way of rent. Outflows cover future maintenance and capital expenditure related to the units.

Forecast Balance as at 30 June 2020:	\$310,000
Budgeted Balance as at 30 June 2021:	\$317,000

Asset Renewal Reserve

Purpose

The purpose of this reserve is to provide funding based on the Asset Renewal Funding Strategy

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis increasing year on year at a predetermined rate as set by Council. Funds from renewal projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on renewal of Council assets including Council's heavy plant (graders, trucks, etc) and fleet previously funded from the now closed Plant Reserve.

Forecast Balance as at 30 June 2020:	\$783,000
Budgeted Balance as at 30 June 2021:	\$786,000

Draft Budget 2020-21



Carried Forward Capital Works Reserve

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for capital works that are still in progress at year end.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Forecast Balance as at 30 June 2020:	\$17,976,000
Budgeted Balance as at 30 June 2021:	\$13,338,000

Carried Forward Operational Projects Reserve

Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for operational projects that are still in progress at year end.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated at end of financial year relating to incomplete projects. Outflows will be funds allocated in the new financial year to complete the projects in progress.

Forecast Balance as at 30 June 2020:	\$895,000
Budgeted Balance as at 30 June 2021:	\$147,000

Defined Benefits Superannuation Reserve

Purpose

The purpose of this reserve is to provide funding for future defined benefits superannuation fund shortfalls.

Typical Sources of Inflows and Outflows:

Inflows to this reserve are at the discretion of Council, set via the Annual Budget process. Council will make an estimate on the future defined benefits superannuation funding shortfalls and build a reserve in order to meet the shortfall.

Outflows from this reserve will fund defined benefit funding calls from Council's superannuation provider.

Forecast Balance as at 30 June 2020:	\$1,124,000
Budgeted Balance as at 30 June 2021:	\$1,174,000

Developer Contributions Reserve (legislative)

Purpose

The purpose of this reserve is to hold funds contributed by developers for specific works associated with subdivisions (except for funds in relation to Torquay Jan Juc DCP and Winchelsea Infrastructure Plan which have their own separate reserves). Funds are contributed for works such as footpaths, fencing, streetscape works, lighting and other such items where it is deemed that these works should occur at a later point than the initial development. . Funds collected are very specific and tied to particular projects.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

Forecast Balance as at 30 June 2020:	\$843,000
Budgeted Balance as at 30 June 2021:	\$908,000

Draft Budget 2020-21



Gherang Gravel Pits Reserve

Purpose

The purpose of this reserve is to provide funding for rehabilitation of the gravel pits reserve site.

Typical Sources of Inflows and Outflows:

Inflows to this reserve have accrued from surpluses from the Gravel Pits Reserve Operations. If further inflows are required to fund rehabilitation of the gravel pits reserve site, they will be transferred from the Accumulated Unallocated Cash Reserve.

Outflows from this reserve were previously for road improvements for Council roads and pathways, since 1 July 2020 funds have been earmarked for rehabilitation of the gravel pits reserve site.

Forecast Balance as at 30 June 2020:	\$2,335,000
Budgeted Balance as at 30 June 2021:	\$2,335,000

Home Care Packages Reserve (closed 30 June 2020)

Purpose

The purpose of this reserve was to meet Council's obligation under Commonwealth Government legislation to carry any unspent individual client funds into future periods. Home care packages are now managed by alternative providers and the reserve was closed as at 30 June 2020.

Main Drainage Reserve (legislative)

Purpose

The purpose of this reserve is to hold developer contributions for main drainage works at a later point than the initial development. As such they are also tied to works within the catchment area from which funds were derived.

Typical Sources of Inflows and Outflows:

Inflows are from contributions collected from developers and outflows are on the works specified.

Forecast Balance as at 30 June 2020:	\$210,000
Budgeted Balance as at 30 June 2021:	\$210,000

Open Space Reserve

Purpose

The purpose of this reserve is to provide improved recreational facilities for the Surf Coast Shire, both of an active and a passive nature.

Typical Sources of Inflows and Outflows:

Inflows to the open space reserve are solely composed of contributions from subdividers in lieu of the 5 per cent public open space requirement. It is noteworthy that substantial income flows into this Reserve occur annually and these funds will be critical in delivering key outcomes of the Open Space Strategy.

Outflows have been limited to capital works on parks, playgrounds, and both active and passive recreation reserves. The level of anticipated growth in this reserve is not fully allocated in the capital works program over the life of the SRP. On the basis of our knowledge to-date, it is difficult to predict requirements beyond the short term. For this reason, limited allocation of reserves has been made in later years of the SRP.

Forecast Balance as at 30 June 2020:	\$2,508,000
Budgeted Balance as at 30 June 2021:	\$2,389,000

Draft Budget 2020-21



Torquay Jan Juc DCP Contributions

Purpose

The purpose of this reserve is to provide funding based on the Torquay/Jan Juc Developer Plan.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council and contributions from developers and community levies. Funds from Torquay/Jan Juc DCP projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of DCP projects.

Forecast Balance as at 30 June 2020:	\$3,653,000
Budgeted Balance as at 30 June 2021:	\$3,782,000

Trust and Deposits Reserve (contractual)

Purpose

Whilst not technically a reserve, Trust and Deposits represent cash that Council holds under a contractual agreement, and therefore should be considered part of restricted cash holdings. Council has decided to utilise a reserve for this purpose to provide clarity.

Typical Sources of Inflows and Outflows:

Cash inflows and to the Trust and Deposits Reserve will arise from contractual agreements between Council and other parties. Outflows generally occur when the agreement expires.

Forecast Balance as at 30 June 2020:	\$3,820,000
Budgeted Balance as at 30 June 2021:	\$2,882,000

Waste Reserve

Purpose

The purpose of this reserve is to ensure that the full cost of the waste function is met by the waste charges (garbage charge and fee income from landfill) and that surpluses and deficits on an annual basis can be covered without any adverse impact on the balance of Council's budget. This facet is particularly relevant in terms of Council meeting its long-term obligations for landfill rehabilitation where funds need to be set aside in the interim to plan for large-scale costs in the future. The rehabilitation of the Anglesea Landfill is expected to take place in 2022-23 to 2029-30.

Typical Sources of Inflows and Outflows:

Cash inflows to the reserve arise from any surplus funds remaining from the combined income from garbage charges and landfill fees, less the cost of operating the landfills, waste administration, kerbside collection, recycling and other associated waste costs. Outflows are due to waste capital expenditures.

Forecast Balance as at 30 June 2020:	\$9,644,000
Budgeted Balance as at 30 June 2021:	\$9,420,000

Winchelsea Infrastructure Plan Allocation Reserve

Purpose

The purpose of this reserve is to provide funding for projects in line with strategies yet to be approved and adopted by Council and is funded from operations or grants received.

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis at a predetermined rate as set by Council. Funds from Winchelsea Infrastructure Plan projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on the delivery of Winchelsea Infrastructure Plan Allocation projects that are yet to be defined.

Forecast Balance as at 30 June 2020:	\$869,000
Budgeted Balance as at 30 June 2021:	\$1,305,000

Draft Budget 2020-21



Appendix C – Council Contributions to External Parties

Category / Organisation	2020-21 (\$)
Business / Tourism / Traders Associations	148,333
Great Ocean Road Regional Tourism	138,333
Lorne Business and Tourism Association	2,000
Aireys Inlet Tourism and Traders Association	2,000
Anglesea Business and Tourism Association	2,000
Torquay Commerce and Tourism Association	2,000
Growing Winchelsea	2,000
Early Years / Education Providers	23,625
Torquay College Stadium Joint Use Agreement	19,625
Moriac Kindergarten	4,000
Funding Programs	261,000
Minor Community Grants	76,500
Major Events Program	68,500
Signature Events Program	50,000
Community Events Program	19,500
Welcome Wave Event	16,500
Community Art Seed Funding	15,000
Torquay RSL - ANZAC Day	10,000
Other RSL Events - ANZAC Day	2,000
Winchelsea RSL - ANZAC Day	2,000
Modewarre RSL - ANZAC Day	1,000
Local Government	118,455
G21 Regional Alliance	63,000
Municipal Association of Victoria	31,000
Peri Urban Group of Councils	15,000
Committee for Geelong	3,600
Geelong Chamber of Commerce	3,355
LG Pro	2,200
Australian Local Government Womens Association	300
Other Programs & Services	816,467
Geelong Regional Library Corporation (Council Service)	713,839
Life Saving Victoria - Professional Life Guard Services	59,571
Barwon South West Waste & Resource Recovery Group - Regional Waste Program	16,500
TX Australia Pty Ltd - Anglesea TV Blackspot	15,043
Barwon Sports Academy	5,714
Corangamite Catchment Management Authority Barwon River Flood Warning Network	4,300
Mt Gellibrand Fire Tower Lookout Committee	1,500
Senior Citizens / Community Houses & Groups	54,500
Winchelsea Community House	6,000
Deans Marsh Community Cottage	6,000
Spring Creek Community House	6,000
Anglesea Community House	6,000
Lorne Community House	6,000
Moriac and District Seniors Citizens Club	4,400
Torquay Senior Citizens Centre	4,400
Winchelsea Senior Citizens Centre	4,400
Anglesea and Aireys Inlet Senior Citizens Club	4,400
Lorne Senior Citizens Centre	4,400
Barwon Neighbourhood House Network	2,500
Total Contributions	1,422,380



Draft Budget 2020-21

Appendix D – Renewal Backlog

The asset renewal backlog lists assets that have reached the service level at which Council renews assets, but at this stage has not been allocated funding. These items will be prioritised for consideration in Council's 2021-22 draft budget.

Council undertook a condition audit on its unsealed road shoulder inventory for the first time in 2019-20. Through the audit it identified a high volume of shoulders at intervention and requiring gravel resheeting at an estimated cost of \$3.4 million. Council has neither the financial nor the workforce capacity to bring all these shoulders within intervention within the 2020-21 financial year and is therefore programming works over the upcoming financial years. Although the shoulders have reached Council's renewal intervention they are not deemed to be unsafe.

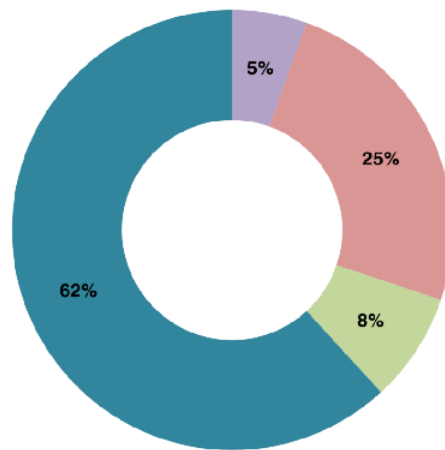
Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog	
Unsealed Roads					
Aireys Inlet	Gilbert Street, Aireys Inlet - Unnamed Rd RHS To Ch 5000m	Gravel Resheet	27,000	Service Decision Needed	
Anglesea	Gum Flats Road - 0361	Gravel Resheet	113,982	Delivery Capacity Constraint	
Bambra	Bambra-Boonah Road - 0057	Gravel Resheet	29,615		
Bellbrae	Cemetery Road - 0170	Gravel Resheet	12,245		
Gherang	Tanners Road - 0815	Gravel Resheet	14,399		
Inverleigh	Peels Road - 0654	Gravel Resheet	36,300		
Inverleigh	Thomas Road - 0830	Gravel Resheet	74,960		
Winchelsea	Kellys Lane, Winchelsea - 0453	Gravel Resheet	62,194		
Winchelsea	McCallums Lane - 0531	Gravel Resheet	18,604		
Winchelsea	Shelford Road - 0768	Gravel Resheet	104,209		
Wurdi Boluc	Wormbete Station Road - 0907	Gravel Resheet	30,649		
Various	Various small resheet segments	Gravel Resheet	58,110		
Unsealed Shoulders					
Lorne	Albert Street - 0009	Shoulder Resheet	14,499	Delivery Capacity Constraint	
Barrabool	Andersons Road - 0027	Shoulder Resheet	299,623		
Winchelsea	Armytage Road - 0037	Shoulder Resheet	100,426		
Barrabool	Barrabool Road - 0066	Shoulder Resheet	124,693		
Torquay	Blackgate Road - 0106	Shoulder Resheet	260,010		
Modewarre	Buckley Road South - 0140	Shoulder Resheet	79,254		
Winchelsea	Cape Otway Road, Winchelsea - 0154	Shoulder Resheet	324,156		
Connewarre	Charlemont Road - 0175	Shoulder Resheet	85,346		
Lorne	Charles Street, Lorne - 0178	Shoulder Resheet	23,305		
Modewarre	Considines Road - 0200	Shoulder Resheet	100,760		
Winchelsea	Cressy Road, Winchelsea - 0209	Shoulder Resheet	352,630		
Torquay	Dickins Road - 0234	Shoulder Resheet	86,595		
Jan Juc	Duffields Road - 0245	Shoulder Resheet	97,532		
Inverleigh	Flemings Road - 0296	Shoulder Resheet	113,925		
Paraparap	Forest Road - 0304	Shoulder Resheet	98,018		
Lorne	Francis Street - 0309	Shoulder Resheet	22,001		
Torquay	Ghazeeopore Road - 0327	Shoulder Resheet	12,852		
Gnarwarre	Gnarwarre Road - 0336	Shoulder Resheet	70,819		
Torquay	Grossmans Road - 0357	Shoulder Resheet	104,082		
Anglesea	Gum Flats Road - 0361	Shoulder Resheet	103,387		
Torquay	Horseshoe Bend Road - 0412	Shoulder Resheet	143,695		
Moraic	Hunts Road - 0416	Shoulder Resheet	97,209		
Winchelsea	Mercer Street - 0557	Shoulder Resheet	26,388		
Jan Juc	Ocean Boulevard - 0610	Shoulder Resheet	23,533		
Winchelsea	Ondit Road - 0622	Shoulder Resheet	170,217		
Lorne	Otway Street - 0629	Shoulder Resheet	21,152		
Gherang	Prices Road - 0686	Shoulder Resheet	17,136		
Lorne	Smith Street, Lorne - 0782	Shoulder Resheet	47,828		
Bellbrae	Vickerys Road - 0858	Shoulder Resheet	223,348		
Barrabool	Wedgetail Lane - 1282	Shoulder Resheet	12,376		
Wensleydale	Wensleydale Station Road - 0880	Shoulder Resheet	83,166		
Wurdi Boluc	Wormbete Station Road - 0907	Shoulder Resheet	10,567		
Various	Various small shoulder resheet segments	Shoulder Resheet	87,329		
Sealed Roads					
Torquay	Grossmans Road	Pavement Renewal	12,870		Heavy Construction / Development Works are Occuring and Impacting Road Performance
Torquay	Merrijig Drive	Pavement Renewal	120,813		
Torquay	Darian Road	Surface Renewal	145,458		
Kerb					
	Nil at intervention				
Buildings					
Winchelsea	Hesse Street Reserve - Tennis Clubroom	Replace Building	200,000	Service Decision Pending	
Various	Various Bus Shelters	Replace Bus Shelter	160,000	Delivery Capacity	
Various	Various Small Building Components	Replace Component	21,910	Constraint	

Draft Budget 2020-21



Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
Footpaths (Roads and Parks)				
Lorne	Ocean Road	Footpath Replacement	13,164	Delivery Capacity Constraint
Lorne	Smith Street, Lorne	Footpath Replacement	10,707	
Torquay	Point Impossible Linear Reserve	Footpath Replacement	27,702	
Lorne	Otway Street	Footpath Replacement	14,935	
Torquay	Deep Creek Nature Reserve	Footpath Replacement	10,207	
Winchelsea	Beal Trebeck Linear Reserve	Footpath Replacement	40,069	
Anglesea	Kuarka Dorla Nature Reserve	Footpath Replacement	12,557	
Connewarre	Connewarre Reserve	Footpath Replacement	10,807	
Aireys Inlet	Painkalac Creek Nature Reserve	Footpath Replacement	14,013	
Anglesea	Ellimatta Reserve	Footpath Replacement	10,854	
Various	Various small pathway segments	Footpath Replacement	393,830	
Open Space				
Aireys Inlet	Painkalac Creek Nature Reserve	Renewal of Open Space Items	70,486	Delivery Capacity Constraint
Anglesea	Anglesea Bike Park	Renewal of Open Space Items	63,750	
Anglesea	Anglesea Lions Park	Renewal of Open Space Items	321,750	
Anglesea	Anglesea Lions Park	Renewal of Open Space Items	10,000	
Anglesea	Anglesea McMillan Precinct	Renewal of Open Space Items	10,000	
Bellbrae	Bellbrae Reserve	Renewal of Open Space Items Court Surface	253,000	
Mount Moriac	Mount Moriac Reserve	Renewal of Open Space Items	30,000	
Torquay	Spring Creek Recreation Reserve	Renewal of Open Space Items	44,820	
Torquay	Spring Creek Recreation Reserve	Renewal of Open Space Items	17,576	
Torquay	Alleyne Avenue	Renewal of Open Space Items	33,012	
Torquay	Hilltop Reserve	Renewal of Open Space Items	42,000	
Torquay	Ocean Acres Recreation Reserve	Renewal of Open Space Items	42,000	
Torquay	Torquay Childrens Service Hub	Renewal of Open Space Items	42,000	
Winchelsea	Eastern Reserve	Renewal of Open Space Items	10,462	
Various	Various Other Reserves	Renewal of Open Space Items	723,425	
Total Assets			6,954,299	

Asset Renewal Backlog
as at 1 July 2019

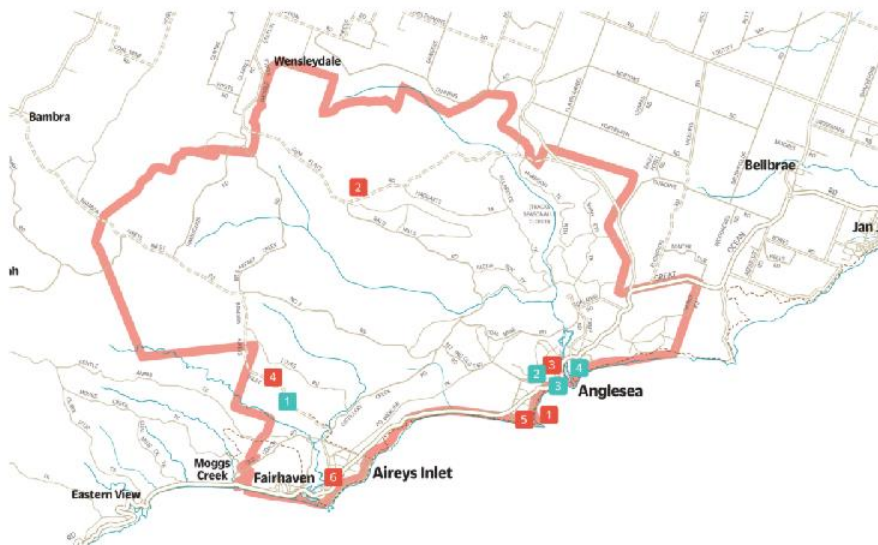
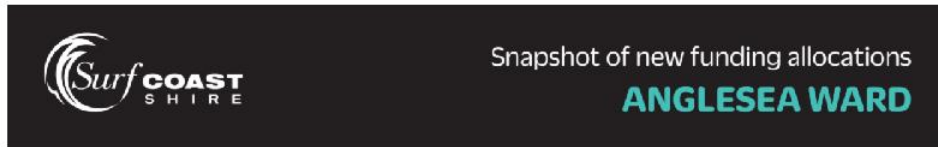


■ Buildings (\$0.38 million)
 ■ Open Space (\$1.71 million)
 ■ Pathways (\$0.56 million)
 ■ Roads (\$4.3 million)

Draft Budget 2020-21



Appendix E – Budget Highlights by Ward



CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Bamba Aireys Inlet Road - Road Safety Improvements (Roads to Recovery)	0	135,000	135,000
2 McMillan St Car Park Upgrade	80,400	0	80,400
3 Anglesea Hall Sound and Lighting Project	54,149	0	54,149
4 Pop Up Arts Space	35,000	4,000	39,000
Total Capital and Operational Projects	169,549	139,000	308,549

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Point Roadnight Drainage Outfall Renewal	637,500	0	637,500
2 Unsealed Road Renewal - Gum Flats Rd - West of Forest Rd to Bald Hills Trk	448,000	0	448,000
3 McMillan St Car Park Renewal	114,500	0	114,500
4 Unsealed Road Renewal - Bamba-Aireys Inlet Rd - Painkalac Reserve to Breakfast Creek Rd	108,000	0	108,000
5 Kerb Renewal Program - Eighth Ave - Roundabout at Sixth Ave	40,000	0	40,000
6 Water Sensitive Urban Design Drainage Renewal - Allen Noble Reserve	35,000	0	35,000
Other Renewal Projects	91,600	0	91,600
Total Renewal Projects	1,474,600	0	1,474,600

Note: Ward maps show the new project allocations excluding contingency.

Draft Budget 2020-21



Snapshot of new funding allocations
LORNE WARD



CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Lorne Transfer Station Upgrade	1,600,000	0	1,600,000
2 Lorne Transfer Station Drainage Upgrade	15,000	0	15,000
Total Capital and Operational Projects	1,615,000	0	1,615,000

RENEWAL PROJECTS

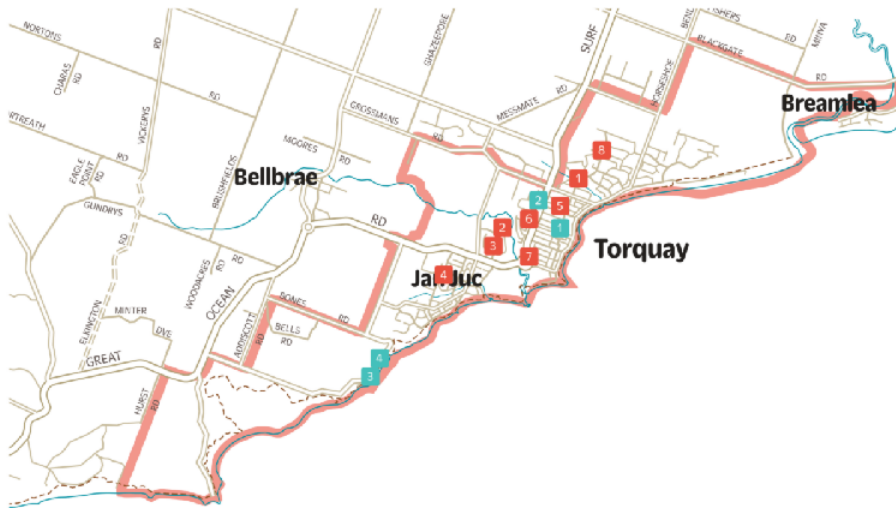
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Unsealed Road Renewal - Bamba-Aireys Inlet Rd - Painkalac Reserve to Breakfast Creek Rd	145,000	0	145,000
2 Footpath Renewal - Mountjoy Parade - Beal St to Francis St	84,000	0	84,000
3 Deans Marsh Community Hall - Kitchen Refurbishment	60,000	0	60,000
4 Facility Fencing Renewal - Deans Marsh Recreation Reserve	54,500	0	54,500
5 Footpath Renewal - Mountjoy Parade Service Road	22,000	0	22,000
6 Building Renewal - Lorne Visitor Information Centre Electrical Rewiring	15,000	0	15,000
7 Footpath Renewal - Otway St - Mountjoy Parade to Lower Otway St	15,000	0	15,000
8 Bridge Decking Renewal - Lorne Visitor Information Centre Footbridge	15,000	0	15,000
Other Renewal Projects	82,300	0	82,300
Total Renewal Projects	492,800	0	492,800

Note: Ward maps show the new project allocations excluding contingency.

Draft Budget 2020-21



Snapshot of new funding allocations
TORQUAY WARD



CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Zeally Bay Road Car Park Upgrade	277,750	0	277,750
2 Concept Design - Cultural Facility and Library	180,000	0	180,000
3 Bells Beach Coastal & Marine Management Plan	110,000	0	110,000
4 Upgrade Bells Beach Reserve (OR10) - Gross Pollutant Traps Installation	90,100	0	90,100
Other Capital and Operational Projects	3,482,500	0	3,482,500
Total Capital and Operational Projects	4,140,350	0	4,140,350

RENEWAL PROJECTS

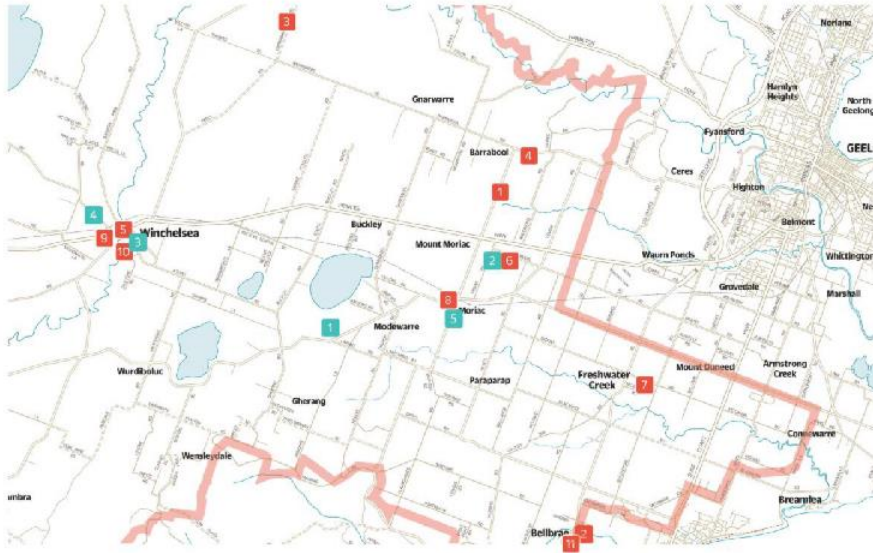
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Fischer Street Rehabilitation - Highlander St to Darian Rd	765,000	0	765,000
2 Water Sensitive Urban Design Drainage Renewal - Spring Valley Dr	111,000	0	111,000
3 Great Ocean Views Reserve Playground Renewal	101,000	0	101,000
4 Drainage Renewal - Kenwarra Cres	50,000	0	50,000
5 Sealed Road Renewal - Varydale Ave - Darian Rd to Cowrie Rd	44,000	0	44,000
6 Sealed Road Renewal - Geelong Rd Service Rd - Bernell Caravan Park To Opposite Zeally Bay Rd	34,000	0	34,000
7 Sealed Road Renewal - Ruckd Avenue - Bell St to Price St	23,000	0	23,000
8 Hill Top Reserve Irrigation System Renewal	17,000	0	17,000
Other Renewal Projects	237,000	0	237,000
Total Renewal Projects	1,382,000	0	1,382,000

Note: Ward maps show the new project allocations excluding contingency.

Draft Budget 2020-21



Snapshot of new funding allocations
WINCHELSEA WARD



CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Cape Otway Road Widening Stage 5 (Roads to Recovery)	0	791,060	791,060
2 Modewarre Netball and Tennis Pavilion	318,621	0	318,621
3 Barwon River Adventure Play Space	267,000	0	267,000
4 Winchelsea Transfer Station Backhoe	174,000	0	174,000
5 Moriac Structure Plan	85,000	0	85,000
Other Capital and Operational Projects	31,000	0	31,000
Total Capital and Operational Projects	875,621	791,060	1,666,681

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Sealed Road Renewal - Hendy Main Road - Barrabool Rd to Princes Hwy	258,000	0	258,000
2 Bellbrae Reserve Playground Renewal	202,000	0	202,000
3 Unsealed Road Renewal - Gnarwarre Rd - Peels Rd to 1km North of Peels Rd	154,000	0	154,000
4 Sealed Road Renewal - Barrabool Road - Andersons Rd to Hendy Main Rd	110,000	0	110,000
5 Barwon River Reserve - Mud Brick Shelter Renewal	75,000	0	75,000
6 Irrigation Renewal - Mt Moriac Reserve Irrigation System	60,000	0	60,000
7 Freshwater Creek Riding Club Shed Renewal	50,000	0	50,000
8 Footpath Renewal - Greenfields Drive - Buttercup Dr to Cooks Lane	45,000	0	45,000
9 Winchelsea Kindergarten Playground Renewal	27,500	0	27,500
10 Globe Theatre - Replacement of Cooktops / Ovens	21,000	0	21,000
11 Bellbrae Hall - Septic Renewal	20,000	0	20,000
Other Renewal Projects	577,440	0	577,440
Total Renewal Projects	1,599,940	0	1,599,940

Note: Ward maps show the new project allocations excluding contingency.

Draft Budget 2020-21



Snapshot of new funding allocations
SHIRE WIDE



CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
COVID-19 Support Allocation	1,000,000	0	1,000,000
Road Safety Program	322,500	0	322,500
Anglesea Landfill Traffic Improvements	252,000	0	252,000
Environmental Leadership	250,000	0	250,000
2020 Council Elections	246,000	0	246,000
Council Plan (incl. Health and Wellbeing Plan) 2021-25	163,971	0	163,971
Drainage Upgrades Program	163,125	0	163,125
Solar Installations on Council Buildings (Business Case)	127,600	0	127,600
Community Submissions	100,000	0	100,000
Disability Discrimination Act Implementation Plan	100,000	0	100,000
Bulk Haulage Facility Review	31,000	0	31,000
Other Capital and Operational Projects	1,108,972	363,334	1,472,306
Total Capital and Operational Projects	3,865,168	363,334	4,228,502

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant Replacement Program	1,200,000	0	1,200,000
Light Fleet Replacement Program	550,000	0	550,000
Asset Condition Audits	135,000	0	135,000
Information Technology Renewal Program	125,000	0	125,000
Small Plant Replacement Program	60,000	0	60,000
Bus Shelter Renewal	48,000	0	48,000
Other Renewal Projects	510,160	0	510,160
Total Renewal Projects	2,628,160	0	2,628,160

Note: Ward maps show the new project allocations excluding contingency.

Draft Budget 2020-21



Appendix F – Equity Considerations

Introduction

Council believes it is important the community understands how the annual budget is prepared, including from the perspective of equity. This is a common question across all levels of government, however this is a complex matter that requires a broad consideration.

This appendix has been included in the budget document to assist this discussion. Council has not considered or adopted principles in this regard, but views this as an ongoing topic that can be further developed over time. Council is also cautious about forming a view on equity from considering one data indicator alone, from any one year or in isolation from Council's longer term strategic plans.

The Victorian Government introduced rate capping from the 2016-17 financial year. Estimates show the impact of rate capping will be a reduction in income to Council of more than \$100m over 15 years. This reduction is in addition to the impact of the Commonwealth Government freezing the indexing of Financial Assistance Grants for 3 years.

This reduction in funding will have a dramatic impact on Council's ability to provide services and to support discretionary projects. Equity will remain an element in Council's consideration; however funding constraints will drive an increased focus on allocating funding on the basis of adopted strategic planning.

Equity Considerations

Council is seeking to assist an understanding of funding equity across the Shire. The following table represents initial work on this concept; even at this preliminary stage it is evident the perspective of equity requires a broad consideration. Potential considerations are grouped into like categories.

Category 1: General

No.	Consideration	Overview
1	Equity Discussion	Council acknowledges that the community desire to understand budget equity is important and will seek to provide information to assist. Council also recognises its responsibility to the Shire as a whole, and to both current and future generations.
2	Holistic View	The assessment of equity requires a broad consideration that takes into account the full range of Council's circumstances and long term strategic imperatives. Equity cannot reasonably be reflected through a single metric in any one year.
3	Assessment Timeframe	Council maintains a medium term financial plan that reflects its funding intentions over time. Funding for particular projects can be large and may cause peaks in allocation to one ward. Additionally, asset renewal funding responds objectively to asset condition rather than a prescribed timeframe. Accordingly it is important to consider equity over time. It can however be challenging to maintain a data time series for consistent comparisons, given factors such as changing ward boundaries.
4	Pragmatic Model	An important principle in preparing any allocation model or suite of indicators is identifying where sufficient value has been provided, beyond which the preparation cost exceeds the incremental benefit. Council's Finance team has many important responsibilities to fulfil with limited resources and Council is mindful of not unreasonably diverting resources.

Draft Budget 2020-21



Category 2: Funding

5	Rate Contribution	Rate contribution is recognised as an important element in the consideration of equitable funding allocation as it represents a tangible contribution by households. A rates-based indicator would however need to be supplemented with further indicators to account for other factors outlined in these principles.
6	Supplementary Rates	Some communities within the Shire are growing faster than others and accordingly contribute greater supplementary rates. This is an indicator of the need for higher investment in these communities that can in part be funded by these additional rates.
7	Population Distribution	It is possible to consider equity from the perspective of the Shire's population distribution rather than rate contribution. Rate income is a function of a revenue raising method allowed for within local government and often questions are raised relating to the equity the rating system itself. Rating is a taxation system; it does not automatically follow it should be used as the only basis for considering the equity of Council's funding allocations.
8	Financial Assistance Grants	One of Council major sources of non-rate revenue is the Commonwealth Financial Assistance Grant. This is derived from an assessment of a suite of indicators designed to deliver an equitable distribution across all Councils in Victoria, including but not limited to population.
9	Project Grant Funding	Council rightly puts considerable effort into achieving grant funding for projects. While grants represent external funding, they benefit particular communities and this should be considered in an assessment of equity.
10	Realised Savings	Circumstances can arise where discretionary funds become available from the sale of an asset or other windfall funding opportunities. Council makes decisions as to where this funding is applied, either locally associated to its source or for a whole of Shire use. While limited in scale and frequency, these decisions do have an equity consideration.
11	Interest Income	Interest income would need to be considered whole of Shire funding and a basis for its attribution determined, potentially according to population.
12	Service Net Surplus	Councils can operate various services or commercial operations at a surplus in order to raise funds to support allocations across the Shire. Non-ratepayers may also make an important contribution to this outcome. This situation may best be considered whole of Shire funding.

Category 3: Services and Assets

13	Service Net Cost	Council delivers a range of services across the Shire, many of which operate at a net cost that must be funded at least in part from rate income. The delivery location and service cost varies across the Shire, noting that Council typically applies a consistent price. This variation can often arise due to demographic or logistic differences, or historical practice. The localised net cost should be considered within an assessment of equity across wards.
14	Service Distribution	Council services are not provided equally across the Shire, with some communities receiving services due to demographic or logistic differences, or historical circumstances such as the practices of Councils pre-amalgamation. This is not only an issue where a localised service operates at a net cost, but the fact one community receives a service and another doesn't needs to be considered from an equity perspective.
15	Asset Density	Some areas of the Shire have a greater number and value of Council assets (facilities and roads) than other areas. It may be appropriate to have an indicator to identify the relative asset density on a per capita basis in each ward, perhaps delineated into roads and non-road asset categories.
16	Special Charge Schemes	Some projects are jointly funded by Council and benefiting property owners via a Special Charge Scheme. Funding for these projects will need to be correctly categorised to reflect the external contribution.

Draft Budget 2020-21



Category 4: Funding Allocations

17	Whole of Shire Projects	It is reasonable to consider a number of projects as "Whole of Shire" initiatives rather than being associated with individual wards or communities. The inclusion of this funding in an assessment of equity would need to consider an appropriate allocation basis, for example population, rate assessments or rate distribution.
18	Asset Renewal	Council's Asset Renewal Funding Strategy is based on funding the renewal of roads and facilities when their condition degrades to the point that it impacts service delivery. This represents a commitment to maintain existing services and is particularly important in those communities that do not receive significant new investment due to lower growth.
19	Use of Ratepayer Funds	Council is committed to the efficient and effective use of ratepayer funds, reflected through formal project identification based on: - Renewal: objective condition assessment - New/Upgrade: adopted strategies, subject matter expert review The resultant funding allocations are also likely spread over time, rather than necessarily matching to current funding contributions. This emphasises the importance of considering equity over time.
20	Operational Projects	Communities often view infrastructure investment as an indicator of equitable funding contribution. It is also important to include funding allocations to operational projects that deliver a particularly localised benefit.
21	Pre-Growth Investment	Council may need to establish facilities in advance of new ratepayers moving to an area, resulting in funding allocations prior to receiving higher rates. This emphasises the importance of considering equity over a longer timeframe.
22	DCP Commitments	Council is contractually bound to provide funding contributions as part of Developer Contribution Plans. This is often in the order of 60% of the total infrastructure cost, with developers providing 40%. These agreements are a function of growth and often require investment prior to receiving a higher rate income.
23	Project Allocation vs Spend	Data comparisons that utilise project funding should be based on funds allocation rather than spend timing. The timing of project spend may vary due to project cash flow requirements or holding project commencement in order to secure grants. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council.
24	Corporate Overheads	Council's corporate overheads are allocated based on specific drivers to relevant services and projects. Accordingly these are reflected in net service costs and project budgets, and would form part of any subsequent equity consideration.
25	Debt Funded Projects	Council raises loans for particular project purposes. It is important to treat a project that includes debt funding differently when performing an equity analysis. Rather than including the value of the loan as an up-front portion of the project costing, it is more appropriate to reflect in the analysis the annual loan cost, including both principle and interest payments. The annual loan cost would then continue to be reflected in future year's analysis until the end of the loan term.
26	Reserve Allocations	Council typically provides allocations to reserves in each year's budget, some of which may reasonably be attributable to a particular location, while others represent a general allocation. Each allocation would need to be considered individually in relation to equity assessment.

Draft Budget 2020-21



Indicator 1 – Adjusted Ward Rate Contribution relative to Council Funded Project Allocation

Consideration of rate contribution is an important element in the notion of equity and can be used as one comparative basis. Rate income does however fund a number of Council activities in addition to projects that are not included in this comparison.

Council projects include the categories of new/upgrade capital, new operational and renewal capital. These projects often also receive significant external funding however, this is not included in this comparison. Indicator 1 includes council funds allocated from the Accumulated Unallocated Cash Reserve, direct funding and annual debt financing for projects (excluding carried forward projects). The budget document also provides the project funding allocations in the form of maps to assist readability.

This comparison is only one data view and alone does not provide a full perspective of ward funding allocation. Additionally, this comparison should be considered over time rather than from an expectation that a single year will demonstrate an equitable allocation.

Council also allocates funding to projects that could reasonably be considered “Whole of Shire” rather than for a single ward or community. These projects have not been included in the project funding below and would require a further comparison potentially on the basis of factors such as population, rate assessments or rate distribution.

Budget 2020-21										
Ward	Rates*		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total Council Funding	
Anglesea	\$10,771,592	23%	197,250	3%	1,547,600	30%	\$0	0%	\$1,744,850	13%
Lorne	\$6,856,177	14%	1,868,000	24%	497,800	10%	\$370,424	36%	\$2,736,224	20%
Torquay	\$21,153,842	44%	4,520,250	59%	1,466,000	29%	\$666,461	64%	\$6,652,711	48%
Winchelsea	\$8,853,458	19%	1,041,100	14%	1,630,440	32%	\$0	0%	\$2,671,540	19%
Total Ward Specific	\$47,635,069	100%	7,626,600	100%	5,141,840	100%	\$1,036,886	100%	\$13,805,326	100%
Whole of Shire			4,139,841		2,628,160		\$1,385,962			

Percentages may not equal 100% due to rounding.
*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest.

This indicator demonstrates that in this year’s budget, the proportion of council funds to project allocations exceeds the proportion of rate contribution in Lorne and Torquay wards, is equal in the Winchelsea ward, but is less than the proportion in the Anglesea ward. Prior year information is provided for comparative purposes.

Budget Year	Ward	Rates	Council Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2020-21	Anglesea	23%	3%	30%	0%	13%
	Lorne	14%	24%	10%	36%	20%
	Torquay	44%	59%	29%	64%	48%
	Winchelsea	19%	14%	32%	0%	19%
2019-20	Anglesea	23%	6%	8%	0%	7%
	Lorne	15%	13%	12%	0%	11%
	Torquay	44%	70%	29%	100%	52%
	Winchelsea	18%	11%	51%	0%	30%
2018-19	Anglesea	23%	10%	5%	0%	8%
	Lorne	15%	2%	13%	0%	6%
	Torquay	44%	81%	39%	100%	67%
	Winchelsea	18%	7%	43%	0%	19%
2017-18	Anglesea	23%	4%	9%	0%	6%
	Lorne	16%	6%	3%	0%	4%
	Torquay	42%	70%	28%	100%	58%
	Winchelsea	18%	19%	60%	0%	32%
2016-17	Anglesea	24%	2%	26%	0%	13%
	Lorne	16%	11%	5%	0%	7%
	Torquay	42%	75%	31%	100%	56%
	Winchelsea	18%	12%	38%	0%	23%

Draft Budget 2020-21



Indicator 2 – Adjusted Ward Rate Contribution relative to Total Project Allocation

This indicator is as per Indicator 1, however compares relative to the total project allocation (including Council funding and external funding).

Ward	Rates*	Budget 2020-21								
		New Projects (excl. Loan)		Renewal		Total Funding				
Anglesea	\$10,771,592	23%	351,250	4%	1,547,600	30%	\$0	0%	1,898,850	13%
Lorne	\$6,856,177	14%	1,868,000	22%	497,800	10%	\$370,424	36%	\$2,736,224	18%
Torquay	\$21,153,842	44%	4,520,250	52%	1,466,000	29%	\$666,461	64%	\$6,652,711	45%
Winchelsea	\$8,853,458	19%	1,912,160	22%	1,630,440	32%	\$0	0%	\$3,542,600	24%
Total Ward Specific	\$47,635,069	100%	8,651,660	100%	5,141,840	100%	\$1,036,886	100%	\$14,830,386	100%
Whole of Shire			4,503,175		2,628,160				\$1,385,962	

Percentages may not equal 100% due to rounding.
*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest.

This indicator demonstrates that in this year's budget, the proportion of total funding to project allocations exceeds the proportion of rate contribution in Lorne, Torquay and Winchelsea wards, but is less than the proportion in the Anglesea ward. Prior year information is provided for comparative purposes.

Budget Year	Ward	Rates	Total Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2020-21	Anglesea	23%	4%	30%	0%	13%
	Lorne	14%	22%	10%	36%	18%
	Torquay	44%	52%	29%	64%	45%
	Winchelsea	19%	22%	32%	0%	24%
2019-20	Anglesea	23%	3%	5%	0%	4%
	Lorne	15%	49%	8%	0%	28%
	Torquay	44%	37%	22%	100%	33%
	Winchelsea	18%	10%	65%	0%	34%
2018-19	Anglesea	23%	10%	5%	0%	8%
	Lorne	15%	2%	13%	0%	6%
	Torquay	44%	80%	39%	100%	67%
	Winchelsea	18%	8%	43%	0%	19%
2017-18	Anglesea	23%	3%	7%	0%	4%
	Lorne	16%	3%	2%	0%	3%
	Torquay	42%	53%	21%	100%	47%
	Winchelsea	18%	40%	69%	0%	46%
2016-17	Anglesea	24%	2%	25%	0%	9%
	Lorne	16%	5%	5%	0%	5%
	Torquay	42%	71%	34%	100%	61%
	Winchelsea	18%	21%	37%	0%	25%

Indicator 3 – Asset Distribution by Ward

This indicates the proportion of Council assets relative to rates and rates assessments in different wards at the end of the respective financial year. The indicator represents a good reflection of investment of funds over time and likely future demand for asset renewal.

The table highlights in particular that the percentage proportion of the value of assets in the Torquay and Winchelsea ward is greater than the proportion of their respective current rate revenue.

Ward	As at 30 June 2019									
	Rates & Municipal Charge		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$10,345,137	23%	4,966	22%	\$80,716,490	15%	\$23,460,990	15%	\$104,177,480	15%
Lorne	\$6,667,297	15%	2,905	13%	\$40,177,852	7%	\$13,858,748	9%	\$54,036,600	8%
Torquay	\$19,701,498	44%	10,093	45%	\$282,802,956	52%	\$70,188,363	45%	\$352,991,319	50%
Winchelsea	\$7,941,639	18%	4,383	20%	\$140,645,972	26%	\$47,595,576	31%	\$188,241,548	27%
Total Ward Specific	\$44,655,571	100%	22,347	100%	\$544,343,270	100%	\$155,103,677	100%	\$699,446,947	100%
			Whole of Shire		\$0		\$22,214,432		\$22,214,432	
			Land		\$53,580,485		\$158,145,795		\$211,726,280	
			Council Corporate		\$0		\$13,564,000		\$13,564,000	
			Shire Total		\$597,923,755		\$349,027,904		\$946,951,659	

Percentages may not equal 100% due to rounding.

Draft Budget 2020-21



The prior year table is provided for comparative purposes.

As at 30 June 2018										
Ward	Rates & Municipal Charge		Rate Assessments		Asset Valuation			Total Assets		
					Road Assets	Non Road Assets				
Anglesea	\$10,004,136	23%	4,931	23%	\$76,396,837	15%	\$22,257,388	16%	\$98,654,225	15%
Lorne	\$6,875,690	16%	2,902	13%	\$38,241,604	8%	\$11,470,375	8%	\$49,711,979	8%
Torquay	\$18,021,836	42%	9,639	44%	\$256,151,255	50%	\$72,395,168	51%	\$328,546,423	50%
Winchelsea	\$7,839,763	18%	4,292	20%	\$138,286,593	27%	\$36,768,883	26%	\$175,055,476	27%
Total Ward Specific	\$42,741,425	100%	21,764	100%	\$509,076,289	100%	\$142,891,814	100%	\$651,968,103	100%
Whole of Shire					\$0		\$8,653,323		\$8,653,323	
Land					\$53,046,036		\$150,035,536		\$203,081,572	
Council Corporate					\$0		\$12,804,000		\$12,804,000	
Shire Total					\$562,122,325		\$314,384,673		\$876,506,998	

Percentages may not equal 100% due to rounding.

Indicator 4 – Supplementary Rates by Ward

This indicator provides a correlation between supplementary rates, which reflects where growth is occurring in the Shire, and the funding allocations being made to new projects.

The table highlights in particular that the proportion of investment in new projects relative to the proportion of supplementary rates is higher in the Lorne and Winchelsea ward for 2020-21.

Budget 2020-21						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	36,021	6%	\$197,250	3%	\$351,250	4%
Lorne	3,087	1%	\$1,868,000	24%	\$1,868,000	22%
Torquay	467,238	78%	\$4,520,250	59%	\$4,520,250	52%
Winchelsea	93,654	16%	\$1,041,100	14%	\$1,912,160	22%
Total Ward Specific	\$600,000	100%	\$7,626,600	100%	\$8,651,660	100%

Whole of Shire

\$4,139,841

\$4,503,175

Percentages may not equal 100% due to rounding.

The prior year table is provided for comparative purposes.

Budget 2019-20						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	31,036	8%	\$247,290	6%	\$251,290	3%
Lorne	11,820	3%	\$521,000	13%	\$3,795,500	49%
Torquay	227,494	60%	\$2,850,480	70%	\$2,906,730	37%
Winchelsea	111,079	29%	\$448,873	11%	\$806,600	10%
Total Ward Specific	\$381,429	100%	\$4,067,643	100%	\$7,760,120	100%

Whole of Shire

\$3,791,392

\$4,138,916

Percentages may not equal 100% due to rounding.

Draft Budget 2020-21



Appendix G – Long Term Financial Plan

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Forecast	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent EBITDA											
Property Rates and Charges	46,047	47,885	48,962	50,187	51,441	52,727	54,045	55,397	56,781	58,201	59,656
Property Rates and Charges Rebate	-	(250)	-	-	-	-	-	-	-	-	-
Supplementary Property Rates and Charges	793	600	1,647	2,539	3,453	4,389	5,350	6,334	7,343	8,377	9,437
Garbage Charges	7,856	8,145	8,541	8,969	9,337	9,718	10,112	10,519	10,941	11,377	11,828
Grants	7,984	7,205	7,397	7,593	7,793	7,998	8,208	8,422	8,641	8,864	9,093
Other Revenue	11,286	11,019	11,640	11,956	12,281	12,615	12,959	13,311	13,674	14,046	14,429
Total Recurrent Income	73,966	74,604	78,188	81,244	84,306	87,448	90,673	93,983	97,379	100,865	104,443
Employee Benefits	31,479	31,792	32,624	33,599	34,603	35,638	36,703	37,657	38,635	39,639	40,669
Materials and Services	22,973	23,706	24,917	26,277	26,934	27,608	28,298	30,105	30,858	31,629	32,420
Total Expenditure - Existing Operations	54,452	55,498	57,541	59,876	61,537	63,245	65,001	67,762	69,493	71,268	73,089
Financial Recurrent Savings Target	-	-	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Compliance Costs	-	23	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Compliance Costs - Projects	-	-	500	500	500	500	500	500	500	500	500
Non-Discretionary Growth	-	443	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Discretionary Growth Budget Year	-	-	527	541	554	568	582	597	612	627	643
Discretionary Growth	-	48	595	895	1,195	1,495	1,795	2,095	2,395	2,695	2,995
Total Expenditure - New Operations	-	514	2,222	3,135	4,049	4,963	5,877	6,791	7,706	8,622	9,537
Total Recurrent EBITDA	19,514	18,592	18,725	18,832	19,619	20,440	21,295	21,229	22,280	23,376	24,517
Cash Adjustments:-											
Balance Sheet Movements	819	261	165	10	4	1	()	(1)	(2)	(2)	(3)
Interest Revenue	1,255	632	770	1,358	1,305	1,322	1,330	1,311	1,283	1,212	1,226
Grants Commission funds received early	(69)	(71)	(73)	(75)	(78)	(80)	(82)	(85)	(87)	(90)	(93)
Asset sales - Plant/Fleet	480	370	380	390	390	390	390	390	390	390	390
Asset sales - Land	858	-	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	3,343	1,192	1,242	1,682	1,622	1,633	1,638	1,615	1,584	1,510	1,520
Total Cash Available for Allocation	22,857	19,784	19,967	20,515	21,241	22,073	22,933	22,845	23,864	24,886	26,037



Budget 2020-21

	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22 Strategic \$'000	2022-23 Resource Plan \$'000	2023-24 \$'000	2024-25 Forecast \$'000	2025-26 Forecast \$'000	2026-27 Forecast \$'000	2027-28 Forecast \$'000	2028-29 Forecast \$'000	2029-30 Forecast \$'000
Allocations to Commitments											
Debt Interest & Principal	1,704	2,064	2,004	1,970	1,971	1,968	1,971	1,970	1,970	1,970	1,970
Torquay/Jan Juc Developer Plan Allocation	2,349	2,448	2,551	2,658	2,770	2,770	2,770	2,770	2,770	1,211	
Spring Creek Infrastructure Plan Allocation	-	-	751	774	797	821	845	871	897	924	951
Winchelsea Infrastructure Plan Allocation	206	212	219	225	232	239	246	253	261	269	277
Waste Allocation	3,555	2,715	2,465	2,004	2,198	2,400	2,611	1,731	1,933	2,144	2,365
Asset Renewal Allocation	7,168	7,775	8,511	9,317	10,200	11,165	12,222	13,379	14,646	16,032	17,550
Business Case Investments	500	500	500	500	500	500	500	500	500	500	500
Council Election Year	-	472	-	-	-	500	-	-	-	500	-
Growth and Compliance Costs (Non-Recurrent)	343	326	-	-	-	-	-	-	-	-	-
Total Allocations to Commitments	15,825	16,512	17,001	17,448	18,666	20,376	21,166	21,475	22,977	23,550	23,612
Discretionary Cash Available	7,032	3,272	2,966	3,067	2,575	1,697	1,767	1,370	888	1,336	2,425
Discretionary Allocations											
Discretionary Operating Projects	860	461	-	-	-	-	-	-	-	-	-
Discretionary Capital Works	1,671	1,488	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Recreation & Open Space (to AUC)	825	-	-	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	50	50	50	50	50	50	50	50	50	50	50
Gravel Pits Allocation	682	-	-	-	-	-	-	-	-	-	-
Aireys Inlet Aged Units	7	7	7	8	8	8	9	9	9	10	10
Towards Environmental Leadership	250	250	250	250	250	250	250	250	250	250	250
COVID-19 Support Allocation	-	1,000	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	4,344	3,256	2,307	2,308	2,308	2,308	2,309	2,309	2,309	2,310	2,310
Unallocated Cash Surplus / (Deficit)	2,688	17	659	759	267	(612)	(541)	(939)	(1,421)	(974)	115
Accumulated Unallocated Cash											
Opening Balance	1,085	2,943	3,194	3,852	4,612	4,879	4,267	3,726	2,787	1,366	392
Annual Surplus/(Deficit)	2,688	17	659	759	267	(612)	(541)	(939)	(1,421)	(974)	115
Net Allocations During the Year	(1,025)	-	-	-	-	-	-	-	-	-	-
Transfer for Projects Funded in Prior Year	925	234	-	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(730)	-	-	-	-	-	-	-	-	-	-
Closing Balance	2,943	3,194	3,852	4,612	4,879	4,267	3,726	2,787	1,366	392	507

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

Author's Title: Coordinator Management Accounting **General Manager:** Anne Howard
Department: Finance **File No:** F18/850-2
Division: Governance & Infrastructure **Trim No:** IC20/463

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: Nil

Purpose

To receive and note the March 2020 Quarterly Finance Report.

Summary

The March 2020 Quarterly Finance report includes the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works. A financial year forecast for all statements has been included.

This report also includes a summary of legal costs for the March 2020 quarter with comparative information.

Recommendation

That Council notes the quarterly financial report for March 2020.

Council Resolution

MOVED Cr Margot Smith, Seconded Cr Tony Revell

That Council notes the quarterly financial report for March 2020.

CARRIED 8:0

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

Report

Background

Council reports quarterly on its financial results in accordance with Section 138 of *the Local Government Act 1989*.

Discussion

Quarterly financial statements included with the attached report include:

- Comprehensive Income Statement:
 - Comparison of Council's actual versus budget income and revenue for the period 1 July 2019 to 31 March 2020.
- Balance Sheet:
 - Comparison of Council's actual assets and liabilities versus budget as at 31 March 2020.
- Statement of Cash Flows:
 - Statement of cash flows related to Council's actual operations and activities, and reconciliation to Council's total cash holdings versus budget for the period 1 July 2019 to 31 March 2020.
- Statement of Changes in Equity:
 - Council's actual equity position versus budget as at 31 March 2020.
- Statement of Capital Works:
 - Statement of Council's capital works expenditure versus budget for period 1 July 2019 to 31 March 2020.

Council's net surplus is \$24.7 million at the end of March 2020, which is \$5.8 million ahead of the year to date budget. This is mainly due to timing of operational program spend.

The 2019-20 adopted budget was prepared on the accounting standards applicable at the date of preparation. The new accounting standard for Leases, AASB 16 leases, has been used in the preparation of this report. Amortisation, Leased Assets and Lease Liabilities are now identified on the face of the statements. Two other new accounting standards AASB 15 Revenue from Contracts with Customers; and AASB 1058 Income of Not for Profit Entities will be incorporated into the year-end report.

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

COMPREHENSIVE INCOME STATEMENT For the quarter ended 31 March 2020

	Notes	YTD	YTD	Annual	Variances		Variances	
		Actuals	Budget	Budget	Actual v		Actual v	
		\$'000	\$'000	\$'000	YTD Budget	%	Annual Budget	%
					\$'000		\$'000	
Income								
Rates and charges	1	54,850	54,295	54,335	555	1%	515	1%
Statutory fees and fines		1,782	1,522	2,012	260	17%	(230)	11%
User charges	2	5,694	5,360	7,111	334	6%	(1,416)	20%
Grants - operating		4,789	4,468	5,824	321	7%	(1,036)	18%
Grants - capital	3	3,780	4,534	6,046	(754)	17%	(2,265)	37%
Contributions - monetary	4	2,422	2,118	3,838	305	14%	(1,416)	37%
Contributions - non-monetary assets		344	-	12,850	344	0%	(12,506)	97%
Net gain/(loss) on disposal of property infrastructure, plant and equipment		84	(161)	265	246	152%	(181)	68%
Other income		872	795	1,060	77	10%	(188)	18%
Total Income		74,618	72,930	93,341	1,688	2%	(18,723)	20%
Expenses								
Employee costs	5	22,450	23,263	32,926	813	3%	10,476	32%
Materials and services	6	17,146	17,794	23,412	648	4%	6,266	27%
Depreciation		8,288	11,132	14,842	2,844	26%	6,555	44%
Amortisation - intangible asset	7	-	-	-	-	0%	-	0%
Amortisation - right of use asset	7	389	-	-	(389)	0%	(389)	0%
Bad and doubtful debts		71	64	90	(8)	12%	19	21%
Borrowing costs		765	765	1,031	1	0%	266	26%
Finance costs leases		40	-	-	(40)	0%	(40)	0%
Asset write offs		92	100	1,673	8	8%	1,581	94%
Other expenses		640	846	1,201	205	24%	560	47%
Total expenses		49,882	53,964	75,175	4,082	8%	25,294	34%
Surplus/(deficit) for the year		24,736	18,966	18,166	5,770	30%	6,570	36%
Other Comprehensive Income								
Items that will not be reclassified to surplus or deficit in future periods								
Net asset revaluation increment / (decrement)	8	(14,692)	13,155	14,794	(27,848)	212%	(29,486)	199%
Total Comprehensive Result		10,044	32,122	32,960	(22,078)	69%	(22,916)	70%

Variance Notes:

- Rates and Charges:** Favourable due to higher supplementary rates.
- User Charges:** Waste disposal fees at the Anglesea Transfer Station are higher than budgeted. Gherang gravel pits extraction rates higher than budgeted.
- Grants - Capital:** Timing of State and Commonwealth Government capital program grants.
- Contributions:** Timing of Pensioner Rate concession and Open Space contributions.
- Employees:** Favourable variance due to savings on WorkCover employee insurance premium, leave and vacancies.
- Materials and Services:** Variance mainly attributable to timing of delivery of operational projects.
- Amortisation:** New accounting standard for leases.
- Asset Revaluation:** The revaluation decrement relates to roads, off street car parks and bridges asset classes and is predominately due to assets being assessed at lower condition rates. An increment based on 3 % was budgeted for.

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

BALANCE SHEET

As at 31 March 2020

Notes	YTD	YTD	Annual	Variances		Variances		
	Actuals	Budget	Budget	Actual v	Actual v	Actual v	Actual v	
	\$'000	\$'000	\$'000	YTD Budget	%	Annual Budget	%	
				\$'000		\$'000		
Assets								
Current assets								
Cash and cash equivalents	1	(372)	42,671	44,662	(43,043)	101%	(45,034)	101%
Trade and other receivables		17,844	16,777	4,372	1,067	6%	13,472	308%
Other financial assets	1	61,462	10,000	10,000	51,462	515%	51,462	515%
Inventories		308	257	262	51	20%	46	18%
Non-current assets classified as held for sale		232	-	-	232	0%	232	0%
Other assets		332	310	663	22	7%	(331)	50%
Total current assets		79,805	70,014	59,959	9,791	14%	19,847	33%
Non-current assets								
Trade and other receivables		37	74	47	(36)	49%	(10)	20%
Property, infrastructure plant & equipment	2	785,877	820,972	838,997	(35,095)	4%	(53,120)	6%
Investments in associates and joint ventures		431	457	457	(25)	6%	(25)	6%
Right of use assets	3	1,069	-	-	1,069	0%	1,069	0%
Intangible assets	4	28,628	-	-	28,628	0%	28,628	0%
Total non-current assets		816,043	821,503	839,501	(5,460)	1%	(23,459)	3%
Total assets		895,848	891,517	899,460	4,331	0%	(3,612)	0%
Liabilities								
Current liabilities								
Trade and other payables	5	5,056	1,400	5,492	(3,656)	261%	436	8%
Trust funds and deposits	6	4,678	2,883	2,883	(1,795)	62%	(1,795)	62%
Provisions	7	6,395	5,689	5,698	(705)	12%	(697)	12%
Interest bearing liabilities		272	273	1,356	1	0%	1,084	80%
Lease liabilities	3	98	-	-	(98)	0%	(98)	0%
Other Liabilities		(21)	215	215	236	110%	236	110%
Total current liabilities		16,477	10,460	15,644	(6,017)	58%	(833)	5%
Non-current liabilities								
Provisions	7	12,140	10,850	10,852	(1,290)	12%	(1,288)	12%
Lease liabilities	3	883	-	-	(883)	0%	(883)	0%
Interest bearing liabilities		15,253	15,253	17,171	-	0%	1,918	11%
Total non-current liabilities		28,276	26,103	28,023	(2,173)	8%	(252)	1%
Total liabilities		44,753	36,563	43,667	(8,190)	22%	(1,085)	2%
Net assets		851,095	854,954	855,793	(3,859)	0%	(4,698)	1%
Equity								
Accumulated surplus		510,688	474,239	451,664	36,449	8%	59,024	13%
Asset revaluation reserve		314,344	348,889	350,527	(34,545)	10%	(36,184)	10%
Other reserves		26,063	31,826	53,602	(5,763)	18%	(27,538)	51%
Total equity		851,095	854,954	855,793	(3,859)	0%	(4,698)	1%

Notes:

- Cash and Cash Equivalents:** Offset by favourable variance in Other Financial Asset. Total favourable cash balance driven by rates and charges collected, lower spend on operational employee and materials and services and lower capital program spend.
- Property, Infrastructure, Plant and Equipment:** Opening balance lower than budget due to condition rating of buildings during the revaluation process. The timing of capital program expenditure and this years revaluation also contributes to the YTD variance.
- Leased Assets and Liabilities:** New Accounting standard for leases now introduced post the 2019-20 budget adoption by Council.
- Intangible Assets:** Landfill airspace assets recognised at 30 June 2019, post the 2019-20 budget adoption by Council.
- Trade and Other Payables:** Variance mainly due to payables in relation to the Surf Coast Stadium construction.
- Trust Funds and Deposits:** Variance is due to a higher opening balance compared to budget in relation to subdividers deposits and Quarterly Fire Services Levy not paid.
- Provisions:** Variance is due to a higher actual opening balance compared to budget.

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

STATEMENT OF CASH FLOWS For the quarter ended 31 March 2020

	Notes	YTD	YTD	Annual	Variances		Variances	
		Actuals \$'000	Budget \$'000	Budget \$'000	Actual v YTD Budget \$'000	%	Actual v Annual Budget \$'000	%
Cash flow from operating activities								
Rates and charges	1	42,455	41,880	54,276	575	1%	(11,821)	22%
Grants - operating		5,111	4,625	6,030	486	11%	(918)	15%
Grants - capital	2	3,780	4,534	6,046	(754)	17%	(2,265)	37%
Contributions		2,422	2,118	3,838	305	14%	(1,416)	37%
Interest received		1,312	795	1,053	517	65%	259	25%
Statutory fees and fines		1,782	1,522	2,024	260	17%	(242)	12%
User charges		5,859	5,839	7,180	20	0%	(1,321)	18%
Net GST refund/payment		2,160	3,455	4,611	(1,295)	37%	(2,451)	53%
Trust funds received/(refunded)	3	848	-	-	848	0%	848	0%
Employee costs		(22,294)	(23,201)	(32,601)	907	4%	10,308	32%
Materials and services	4	(19,118)	(26,371)	(29,604)	7,253	28%	10,485	35%
Net cash provided from operating activities		24,318	15,196	22,852	9,122	60%	1,466	6%
Cash Flows from investing activities								
Proceeds from sale of property, plant & equipment		157	-	480	157	0%	(323)	67%
Payments for property, plant, equipment & infrastructure assets	5	(15,872)	(16,491)	(25,371)	619	4%	9,499	37%
Cash Flows from investing activities	6	(7,135)	-	-	(7,135)	0%	(7,135)	0%
Net cash used in investing activities		(22,850)	(16,491)	(24,891)	(6,358)	39%	2,041	8%
Cash flows from financing activities								
Finance costs		(765)	(765)	(1,033)	1	0%	268	26%
Repayment of lease liabilities		(476)	-	-	(476)	0%	(476)	0%
Interest paid - lease liabilities		(40)	-	-	(40)	0%	(40)	0%
Proceeds from borrowings		-	-	3,275	-	0%	(3,275)	100%
Repayment of borrowings		(760)	(760)	(1,032)	(1)	0%	272	26%
Net cash provided from financing activities		(2,041)	(1,525)	1,209	(516)	34%	(3,250)	269%
Net increase/(decrease) in cash & cash equivalents held		(573)	(2,820)	(830)	2,247	80%	257	31%
Cash & cash equivalents at the beginning of the period		201	45,491	45,491	(45,290)	100%	(45,290)	100%
Cash & cash equivalents at the end of the period		(372)	42,671	44,662	(43,043)	101%	(45,034)	101%
Investments (current and non-current financial assets)		61,462	10,000	10,000	51,462	515%	51,462	515%
Total cash & investments at the end of the period		61,090	52,671	54,662	8,419	16%	6,428	12%

Notes:

1. Rates and charges favourable due to higher supplementary rates and collection of prior year outstanding debts.
2. Timing of Capital Program Grants.
3. Fire Services Levy unpaid.
4. Operational materials and services variance mainly attributable to timing of delivery of operational projects.
5. Timing of capital program purchases.
6. Cash flow from investing activities is a movement of cash between financial assets and cash and cash equivalents.

STATEMENT OF CHANGES IN EQUITY

As at 31 March 2020

	YTD	YTD	Annual	Variances		Variances	
	Actuals \$'000	Budget \$'000	Budget \$'000	Actual v YTD Budget \$'000	%	Actual v Annual Budget \$'000	%
Equity Opening Balance	841,051	822,833	822,833	18,219	2%	18,219	2%
Surplus for the Year	24,736	18,966	18,166	5,770	30%	6,570	36%
Net Asset Revaluation	(14,692)	13,155	14,794	(27,848)	212%	(29,486)	199%
Total Equity	851,095	854,954	855,793	(3,859)	0%	(4,698)	1%

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

STATEMENT OF CAPITAL WORKS

As at 31 March 2020

	YTD	YTD	Adopted	Variances		Variances	
	Actuals	Budget	Budget	Actual v		Actual v	
	\$'000	\$'000	Spend	YTD Budget	%	Annual Budget	%
			\$'000	\$'000		\$'000	
Property							
Land	1	-	-	(1)	0%	(1)	0%
Total Land	1	-	-	(1)	0%	(1)	0%
Buildings	5,506	5,826	8,963	319	5%	3,456	39%
Total Buildings	5,506	5,826	8,963	319	5%	3,456	
Total Property	5,508	5,826	8,963	318	5%	3,455	0%
Plant and Equipment							
Plant, Machinery & Equipment	958	1,248	1,920	290	23%	962	50%
Fixtures, Fitting & Furniture	26	133	205	107	80%	179	87%
Computers and Telecommunications	763	1,118	1,719	355	32%	956	56%
Total Plant and Equipment	1,747	2,499	3,844	752	30%	2,098	55%
Infrastructure							
Bridges	186	852	1,311	666	78%	1,125	86%
Drainage & Sewerage	186	119	182	(68)	57%	(4)	2%
Footpaths & Cycleways	551	746	1,147	195	26%	597	52%
Parks, Open Space & Streetscapes	482	1,004	1,545	523	52%	1,063	69%
Recreation, Leisure & Communities	1,707	1,157	1,779	(550)	48%	72	4%
Roads	5,495	4,278	6,581	(1,217)	28%	1,086	17%
Offstreet Car Parks	-	-	-	-	0%	-	0%
Expensed Capital Works	919	1,004	1,545	85	9%	626	41%
Landfill Provision	11	11	17	1	5%	7	38%
Total Infrastructure	9,536	9,171	14,109	(365)	4%	4,573	32%
Total Capital Works Expenditure	16,791	17,495	26,916	704	4%	10,125	38%
Represented by:							
New Asset Expenditure	6,588	6,301	9,694	(287)	5%	3,106	32%
Asset Renewal Expenditure	6,469	6,084	9,360	(384)	6%	2,892	31%
Asset Expansion Expenditure	3	8	13	5	60%	9	74%
Asset Upgrade Expenditure	2,802	4,087	6,287	1,284	31%	3,485	55%
Expensed Capital Works	919	1,004	1,545	85	9%	626	41%
Landfill Provision Works	11	11	17	1	5%	7	38%
Total Capital Works	16,791	17,495	26,916	704	4%	10,125	38%

Notes:

Generally project spend variations are timing related.

1.2 Quarterly Financial Statements (as per Local Government Act 1989) - March 2020

LEGAL EXPENDITURE

The previous statements represent standard financial statements for the whole of the organisation. Council understands that some specific types of expenditure also warrant closer monitoring and the following table summarising legal expenses has been included to provide improved transparency.

Legal Costs Summary	Full Year 2016-17	Full Year 2017-18	Full Year 2018-19	YTD Jul-Mar 2019-20	Q3 2019-20
HR matters (incl. training)	11,487	18,095	2,197	10,307	3,157
Governance advice (across organisation)	83,989	104,815	160,642	84,918	19,796
Governance advice (Councillor-related)	10,463	109,029	147,406	69,562	6,649
Planning and Building Services	174,338	235,511	293,301	134,924	95,074
Total	280,277	467,450	603,546	299,711	124,676

Financial Implications

Financial implications of variances to the adopted budget at the end of March do not fully determine the financial position at year end.

Council Plan

Theme 5 High Performing Council
Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.1 Establish long-term financial principles and incorporate into the long-term financial plan

Policy/Legal Implications

Section 138(1) of the *Local Government Act 1989* states that:

'At least every 3 months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure is presented to the Council at a Council meeting which is open to the public.'

The Quarterly Finance Report fulfils this requirement.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

Not applicable.

Social Considerations

Not applicable.

Community Engagement

Not applicable.

Environmental Implications

Not applicable.

Communication

Not applicable.

Conclusion

Council remains in a sound financial position.

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Author's Title: General Manager Governance & Infrastructure

General Manager: Anne Howard

Department: Governance & Infrastructure

File No: F20/82-2

Division: Governance & Infrastructure

Trim No: IC20/497

Appendix:

1. SCS-050 COVID-19 Hardship Policy (D20/68372)
2. S5 Instrument of Delegation - The Chief Executive Officer (D20/68373)

Officer Direct or Indirect Conflict of Interest:

Status:

In accordance with Local Government Act 1989 – Section 80C:

Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):

Yes

No

Yes

No

Reason: Nil

Reason: Nil

Purpose

The purpose of this report is to present Council with a range of opportunities to support the Surf Coast Shire businesses and community during and after the COVID-19 pandemic.

Summary

COVID-19 is an infectious disease caused by a Coronavirus. The virus emerged in early 2020, rapidly spread across many countries and is having significant impacts on health and economies at local, regional, national and international levels. The World Health Organisation declared a global pandemic on 11 March 2020 and a State of Emergency was declared in Victoria on 16 March 2020.

The COVID-19 pandemic and associated government restrictions are impacting the lives and livelihoods of many ratepayers, residents and businesses across the Surf Coast Shire. The full impact of the pandemic is yet to be understood and so Council needs to be able to provide both immediate assistance and create capacity for ongoing support while the impacts and needs are identified.

Council is not the only level of government that needs to assist businesses and communities to respond and recover from the impacts of this pandemic. However, Council has a range of actions available to it that can provide valuable support for its businesses and communities, including but not limited to the following:

- Helping communities to remain connected during the period of shutdown and restriction, to raise issues and find solutions, and to inform Council of what is being experienced in local communities.
- To provide immediate support to ratepayers and sundry debtors, with additional assistance to those experiencing financial hardship as a result of the COVID-19 pandemic.
- To support economic recovery across the municipality, reducing financial stress through targeted rate rebates and waiving of fees as well as ensuring that Council has financial capacity to develop and deliver programs that support targeted industry sectors when their needs are identified.
- By minimising the impact on Council's service, project and program delivery, recognising that Local Government procurement can make an important contribution to local economies and suppliers.

Some initiatives require funding to be included in the budget for the 2020-21 and other actions require Council to exercise legislated powers. Consequently this report includes a range of recommendations for Council's formal consideration. The impacts of the COVID-19 pandemic are not yet fully understood and so Council needs to be flexible and responsive to the community. Council will need to continue to monitor the COVID-19 impacts to assess whether further support is needed.

Recommendation

That Council:

1. Notes the establishment of the Community Support and Economic Support teams to assist the community and businesses during the COVID-19 pandemic.
2. Notes that an initial allocation of \$20,000 is available to the Community Support Team in 2019-20 to respond quickly to low-cost and immediate needs arising through their work with communities

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

and businesses and that further allocations in 2019-20 may be considered.

3. Adopts SCS-050 COVID-19 Hardship Policy as at Attachment 1 to this report.
4. Notes that SCS-003 Rates Assistance Policy will continue to provide assistance to those ratepayers experiencing hardship for reasons not related to COVID-19.
5. Waives penalty interest on outstanding rates and debts (except those relating to fines and infringements) for the period 16 March 2020 to 30 June 2021, noting that:
 - 5.1. This is a key feature of SCS-050 COVID-19 Hardship Policy; and
 - 5.2. This is a deviation from SCS-003 Rates Assistance Policy for the nominated period.
6. Waives fees for the following registrations and permits, in accordance with Clause 8.7(3) of Community Amenity Local Law No. 1, for 2019-20 and 2020-21:
 - 6.1. Non-statutory fees relating to the Food Act 1984;
 - 6.2. Non-statutory fees relating to the Public Health and Wellbeing Act 2008;
 - 6.3. Caravan Park fees (apportioned where fees relate to period beyond these two years); and
 - 6.4. Shopfront 'Street' Trading permits (including A-frame and alfresco permits).
7. Refunds fees paid in 2019-20 for the registrations and permits listed in point 6.
8. Grants a rebate of \$225 for rateable properties subject to the Commercial/Industrial Land Rate for 2020-21, in accordance with Sections 169(1)(d) and Section 169(1A) of *the Local Government Act 1989*, to benefit the municipal community by supporting a cohort of ratepayers that are important to the economic recovery of Surf Coast Shire.
9. Notes that the total value of the support package is \$2,168,000 million as follows:
 - 9.1. \$50,000 in waived penalty interest of rates and sundry debts in 2019-20;
 - 9.2. \$330,000 in refunded fees in 2019-20;
 - 9.3. \$20,000 to respond to low-cost community needs in 2019-20;
 - 9.4. \$195,000 in waived penalty interest of rates and sundry debts in 2020-21;
 - 9.5. \$323,000 in refunded fees in 2020-21;
 - 9.6. \$250,000 (total) in rate rebates in 2020-21; and
 - 9.7. \$1,000,000 COVID-19 Support allocation in 2020-21.
10. Acknowledges the importance of input from businesses and community-led recovery plans to inform a program of relief and recovery initiatives to be funded from the \$1,000,000 COVID-19 Support allocation.
11. Exercises powers conferred by section 98(1) of *the Local Government Act 1989* and the other legislation referred to in the Instrument of Delegation to the Chief Executive Officer, as at Attachment 2 to this report, to:
 - 11.1. Delegate to the person holding the position, acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the Instrument of Delegation to the Chief Executive Officer, as at Attachment 2 to this report, subject to the conditions and limitations specified in that Instrument.
 - 11.2. Determine the instrument comes into force immediately after the common seal of Council is affixed to the instrument and the signature of the Mayor is included and the instrument should be reviewed again before 30 June 2021.
12. Notes the delegation increases the financial delegation of the Chief Executive Officer from \$600,000 (excluding GST) for awarding and entering contracts for the purchase of goods and services or for the carrying out of works, under the following conditions:
 - 12.1. For projects, where the contract relates to a funded project and does not result in the approved project budget being exceeded, including allocated project contingency;
 - 12.2. For operating contracts:
 - 12.2.1. Where the total approved contract does not exceed \$3,000,000 (excluding GST); and
 - 12.2.2. Where the total approved contract is greater than \$600,000 (excluding GST) the length of contract does not exceed three years;
 - 12.3. Procurement processes comply with the provisions of *the Local Government Act* in force at the time and Council's Procurement Policy;
13. Requires a report at the next practicable Ordinary Meeting detailing the contracts awarded including the successful contactors, contract amounts and periods following any exercise of the increased delegation.
14. Agrees that officers should proactively submit project candidates to government funding and stimulus programs where the project candidates are planned to be delivered within the next four years of the Capital Works or Operational Programs and where Council's contribution will come from either asset renewal funding, the Torquay Jan Juc Developer Contributions Program or an allocation already made to deliver the project.

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Council Resolution

MOVED Cr Margot Smith, Seconded Cr David Bell

That Council:

1. Notes the establishment of the Community Support and Economic Support teams to assist the community and businesses during the COVID-19 pandemic.
2. Notes that an initial allocation of \$20,000 is available to the Community Support Team in 2019-20 to respond quickly to low-cost and immediate needs arising through their work with communities and businesses and that further allocations in 2019-20 may be considered.
3. Adopts SCS-050 COVID-19 Hardship Policy as at Attachment 1 to this report.
4. Notes that SCS-003 Rates Assistance Policy will continue to provide assistance to those ratepayers experiencing hardship for reasons not related to COVID-19.
5. Waives penalty interest on outstanding rates and debts (except those relating to fines and infringements) for the period 16 March 2020 to 30 June 2021, noting that:
 - 5.1. This is a key feature of SCS-050 COVID-19 Hardship Policy; and
 - 5.2. This is a deviation from SCS-003 Rates Assistance Policy for the nominated period.
6. Waives fees for the following registrations and permits, in accordance with Clause 8.7(3) of Community Amenity Local Law No. 1, for 2019-20 and 2020-21:
 - 6.1. Non-statutory fees relating to the Food Act 1984;
 - 6.2. Non-statutory fees relating to the Public Health and Wellbeing Act 2008;
 - 6.3. Caravan Park fees (apportioned where fees relate to period beyond these two years); and
 - 6.4. Shopfront 'Street' Trading permits (including A-frame and alfresco permits).
7. Refunds fees paid in 2019-20 for the registrations and permits listed in point 6.
8. Grants a rebate of \$225 for rateable properties subject to the Commercial/Industrial Land Rate for 2020-21, in accordance with Sections 169(1)(d) and Section 169(1A) of *the Local Government Act 1989*, to benefit the municipal community by supporting a cohort of ratepayers that are important to the economic recovery of Surf Coast Shire.
9. Notes that the total value of the support package is \$2,168,000 million as follows:
 - 9.1. \$50,000 in waived penalty interest of rates and sundry debts in 2019-20;
 - 9.2. \$330,000 in refunded fees in 2019-20;
 - 9.3. \$20,000 to respond to low-cost community needs in 2019-20;
 - 9.4. \$195,000 in waived penalty interest of rates and sundry debts in 2020-21;
 - 9.5. \$323,000 in refunded fees in 2020-21;
 - 9.6. \$250,000 (total) in rate rebates in 2020-21; and
 - 9.7. \$1,000,000 COVID-19 Support allocation in 2020-21.
10. Acknowledges the importance of input from businesses and community-led recovery plans to inform a program of relief and recovery initiatives to be funded from the \$1,000,000 COVID-19 Support allocation.
11. Subject to the recommended tenders being within Council's adopted budget and complying with Council's Procurement Policy, delegates the Chief Executive Officer (CEO) the power to award and enter contracts:
 - 11.1. For the Stribling Reserve Pavilions project
 - 11.2. For the following operating contracts:
 - 11.2.1. Cartage Services – Water and Quarry Products
 - 11.2.2. Telecommunication Services – Internet Data
12. Authorises the Senior Contracts Manager to act as Superintendent for contracts awarded under the point 11.1 above.
13. Receives a report at the next practicable Council Meeting detailing the contracts awarded under this resolution, including the successful contactors.
14. Agrees that officers should proactively submit project candidates to government funding and stimulus programs where the project candidates are planned to be delivered within the next four years of the Capital Works or Operational Programs and where Council's contribution will come from either asset renewal funding, the Torquay Jan Juc Developer Contributions Program or an allocation already made to deliver the project.

CARRIED 8:0

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Report

Background

COVID-19 is an infectious disease caused by a Coronavirus. The virus emerged in early 2020, rapidly spread across many countries and is having significant impacts on health and economies at local, regional, national and international levels. The World Health Organisation declared a global pandemic on 11 March 2020 and a State of Emergency was declared in Victoria on 16 March 2020.

The COVID-19 pandemic and associated government restrictions are impacting the lives and livelihoods of many ratepayers, residents and businesses across the Surf Coast Shire. The full impact of the pandemic is yet to be understood and so Council needs to be able to provide both immediate assistance and create capacity for ongoing support while the impacts and needs are identified.

Council has modified its operations, balancing the importance of ongoing delivery of services, projects and programs with the safety of customers, community, staff and Councillors.

While in-person delivery has been suspended or reduced wherever possible, Council has continued to maintain service delivery across most areas of operation.

To enhance Council's ability to respond to customer enquiries, support community activities and provide advice and assistance to businesses at this time, Council has established the following specific teams and functions:

- A Community Support Team, working with Ward Councillors focussing on towns and localities to help people remain connected during and after the period of restriction, to raise issues and find solutions, and to inform Council of what is being experienced in local communities.
- An Economic Support Team, working with partners to promote local businesses through the Buy Surf Coast website, responding to business queries and requests, disseminating relevant advice and gaining insights into the impacts on local businesses.
- An increased media and communications investment, including increased presence in local newspapers and social media.

Council has taken immediate actions to alleviate financial stress on ratepayers and businesses, including:

- The suspension of debt collection activities between 16 March 2020 and 30 June 2020; and
- The promotion of Council's intention to provide reasonable flexibility with respect to payment obligations.

These have been important actions to communicate as Council has still needed to issue statutory notices for Animal Registrations and the Fourth Instalment for Rates in recent weeks.

This report presents Council with further opportunities to consider for implementation in the 2019-2020 and 2020-21 financial years.

Discussion

Council's role in providing support to businesses and the community will evolve as the restrictions and impacts of the COVID-19 pandemic continue and become clearer. Impacts and needs will vary depending on individual circumstances and so Council need to consider how it supports broad groups or cohorts, towns and localities, as well as create a framework within which individual circumstances can be considered.

A number of objectives have informed the initiatives and recommendations outlined in this report, including:

- i. Supporting ratepayers and sundry debtors who may find themselves in financial hardship;
- ii. Supporting the local economy and local jobs by reducing the impact of rates and charges on commercial/industrial properties;
- iii. Supporting businesses that have been most immediately impacted by the COVID-19 restrictions by reducing the impact of Council's fees; and
- iv. Helping businesses and communities to respond during restrictions and to re-establish after the COVID-19 pandemic.

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Supporting ratepayers and sundry debtors facing financial hardship

Council's SCS-003 Rates Assistance Policy has been in place for many years and at the time of the COVID-19 approximately 126 ratepayers were accessing the support provided by this policy. This is a relatively small number in the context of Council's rate base which comprises over 22,000 ratepayers.

While the existing policy is helpful during more normal times, the potential for a much higher number of ratepayers to be impacted by the COVID-19 pandemic, as well as the potentially protracted recovery period, means that the current policy may not provide sufficient flexibility and a new policy is more appropriate in these circumstances. Accordingly a new policy has been developed that may better suit ratepayers' needs at this time and a draft policy has been developed for Council's consideration, as per Attachment 1 to this report.

Both the existing and proposed policies depend on ratepayers contacting Council if they are facing hardship, and so these policies are reactive to customer contact. Any customer contact, including information they provide in relation to personal circumstances, is treated confidentially, recognising that these matters are often challenging for individuals who find themselves in difficulty.

The draft COVID-19 Hardship Policy has some key features including:

- The options for payment plans allow a plan to be in place until 30 June 2022 and therefore provides greater flexibility including the opportunity to manage rates for both 2020-21 and 2021-22;
- Penalty interest will be waived until 30 June 2021, enabling ratepayers to develop payment plans without the stress of their debt growing during 2020-21; and
- Under exceptional circumstances, a ratepayer may make an application to have a portion of their rates and charges waived, which is a right available to them under *the Local Government Act 1989*. These applications would be subject to a formal resolution of Council at a meeting closed to the public.

Support the local economy and local jobs

A strong economy and local employment is important for all ratepayers and residents in the Surf Coast Shire. Council has the following immediate opportunities to demonstrate support for businesses in the municipality:

1. Minimising the impact of rates on commercial and industrial properties in 2020-21 through a rate rebate; and
2. Removing the impact of registration and fees for targeted industry sectors that have already been clearly impacted by COVID-19 restrictions.

Commercial and industrial properties are subject to a substantially higher rate in the dollar (applied as a differential rate) compared to other ratepayers. The differential rate reflects Council's regular investment in economic development and tourism.

Council can provide some relief to this group of ratepayers through a rebate, which is a power available to councils under *the Local Government Act 1989*. The total amount of rebate provided to these ratepayers needs to be considered alongside Council's ability to continue to deliver services and programs without undue impact on other ratepayers. The draft Budget 2020-21 has been developed with an allowance for \$250,000 to be provided through rate rebates for commercial and industrial ratepayers.

It is also clearly evident that while not all hospitality, accommodation and retail/service businesses have been fully impacted, the majority of these businesses are now subject to directions of the Chief Health Officer and therefore impacted in some manner.

Council's Economic Development and Environmental Health officers work closely with these types of businesses and understand that approximately half of the food-registered businesses in the Surf Coast Shire have had to cease to operate at this time.

These businesses are often subject to a range of registrations and permits for which they pay fees to Council, including:

1. Non-statutory fees relating to the Food Act 1984;
2. Non-statutory fees relating to the Public Health and Wellbeing Act 2008;
3. Caravan Park fees (apportioned where multi-year fees relate to period beyond these two years); and

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

4. Shopfront 'Street' Trading permits (including A-frame and alfresco permits).

The ability of businesses to gain the expected benefit from these registrations and permits is undoubtedly diminished. Waiving the nominated fees for the 2019-20 and 2020-21 financial years will provide some relief to an industry sector that needs assistance at this time.

COVID-19 Support Allocation 2020-21

Local relief and recovery efforts are most effective when they are informed by local businesses and local communities. Council is engaged with community groups, businesses and trader associations across the Surf Coast, assisting them to respond to COVID-19 pandemic and gaining insight into the issues they face.

Council will use these insights and information to develop plans and programs to support businesses and communities. These plans will be developed in coming weeks and months and will be the subject of further discussions with Councillors, officers, businesses and community groups.

The draft Budget 2020-21 has been developed with an allocation of \$1 million to ensure that Council is well placed to respond to the community's needs. This is in addition to an initial allocation of \$20,000 to the Community Support Team to respond to small-cost but important initiatives from communities in 2019-20. The 2019-20 allocation is also likely to be reviewed in coming weeks as the Community Support and Economic Support Teams continue to identify immediate needs.

Delegated authorities and accessing funding from other levels of government

In addition to the outward-facing support Council can provide its businesses and communities, it is important that the business of Council also operates in ways that maximise effectiveness and efficiency. Two opportunities have been identified to assist with this, being:

- The ability to streamline contract award processes, while maintaining important governance processes, through amending the financial delegations of the Chief Executive Officer; and
- The ability of officers to respond quickly to funding and stimulus programs so that the community and economic benefits to Surf Coast are maximised.

Local government spending is important at this time because it can create significant local investment and employment. Where Council has already made funding commitments to deliver projects, or where contracts relate to ongoing service needs, a streamlined approach to awarding of contracts will be valuable. To achieve this, the Instrument of Delegation to the Chief Executive Officer has been reviewed and changes are proposed, as per Attachment 2. This instrument will be reviewed again within 12 months of the general election in October 2020, however, officers do not feel that the instrument should wait that long to be reviewed and therefore propose that the changes be implemented now and reviewed before the end of the 2020-21 financial year.

With respect to project candidates for funding programs and stimulus packages, it has been Council's general practice to endorse project candidates before any applications are made. However, other levels of government are already contacting councils and seeking project candidates that can be brought forward for more immediate delivery. In some cases may need councils to make contributions. These requests generally have short timeframes for response, and it is important that Council acts quickly if these opportunities are to be captured.

It is proposed that Council officers respond to as many funding programs and stimulus packages as possible, by nominating projects that are already funded by Council, or nominating that projects are brought forward when they are planned for delivery in the next four years and have an identified funding source for leverage that does not impact Council's ability to fund discretionary projects in coming years.

Financial Implications

The opportunities and recommendations outlined in this report will have financial implications for Council. Consideration has been given to the following important principles:

- Financial support provided to individuals needs to be balanced with the burden, equity and fairness for the broader ratepayer base;
- Short term support for individuals needs to be balanced with long term sustainability of Council; and
- When ratepayers and debtors face difficulty in paying bills, these obligations would likely be to many organisations and it is not reasonable for Council alone to provide relief;

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

The recommendations reflect the above principles.

The financial implications arising from the recommended COVID-19 Support package and policies include the following:

- i. The balance sheet at the end of 2019-20 and 2020-21 financial years, with an anticipated reduction in cash due to delays in revenue collection;
- ii. The budget for financial year 2020-21, through reduced revenue and the COVID-19 Support allocation, offset by deferred growth initiatives; and
- iii. The Long Term Financial Plan over the next ten years.

The financial value of the support package and proposed policy over the 2019-20 and 2020-21 financial years is represented in the following table.

Areas of focus	2019-20 Support	Estimated value	2020-21 Support	Estimated value
Support for ratepayers and sundry debtors where they face financial hardship	<ul style="list-style-type: none"> SCS-050 COVID-19 Hardship Policy Penalty Interest waived on rates and sundry debts (March to June) 	\$50,000	<ul style="list-style-type: none"> SCS-050 COVID-19 Hardship Policy Penalty Interest waived on rates and sundry debts (full year) 	\$195,000
Supporting commercial and industrial ratepayers through rate rebates to support the local economy and local jobs	<ul style="list-style-type: none"> n/a 	-	<ul style="list-style-type: none"> Implement a rate rebate for this cohort 	\$250,000
Support for targeted industry sectors clearly impacted by the Chief Health Officer directions and government restrictions	<ul style="list-style-type: none"> Waiving nominated registration and permit fees (and refund any paid to date) 	\$330,000	<ul style="list-style-type: none"> Waiving nominated registration and permit fees (and refund any paid to date) 	\$323,000
Help businesses and community groups more broadly by responding to community-led and business-led ideas	<ul style="list-style-type: none"> Modest allocation established for Community Support Team to direct as needed 	\$20,000	<ul style="list-style-type: none"> Significant allocation in 2020-21 financial to direct to community groups and targeted industry sectors 	\$1,000,000
Total value 2019-20		\$400,000	Total value 2020-21	\$1,768,000

The total value of assistance over the two financial years based on the recommendations within this report is \$2,168,000 and does not include the value of staff time.

During the parallel development of the draft Budget 2020-21 and this report, consideration was given to holding the 2020-21 rate revenue increase to 0% instead of 2% as per the rate-cap. The financial implication of this option would be the loss of over \$10 million in revenue over the ten years of the Long Term Financial Plan. This would have major implications for Council's ability to fund services, projects and programs in future years.

The suite of initiatives recommended herein have a value of \$2,168,000 and also impact the Long Term Financial Plan, albeit to a lesser extent and does not undermine Council's circumstances to the same extent as a reduced rate increase. The current proposals do not materially change the issues that Council needs to resolve to address its significant financial challenges in the longer term

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Council Plan

Theme	4 Vibrant Economy
Objective	4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses
Strategy	N/A
Theme	1 Community Wellbeing
Objective	1.4 Provide support for people in need
Strategy	N/A
Theme	5 High Performing Council
Objective	5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy	5.1.3 Develop innovative funding partnerships with community, business and government

Policy/Legal Implications

Relevant sections and clauses of *the Local Government Act 1989*, Local Law #1 and Council policies have been reviewed and the recommendations are consistent with policy and legislated requirements.

The waiving of interest for ratepayers receiving assistance is not consistent with SCS-003 Rates Assistance Policy, and this is explicitly recognised in the officer's recommendation. Addressing this in this manner is a valid approach and avoids the need to amend SCS-003 Rates Assistance Policy twice (i.e. firstly to waive the interest and the subsequently to reinstate the interest requirement).

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

The adoption and implementation of the recommendations of this report are considered to be relatively low risk to Council and the community. No risks have been identified with relation to community, human resources, operational, reputation, commercial, systems and Workplace Health and Safety impacts on staff, volunteers, contractors and visitors.

There is a risk that people may take advantage of Council waiving interest even if they do not experience financial hardship. This may impact Council's balance sheet in the short term, however the risk of foregone revenue through waived interest is not considered to be material given that much broader benefits that the waiver of interest offers to ratepayers and debtors. Therefore this risk is considered to be acceptable and will be mitigated as much as possible through officers proactively contacting people with outstanding payments where they have not accessed the relevant policies.

Social Considerations

It is anticipated that the adoption of the recommendations of this report will result in positive impacts for a range of businesses and community groups across the Shire.

Benefits to be derived from the \$1,000,000 COVID-19 Support allocation cannot be specified until the programs are identified but there is also a social benefit in the community knowing that Council support is available.

Community Engagement

Feedback about community experiences has been collected through Ward Councillors, the Community Support Team and Economic Support Team and has informed this report. No specific external engagement has occurred due to time constraints and pandemic restrictions.

The support package was developed through discussions between Councillors and officers over a number of briefing sessions during March and April 2020. While it does not reflect all individual views expressed during those discussions, it is based upon general agreement wherever possible.

Environmental Implications

No environmental implications have been identified in relation to the content or recommendations of this report

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

Communication

This report and Council's decisions will be communicated through media releases, through Council's communication channels, through Community Support and Economic Support teams and directly to businesses and customers seeking advice about Council's support.

Options

Option 1 – Adopt the recommendations of this report as presented

This option is recommended by officers as it enables Council to offer a broad and meaningful suite of initiatives to businesses and community groups in a prompt manner.

The recommendations are relevant to Council's powers. They also balance the need for clarity with respect to rates, fees and debts, while still ensuring that there is flexibility to respond to individual circumstances.

The recommendations relating to delegations and project candidates will enable Council to operate effectively and quickly with respect to project delivery and contracts.

Option 2 – Adopt the recommendations of this report with changes

This option is not recommended by officers. Because many of the changes have based on legislated powers of Council, changes may need to be reviewed further to ensure that they are lawful and able to be implemented. Alternatively they may have financial implications that are not able to be supported through the 2020-21 budget without further review of other services, projects and programs.

If Council determines that the recommendations are not fulsome enough and there are further opportunities to support businesses and communities, it would be more effective to bring them to a future council meeting to expand upon the current opportunities. There is also opportunity to target actions in the future through the \$1,000,000 COVID-19 Support allocation.

Option 3 – Adopt no support initiatives at this time

This option is not recommended by officers. There is a clear need to respond to the challenges of the COVID-19 pandemic in the short term as well as provide support over the next year or two. Businesses and the community need to understand how Council intends to provide such support and therefore it is important that Council makes a decision with respect to this.

Conclusion

Council has been responding to the COVID-19 pandemic since early March 2020, and had modified its operations to maximise ongoing delivery of services, projects and programs while still keeping customers and staff safe.

Councillors and officers have also been engaging with businesses and community groups across the municipality, providing an understanding of the current and emerging impacts of COVID-19 pandemic.

This report and the recommended initiatives aim to provide businesses and the community with certainty about Council actions where that is possible, but is balanced by the need for Council to be flexible and responsive to needs identified in coming weeks and months.

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

APPENDIX 1 SCS-050 COVID-19 HARDSHIP POLICY



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COUNCIL POLICY

SCS-050 COVID-19 Hardship Policy

TRIM Reference: D20/61699 Due for Review: N/A
Responsible Officer: Coordinator of Revenue

Purpose

This policy outlines Surf Coast Shire Council's (Council) commitment to establish a framework by which the Council can offer relief measures to ratepayers who endure financial hardship due to COVID-19 or the Coronavirus pandemic.

COVID-19 is a new infectious disease caused by a virus called Coronavirus. The World Health Organisation declared a global pandemic on 11 March 2020 and a State of Emergency was declared in Victoria on 16 March 2020.

This policy aims to provide ratepayers and sundry debtors (excluding fines and infringements) with clear and transparent understanding of options and assistance available if they experience financial hardship due to the pandemic.

Rates, fees and charges received from residents and businesses are an important and reliable source of revenue that enables Council to deliver services to the community. In times of crises, Council's services remain important to the community and therefore Council needs to maintain sufficient cash-flow to support delivery. However, it is also recognised that the COVID-19 pandemic will cause significant financial hardship for some members of the community and Council can in certain circumstances provide assistance.

Policy principles

The following principles underpin this policy:

- The impacts of the COVID-19 pandemic are not yet fully understood and so Council needs to be flexible and responsive to the community;
- It is recognised that not all ratepayers require alternate arrangements and for those that do the particulars of the arrangements may vary
- Support needs to be easy for ratepayers and debtors to access as well as for staff to implement;
- Short term support for individuals needs to be balanced with long term sustainability of Council;
- Financial support provided to individuals needs to be balanced with the burden, equity and fairness for the broader ratepayer base;
- When ratepayers and debtors face difficulty in paying bills, these obligations would likely be to many organisations and it is not reasonable for Council alone to provide relief;
- Council will use its legislative and regulatory powers to achieve its objectives; and
- Council will respect the confidentiality of any person needing to share their financial circumstances with Council or seek its assistance with rates and debts.

Scope

This policy applies:

- To all requests from ratepayers and sundry debtor customers seeking assistance due to temporary financial hardship arising from the COVID-19 pandemic;
- To all rateable properties in the municipality; and
- For the period of 16 March 2020 to 30 June 2022.



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This policy will operate in addition to Council's existing SCS-003 Rates Assistance policy during this period.

This policy does not apply to sundry debtors where debts relate to fines or infringements.

Policy

Council understands that various ratepayers and sundry debtors may experience financial hardship due to the COVID-19 pandemic and that meeting rates, charges, fees, levies and invoice obligations constitute just one element of financial difficulties that may be faced.

The purpose of this policy is to provide ratepayers and sundry debtors who are facing financial difficulty options to deal with the situation positively and reduce the strain imposed by financial hardship.

Council's approach will be as follows:

1. Proactive support for all ratepayers and sundry debtors by waiving penalty interest on overdue rates, special charge schemes or sundry debtor invoices for the period of 16 March 2020 to 30 June 2021; and
2. Responsive support for any ratepayer or debtor who demonstrates to Council's satisfaction that they are experiencing financial hardship as follows:
 - i. Customers will be offered the option of a payment plan for rates and debts owed during the period 16 March 2020 to 30 June 2022, with a flexible start date where the first payment may be scheduled up to three months from the initial payment plan application, or
 - ii. If a payment plan is not possible for rates, then a deferral arrangement may be considered for ratepayers where they meet the eligibility criteria as outlined on the Rates & Charges Deferment Application; or
 - iii. In exceptional circumstances, where a payment plan or deferral arrangement cannot be established and hardships exists in relation to the COVID-19 pandemic, then Council may through formal resolution consider a waiver of part or all of the debt.

Ratepayers and sundry debtors experiencing financial difficulty paying rates or charges can contact Council's Revenue Department via phone, email or in writing to confidentially discuss the COVID-19 Financial Hardship Policy.

Interest on overdue payments

The waiver of penalty interest will be proactively applied for all ratepayers and sundry debtors and does not require application. Council's intention is to provide immediate relief without creating additional financial stress to give ratepayers the opportunity to meet their financial obligations.

Penalty interest that exists on rates and debts as at 15 March 2020 is considered to be part of debt that existed pre-COVID-19 pandemic and is not intended to be waived, however it will not accrue further penalty interest between 16 March 2020 and 30 June 2021.

Penalty interest will commence accruing on all overdue rates, special charge scheme and sundry debtor invoices from 1 July 2021, even where payment plans may extend for a further year to end by 30 June 2022. This enables ratepayers and debtors to benefit from up to 15 months of interest-free payment plans, while providing sufficient incentive so that payments are not unreasonably delayed until 2021-22 financial year.

In regards to the special charge schemes, the interest portion of the agreed repayment will still apply.

Once the penalty interest recommences, the calculation will commence only from 1 July 2021 and not be backdated.

Payment plans for rates, charges, fees and debts

Council will offer to all ratepayers and sundry debtors, the ability to negotiate a payment instalment plan for rates, special charge scheme charges or sundry debtor invoices, with a flexible start dates not exceeding three months from the initial payment plan application.

All payment arrangement plans should suit the financial capacity of the ratepayer or sundry debtor concerned. Payment plans will be flexible with respect to the following:



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1. Timing of payments (eg. Weekly, fortnightly, monthly, quarterly);
2. Amount of instalments; and
3. Period of the payment plan (noting that the final payment should occur before 30 June 2022).

If any debt is still outstanding at 1 July 2022, Council's existing Rates Assistance Policy will apply.

Payment plans require a written agreement to be entered into between the ratepayer/sundry debtor and Council. Council will accept an application in the form of the Rates and Charges Payment Arrangement Application (available on Council's website: www.surfcoast.vic.gov.au/rate-arrangement), or in writing via email to info@surfcoast.vic.gov.au and addressed to the Rates Department. Applicants are required to acknowledge Council's terms and conditions for payment arrangements.

Deferral of Rates and Charges

Under Section 170 of the Local Government Act, Council may defer the payment of any rate or charge, allowing a person an extended period of time to make payments or alternatively forestall payments on an indefinite basis until the ratepayer ceases to own or occupy the land in respect of which rates and charges are being levied.

Deferral of rates, charges and levies are available where the rateable property is used exclusively for residential purposes, it is the person's sole or principal place of residence, and where ratepayers satisfy the following eligibility criteria:

- i. Eligible pensioners under the State Concessions Act; or
- ii. Card holders of the following identification cards: Health Care, Commonwealth Seniors, Department of Veteran Affairs, Repatriation specific; or
- iii. Ratepayers who can evidence (via Centrelink statement of earnings or ATO tax assessment) that they are of low income status with a maximum income that is less than the Centrelink base rate threshold for the Family Tax Benefit Part A.

Rate deferral agreements are not transferable with a change of ownership and are not available to corporations.

Applicants seeking a deferral need to complete a Rates and Charges Deferment Application.

Waiving of Rates and Charges

Under Section 171A of the Local Government Act, Council may waive payment or part payment of any rate or charge, if it is satisfied that requiring full payment would cause undue hardship on the ratepayer.

Any rates or charges foregone by way of waivers under Section 171A of the Local Government Act 1989 will essentially be passed onto the remaining ratepayers. It is therefore not generally considered to be an appropriate mechanism, making it a last consideration when all other avenues are exhausted and the applicant can demonstrate that full payment of the rates or charges will suffer significant hardship.

Debt Recovery

Council will make a reasonable attempt to contact a ratepayer or sundry debtor about their overdue account. This may include a reminder/overdue notice (with appropriate reference to this COVID 19 Hardship Policy to ensure that ratepayers and sundry debtors are well-informed of their options), account statement, email or phone call.

Legal action on all outstanding rates, special charge schemes and sundry debtors not in a payment arrangement with Council will commence on 30 June 2021. This does not include the legal action to recover the payment of fines and infringements, where the debtor will be liable for all legal costs incurred by Council in the debt collection process.

Definitions

"Council"	Surf Coast Shire Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989.
"Debt"	Debt is the amount (of money) owed by the debtor as a result of a transaction with Council.



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"Sundry Debtor"	Sundry Debtor refers to the individual, organization or other party that owes a debt as a result of a transaction with Council.
"Ratepayer"	Is the occupier or owner of any rateable property who is liable to pay rates. This may be the property of the owner or a tenant who under the lease agreement is liable to pay rates.
"Deferral"	A deferral of payment can be provided in whole or in part for rates, charges and levies which are due and payable for a specified period and subject to any conditions and criteria determined by Council if it considers that an application submitted by a ratepayer shows that payment of rates, charges and levies would cause hardship to the ratepayer.
"Waiver"	A waiver removes the liability from the eligible ratepayer to pay the whole or part of any rate, charge or levy by way of a Council resolution if it considers that an application submitted by a ratepayer shows that payment of rates, charges and levies would cause hardship to the ratepayer.

References

Local Government Act 1989 - Sections 170, 171A and 172
Management Policy and Procedure: MPP-004
Rates Assistance Council website (www.surfcoast.vic.gov.au)
Centrelink website (www.centrelink.gov.au)

Attachment

Rates and Charges Payment Arrangement Application
Rates and Charges Deferment Application

Document History

Version	Document History	Approved by – Date
1	<i>New Policy</i>	

1.3 COVID-19 Support Package, including new Hardship Policy and CEO delegations

APPENDIX 2 S5 INSTRUMENT OF DELEGATION - THE CHIEF EXECUTIVE OFFICER



Surf Coast Shire

Instrument of Delegation
To
The Chief Executive Officer



S5 Instrument of Delegations

Instrument of Delegation

In exercise of the power conferred by section 98(1) of the Local Government Act 1989 (the Act) and all other powers enabling it, the Surf Coast Shire Council (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation;

AND declares that:

1. This Instrument of Delegation is authorised by a Resolution of Council passed on 28 April 2020;
2. The delegation;
 - 2.1. Comes into force immediately upon the common seal of Council is affixed to this Instrument of Delegation and the Mayor's signature is included;
 - 2.2. Is subject to any conditions or limitations set out in the Schedule;
 - 2.3. Must be exercised in accordance with guidelines or policies which Council from time to time adopts; and
 - 2.4. Remains in force until Council resolves to vary or revoke it.
3. The member of Council staff occupying the position or title of or acting in the position of Chief Executive Officer may delegate to a member of Council staff any of the powers (other than the power of delegation conferred by section 98(30) of the Act or any other powers not capable of sub-delegation) which this Instrument of Delegation delegates to him or her.

Executed by the Chief Executive Officer on behalf of the Surf Coast Shire Council pursuant to the Council resolution dated 28 April 2020.

The *COMMON SEAL* of *SURF COAST*)
SHIRE COUNCIL was affixed in the)
presence of)

.....
Chief Executive Officer

.....
Mayor

.....
Dated



S5 Instrument of Delegation to The Chief Executive Officer

Local Government Act 1989			
Provision	Item Delegated	Delegate	Conditions and Limitations
98(1)	<p>SCHEDULE</p> <p>The power to:</p> <ol style="list-style-type: none"> 1. Determine any issue; 2. Take any action; or 3. Do any act or thing; <p>Arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.</p>		<p>The delegate must not determine the issue, take the action or do the act or thing</p> <ol style="list-style-type: none"> 1. if the issue, action, act or thing is an issue, action, act or thing which involves <ol style="list-style-type: none"> 1.1. awarding a contract exceeding the value of \$600,000 (excluding GST); <ol style="list-style-type: none"> <u>1.1. awarding and entering contracts:</u> <ol style="list-style-type: none"> <u>1.1.1. where the contract would result in an approved project budget being exceeded, including allocated project contingency;</u> <u>1.1.2. that do not relate to funded projects, and the total approved contract exceeds \$3,000,000 (excluding GST)</u> <u>1.1.3. that do not relate to funded projects, and the total approved contract exceeds \$600,000 (excluding GST) and the length of contract exceeds three years; and</u> <u>1.1.4. do not comply with the provisions of the Local Government Act in force at the time and Council's Procurement Policy.</u> 1.2. making a local law under Part 5 of the Act; 1.3. approval of the Council Plan under s.125 of the Act; 1.4. adoption of the Strategic Resource Plan under s.126 of the Act; 1.5. preparation or adoption of the Budget or a Revised Budget under Part 6 of the Act; 1.6. adoption of the Auditor's report, Annual Financial Statements, Standard Statements and Performance Statement under Part 6 of the Act; 1.7. determining pursuant to s.37 of the Act that an extraordinary vacancy on Council not be filled; 1.8. exempting a member of a special committee who is not a Councillor from submitting a return under s.81 of the Act; 1.9. appointment of councillor or community delegates or representatives to external organisations; or 1.10. the return of the general valuation and any supplementary valuations; 2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution; 3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; 4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a <ol style="list-style-type: none"> 4.1. policy; or 4.2. strategy adopted by Council; or



Local Government Act 1989		
		<ol style="list-style-type: none">5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

2. CLOSED SECTION

Council Resolution

MOVED Cr Brian McKiterick, Seconded Cr Martin Duke

That Council pursuant to section 89(2)(d) contractual matters of the Local Government Act 1989, close the meeting to members of the public at 1:34pm to resolve on matters pertaining to the following items:

2.1 Former Winchelsea Shire Hall EOI Update and Lease Agreement (section 89(2)(d) contractual matters)

CARRIED 7:1

Division

Councillor Cr Heather Wellington called for division, voted on which was as follows:

<u>For</u>	<u>Against</u>	<u>Abstained</u>
Cr Bell	Cr Wellington	Nil
Cr Duke		
Cr Goldsworthy		
Mayor Hodge		
Cr McKiterick		
Cr Smith		
Cr Revell		

CULTURE & COMMUNITY

2.1 Former Winchelsea Shire Hall EOI Update and Lease Agreement

Author's Title: Community Development Advisor **General Manager:** Chris Pike

Department: Community Health and Development **File No:** F20/79

Division: Culture & Community **Trim No:** IC20/479

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –
Section 80C:

Yes

No

Reason: Nil

Status:

Information classified confidential in accordance with
Local Government Act 1989 – Section 77(2)(c):

Yes

No

Reason: This report is presented to Council as a
confidential document on the basis that it contains
details relating to contractual matters

Purpose

The purpose of this report is to consider endorsing a preferred lessee for the former Winchelsea Shire Hall and the principles and process for establishing a suitable lease.

Summary

Council last received an update on the Expression of Interest (EOI) process to identify a preferred lessee for the former Winchelsea Shire Hall on 10 December 2020.

The EOI process was well communicated to and promoted within the community and region.

The EOI was conducted according to statutory requirements and good practice as advised by Council's property team, legal advisors and the Department of Environment, Land, Water and Planning (DELWP).

The two EOIs submitted were assessed by a Council officer panel according to their ability to deliver the community benefits identified by the former Winchelsea Shire Hall Community Working Group.

The outcome of the assessment process identified David Veal trading as the Bellbrae Farm Trust as the preferred lessee. The application and interview responses provided by the applicant showed the strongest alignment to the community's objectives and desired outcomes and ability to deliver social and economic benefits, shared by Council, for the Winchelsea and broader hinterland communities.

The proposed lease conditions will include a performance-based discounted rent of \$11,550 p.a. (47.5% reductions from full market rent), contingent on the delivery of community benefit that would otherwise require Council resources to realise. A five year lease with three further options of three years each for a total of nine additional years is proposed.

The establishment of a new lease may identify building improvement opportunities that benefit the facility and/or the Winchelsea community beyond the period of this lease and in such circumstances the Chief Executive Officer will consider Council's contribution to works in accordance with normal budget allocation practices. Early estimates of possible improvements are valued at around \$100,000. The majority of costs are anticipated to be borne by the lessee.

Recommendation

That Council:

1. Endorses David Veal trading as the Bellbrae Farm Trust as the preferred lessee for the former Winchelsea Shire Hall.
2. Endorses the following principles for the development of a lease for the former Winchelsea Shire Hall:
 - 2.1. Consistency with SCS-034 Property Use Agreements Policy.
 - 2.2. Consistency with relevant Victorian legislation including the Crown Land (Reserves) Act 1978 and Retail Leases Act 2003.

- 2.3. Rent is to be set at full market rent as established by an independent valuation obtained by Council.
- 2.4. The lessee is entitled to a rent reduction of 47.5% on full market rent in the first year based on plans provided to deliver community benefit.
- 2.5. Rent in the first year will therefore be set at \$11,550.
- 2.6. The lessee is entitled to a rent reduction of up to 47.5% in subsequent years based on annual review of performance in delivering community benefit in the prior year.
- 2.7. The lessee's delivery of community benefit will be assessed annually through the monitoring of performance indicators and targets to be included within the lease agreement.
- 2.8. Performance indicators will align with the following key criteria:
 - 2.8.1. Open and activated
 - 2.8.2. Fostering community cohesion
 - 2.8.3. Clean and comfortable
 - 2.8.4. Custodianship of heritage items
- 2.9. If the lessee's performance falls below agreed targets, rent reductions will be adjusted to reflect the reduced delivery of community benefit.
3. Notes the Chief Executive Officer will exercise existing delegations, including:
 - 3.1. Seeking approval from the Minister for Energy, Environment and Climate Change to enter into a lease in accordance with all relevant Acts.
 - 3.2. Advertising Council's intention to enter into a lease, to satisfy the requirements of Section 190 of the Local Government Act 1989 with David Veal trading as the Bellbrae Farm Trust for an initial period of five years with three further options of three years each for a total of nine additional years.
 - 3.3. Negotiating and executing a lease with the preferred lessee, subject to no submissions being received under Section 223 of the Local Government Act 1989.
4. Notes that the establishment of a new lease may identify building improvement opportunities that benefit the facility and/or the Winchelsea community beyond the period of this lease and in such circumstances the Chief Executive Officer will consider Council's contribution to works in accordance with normal budget allocation practices.
5. Deems this report and resolution no longer be confidential.

Council Resolution

MOVED Cr Margot Smith, Seconded Cr Martin Duke

That Council:

1. Endorses David Veal trading as the Bellbrae Farm Trust as the preferred lessee for the former Winchelsea Shire Hall.
2. Endorses the following principles for the development of a lease for the former Winchelsea Shire Hall:
 - 2.1. Consistency with SCS-034 Property Use Agreements Policy.
 - 2.2. Consistency with relevant Victorian legislation including the Crown Land (Reserves) Act 1978 and Retail Leases Act 2003.
 - 2.3. Rent is to be set at full market rent as established by an independent valuation obtained by Council.
 - 2.4. The lessee is entitled to a rent reduction of 47.5% on full market rent in the first year based on plans provided to deliver community benefit.
 - 2.5. Rent in the first year will therefore be set at \$11,550.
 - 2.6. The lessee is entitled to a rent reduction of up to 47.5% in subsequent years based on annual review of performance in delivering community benefit in the prior year.
 - 2.7. The lessee's delivery of community benefit will be assessed annually through the monitoring of performance indicators and targets to be included within the lease agreement.
 - 2.8. Performance indicators will align with the following key criteria:
 - 2.8.1. Open and activated
 - 2.8.2. Fostering community cohesion
 - 2.8.3. Clean and comfortable
 - 2.8.4. Custodianship of heritage items
 - 2.9. If the lessee's performance falls below agreed targets, rent reductions will be adjusted to reflect the reduced delivery of community benefit.
3. Notes the Chief Executive Officer will exercise existing delegations, including:
 - 3.1. Seeking approval from the Minister for Energy, Environment and Climate Change to enter into a lease in accordance with all relevant Acts.
 - 3.2. Advertising Council's intention to enter into a lease, to satisfy the requirements of Section 190 of the Local Government Act 1989 with David Veal trading as the Bellbrae Farm Trust for an initial period of five years with three further options of three years each for a total of nine additional years.
 - 3.3. Negotiating and executing a lease with the preferred lessee, subject to no submissions being received under Section 223 of the Local Government Act 1989.
4. Notes that the establishment of a new lease may identify building improvement opportunities that benefit the facility and/or the Winchelsea community beyond the period of this lease and in such circumstances the Chief Executive Officer will consider Council's contribution to works in accordance with normal budget allocation practices.
5. Deems this report and resolution no longer be confidential.

CARRIED 8:0

Report

Background

On 23 July 2019, Council resolved to endorse the community aspiration for the former Winchelsea Shire Hall to become the 'heart of the community'. It adopted and funded delivery of a 12 month Action Plan which included the establishment of a new operating/management model.

On 10 December 2019, Council received a progress report noting work completed and forthcoming including:

- Programming of the space
- Improved public access
- Finalisation and execution of an EOI process to assess potential contractors/tenants, their capacity to deliver community objectives and the financial implications for Council.

Criteria for the assessment of the EOI are based of the principles developed by the former Winchelsea Shire Hall Community Working Group to help realise the community's vision for the building and its role in the town and region.

The EOI opened on 31 January 2020 and was widely promoted through Council and community media channels. Council officers also conducted:

- Extensive engagement with community stakeholders
- Attendance at nine community group meetings to describe the EOI process and its intentions
- Discussions with all businesses in the town centre precinct

The EOI closed on 28 February 2020. Two EOIs were received.

Discussion

The report recommendations are based on the assessment process and outcome of the Expression of Interest assessment process which included a number of elements outlined below.

Process design

The EOI process for the former Winchelsea Shire Hall has included:

- Consultation with Department of Environment Land Water and Planning (DELWP) through the process to ensure compliance with Crown Land requirements should Council wish to enter a lease;
- Guidance by property and procurement officers and legal advisors;
- Applying normal procurement/leasing processes including but not limited to:
 - Clear and consistent communication with submitters;
 - Treating all aspects of the EOI as sensitive and confidential;
 - Incorporating standard declarations of conflict of interest for parties participating in the process.

Assessment process and outcome

Senior Council officer representatives from each of the following departments formed the Assessment Panel:

- Governance and Risk;
- Community Strengthening; and
- Economic Development.

Two representatives from the Community Working Group participated as non-voting advisors to the EOI assessment panel.

The applications were assessed against the following criteria in accordance with the community vision:

1	Open and activated. The proposed use will result in the former Winchelsea Shire Hall opening hours provide a breadth of coverage to contribute to the activation of the town centre precinct. The optimum opening hours would be 7 days a week, however we appreciate this is aspirational
2	Fostering community connection. The proposed use will result in the former Winchelsea Shire Hall contributing to community cohesion through the provision of space and opportunities for formal and informal gathering, i.e. events, activities, co-working, etc.
3	Welcoming and comfortable. The proposed use will result in the former Winchelsea Shire Hall being kept clean and comfortable, welcoming and inclusive for all community members and visitors.
4	Cultural custodianship. The proposed use will result in the former Winchelsea Shire Hall and heritage items housed within being properly cared for, with access given to interested parties.
5	Contributing to the local economy. The proposed use will result in the former Winchelsea Shire Hall contributing to the vibrancy of the town centre precinct and complementing Winchelsea's existing business and community activities
6	Demonstrated capacity The applicant possesses all relevant skills and experience to successfully deliver the proposed use.
7.	Viability and sustainability. The proposed use is based on a comprehensive business case which demonstrates viability and sustainability.

There were distinct differences in the applications and their alignment with the criteria as summarised in the table below:

Applicant and description of proposal	Key strengths	Key limitations	Assessment score
<p>Applicant A</p> <p>A dedicated youth space offering youth-focused programs. Programs and activities are designed to support the learning and development needs of young people in Winchelsea.</p> <p>NOT PREFERRED</p>	<ul style="list-style-type: none"> Youth led programming builds belonging and confidence in young people to participate in the community Strong links to local community groups and sporting clubs Ability to care for heritage items Demonstrated experience in running programs that deliver social benefit 	<ul style="list-style-type: none"> Limited hours of operation Accessible to a small number of a specific cohort. Limited ability to attract residents and visitors to the town centre precinct and Hinterland region more broadly. Need to develop a resource plan for ongoing viability. 	55/100

Applicant and description of proposal	Key strengths	Key limitations	Assessment score
<p>David Veal trading as Bellbrae Farm Trust</p> <p>Food based business including the components of café/restaurant, a provedore and aggregator for regional produce and workshops showcasing local produce, producers and skills.</p> <p>PREFERRED</p>	<ul style="list-style-type: none"> • Open and accessible to wide range of residents and visitors • Whole community focus and involvement • Support young people's use of the space • Ability to care for heritage building and items • Alignment with economic and land-use strategies (e.g. Hinterland Futures) • Demonstrated experience in commercial operations that deliver social and economic benefit • Financially viable and sustainable 	<ul style="list-style-type: none"> • A number of food based businesses already trade in the town centre precinct. 	<p>84/100</p>

The Assessment Panel recommended the initiation of negotiations for a commercial lease with David Veal for the purpose of developing advice for Council. The Panel's recommendation is based on the proposal's strong alignment to the community's objectives and desired outcomes for the former Winchelsea Shire Hall and ability to deliver social and economic benefits, shared by Council, for the Winchelsea and the Hinterland communities. The preferred applicant has indicated a desire to ensure youth access to the facility continues.

Lease conditions

The lease will contain standard conditions as required by:

- State Government regulations including the *Crown Land (Reserves) Act 1978* and *Retail Leases Act 2003*
- Council's SCS-034 Property Use Agreement Policy and associated reference documents such as Outgoings and Maintenance Obligations Schedule.

The proposed lease is for five years with three further options of three years each for a total of nine additional years.

It will include special conditions pertaining to the delivery of community benefit outlined in the Rent section below.

Rent

Council officers obtained an independent commercial valuation based on the proposed use. Current Market Rent has been assessed at \$22,000 p.a.

The terms and conditions of the lease agreement will incorporate agreed performance indicators and targets to ensure community benefit is understood and measured. This is important as the market rent is reduced to the extent to which the leaseholder meets the performance criteria to realise the community vision and offset Council expenditure to deliver these benefits.

Rent reduction for the first year is set at a maximum reduction of \$11,000 per annum (50% of full market rent). The applicant's scoring on key criteria will reduce the rent in year one and will form the basis of ongoing measurement to remain eligible for rent reductions in consequent years:

- Opening hours provide a breadth of coverage and contribute to activation of town centre: 10% of the total possible rent reduction. Applicant scored an average of 6 out of a possible 8.
- Contribute to community cohesion through the provision of space and opportunities for formal and informal gathering: 70% of the total possible rent reduction. Applicant scored an average of 7.7 out of a possible 8.
- Space is clean and comfortable, welcoming and inclusive: 10% of the total possible rent reduction. Applicant scored an average of 4 out of a possible 4.

- Former Winchelsea Shire Hall and heritage items are cared for, with access given to interested parties: 10% of the total possible rent reduction. Applicant scored an average of 4 out of a possible 4.

Based on the assessment panel scoring for this applicant, the proposed starting rent is \$11,550 p.a. which constitutes a 47.5% reduction on full market rent. The lessee is entitled to a rent reduction of up to 47.5% in subsequent years based on an annual review of performance in delivering community benefit in the prior year. If the lessee's performance falls below agreed targets, rent reductions will be adjusted to reflect the reduced delivery of community benefit.

The calculation methodology and proposed rent reduction has been deemed appropriate by DELWP.

Financial Implications

Rent levels are discussed above.

The establishment of a new lease may identify building improvement opportunities that benefit the facility and/or the Winchelsea community beyond the period of this lease and in such circumstances the Chief Executive Officer will consider Council's contribution to works in accordance with normal budget allocation practices. Early estimates of possible improvements are valued at around \$100,000. The majority of costs are anticipated to be borne by the lessee.

On 23 July 2019, Council allocated \$65,000 to the Winchelsea Cultural Centre Implementation Plan project. To date \$25,000 has been spent on that project, largely in the form of a dedicated advisor role which has overseen the work with the community working group, the building of connections within the town, the exploration of interim uses and the running of the EOI process. Interim uses were planned in the form of Geelong Regional Library Corporation programs and an International Women's Day High Tea event however the emergence of the COVID-19 pandemic prevented those opportunities. The officer will focus on concluding the leasing process and the goal of ensuring strong connections are established between the lessee and the community to achieve long lasting success. The officer is currently leveraging their local connections to assist with the COVID-19 response in Winchelsea through the Community Support Team.

Council Plan

Theme	1 Community Wellbeing
Objective	1.1 Support people to participate in and contribute to community life
Strategy	1.1.1 Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations
Theme	1 Community Wellbeing
Objective	4.3 Strengthen the vitality of town centres
Strategy	4.3.1 Identify and support the economic and social drivers of town centres within the shire
Theme	5 High Performing Council
Objective	5.2 Ensure that Council decision-making is balanced and transparent and the community is involved and informed
Strategy	5.2.2 Evolve our community engagement approach to inform strategic Council direction and decision-making

Policy/Legal Implications

This process has been run under the guidance of DELWP liaison, Council's property team and legal advisors, and in line with the terms governed by State Government regulations (*Crown Land (Reserves) Act 1978* and *Retail Leases Act 2003*) as well as Council's Property Use Agreement Policy. The preferred lessee is aware of and is working to meet all requirements under planning, building, environmental health, foot path trading, liquor licensing via Council's Better Approval Process and Business Concierge Service.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

This report seeks to fulfil previous Council decisions to identify a viable and sustainable future use for the former Winchelsea Shire Hall that would deliver the community's vision. This addresses risks related to underutilised assets, failure to meet local needs and negative impacts on Council's reputation and credibility.

The processes employed to arrive at this report's recommendations have been important in mitigating risks. In particular, the following activities have managed risk:

- Continued involvement of community working group – ensure consistency with community vision and valuable input into the EOI process (with controls introduced to manage risks related to privacy, confidentiality and conflicts of interest)
- Extensive promotion of the EOI – seek to attract as many applicants as possible and ensure widespread awareness of the process within the local community
- Regular consultation with DELWP – ensure process and outcome complies with state government requirements.
- Involvement of independent officers in assessment panel – ensure those running the process are not involved in the assessment of proposals.
- Regular briefings with Councillors at key stages of the process – ensure awareness of and feedback on approach to EOI, its findings and potential property use agreements.

Social Considerations

Accepting this report's recommendations will enable the community's use of the former Winchelsea Shire Hall for informal meeting and socialisation, learning and work. Without the opportunities for social connection and learning being implemented by the preferred lessee, Council would have to contribute its own human and financial resources to deliver them.

Community Engagement

An inclusive communications and engagement process has been facilitated to identify and establish a use for the former Winchelsea Shire Hall. Key communications and engagement phases have included:

- Council facilitated expression of interest for community members to form a Community Working Group to establish the Community's vision for the future use of the former Winchelsea Shire Hall.
- Community Working Group tested the vision and principles to achieve the vision with the wider community at drop in session and via a survey. The Community Working Group also presented the vision and principles to Council at the 23 July 2019 Council Meeting.
- From July 2019 the Community Working Group met fortnightly to explore management and programming options for the former Winchelsea Shire Hall and identified an Expression of Interest process as the best option for innovatively achieving the community's vision and viably and sustainably delivering community benefit. The criteria for the assessment of the EOI was developed using the Community Working Group's principles to the vision.
- From December 2019, prior to the EOI opening, extensive engagement was undertaken with Council and community stakeholders to describe the EOI process and its intentions in-line with community working group and broader community's input.
- From 28 January 2020, the opening of the EOI was promoted through established Council and Community media channels.
- Until 28 February 2020, submissions could be made via the web form, email, post or in person and the Community Development Advisor provided responses to community enquiries and potential applicants.
- During the assessment of the EOIs and reflecting the sensitivities of this phase of the process, high level updates have been provided to media and community groups.

Throughout the above process, the Council officers met with the following:

- Nine community networks meetings
- Experts in various Council departments including Economic Development, Governance and Risk, Community Relations, Statutory Planning, Strategic Planning, Environmental Health.
- Department of Environment, Land, Water and Planning.
- All businesses in the Winchelsea town centre.
- An additional 60 individuals, business and community group representatives from Winchelsea and surrounding areas.

Information was also communicated as follows:

- Surf Coast Shire Media release issued and appeared in Colac Herald - 3 February, Winchelsea Star - 4 February 2020, Surf Coast Times, Armstrong Creek Times and Golden Plains Times - 6 February 2020.
- Media release published as news item on Council website: 3 February 2020
- Social media post: 18 February 2020 (Reached 1353 people)
- Additional promotion through local media:
 - Winchelsea Star - 4 February
 - Surf Coast Times - 13 February
 - The Echo – 12 February
 - Colac Herald – 14 February
 - Geelong Advertiser – 15 February
- Promoted through the Agribusiness network newsletter (Reached over 400 subscribers)
- Contacted Facebook group administrators with EOI information, including:
 - Winchelsea Classifieds
 - What's on in Winch Classifieds
 - Birregurra Community
 - What's On? Colac and District.
 - Moriac Community Noticeboard

Environmental Implications

There are no environmental impacts directly associated with this recommendation.

Communication

A Public Notice will be prepared to advertise Council's intention to enter into a five year lease (with three further options of three years each for a total of nine additional years) with David Veal trading as the Bellbrae Farm Trust for the former Winchelsea Shire Hall in accordance with Section 190 of the *Local Government Act 1989*.

The public notice will be published on Council's website, the Winchelsea Star and in news media across the Shire, Colac and Geelong. This notice will also be posted on the Winchelsea noticeboard located outside the IGA.

The proposal will be communicated via Council's media and online communication channels.

Additionally, all stakeholders involved in the process to determine the future use of the former Winchelsea Shire Hall will be notified via email or in person. The wider community will be updated on Council's resolution.

Options

Option 1 – Recommendation as presented

This option is recommended by officers as:

- the preferred lessee has been identified through a thorough EOI process
- their proposal was consistent with the intention of the EOI process indicating a close alignment to the community's vision of the former Shire Hall as "the heart of the community" and demonstrates significant social and economic benefit.
- the lease conditions seek to balance outcomes for the lessee, community and Council.
- the methodology to conclude the leasing process is consistent with Council policy and state legislation.
- the CEO has sufficient delegation to conclude negotiations on behalf of Council.

Option 2 – Adopt alternate lease conditions

This option is not recommended by officers as:

- the proposed conditions are consistent with Council policy and state legislation.
- the proposed lease conditions seek to balance outcomes for the lessee, community and Council and altering these could result in the withdrawal of the applicant, disadvantage the community or negatively impact Council position.

Option 3 – Endorse a different applicant

This option is not recommended by officers as:

- a robust assessment process using criteria aligned with the community vision identified David Veal trading as the Bellbrae Farm Trust as the best applicant.
- the second applicant, whilst offering a valuable program that would benefit young people, did not align with the criteria particularly strongly.
- the likelihood of attracting other applicants that did not apply through the EOI process is low, which would result in Council playing a more central role in the operation of the facility.

Conclusion

Following maintenance and renewal works the former Winchelsea Shire Hall is ready to be used. Interim users have been hard to find and plans have been disrupted by the pandemic. An EOI process for long-term user has been run and a strong candidate has been identified. The preferred applicant's food based business proposal appears likely to bring economic and social benefits to Winchelsea and the wider region. This report recommends proceeding with the process to establish a mutually beneficial lease with David Veal trading as the Bellbrae Farm Trust and working with the lessee to deliver these benefits for all.

Close: There being no further items of business the meeting closed at 1:34pm.