

Budget 2014 - 2015

Surf Coast Shire Council



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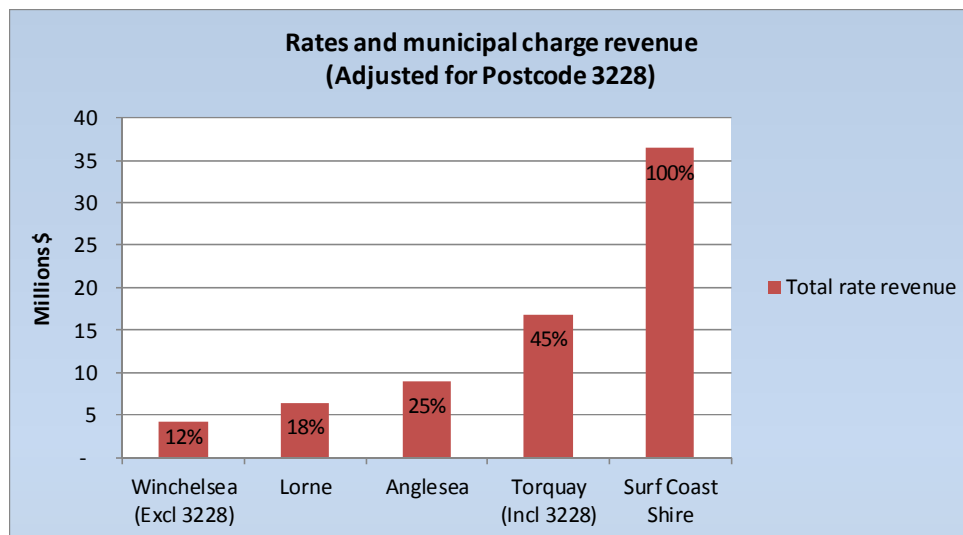
Mayor's introduction

Delivering a 2014-2015 Surf Coast Shire Council Budget that is prudent with ratepayer funds and proactive in caring for communities and our coastal and hinterland environments, both now and into the future, are key priorities of this Council.

In this coming financial year, we will undertake a range of initiatives including upgrading recreational facilities, supporting community services and events, tackling invasive weeds, plants and pests, and implementing strategies that protect the character of our townships and enhance our retail precincts. As our population continues its rapid growth, we will continue to deliver quality community services that support families, businesses and the rural sector.

To deliver our Budget objectives in a financially responsible way, we will increase overall rates collected on property assessments by 4.75% for the 2014-2015 financial year. Council acknowledges the need to limit rate increases in recognition of cost of living pressures experienced by our community and this budget has been formulated in that context. Whilst the proposed tourist accommodation differential rate has been removed from the 2014-2015 budget, Council still intends to pursue the methodology of a differential rating category for tourist accommodation, and will use the forthcoming year to investigate methods for fair and equitable distribution of property rates.

The table below shows the percentage of rates collected by Council from each of its wards. Council allocates resources to services and projects based on need and as a result, each Ward may be given a higher or lower share of funds in each Budget cycle. Please note that the graph has been adjusted so that all Torquay and Jan Juc properties are included in the Torquay category (3228).



This coming financial year, there will be a 4.0% increase in the garbage charge for kerbside waste collections after a zero price rise in the previous two financial years. This rate increase will enable Council to continue to provide a quality waste service for residents, and manage the Anglesea landfill to EPA standards.

A total of \$1.13 million will be spent on new initiatives including:

- A customer experience review of our planning department
- Implementation of Climate Change strategy actions, including carbon farming and renewable energy
- Ongoing feasibility work in relation to the proposed Aquatic and Leisure Centre
- Further support for local sport and recreation through additional council resources
- Hosting an Asian Cup pre competition training camp
- Planning study on community buildings in the Surf Coast Shire
- Surf World Museum and Surf Coast Sports and Recreation Centre Improvements
- Tourism Strategy and Marketing

- Community Planning for Emergencies
- Additional resources for vegetation maintenance and landscaping
- Implementation of a health and wellbeing plan
- Support for the Lorne Community Arts Festival, Trick or Treat Festival in Winchelsea, and the Bolt Blower Invitational Surf Contest
- Torquay Performing Arts feasibility study
- Additional support for youth services
- Support the for Bus to Hub program in Winchelsea
- Revitalisation of the Gilbert St retail area in Torquay
- Support for the Anglesea Primary School Stadium toilets
- Support for the Winchelsea Golf Club Water Storage project
- Support for the Aireys Inlet Open Mic Festival
- Support for the Lighthouse Literary Fest
- Contribution towards the horse arena surface at Mt Moriac Equestrian centre
- Support for the Winchelsea football ground electronic scoreboard

All initiatives will be carefully monitored, evaluated and reported to the community.

The total Capital Works program will be \$15.19 million, of which \$2.14 million relates to projects carried over from the 2013-2014 year. Of the capital funding required, \$3.09 million will be sourced from external grants and asset sales, \$8.11 million from rates (including \$0.15 million from special rates) and the \$3.99 million balance from cash reserves and investments. Highlights of the Capital Works program include:

- Asset Preservation (\$5.83 million) – Replacement of light fleet, heavy plant and information services and systems, local road reseals and gravel re-sheeting, buildings, footpaths, kerb and bridge renewal works, facility fencing, road safety programs, irrigation systems and nature reserves renewal
- Corporate projects (\$1.23 million) – Funding for purchase of recreational open space in **Winchelsea**, and **Mount Moriac** depot rehabilitation
- Community buildings (\$0.43 million) – Funding for future building project design, **Torquay** Price St Precinct Plan implementation and Surf Coast Sport & Recreation Centre Improvements, **Lorne** Visitor Information Centre extension and Mens Shed,
- Drainage (\$0.25 million) – **Torquay** catchment upgrade and **Freshwater Creek** flood mitigation
- Open space (\$1.38 million) – Installation and upgrade of playgrounds; shire wide town park upgrades, **Torquay** Community and Civic Precinct stage 2b, Aurora Crescent picnic area upgrade, **Fairhaven** Merrans Nature Reserve Land Purchase and Design, **Connewarre** Riding Club show jumping arena, **Moriac** Newling Reserve landscaping, **Lorne** Stribling Reserve terrace design, **Jan Juc** Bob Pettitt Reserve BMX track
- Pathways (\$0.17 million) – **Lorne** Swing Bridge Pathway, **Anglesea** Riverbank toilet block access, **Aireys Inlet** Painkalac Creek pathway
- Transport (\$2.02 million) – **Gnarwarre** Pollocksford Rd widening, **Winchelsea** Murrel & Gosney Roads intersection, **Torquay** Horseshoe Bend Rd widening, **Aireys Inlet** Pearse Rd construction
- Waste management (\$1.72 million) – **Anglesea** transfer station upgrade, installation of a cell liner at landfill, Groundwater Bore installation, landfill rehabilitation works, **Lorne** and **Winchelsea** transfer station solar power installations
- **Torquay/Jan Juc** Developer Contributions Plan (\$2.16 million) – Torquay Spring Creek and Deep Creek pathways, Regional Bike Route, Grass Tree Park upgrade, Active recreation facilities, and Torquay North Early Learning Centre planning and design

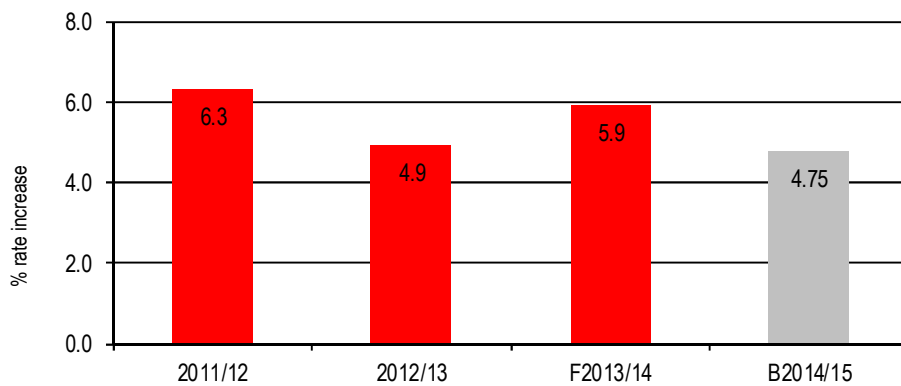
This Budget was developed through a rigorous process of public consultation and review, and Council endorses it as financially responsible.

Cr Rose Hodge
Mayor

Chief Executive Officer's summary

Council has prepared a Budget for the 2014-2015 financial year that seeks to balance the community's need for services and infrastructure, with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

1. Rates



F = Forecast B = Budget

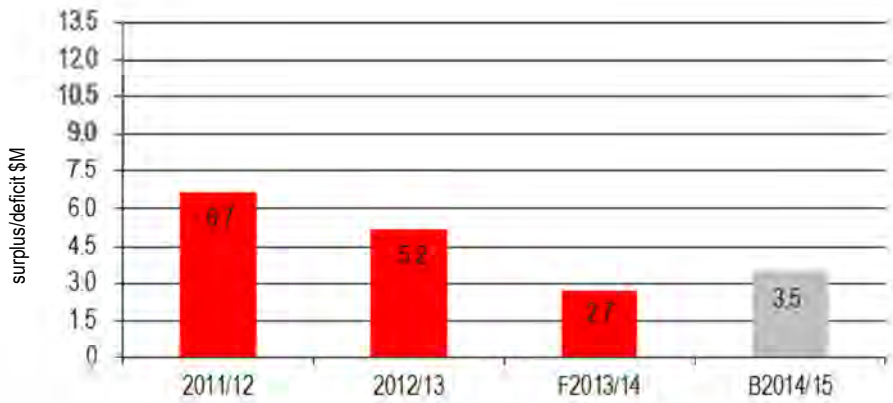
It is proposed that general rates increase by 4.75% for the 2014-2015 year, raising total rates of \$33.20 million, including \$0.51 million generated from supplementary rates. The Municipal Charge has been increased by \$8.00 to further recover administrative costs. Of the 4.75% increase, 1.05% will go toward maintaining operating services and meeting the cost of a number of external influences affecting the operating budget. The remaining 3.7% increase will go towards capital works and new initiatives to address identified needs of the community, and the asset renewal and growth needs of the shire. (The rate increase for the 2013-2014 year was 5.9%).

The breakdown of rate increases across the different rate categories is as follows:

Rates Category	% Increase
Residential	4.75 %
Commercial/Industrial	4.75 %
Farm	4.75 %
Vacant	4.75 %
Average all categories¹	4.75 %

Note1: The average increase across all properties, including the municipal charge, is 4.75%. The actual rate increase per property will vary depending on Capital Improved Value and any effects of the General revaluation carried out by independent valuers.

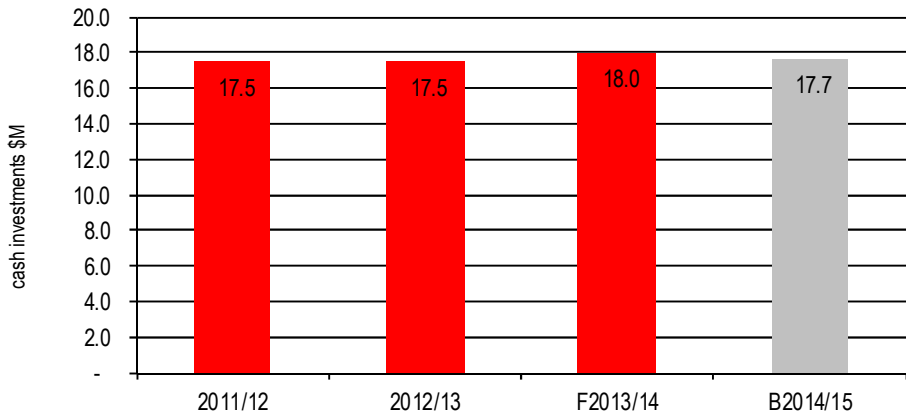
2. Operating result



F = Forecast B = Budget

The expected operating result for the 2014-2015 year is a surplus of \$3.5 million, which is an increase of \$0.8 million above the 2013-2014 result. The improved operating result is mainly due to a \$1.9 million increase in the 2014/15 Grants Commission allocation (\$1.8 million of the 2013/14 allocation was paid in advance in 2012/13) and a non-recurring allocation to landfill rehabilitation of \$4.6 million that was brought to account in 2013/14. Offsetting these amounts are an increase in employee benefits of \$1.3 million, a decrease in capital grants revenue of \$1.4 million, a decrease in special rates and charges revenue of \$1.3 million, a decrease in granted assets received \$0.9 million, and increased depreciation expense of \$0.6 million.

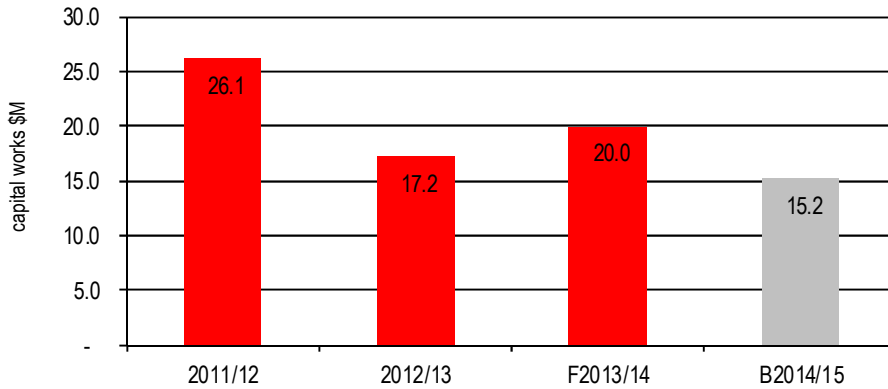
3. Cash and investments



F = Forecast B = Budget

Cash and investments are expected to decrease by \$0.3 million during the year to \$17.7 million as at 30 June 2015. (Cash and investments are forecast to be \$18.0 million as at 30 June 2014).

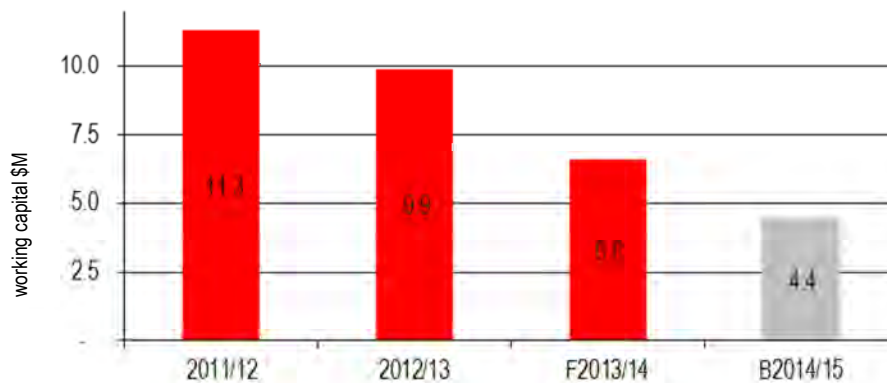
4. Capital works



F = Forecast B = Budget

The capital works program for the 2014-2015 year is budgeted to be \$15.2 million of which \$2.1 million relates to projects that will be carried forward from the 2013-2014 year. The carried forward component is fully funded from the 2013-2014 budget. Of the \$15.2 million of capital funding required, \$8.0 million will come from Council operations, \$2.2 million from external grants and contributions, \$0.9 million from asset sales and the balance (including the carried forward component) from cash and investments. The capital expenditure program has been set and prioritised based on asset management plans and a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$20.0 million for the 2013-2014 year).

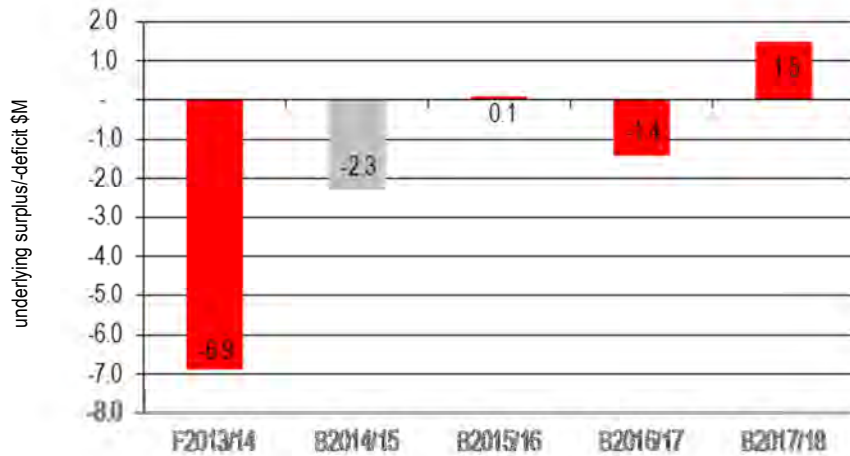
5. Financial position



F = Forecast B = Budget

The financial position is expected to improve with net assets (net worth) to increase by \$12.4 million to \$378.9 million. However, net current assets (working capital) will reduce by \$2.2 million to \$4.4 million as at 30 June 2015. The working capital ratio is expected to be 130% at 30 June 2015, remaining above the prudential limit of 110% set by the Department of Planning, Transport, and Local Infrastructure. (Total equity is forecast to be \$366.5 million as at 30 June 2014.)

6. Financial sustainability

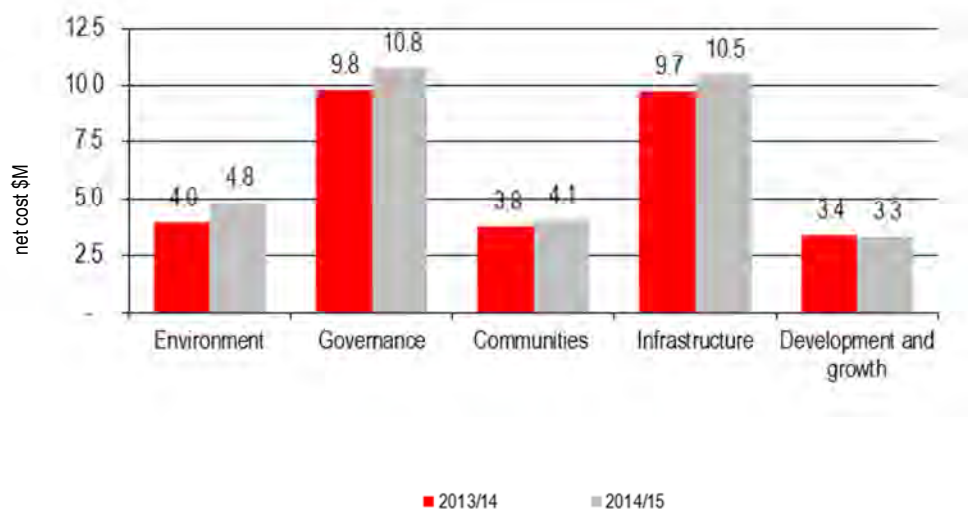


F = Forecast B = Budget

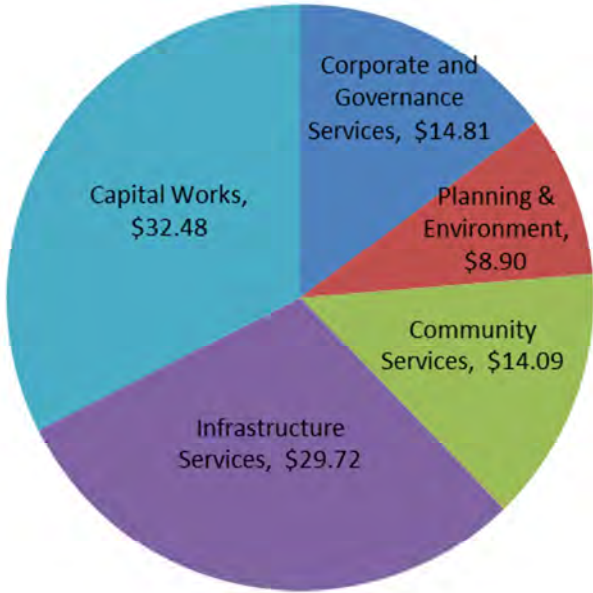
The underlying deficit is expected to decrease by \$4.6 million to a \$2.3 million deficit in 2014-2015. This deficit is due to carried forward operating projects from 2013-2014, expensed capital works and decreased capital grant revenue. A high level Strategic Resource Plan for the years 2015-2016 to 2023-2024 has been developed to assist Council in adopting a budget within a longer term, prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The Plan projects that Council's operating result and the underlying result will trend positively in future years. (The underlying deficit is forecast to be \$6.9 million in 2013-2014, which includes an increased provision for landfill rehabilitation of \$4.6 million).

7. Strategic objectives

The Annual Budget includes funding for a range of activities and initiatives that will contribute to achieving the strategic objectives specified in the Council Plan. The below graph shows the level of funding allocated in the 2014-2015 Budget compared to 2013-2014 to achieve the strategic objectives as set out in the 2013-2017 Council Plan.



8. Council Expenditure Allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It Shows how much is allocated to each service area for every \$100 that Council spends.

This budget has been developed through a rigorous process of public consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

Stephen Wall
Chief Executive Officer

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act), the Local Government (Finance and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations that support the Act.

The 2014-2015 Budget is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The budget includes standard statements, being a budgeted Income Statement, Balance Sheet, Cash Flows, Capital Works and Statement of Changes in Equity. These statements have been prepared for the year ended 30 June 2015 in accordance with the Act and Regulations, and are consistent with the annual financial statements, which are prepared in accordance with Accounting Standards. The budget also includes a budgeted statement of investments, detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Council updates its long term financial projections. The preparation of the budget, within this longer term context, begins with consideration of the operating and capital components of the annual budget during February and March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during April. A 'proposed' budget is prepared in accordance with the Act and is considered by Council in late April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council undertakes a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. Council proposes to adopt the budget by 30 June in accordance with industry best practice. The key dates for the 2014-2015 budget process are summarised below.

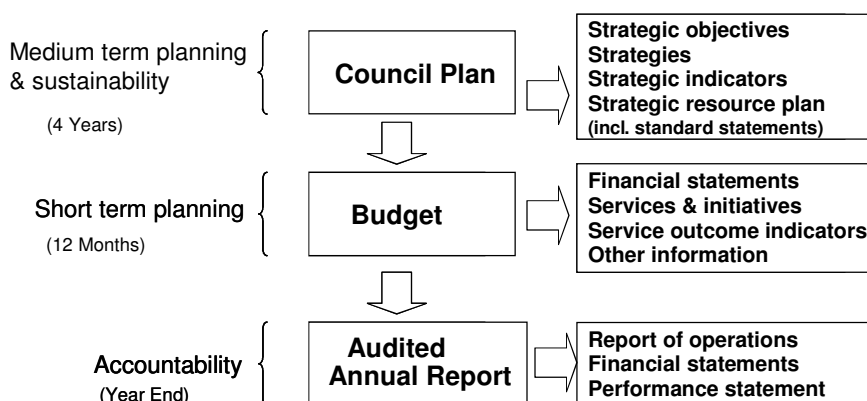
Budget process	Timing
1. Officers prepare operating and capital budgets	Feb/Mar
2. Council considers draft budgets at informal briefings	Apr
3. Proposed budget submitted to Council for approval	29 April
4. Public notice advising intention to adopt budget	1 May
5. Budget available for public inspection and comment	1 May
6. Submissions period closes (28 days)	28 May
7. Submissions considered by Hearing of Submissions Committee	3 June
8. Budget and submissions presented to Council for adoption	24 June
9. Copy of adopted budget submitted to the Minister	26 June

1. Linkage to the Council Plan

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

1.1 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of Council’s objectives and strategies and determines its sustainability. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget that contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election. It is reviewed by the end of February each year, to ensure that there is sufficient time to develop Council’s proposed activities and initiatives and key strategic activities in draft form prior to the commencement of the Annual Budget process in March. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.2 Our purpose

Vision

The Council Plan 2013-2017 provides Council’s Vision as follows:

“Working towards an engaged, innovative and sustainable community”

Achieving the Vision

Council has identified five strategic objectives, each of which is underpinned by outcomes, strategies and a number of measurable performance indicators that are designed to help Council to achieve its Vision. It is through the achievement of these strategic objectives that Council will deliver on its mandate to govern in the interests of the entire Surf Coast Shire community.

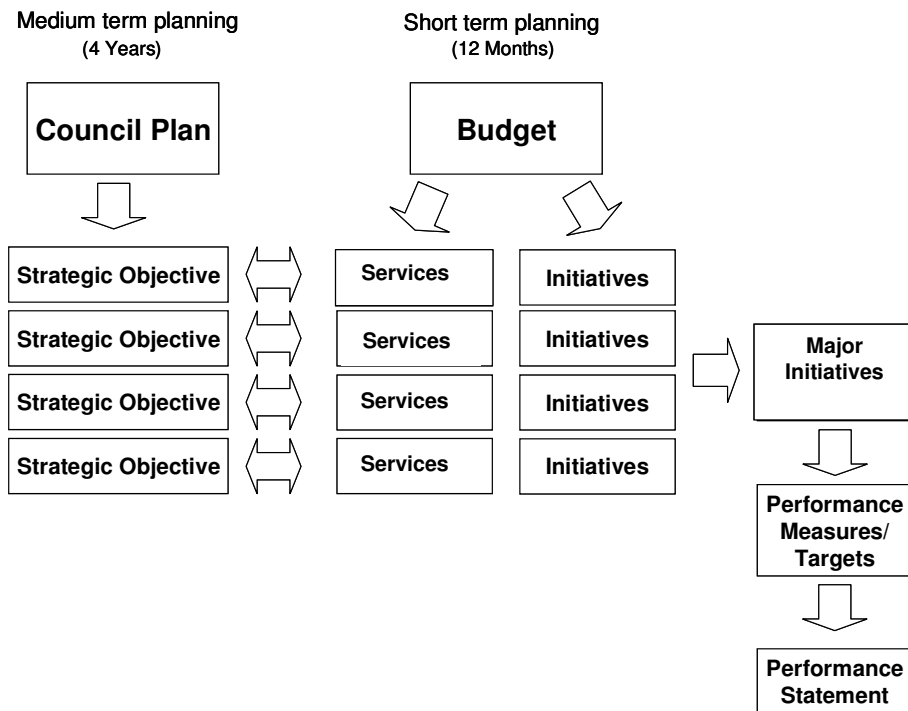
1.3 Strategic objectives

The Surf Coast Shire Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2013-2017. The following table lists the five Strategic Objectives as described in the Council Plan.

Themes	Strategic Objectives
1.Environment	<ul style="list-style-type: none">• Preserve and enhance the natural environment• Promote good carbon practice• Pursue alternative energies• Leadership in innovative environmental practices• Protect public open space and green belts
2.Governance	<ul style="list-style-type: none">• Robust risk management framework and processes• High performing accountable organisation• Long term financial viability• Transparency in decision making and access to information• Enhanced community engagement
3.Communities	<ul style="list-style-type: none">• Communities that can plan for and recover from disasters• Quality assessment ratings for aged & family services• Preservation of peaceful, safe and healthy environments• Building leadership and skills within the community
4.Infrastructure	<ul style="list-style-type: none">• Allocation of infrastructure according to need• Accessible and well maintained Council facilities• Enhance key rural and coastal roads and transport options
5.Development and growth	<ul style="list-style-type: none">• Protect productive farmland and support rural business• Encourage clean industry• Develop and grow sustainable year round tourism• Transparent and responsive land use and strategic planning

2. Services, initiatives and Service Performance Indicators

This section provides a description of the activities and initiatives to be funded in the budget for the 2014-2015 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The relationship between these components of the Budget and the Council Plan is shown below.



2.1 Theme 1: Environment

Surf Coast Shire Council will pursue innovative and sustainable practices across the Shire that will preserve and enhance our natural environment for all, by being socially responsible and environmentally aware. To achieve this, we are committed to the following strategic objectives:

- Preserve and enhance the natural environment
- Promote good carbon practice
- Pursue alternative energies
- Leadership in innovative environmental practices
- Protect public open space and green belts

The activities and initiatives for each Council service and key strategic activities are described below.

Services & Initiatives

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Environmental & Open Space Planning	<p><i>Activities</i></p> <p>The open space activities of Council include ensuring that the management of public open space is conducted with a focus on environmental planning. The Environment & Open Space Planning units take a lead role within the organisation in regard to Council's nature reserve management and planning, and reduction of roadside invasive plant and animals. The Environment unit is charged with the responsibility of co-ordination and implementation of environmental projects and works being undertaken by Council. It also includes providing information, advice, education and awareness in regard to climate change reduction and adaptation programs. The unit is also dedicated to the promotion of the community sustainable living partnership program. The Open Space Planning unit are responsible maintaining and planning the development of public open space.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Climate Change strategy actions (\$60,000) • Additional invasive plants & animals program resources (\$52,000) – Council investment in this activity has increased in total by \$182,000 in the last two years 	1,278
Waste Management	<p><i>Activities</i></p> <p>The Waste Management function involves management of Council's landfill and transfer stations, kerbside rubbish collection and are also responsible for street cleaning and maintenance of street litter bins. The Waste Management unit has a strong focus on community education and waste services planning.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Partner with Barwon Waste Management Group to investigate renewable energy initiatives including organic waste diversion and further recycling opportunities (\$18,000) 	3,538

Service Performance Indicators

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 1.1 Preserve and enhance the natural environment		
Improve pest, plant and animal management as a priority	Quantity: Targeted weed programs undertaken in high conservation nature reserves	>5
Strategic Objective 1.2 Promote good carbon practice		
Promote Good Carbon Practice	Quantity: Number of actions delivered from the Climate Change Strategy	>4
Strategic Objective 1.3 Pursue alternative energies		
Research opportunities for renewable energy initiatives including organic waste diversion and recycling	Quantity: Number of council partnerships with community groups to reduce emissions, explore alternative energy options, and/or adapt to climate change	>2
Strategic Objective 1.4 Leadership in innovative environmental practice		
Research opportunities for carbon capture agricultural methods, including on farm composting	Quantity: Number of opportunities identified and/or delivered	1
Strategic Objective 1.5 Protect public open space and green belts		
Review Surf Coast Shire Open Space Strategy	Time: Open Space Strategy endorsed by Council	Dec 2014

2.2 Theme 2: Governance

Surf Coast Shire Council is committed to delivering a transparent, high performing and sustainable business that engages with the community and adopts robust risk management practices. To achieve this, we are committed to the following strategic objectives:

- Robust risk management framework and processes
- High performing accountable organisation
- Long term financial viability
- Transparency in decision making and access to information
- Enhanced community engagement.

The activities and initiatives for each Council service and key strategic activities are described below.

Services & Initiatives

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Executive Services & Council Support	<p><i>Activities</i></p> <p>The Council and Executive Support function of Council involves providing a suitable level of support and assistance to the Mayor, Councillors, Chief Executive Officer and Executive Management Team. This function includes the administrative support for Council's meeting processes, co-ordination of Council functions and various other support services that are not easily attributed to direct service provision.</p>	2,623
Information Services	<p><i>Activities</i></p> <p>The Information Services department includes the Information Management and Information Technology units. The Information Management unit oversees Council records and information management services. The Information Technology unit primarily supports and maintains staff communications and computing systems, facilities, and infrastructure. The Information Technology unit also oversees the geographic information services that provide an electronic geospatial mapping facility for Council. The unit also has the responsibility to keep up to date with technological advancements that may improve the delivery of Council services.</p>	1,946
Corporate Planning	<p><i>Activities</i></p> <p>The Corporate Planning function of Council is responsible for assisting with the development of Council's corporate planning processes. The unit also enables a continuous improvement culture within the organisation, and supports the organisation in meeting its legislated obligations in this regard.</p>	165
Revenue Administration	<p><i>Activities</i></p> <p>The Revenue Administration function of Council is responsible for overseeing the raising and collection of Council's primary revenue source, rates and charges. It also supervises the valuation of properties process and the management of Council's accounts receivable or debtors function.</p>	426
Financial Management	<p><i>Activities</i></p> <p>The Financial Management function of Council 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 including creditors, bank reconciliation and investment of Council funds. The Financial Management unit is an integral part of Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance.</p>	1,047

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Risk Management	<p><i>Activities</i></p> <p>The Risk Management function of Council involves overseeing Council's risk management system, including provision of support to the organisation in regard to managing risks.</p>	147
Occupational Health & Safety	<p><i>Activities</i></p> <p>The Occupational Health and Safety function of Council involves overseeing Council's occupational health and safety management system, including provision of support to the organisation in regard to occupational health and safety. The unit is responsible for ensuring that Council is compliant with relevant legislation and for promoting safety within the workplace.</p>	238
Human Resources	<p><i>Activities</i></p> <p>The Human Resources function of Council is responsible for supporting the organisation with strategic and operational human resources management. 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.</p> <p><i>Initiatives:</i></p> <ul style="list-style-type: none"> • Improve volunteer coordination (\$9,400) 	555
Learning & Development	<p><i>Activities</i></p> <p>The Learning & Development function provides a range of training opportunities that assist Council in becoming a high performing accountable workplace.</p>	103
Customer Service	<p><i>Activities</i></p> <p>The Customer Service function is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face to face enquiries.</p>	549
Communications & Community Engagement	<p><i>Activities</i></p> <p>The Communications and Community Engagement function is responsible for Coordinating Council communications, including liaising with media, formulating press releases, and preparing publications. The unit also provides support to the Mayor and Councillors in regard to media matters. It also provides a varied program of arts and culture events and activities, and supports the planning and development of arts and culture facilities</p>	1,908

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Governance	<p><i>Activities</i></p> <p>The Governance Service includes provision of statutory and corporate support to the organisation, development and review of organisational policies and systems, responsibility for ensuring Council's adherence to the <i>Protected Disclosure Act 2012</i>, and management of Council delegations and registrations. The Governance Service also includes the Internal Audit and Investigations department.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> Purchase and commission new software to improve council reporting (\$26,000) 	651
Development Compliance & Local Laws	<p><i>Activities</i></p> <p>The Development Compliance & Local Laws Service includes animal management, traffic management, permits for footpath trading, local law enforcement and State Government agencies enforcement activities, and Building development controls functions.</p>	413

Service Performance Indicators

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 2.1 Robust risk management framework and processes		
Identify all risks across the organisation	Quantity: Quarterly reporting of strategic risks	4
Strategic Objective 2.2 High performing accountable organisation		
Customer Service Charter – conduct surveys to measure our performance	Quantity: Annual survey on customer service	1
Strategic Objective 2.3 Long term financial viability		
Identify and pursue new sustainable revenue sources to address the imbalance between rate and non-rate revenue sources	Quantity: Working capital ratio	> 121%
	Quantity: Council's debt servicing ratio	< 60%

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 2.4 Transparency in decision making and access to information		
Proactive community consultation and communication on Council decisions and actions	Time: Publication of Council meeting agendas & minutes to the internet	Within one week of Council meeting
Strategic Objective 2.5 Enhanced community engagement		
Council officer support to Councillors to actively engage with the community	Quantity: Number of community input opportunities provided	> 20

2.3 Theme 3: Communities

Surf Coast Shire Council will pursue active engagement with the diverse and growing communities in which we operate and live, to establish quality services, healthy and safe environments for all and long term community partnerships supported by strong leadership. To achieve this, we are committed to the following strategic objectives:

- Communities that can plan for and recover from disasters
- Quality services allocated according to need
- Preservation of peaceful, safe and healthy environments
- Building leadership and skills within the community

The activities and initiatives for each Council service and key strategic activities are described below.

Services & Initiatives

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Leisure & Wellbeing	<p><i>Activities</i></p> <p>The Leisure & Wellbeing service is primarily responsible for Council's promotion and support of community access and provision of recreation facilities and programs. It also ensures enhanced visitor experience through the promotion of visitor information centres and other tourism experiences.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Planning for Community buildings (\$30,000) • Health and Wellbeing Plan Implementation (\$50,000) 	409
Sport & Recreation	<p><i>Activities</i></p> <p>The Sport & Recreation Services function is responsible for the management of Council's sporting reserves and pavilions, community houses and leisure and community services. The unit provides advice on local leisure needs and assists community groups with funding applications, licence agreements, event management and promotion. The unit also develops policies and strategies applicable to its functions.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • New ½ court basketball court at the Quay Reserve in Torquay (\$15,000) • Show jumping arena at Connewarre & District riding club (\$10,000) • Modewarre Cricket Club pitch cover (\$2,500) • Winchelsea Golf Club water storage (\$15,000) 	954
Early Years	<p><i>Activities</i></p> <p>The Early Years function provides family oriented support services including pre-schools, toy libraries, maternal and child health, youth services, family day care and holiday programs. The unit also supports playgroups, child and maternal health, kindergarten, visiting specialists and occasional care services by providing a suitable setting within Council facilities.</p> <p><i>Initiatives</i></p>	796

Council Service	Activity/Initiative	Net Cost (Income) \$'000
	<ul style="list-style-type: none"> Youth Services support (\$20,000) 	
Positive Ageing	<p><i>Activities</i></p> <p>The Positive Ageing function is responsible for providing services for the aged and disabled, and respite care, including home delivered meals, personal care, dementia care, home maintenance and senior citizens clubs.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> Support bus to hub program and other community transport programs (\$9,000) 	1,045
Community Emergency Management	<p><i>Activities</i></p> <p>The Community Emergency Management activities of Council are centred on working with relevant stakeholders and authorities to minimise fire risk to the community. Council provides resources to ensure that it is adequately equipped in the event of an emergency, by having appropriate and up-to-date emergency management plans in place. The unit is also responsible for overseeing fire fuel reduction works throughout the shire, and ensuring that privately owned property within the shire is also maintained to reduce fire risk.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> Community planning for emergencies (\$75,000) 	605
Environmental Health	<p><i>Activities</i></p> <p>The Environmental Health function is involved in a broad range of services that are provided to protect the health of the residents and visitors to the shire by coordinating food and health inspections and registrations of commercial properties, undertaking regular food and water sampling programs, overseeing waste water management services, and pest and nuisance control programs. The unit also coordinates Council's immunisation programs and the infectious disease control function, as well as providing public health education/promotion.</p>	252

Service Performance Indicators

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 3.1 Communities that plan for, and recover from, disasters		
Dedicate resources to provide effective and efficient planning for management of, and recovery from, disasters	Time: Maintaining a Council endorsed Municipal Emergency Management Plan	30 June 2015

Strategic Objective 3.2 Quality services allocated according to need

Resident satisfaction rating for service provision	Quantity: Achieve index mean for overall performance	>60
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Strategic Objective 3.3 Preservation of peaceful, safe and healthy environments

Continually monitor and evaluate the <i>Local Government Act</i> and relevant legislation to ensure a safe and peaceful community including residential amenity, safety in public places and community liveability	Quantity: Percentage of resolved noise complaints annually	90%
	Quantity: Percentage of registered food premises inspected annually.	95%

Strategic Objective 3.4 Building leadership and skills within the community

Encourage and provide leadership in delivery of projects, including Casuarina, to develop and enhance our community's leaders and leadership skills	Quantity: Number and variety of community leadership participation opportunities as defined by the Leadership Development Program approved by Council	3
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2.4 Theme 4: Infrastructure

Council is committed to meeting our community's needs for accessible, well maintained and safe infrastructure. Council will work with the community to understand its needs, delivering infrastructure where it is needed, and partnering with or influencing others on behalf of our community. To achieve this, we are committed to the following strategic objectives:

- Allocation of infrastructure according to need
- Accessible and well maintained Council facilities
- Enhanced key rural and coastal roads and transport options

The activities and initiatives for each Council service and key strategic activities are described below.

Services & Initiatives

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Parks & Open Space	<i>Activities</i> The Parks and Open Space function is responsible for the coordination of all Council parks, reserves, gardens and related infrastructure. This involves ensuring appropriate maintenance levels, including planting of vegetation, tree pruning, planning and developing areas of open space, and implementation of street tree strategies.	2,978

Council Service	Activity/Initiative	Net Cost (Income) \$'000
	<p><i>Initiatives</i></p> <ul style="list-style-type: none"> Additional maintenance support for new parks and open space (\$40,000) 	
Civil Works	<p><i>Activities</i></p> <p>The Civil Works function is responsible for the maintenance of Council's 500km sealed road network, 500km unsealed road network, 180km of drains and 63km of footpaths. 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. The unit will also play a major role in the delivery of Council's Community & Civic Precinct Development.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> Additional maintenance support vegetation maintenance (\$31,000) 	3,829
Asset Management & Protection	<p><i>Activities</i></p> <p>The Asset Management & Protection function is responsible for integrated and prioritised capital works planning and preparation of long term, integrated and prioritised maintenance management programs for Council's infrastructure and property assets. Capital works planning aims to optimize the strategic value and service potential of roads, laneways, car parks, shared pathways, drains and bridges. Maintenance management programs include municipal buildings, halls, other community buildings and plant. The unit's goal is to ensure that Council's infrastructure and property assets optimise their strategic value and service potential.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> Increased proactive cleaning and CCTV maintenance of drainage hotspots (\$5,000) Access Audits of Council car parks and buildings and implementation of priority recommendations (\$30,000) Surf World and recreation centre building improvements (\$120,000) 	2,488
Engineering Services	<p><i>Activities</i></p> <p>The Engineering Services function is responsible for the design, tendering, contract management and supervision of works required to deliver Council's capital works program.</p>	927
Infrastructure Development	<p><i>Activities</i></p> <p>The Infrastructure Development function is responsible for the coordination and supervision of special charge scheme projects, and engineering support services.</p>	236

Service Performance Indicators

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 4.1 Allocation of infrastructure according to need		
Perform an infrastructure needs assessment to provide clarity to the community on how a fair distribution of infrastructure will be achieved	Quantity: Percentage of capital works program delivered by 30 June annually.	90%
Strategic Objective 4.2 Accessible and well maintained Council facilities		
Ensure building codes are followed and improve accessibility	Quantity: Percentage of audited Council facilities compliant with physical accessibility	80%
Strategic Objective 4.3 Enhance key rural and coastal roads, and transport options		
Review / update current pathways and cycling strategy	Quantity: Increased length of pathways constructed across the shire	650m new path 1600m new road bike lanes

2.5 Theme 5: Development & Growth

Surf Coast Shire Council will actively pursue healthy and sustainable communities through growth and development initiatives that protect and support tourism and rural businesses, and encourage clean industries and development that respects the attributes of the Surf Coast Shire environment and lifestyle. To achieve this, we are committed to the following strategic objectives:

- Protect productive farmland and support rural business
- Encourage clean industry
- Support year round tourism
- Transparent and responsive land use and strategic planning

The activities and initiatives for each Council service and key strategic activities are described below.

Services & Initiatives

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Strategic/Land Use Planning	<p><i>Activities</i></p> <p>The Strategic/Land Use Planning function is responsible for the preparation and review of policies and strategies relating to urban design issues, including Neighbourhood Character Studies.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Strategic planning projects (\$85,000) including Spring Creek urban growth area, Heritage study, Aireys Inlet to Eastern View structure plan, and Torquay town centre parking survey 	802
Statutory Planning	<p><i>Activities</i></p> <p>The Statutory Planning function of Council is responsible for processing all planning applications, planning enforcement, providing advice and assessing development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal where necessary. It is also responsible for monitoring Council's planning scheme, and preparing and processing amendments to the Planning Scheme.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Customer service focus review – Statutory Planning (\$50,000) 	898
Tourism	<p><i>Activities</i></p> <p>The Tourism unit is responsible for the management of Council's Tourism function, including the operation of Council's Visitor Centres, tourism projects and the Surf World Museum. The Tourism unit is responsible for providing support to the Surf Coast Tourism Board, which is a Council appointed committee that has delegated responsibility to oversee Council's tourism facilities and budget. The budget includes a contribution to Great Ocean Road Regional Tourism of \$0.15 million, which is subject to the provision of key performance indicators that will demonstrate compliance with the Best Value Principles in Section 208A of the <i>Local Government Act 1989</i>.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • AFC Asian Cup Australia 2015 pre-competition camp (\$40,000) • Tourism strategy and marketing (\$50,000) • Lorne Performing Arts Festival (\$25,000) • Bolt Blower Invitational Surf Contest (\$10,000) 	1,094

Council Service	Activity/Initiative	Net Cost (Income) \$'000
Economic Development	<p><i>Activities</i></p> <p>The Economic Development function was established to assist in facilitating an environment that is conducive to a sustainable and growing local business sector. The unit is also responsible for sourcing potential grant funding opportunities for Council and assisting the organisation in completing the funding application process</p>	342
Planning & Development Administration	<p><i>Activities</i></p> <p>The Planning & Development Administration function provides support to the Planning & Environment services of Council.</p>	165

Service Performance Indicators

Key Strategic Activity	Performance Measure	Performance Target
Strategic Objective 5.1 Protect productive farmland and support rural business		
Work jointly with businesses to support grants for businesses to set up in regional Victoria	Quantity: Number of grant applications	2
Strategic Objective 5.2 Encourage clean industry		
Identify competitive advantages to attract the specific clean industry that we want to encourage	Quantity: Percentage of clean industry development (floor area, business numbers).	10% of new industry
Strategic Objective 5.3 Develop and grow sustainable year round tourism		
Improve promotion of all community events & festivals across the shire	Quantity: Number of new shoulder / off season events per year	> 4

Strategic Objective 5.4 Transparent and responsive land use and strategic planning

Utilise structure plans and planning processes to encourage a diversity of housing stock across the shire	Quantity: Percentage completion of strategic planning work program	70%
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2.6 Performance statement

These services, and their performance measures, targets and results, are audited at the end of the year and are included in the Performance Statement as required by Section 132 of the Act. The Annual Report for 2014-2015 will include the audited Performance Statement, which is presented to the Minister for Local Government and the local community.

2.7 Reconciliation with budgeted operating result

The net cost of delivering Council's activities and initiatives for the 2014-2015 year by strategic objective is shown in the following table.

	Net Cost (Income) \$'000
<i>Strategic theme</i>	
Environment	4,817
Governance	10,770
Communities	4,062
Infrastructure	10,457
Development and growth	3,300
Total activities and initiatives	33,406
Non-attributable items ^(#1)	8,062
Deficit before funding sources	41,468
Rates & Municipal Charge	36,878
Garbage charges	5,656
Capital grants and contributions	2,392
Total funding sources	44,926
Surplus for the year	3,458

^(#1) Includes grants commission, debt servicing, interest on investments, insurances, net gain on disposal of property, plant and equipment, depreciation, asset write-off, granted assets, expensed capital works and Anglesea landfill rehabilitation provision increases.

3. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

3.1 Snapshot of Surf Coast Shire Council

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 95km from Melbourne, 21km south of Geelong and close to the extended Geelong Ring Road. The Surf Coast Shire is an appealing destination for holiday makers and international visitors, or those looking to make a permanent sea change. The Shire is home to some of the world's best surfing locations, with the iconic Great Ocean Road beginning in the Surf Coast Shire. The natural environment is a defining feature of the Surf Coast Shire. From spectacular rugged coastlines to dense native forests and rolling rural plains, the Shire is strongly influenced by physical and natural features that impact on urban development and land management.

The Shire is home to nine distinct townships; Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has a keen sense of community, a unique identity and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural/residential communities.

Torquay is at the start of the Great Ocean Road and is the fastest growing location within the municipality, with census data showing that Torquay has grown on average by 8% per annum between 2006 and 2011. Torquay and neighbouring Jan Juc continue to attract a large number of young families to the Shire given the coastal lifestyle and ease of commuting to Geelong and Melbourne.

Winchelsea has been identified as a town that is also capable of supporting substantial residential growth and is the principal agricultural centre of the Shire. Duplication of the Princes Highway together with access to good physical and community infrastructure support Winchelsea's position as our secondary growth centre within the shire.

Lorne, in the south-west of the Shire, is another iconic destination. Bordered by Loutitt Bay, the Great Ocean Road and the Otways National Park, this town is a scenic and recreational wonderland. Smaller coastal towns of Anglesea and Aireys Inlet offer magnificent seaside and bushland experiences while the hinterland villages of Deans Marsh and Moriac maintain strong links to the land, much of which is highly productive agricultural countryside adjacent to the Otways National Park.

The Surf Coast Shire, with its natural beauty, proximity to the beach and bushland, and its ability to sustain thriving vibrant communities, continues to deliver jobs and create economic development opportunities.

In 2012, a total of 7.6 million people visited the Great Ocean Road region which is approximately 21% of the total visitation to regional Victoria (Tourism Victoria, Great Ocean Road Market Profile Year Ending December 2012). The visitation generated 8.4 million visitor nights and more than \$1 billion to the region in direct revenue making tourism a major industry for the Surf Coast and Great Ocean Road area.

Population

Proximity and lifestyle continue to contribute to the Surf Coast Shire being one of the fastest growing municipalities in Victoria. Since 2001 the permanent population of the Surf Coast Shire has grown from 20,872 to 28,282 in 2013 (Estimated Resident Population) and the population is forecast to grow to nearly 45,000 by 2031 (forecast .id). Between 2012-13 Surf Coast Shire was the fourth fastest growing municipality in regional Victoria increasing by 2.9% and Torquay/Jan Juc and surrounds grew by 4.9% to around 17,000 people.

Since 2006, the Surf Coast Shire has experienced a higher than average population growth rate of 3.0% per annum and the forecast average annual growth rate through to 2031 is the third highest in regional Victoria (Department of Planning and Community Development, Victoria in Future 2012).

While the region's permanent population continues to grow, part time populations are also significant in Surf Coast Shire including holiday home residents, seasonal visitors, event populations and day trippers. The peak overnight population of Surf Coast Shire between December 2012 to January 2013 was estimated at 83,654 (Economic Indicators Bulletin Geelong 2012).

Census and forecasts population data is available on the Surf Coast Shire website and includes community profile data for all Surf Coast Shire townships (Go to My Council/Population Information)

Age structure

Surf Coast Shire has a younger age profile in 2011 compared to the Geelong Region. In 2011 25 % of our population was in the younger age groups (0 to 17) and 21% was aged 60 years or older, compared with 23.1% and 22.7% respectively for the Geelong Region. (Australian Bureau of Statistics, Census of Population and Housing). By 2031, it is forecast that the proportion of people in both these groups will be similar, around 23%, reflecting continued family growth and the ageing of the population.

Births

New births are also contributing to Council's increasing population. In 2012 there were 358 births in Surf Coast Shire (Australian Bureau of Statistics, Registered Births). Between 2013 and 2017 it is projected that there will be 1,909 births, with a further 2,239 forecast for the following five years. (forecast .id).

Dwellings and households

Strong dwelling growth has also occurred with approximately 4,000 additional dwellings between 2001 and 2011 (Australian Bureau of Statistics, Census of Population and Housing). Since the 2011 Census count of about 16,630 dwellings, forecasts indicate growth to 18,170 dwellings in 2014. It is anticipated that residential development will grow at a rate of about 2.6% per annum during 2014–5 with about 475 additional dwellings (forecast .id).

The municipality has over 59% of its property assessments owned by people who do not live permanently within the Surf Coast Shire. On Census night, in August 2011, 42% of private dwellings were unoccupied, reflecting the large number of holiday homes in the shire.

In 2011, 31.9% of all households in Surf Coast Shire were couples with children, 35.3% were couples without children, 7.8% were one-parent families and 20.9% were lone person households. (Australian Bureau of Statistics, Census of Population).

Education

Surf Coast Shire has experienced a steadily improving retention of students who are completing Year 12, from 44.7% in 2006 to 50.4% in 2011, compared to the Geelong Region with 41.5. The proportion of residents who have post-school qualifications has also increased from 47% in 2006 to 54.3% in 2011 (Australian Bureau of Statistics, Census of Population and Housing).

Tourism

Surf Coast Shire is strongly influenced by the impact of tourism. Total employment in the municipality is estimated at 7,100 jobs with 42% of these coming from the accommodation and food services, retail trade and construction sectors. (REMplan economic analysis software).

Budget implications

As a result of the Shire's demographic profile there are a number of budget implications in the short and long term as follows:

- The development of Torquay North continues with the construction of open space pathways, recreation areas, a regional bicycle route, road widening and an intersection upgrade to support the growing population and demand placed on Council provided community infrastructure.
- Various strategic projects are planned to prepare Council for the anticipated growth and development in the Shire, including:
 - Implementation of a number of important strategic studies for Torquay/Jan Juc, including the Spring Creek urban growth area study, flood overlay, Retail Strategy and Parking Strategy.
 - Implementing the Aireys Inlet Parking Management Plan.
 - A shire wide open space strategy review.

- The budget also recognises that an increasing population continues to bring pressure on Council building maintenance services.

3.2 External influences

In preparing the 2014-2015 budget a number of external influences have been taken into consideration, as they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- An annual inflation rate (CPI) of 3.0% has been applied to all expense categories in 2014-2015 with the exception of wages, construction, contract and materials maintenance costs (Reserve Bank forecast is 2%-3 % for the 2014-15 year).
- An annual construction price index forecast for the 2014-2015 year of 5.0% has been applied to construction, contract and materials maintenance costs as these costs traditionally increase higher than the CPI rate.
- Total labour costs represent 40% of Council's Operating expenses. An annual average allowance of 3.75% has been allowed for wage growth, including wage increments.
- Grants Commission funding is expected to increase by 2.4% to \$3.64 million.

3.3 Internal influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2014-2015 Budget. These matters have arisen from events occurring in the 2013-2014 year resulting in variances between the revised forecast and budgeted results for that year and from matters expected to arise in the 2014-2015 year. These include:

- Delayed operating projects budgeted in the 2013-2014 year which will be expended in the 2014-2015 year – Operating budget impact \$0.55 million increase in expenses.
- The 2014-2015 Capital Works Program includes works that are related to Council assets that do not meet asset recognition criteria and cannot be capitalised to the Balance Sheet – Operating impact \$3.7 million increase in expenses.

3.4 Budget principles

The key budget principles on which the 2014-2015 budget is based (and which are drawn from the Strategic Resource Plan 2014-2024) are:

- Equitable and affordable rates, keeping in mind population growth and economic conditions.
- Responsible use of debt subject to debt levels remaining below local government prudential guidelines.
- Funding for capital works focusing on asset renewal and to accommodate changing community needs.
- Work towards reduced reliance on rates.
- Maintenance of a strong liquidity position.
- Achieve an operating surplus every year and work towards achieving a positive underlying operating result.

3.5 Long term strategies

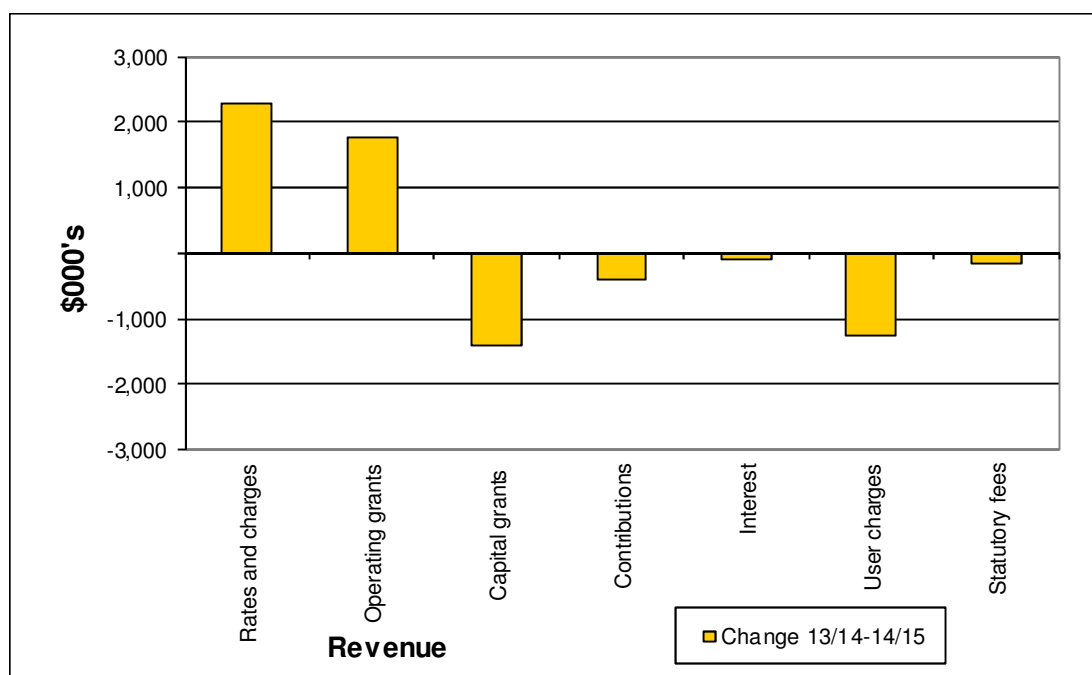
The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2014-2015 to 2023-2024 (section 8.), Rating Strategy (section 9.) and Other Long Term Strategies (section 10.) including borrowings, infrastructure and service delivery.

4. Analysis of operating budget

This section analyses the expected revenues and expenses of the Council for the 2014-2015 year.

4.1 Operating revenue

		2013/14 Revised Forecast \$'000	2014/15 Budget \$'000	Variance \$'000
	<i>Ref</i>			
Revenues				
Rates and charges	4.1.1	40,237	42,535	2,298
Operating grants	4.1.2	4,744	6,486	1,742
Capital grants	4.1.3	3,648	2,244	(1,404)
Contributions	4.1.4	2,942	2,533	(409)
Interest	4.1.5	920	823	(98)
User charges	4.1.6	6,942	5,683	(1,259)
Statutory fees	4.1.7	757	608	(149)
Total operating revenue		60,189	60,911	721
Net gain (loss) on disposal of property infrastructure, plant and equipment	4.1.8	378	586	208
Granted assets	4.1.9	3,786	2,902	(884)
Total revenue		64,353	64,398	45



4.1.1 Rates and charges (\$2.3 million increase)

Rate income in the 2014-2015 year is based on a 4.75% increase in total rate revenue, excluding supplementary rates, generating \$1.5 million over 2013-2014 to \$32.8 million. Supplementary rates are forecast to be \$0.5 million. Council is also increasing the Municipal Charge by \$8 per assessment, generating \$0.2 million over 2013-2014 to \$3.7 million. Garbage charges will increase by 4% in the 2014-2015 year, generating revenue of \$5.7 million.

4.1.2 Operating grants (\$1.7 million increase)

Operating government grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services. Overall, the level of grants is forecast to increase by 36.7% or \$1.7 million compared to 2013-2014.

The 2014-2015 Grants Commission Allocation is anticipated to increase by 2.4% or \$0.1 million. 50% of the 2013-2014 Grants Commission payment (\$1.8 million) was received in advance in 2012-2013. Increases in specific operating grant funding reflect expected increased demand for these services. Significant movements in grant funding are summarised below.

<i>Operating Grant Funding and Source</i>	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>Variance \$'000</i>
Recurrent - Commonwealth Government			
Victorian Grants Commission	1,784	3,644	1,860
HACC Assessment and Care	134	134	-
HACC General	392	388	(3)
HACC Personal Care	231	268	37
Flexible Service Response	20	20	-
HACC Property Maintenance	53	70	17
HACC Respite Care	78	98	20
HACC Minor Capital	50	-	(50)
Commonwealth Respite Care Program	76	109	33
Home care packages	212	234	22
Beach Cleaning	3	-	(3)
Recurrent - State Government			
Maternal & Child Health	213	222	9
Family Day Care	60	44	(17)
Kindergarten Cluster Management	531	605	74
Youth Services	101	79	(23)
Statutory Planning	10	5	(5)
State Emergency Services	32	32	(0)
Positive Ageing Administration	42	32	(9)
Rural Access	45	48	2
Delivered Meals	41	38	(3)
Local Laws	40	36	(4)
Health Services	31	32	1
SSRC Holiday Program	39	45	6
Fleet Management	12	12	-
Total recurrent grants	4,230	6,193	1,964
Non recurrent - State Government			
Youth Services New Initiatives	18	-	(18)
Environment New Initiatives	44	40	(3)
Communications New Initiatives	38	-	(38)
Community Emergency Management	275	211	(64)
Senior Citizens	40	27	(13)
Business & Rural Development New Initiatives	45	-	(45)
Tourism & Events	31	14	(18)
Energy Efficient Buildings Program	10	-	(10)
Other non-recurrent grants	15	1	(14)
Total non-recurrent grants	514	292	(221)
Total Operating Grants	4,744	6,486	1,742

4.1.3 Capital grants (\$1.4 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the Capital Works Program.

Overall, the level of capital grants is forecast to decrease by 38% or \$1.4 million compared to 2013-2014. Grants that are budgeted to be received in 2014-2015 include Federal Roads to Recovery projects (\$0.65 million), State Roads and Bridges initiative funding (\$1.00 million), Lorne Men's Shed (\$0.06 million), Torquay Community & Civic Precinct recreational facilities (\$0.20 million), and Torquay North Early Learning Centre (\$0.25 million).

<i>Capital Grant Funding Types and Source</i>	<i>2013/14</i>		<i>Variance</i>
	<i>Revised Forecast</i>	<i>2014/15 Budget</i>	
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	648	648	-
<i>Recurrent - State Government</i>			
Roads & Bridges Initiative	1,000	1,000	
Total recurrent grants	1,648	1,648	
<i>Non-recurrent - Commonwealth Government</i>			
Community Buildings	100	-	(100)
<i>Non-recurrent - State Government</i>			
Asset preservation	35	-	(35)
Community buildings	581	310	(271)
Drainage	5	-	(5)
Recreation facilities	1,014	276	(738)
Transport	15	-	(15)
Waste management	250	10	(240)
Total non-recurrent grants	2,001	596	(1,404)
Total Capital Grants	3,648	2,244	(1,404)

4.1.4 Contributions (\$0.4 million decrease)

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in regard to new subdivision works. Contributions are forecast to decrease by 14.0% or \$0.41 million compared to 2013-2014. A number of once-off contributions were received in 2013/14 that will not reoccur in 2014/15. These include the Jan Juc Kindergarten redevelopment (\$0.10 million), Mount Moriac Reserve master plan implementation (\$0.05 million), and Winchelsea Common remediation works (\$0.04 million)

4.1.5 Interest (\$0.1 million decrease)

Interest on investments is forecast to decrease by 10.5% in 2014-2015, or \$0.1 million, compared to 2013-2014 due to completion of carried forward capital works projects from 2013-2014 of \$2.2 million and lower average returns from investments driven by lower interest rates.

4.1.6 User charges (\$1.3 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council services and special rates raised for capital works projects.

User charges are forecast to decrease by 18.1% or \$1.3 million compared to 2013-2014. This is mainly due to once-off special charge schemes in Jan Juc and Lorne for capital works during 2013/14 that are not recurring.

4.1.7 Statutory fees (\$0.1 million decrease)

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. Statutory fees are forecast to decrease by 19.7% or \$0.1 million compared to 2013-2014. This is mainly due to an expected decrease in election fines which were issued during the 2012 election and lower subdivision checking fees in 2014-15.

4.1.8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment (\$0.2 million increase)

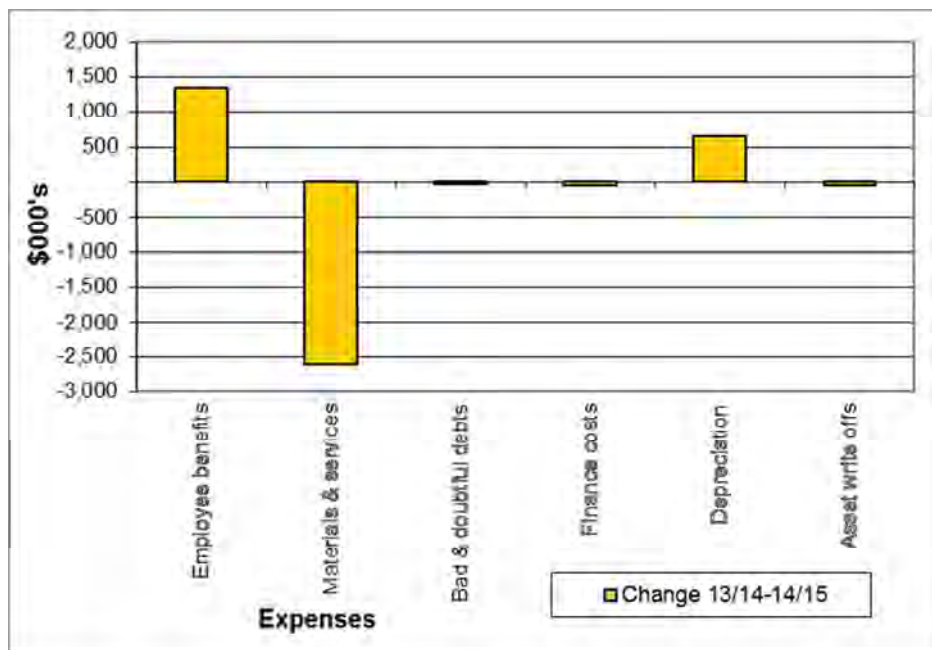
Proceeds from the sale of Council assets are forecast to be \$0.6 million for the 2014-2015 year and includes the proposed sale of surplus land to fund the acquisition of open space in Winchelsea and the replacement of the vehicle fleet and heavy plant. The written down value of assets sold is forecast to be \$0.3 million.

4.1.9 Granted assets (\$0.9 million decrease)

Granted assets relate to assets provided by developers to Council on completion of subdivision works. Granted assets are forecast to decrease by 23.3% or \$0.9 million compared to 2013-2014 and mainly reflects a decrease in anticipated property development in Torquay.

4.2 Operating expenditure

		2013/14			
		Revised	2014/15	Variance	
Ref		Forecast	Budget		
		\$'000	\$'000	\$'000	
Expenses					
	Employee benefits	4.2.1	22,695	24,041	1,346
	Materials and services	4.2.2	26,359	23,754	(2,605)
	Bad and doubtful debts	4.2.3	87	62	(25)
	Finance costs	4.2.4	1,201	1,159	(42)
	Depreciation	4.2.5	9,869	10,516	647
	Asset write offs	4.2.6	1,454	1,409	(45)
Total operating expenses			61,665	60,940	(725)



Note*:Materials & Services decrease mainly due to once-off adjustment of \$4.6 million in 2013/14 that is not recurring

4.2.1 Employee benefits (\$1.3 million increase)

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and Workcover.

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

<i>Department</i>	<i>2013/14</i>		<i>2014/15 Comprises</i>	
	<i>Revised Forecast</i>	<i>Budget 2014/15</i>	<i>Permanent Full Time</i>	<i>Permanent Part Time</i>
	<i>'000</i>	<i>'000</i>	<i>'000</i>	<i>'000</i>
Chief Executive Office	425	427	427	-
Corporate	3,436	3,733	3,147	586
Infrastructure	5,820	5,982	5,372	610
Community	7,019	7,673	4,309	3,364
Planning & Environment	4,465	4,619	3,768	851
Total Permanent Staff	21,165	22,434	17,022	5,412
Casual Staff and Other Expenditure	1,530	1,597		
Total Staff	22,695	24,031		

Employee costs are forecast to increase by 5.9% or \$1.3 million compared to 2013-2014. This increase includes an average 3.4% increase in salary and wages in 2014-2015 as an expected outcome of the Surf Coast Shire Enterprise Agreement, position rebandings and an increase in the employer superannuation guarantee from 9.25% to 9.50% effective from 1 July 2014. The 2014/15 budget also includes the full year effect of the staff restructure in 2013/14 (\$0.5 million).

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

<i>Department</i>	<i>2013/14</i>		<i>2014/15 Comprises</i>	
	<i>Revised Forecast</i>	<i>Budget 2014/15</i>	<i>Permanent Full Time</i>	<i>Permanent Part Time</i>
	<i>FTE</i>	<i>FTE</i>	<i>FTE</i>	<i>FTE</i>
Chief Executive Office	3	3	3	0
Corporate	35	36	28	8
Infrastructure	78	78	72	6
Community	89	91	43	48
Planning & Environment	43	44	35	9
Total	248	251	181	70

The most significant increases in staff positions by service unit are summarised below:

<i>Directorate</i>	<i>Service</i>	<i>Budget 2014/15</i>
		<i>\$'000</i>
Communities	Communications & Engagement Officer	66
Communities	Coordinator Communications & Engagement (1.0 EFT)	95
Information Services	Records Officer (0.4 EFT)	27
Planning and Development	Project Officer (0.8 EFT)	62

4.2.2 Materials and services (\$2.6 million decrease)

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 forecast to decrease by 9.9% or \$4.0 million compared to 2013-2014.

The decrease in materials and services is mainly due to the provision for future landfill rehabilitation that was taken up in 2013/14 (\$4.6 million)

Expensed capital works are works associated with Council assets that do not meet the definition of asset expenditure. Expensed capital works are forecast to increase by \$0.6 million to \$3.7 million compared to 2013-2014. Expensed works in 2014-2015 includes Torquay North Early Learning Centre design (\$0.5 million), Anglesea Transfer Station upgrade stage 2a (\$0.5 million), Torquay South Beach Rd/Surfcoast Highway Intersection (\$0.4 million), Mt Moriac depot remediation (\$0.3 million), Transport & Drainage future design project (\$0.2 million), Building & Open Space future design project (\$0.1 million), and Anglesea Groundwater Bore Installation (\$0.1 million). Expensed capital works carried over from 2013-2014 include the Anglesea Landfill Cell 3 Liner (\$0.8 million).

Other cost movements compared to 2013-2014 are due mainly to higher landfill royalties (\$0.2 million), lower sub-contractor services (\$0.4 million), lower grants and contributions (\$0.2 million), and lower sub-contractor labour (0.2 million).

In addition, project initiatives of \$0.5 million are expected to be carried forward from the 2013-2014 year.

4.2.3 Bad and doubtful debts (\$0.02 million decrease)

Bad and doubtful debts is projected to decrease by 28.8% or \$0.02 million compared to 2013-2014 mainly due to a decrease in local law infringements issued in 2013-2014.

4.2.4 Finance Costs (\$0.04 million decrease)

Finance costs are borrowing costs relating to interest charged by financial institutions on funds borrowed for capital works. Finance costs are forecast to decrease by 3.5% or \$0.04 million compared to 2013-2014. The decrease is in accordance with Council's loan borrowing schedule. No new borrowings are proposed for the 2014-2015 financial year.

4.2.5 Depreciation (\$0.6 million increase)

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 \$0.6 million for 2014-2015 reflects the completion of the 2014-2015 capital works program and the full year effect of depreciation on the 2013-2014 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2014-2015 year.

4.2.6 Asset write-off (\$0.04 million decrease)

Asset write-off relates to the estimated value of infrastructure assets removed from Council's property, plant and equipment assets when replaced by new assets in the capital works program during 2014-2015. Asset write-off is forecast to decrease by 3.1% or \$0.04 million compared to 2013-2014.

4.3 Underlying result

	<i>Revised Forecast</i>	<i>2014/15 Budget</i>	<i>Variance</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Surplus for year	2,689	3,458	770
Less Net gain(loss) on disposal of assets	378	586	208
Add Asset write offs	(1,454)	(1,409)	45
Less Capital grants	3,648	2,244	(1,404)
Less Special Charges	1,474	148	(1,326)
Less Contributions	1,718	1,305	(413)
Less Granted assets	3,786	2,902	(884)
Underlying surplus/(deficit)	(6,861)	(2,318)	4,544

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other asset adjustments. This is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. This measure is reported by the Victorian Auditor-General's Office in its annual audit of Local Government results.

The underlying result for 2014-2015 is a deficit of \$2.3 million, which is a decrease of \$4.6 million over the 2013-2014 year. This is mainly due to the non-recurring provision for future landfill rehabilitation that was taken up in 2013-2014 (\$4.6 million), and the full year effect of the Grants Commission allocation, as roughly half of the 2013-2014 allocation was paid in 2012-2013 (\$1.8 million), offset by reduced income from capital grants (\$1.4 million).

4.4 Adjusted Underlying result

	<i>Revised Forecast</i>	<i>2014/15 Budget</i>	<i>Variance</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Total Income	64,353	64,398	45
Total Expenditure	(61,665)	(60,940)	725
Surplus (deficit) for the year	2,689	3,458	770
Grants - capital non-recurrent	(2,001)	(596)	1,404
Contributions - non-monetary assets	(3,786)	(2,902)	884
Capital Contributions - other sources	(1,718)	(1,305)	413
Adjusted Underlying surplus/(deficit)	(4,816)	(1,345)	3,471

The Adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a new measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2014/15 year is a deficit of \$1.35 million which is a decrease of \$3.47 million for the 2013/14 year.

In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and the capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

The adjusted underlying result terminology and definition contained in the new regulations differs from the underlying result as determined the Victorian Auditor General's report "Local Government Results of the 2012-13 Audits" issued in December 2013.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2014-2015 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

5.1 Budgeted cash flow statement

		2013/14		
		Revised	2014/15	Variance
	Ref	Forecast	Budget	
		\$'000	\$'000	\$'000
Cash flow from operating activities	5.1.1			
<i>Receipts</i>				
Rates and charges		40,261	42,530	2,269
Operating grants		4,744	6,486	1,742
Capital grants		3,406	2,377	(1,030)
Contributions		2,942	2,533	(409)
Interest		920	823	(98)
User charges		7,043	5,817	(1,226)
Statutory fees		757	608	(149)
		60,074	61,173	1,099
<i>Payments</i>				
Employee costs		(22,695)	(23,667)	(972)
Other		(21,481)	(25,118)	(3,637)
Net cash provided from operating activities		15,898	12,388	(3,510)
Cash Flows from investing activities	5.1.2			
Proceeds from sale of property, plant & equipment		1,076	912	(164)
Payments for property, plant, equipment & infrastructure assets		(17,138)	(11,947)	5,191
Net cash used in investing activities		(16,062)	(11,035)	5,027
Cash flows from financing activities	5.1.3			
Finance costs		(1,201)	(1,159)	42
Proceeds from interest bearing loans and borrowings		-	-	-
Repayment of interest bearing loans and borrowings		(627)	(542)	85
Net cash provided from financing activities		(1,828)	(1,701)	127
Net decrease in cash & cash equivalents held		(1,992)	(348)	1,644
Cash & cash equivalents at the beginning of the period		20,016	18,024	(1,992)
Cash & cash equivalents at the end of the period	5.1.4	18,024	17,676	(348)

5.1.1 Operating activities (\$3.5 million decrease)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The decrease in net cash provided from operating activities is due mainly to an increase in employee payments (\$1.0 million), a decrease in capital grants received (\$1.0 million) and a decrease in special charge scheme revenue (\$1.0 million), and an increase in payments to suppliers (\$3.6 million).

Offsetting these amounts are an increase in rates and charges (\$2.3 million), and an increase in operating grants received (\$1.7 million). The increase in operating grants includes 100% of the Grants Commission allocation for 2014-2015 (\$1.77 million of the 2013-2014 allocation was received in advance in the 2012-2013 year).

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

	2013/14 Revised Forecast	2014/15 Budget	Variance
	\$'000	\$'000	\$'000
Net surplus for year	2,689	3,458	770
Add Depreciation	9,869	10,516	647
Less Granted assets	3,786	2,902	(884)
Add Asset write offs	1,454	1,409	(45)
Add Debt servicing	1,201	1,159	(42)
Less Net gain (loss) on disposal of property infrastructure, plant and equipment	378	586	208
Add Net Movement in current assets and liabilities	4,849	(666)	(5,515)
Net cash provided from operating activities	15,898	12,388	(3,510)

5.1.2 Investing activities (\$5.0 million increase)

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

The large decrease in payments for investing activities represents the planned decrease in capital works expenditure, including the purchase of land for the Torquay Library extension and the Mount Moriac Reserve pavilion redevelopment. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of the capital works program.

5.1.3 Financing activities (\$0.1 million increase)

Financing activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions. These activities also include repayment of the principal component of loan repayments for the year.

The decrease in net cash provided from financing activities reflects no new borrowings and repayment of reduced interest bearing liabilities in 2014-2015.

5.1.4 Cash & cash equivalents at end of the period (\$0.3 million decrease)

Cash and cash equivalents is forecast to decrease to \$17.7 million in 2014-2015.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and are not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating total cash and investments of \$17.7 million as at 30 June 2015. The following table shows the cash and cash equivalents as at 30 June 2015 which have been set aside for specific purposes in the future:

<i>Description</i>	<i>2013/14 Revised Forecast \$'000</i>	<i>Budget 2014/15 \$'000</i>	<i>Variance (Unfavour) \$'000</i>
Legislative			
Open Space	940	304	(636)
Developer Contributions	2,936	3,084	148
Drainage	205	205	-
Aireys Inlet Housing Project	338	331	(7)
Total Legislative Reserves	4,418	3,924	(494)
Policy			
Plant Replacement	651	497	(154)
Waste	5,288	5,754	465
Mayoral Charity	15	15	-
Gherang Gravel Pits	1,328	1,610	283
Asset Development	60	60	-
Total Policy Reserves	7,342	7,936	594
Total Reserves	11,761	11,860	100

Cash and cash equivalents that have been restricted by statute (legislative reserves) and by Council (policy reserves) as shown in the following table.

	<i>2013/14 Revised Forecast \$'000</i>	<i>Budget 2014/15 \$'000</i>	<i>Variance \$'000</i>
Total Cash & Investments	18,024	17,676	(348)
Restricted Cash & Investments			
- Legislative Reserves	5.2.1 4,418	3,924	(494)
- Policy Reserves	5.2.2 7,342	7,936	594
Unrestricted cash and investments	5.2.3 6,264	5,816	(448)

5.2.1 Legislative reserves (\$0.09 million decrease)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

Developer contributions for new subdivision works in are expected to increase by \$0.5 million to \$3.5 million which will be allocated to fund future community and development infrastructure works in the capital works program. \$0.6 million from open space contributions will be allocated to strategic open space development in 2014-2015.

5.2.2 Policy reserves (\$0.2 million increase)

These funds are allocated to the future capital works program for specific purposes. \$1.8 million has been allocated from garbage charge revenue collected in prior years to complete waste management capital works in the 2014-2015 year, including capital works carried over from the 2013-14 year of \$0.8 million and \$0.9 million of new capital works. These capital works include the Anglesea Transfer Station upgrade (\$0.5 million), Anglesea Landfill Groundwater Bore installation (\$0.1 million), and the Anglesea Landfill Cell 3 Liner (\$0.8 million).

Royalties have been collected from the Gherang gravel pit extraction licence for current and future rehabilitation of the gravel pit. It is also proposed that cash reserves of \$0.75 million are allocated from Developer Contributions reserve in 2014-2015 to support Torquay/Jan Juc DCP projects (\$2.2 million).

5.2.3 Unrestricted cash and investments (\$0.4 million decrease)

These funds are available to meet Council's cash flow requirements, including the running of operations, provision for long service leave entitlements, unexpected short term needs, and ensuring that Council can meet its future capital works commitments.

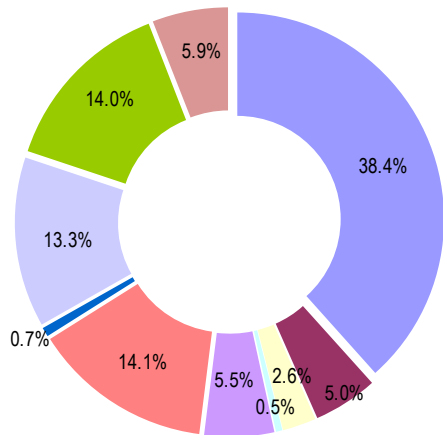
6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2014-2015 year and the sources of funding for the capital budget.

6.1 Capital works

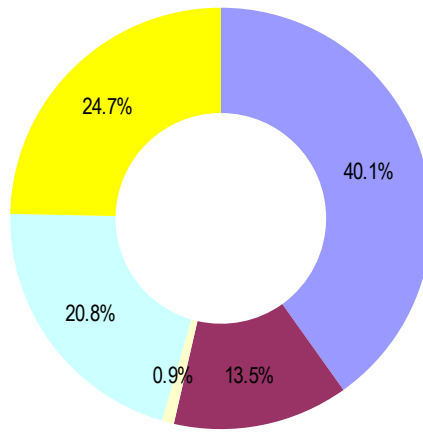
	<i>Ref</i>	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>Variance \$'000</i>
Capital works carried forward	6.1.1	6,230	2,137	(4,093)
New Capital Works				
Asset Preservation	6.1.2	6,252	5,831	(421)
Corporate Projects	6.1.3	406	765	359
Community Buildings	6.1.4	2,317	399	(1,918)
Drainage	6.1.5	107	77	(30)
Open Space/Recreation Facilities	6.1.6	867	830	(37)
Pathways	6.1.7	503	109	(394)
Transport	6.1.8	725	2,022	1,297
Waste Management	6.1.9	1,482	900	(582)
Torquay/Jan Juc DCP	6.1.10	1,130	2,122	992
Total New Capital Works		13,789	13,056	(734)
Total Capital Works		20,019	15,192	(4,827)
Represented by:				
Renewal		6,966	6,094	(873)
Upgrade		3,692	2,047	(1,644)
Expansion		1,686	140	(1,546)
New		4,668	3,166	(1,502)
		17,012	11,447	(5,565)
Expensed Capital Works		3,007	3,745	738
Total Capital Works		20,019	15,192	(4,827)

**Budgeted capital works by category
2014/15**



- Asset preservation
- Corporate projects
- Community buildings
- Drainage
- Open space/recreation facilities
- Works carried forward
- Pathways
- Transport
- Torquay / Jan Juc Developer Contributions Plan
- Waste management

**Budgeted capital works by expenditure type
2014/15**



- Renewal
- Upgrade
- Expansion
- New
- Expensed capital works

6.1.1 Carried forward works (\$4.1 million decrease)

At the end of each financial year there are projects that are either incomplete or that haven't begun due to external factors such as planning issues, special charge scheme appeal processes, delayed grant funding approvals and weather delays. For the 2013-2014 year it is forecast that \$2.1 million of capital works will be incomplete and will be carried forward into the 2014-2015 year. The more significant projects include the Anglesea landfill cell liner installation (\$0.8 million), Winchelsea land purchase (\$0.5 million), and the playground strategy implementation (\$0.3 million).

6.1.2 Asset preservation (\$0.4 million decrease)

Asset preservation includes renewal of existing roads, drains, pathways, park assets, active recreation facilities, buildings, stairways and retaining structures. The decrease in the asset preservation relates mainly to a decrease in the programmed replacement of light and heavy fleet (\$0.6 million).

6.1.3 Corporate projects (\$0.4 million increase)

Corporate projects in 2014-2015 include funds for the purchase of Winchelsea land (\$0.4 million) and rehabilitation of the Mount Moriac depot (\$0.30 million). Partially offsetting these is the purchase of a new asset management system in 2013-2014 that is not recurring (\$0.2 million).

6.1.4 Community Buildings (\$1.9 million decrease)

Community buildings include community and sports facilities. New building works in 2013-2014 included the Mount Moriac Recreation Reserve Pavillion (\$1.3 million), the Lorne Visitor Centre Extension (\$0.7 million), and the Jan Juc Kindergarten extension (\$0.5 million). New community building works in 2014-2015 include the design of future building and open space project (\$0.1 million), the Lorne Great Ocean Road Heritage Centre fitout (\$0.1 million) and the Lorne Men's Shed (\$0.1 million).

6.1.5 Drainage (no significant change)

New drainage works to be carried out in 2014-2015 relate to the Torquay catchment upgrade for Surfworld and the Torquay Skate Park (\$0.1 million).

6.1.6 Open space/Recreation facilities (no significant change)

Open space development in 2014-2015 mainly relates to new and upgraded playgrounds (\$0.4 million), and the Torquay Community and Civic Precinct stage 2 works (\$0.3 million).

6.1.7 Pathways (\$0.4 million decrease)

New pathways in 2013-2014 included Jan Juc precinct pathways (\$0.3 million), and the Aireys Fairhaven Link (\$0.2 million). No significant new pathways are scheduled for the 2014-2015 year.

6.1.8 Transport (\$1.3 million increase)

Transport includes rehabilitation, upgrade, expansion and construction of roads, and includes the allocation of Federal Roads to Recovery and State Roads and Bridges funding. Transport works in 2014-2015 mainly relate to the Gnarwarre Pollocksford Rd widening stages 1&2 (\$1.2 million), Winchelsea Murrel and Gosney St intersection (\$0.3 million), the Torquay Horseshoe Bend Rd widening project (\$0.2 million), and the Aireys Inlet Pearse Rd construction (\$0.2 million)

6.1.9 Waste management (\$0.6 million decrease)

Waste management projects typically include landfill site rehabilitation works and upgrade of building facilities such as transfer stations and recycling facilities. The decrease in waste management projects relates mainly to installation of the Anglesea landfill cell liner (\$1.5 million in 2013-2014 versus \$0.8 million in 2014-2015).

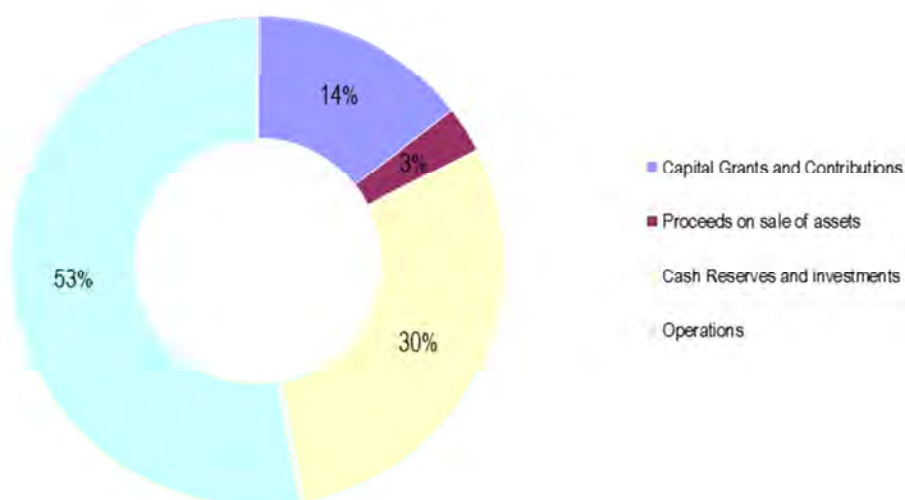
6.1.10 Torquay/Jan Juc Developer Contributions Plan (DCP) (\$1.0 million increase)

Projects relating to the adopted Torquay/Jan Juc DCP and included in the 2014-2015 program include the Torquay North Early Learning Centre planning and design (\$0.5 million), Torquay Spring Creek and Deep Creek pathways (\$0.5 million), and Torquay South Beach Rd & Surfcoast Highway intersection (\$0.4 million).

6.2 Funding sources

	Ref	2013/14		Variance
		Revised Forecast	2014/15 Budget	
		\$'000	\$'000	\$'000
Internal				
Cash reserves and investments	6.2.1	6,230	2,137	(4,093)
Total capital works carried forward		6,230	2,137	(4,093)
New capital works				
External				
Capital grants	6.2.2	3,648	2,178	(1,470)
Contributions	6.2.3	209	-	(209)
Special charges	6.2.4	1,474	148	(1,326)
Proceeds from sale of assets	6.2.5	376	447	71
		5,707	2,773	(2,934)
Internal				
Cash reserves and investments	6.2.6	5,249	2,320	(2,929)
Operations	6.2.7	2,833	7,963	5,129
Total new capital works		13,789	13,056	(734)
Total funding sources		20,019	15,192	(4,827)

Budgeted total funding sources 2014/15



6.2.1 Capital works carried forward (\$4.1 million decrease)

At the end of each financial year there are projects that are either incomplete or that haven't begun due to external factors such as planning issues, special charge scheme appeal processes, delayed grant funding approvals and weather delays. For the 2013-2014 year it is forecast that \$4.1 million of capital works will be incomplete and be carried forward into the 2014-2015 year. The decrease on 2013-2014 reflects Council's increased focus around capital and resource planning.

6.2.2 Capital grants (\$1.5 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Grants that are budgeted to be received in 2014-2015 include Federal Roads to Recovery projects – Gnarwarre Pollocksford Rd widening stage 2 and local sealed road renewal program (\$0.7 million), State Roads and Bridges Initiative projects – Gnarwarre Pollocksford Rd widening stage 1, Winchelsea Gosney & Murrel St intersection, and Torquay Horseshoe Bend Rd widening (\$1.0 million).

6.2.3 Capital contributions (\$0.2 million decrease)

Contributions relate to community contributions to capital works. No capital contributions are expected in 2014-2015.

6.2.4 Special charges (\$1.3 million decrease)

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. Council proposes a special charge scheme for Aireys Inlet Pearse Rd construction in 2014-2015 (\$0.1 million).

6.2.5 Proceeds from sale of assets (\$0.1 million increase)

Council has a planned program for replacing fleet vehicles, heavy plant and equipment, which is partially funded by proceeds from sale of these assets each year. The 2013-2014 year includes the sale of 1-3 Koorringa Place, Torquay to fund the Torquay Library site land purchase. The 2014-2015 year includes the proposed sale of surplus land to fund the acquisition of open space in Winchelsea.

6.2.6 Cash reserves and investments (\$2.9 million decrease)

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 2014-2015, including waste management projects (\$0.9 million), fleet and plant replacement (\$0.9 million), open space development (\$0.1 million), and Torquay/Jan Juc DCP projects (\$0.4 million).

6.2.7 Operations (\$5.1 million increase)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. Refer to section 5 'Budgeted Cash Position' for more information on funds from operations.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2013-2014 and 2014-2015. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

	<i>Ref</i>	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>Variance \$'000</i>
Current assets	7.1.1			
Cash & cash equivalents		15,524	16,176	652
Trade and other receivables		3,047	3,004	(43)
Other financial assets		1,306	306	(1,000)
Land held for resale		-	-	-
Total current assets		19,877	19,486	(391)
Non current assets	7.1.2			
Trade and other receivables		679	460	(219)
Financial assets		1,500	1,500	
Property plant & equipment, infrastructure		387,239	398,294	11,055
Investments in library		580	580	-
Total non current assets		389,998	400,833	10,836
Total assets		409,875	420,320	10,445
Current liabilities	7.1.3			
Trade and other payables		6,930	5,409	(1,521)
Provisions		4,816	7,808	2,992
Interest bearing liabilities		542	792	250
Trust funds and deposits		1,030	1,030	-
Total current liabilities		13,318	15,039	1,720
Non current liabilities	7.1.4			
Trade and other payables		-	-	-
Provisions		13,995	11,096	(2,898)
Interest bearing liabilities		16,101	15,309	(792)
Total non current liabilities		30,096	26,405	(3,690)
Total liabilities		43,414	41,444	(1,970)
Net assets	7.1.5	366,461	378,876	12,415
Equity	7.1.6			
Accumulated surplus		175,557	178,071	2,513
Assets revaluation reserve		179,144	188,100	8,956
Other reserves		11,760	12,705	945
Total equity		366,461	378,876	12,415

7.1.1 Current assets (\$0.4 million decrease)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase (\$0.7 million) in 2014-2015. Trade and other receivables are monies owed to Council by ratepayers and others and include rates, grants, user charges, special charges and asset sales. Trade and other receivables are projected to decrease (\$0.04 million) in 2014-2015. Other financial assets include investments with maturity dates of over three months. These are expected to decrease (\$1.0 million) in 2014/15 as investments reach maturity.

7.1.2 Non current assets (\$10.8 million increase)

Long term debtors relating to special rate schemes are estimated to decrease by \$0.2 million in 2014-2015 following the completion of special charge scheme capital works projects relating to Lorne drainage works, and Jan Juc Precinct pathways.

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. The increase of \$10.8 million in this balance is mainly attributable to the total capital works program excluding expensed capital works (\$11.5 million), granted assets (\$2.9 million), cyclical revaluation of assets (\$9.0 million), less depreciation of assets (\$10.5 million) and disposal of assets (\$1.4 million).

7.1.3 Current liabilities (\$1.7 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease in 2014-2015 due to decreased levels of capital expenditure. Provisions include accrued long service leave, annual leave and future landfill rehabilitation. \$3.0 million relating to the non-current provision has been reclassified to current liabilities in 2014-2015 due to rehabilitation works for the Anglesea Landfill that will occur in 2015-2016.

7.1.4 Non current liabilities (\$3.7 million decrease)

The estimated provision for future landfill rehabilitation was increased by \$4.6 million in 2013/14 in line with Council estimates of the landfill closure date and rehabilitation costs. The decrease of \$3.7 million in 2014-2015 is mainly due to the reclassification of \$3.0 million of rehabilitation works to current liabilities as outlined above (7.1.3), and a \$0.8 million decrease in Interest bearing liabilities which move to current liabilities as they fall due for payment.

7.1.5 Net assets (\$12.4 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June each year. The increase in net assets of \$12.4 million is a result of the operating surplus plus the revaluation of property, infrastructure, plant and equipment.

7.1.6 Equity (\$12.4 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are separated from the Accumulated Surplus of the Council to be disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

It has been budgeted that during the year a net amount of \$0.9 million is to be transferred to other reserves from the accumulated surplus. This reflects the prudent use of cash and investment reserves to fund future Council obligations. This is a transfer between equity balances only and does not impact on the total balance of equity. The increase in the asset revaluation reserve of \$9.0 million reflects the anticipated revaluation of property, infrastructure, plant and equipment in the 2014-2015 year.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2015 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Trade creditors to be based on a proportion of total capital expenditure, operating expenditure and employee costs at 2014-2015 levels. Payment cycle is 30 days
- Other debtors are anticipated to be 3% of total revenue
- Current provisions for future landfill rehabilitation are \$3.0 million at June 30, 2015 relating to rehabilitation works to be carried out at the Anglesea Landfill in 2015-2016.
- Provisions for employees to the value of \$5.3 million in 2014-2015 will remain steady as management encourage use of leave entitlements by employees
- Non current provisions for future landfill rehabilitation are \$6.0 million as at June 30, 2015 relating to future rehabilitation works at the Anglesea Landfill, which is forecast to close in 2023-2024.
- Repayment of loan principal to be \$0.54 million and no new borrowings in 2014-2015
- Total capital works to be 15.2 million
- A total of \$4.5 million to be transferred from cash reserves to fund the capital works program for the 2014-2015 year
- Asset revaluations of land and buildings will be undertaken in the 2014-2015 year and are expected to total \$9.0 million relate to scheduled revaluations of Council's road, drainage, and recreation assets.

8. Strategic resource plan and key financial indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for the 10 years 2014-2015 to 2023-2024 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next 10 years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives that underpin the SRP, are:

- Rate increases that are adequate to maintain current service delivery levels and capital works keeping in mind population growth
- Equitable and affordable distribution of rate revenue keeping in mind economic conditions
- Responsible use of debt subject to debt levels remaining below local government prudential guidelines
- Increase funding levels for capital works focusing on asset renewal and infrastructure asset growth to accommodate population growth
- Work towards reduced reliance on rates
- Maintenance of a strong liquidity position
- Achieve an operating surplus every year and work towards achieving a positive underlying operating result.

In preparing the SRP, the Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

8.2 Financial resources

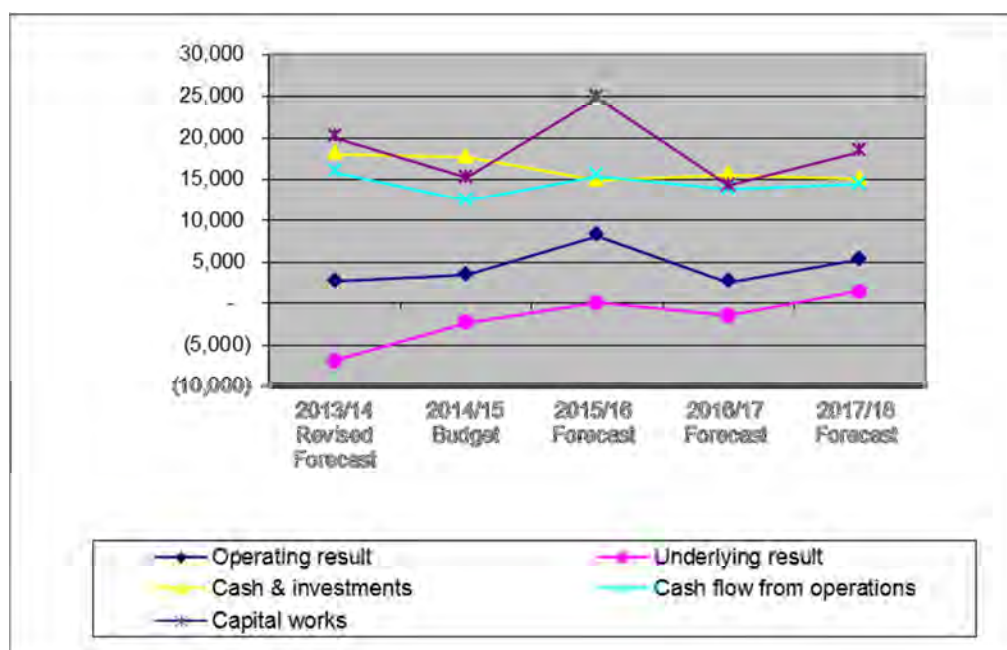
The following table summarises the key financial results for the next four years as set out in the SRP. Appendix A includes a more detailed analysis of the financial resources to be used over the four-year period.

	2013/14	2014/15	2015/16	2016/17	2017/18	Trend
	Revised	Budget	Forecast	Forecast	Forecast	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating result	2,689	3,458	8,216	2,592	5,337	+
Underlying operating result	(6,861)	(2,318)	87	(1,438)	1,488	+
Cash and investments	18,024	17,676	14,921	15,576	15,033	-
Cash flow from operations	15,898	12,388	15,402	13,818	14,402	o
Capital works	20,019	15,192	24,816	14,272	18,373	o

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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** - Cash and investments are forecast to decrease during 2014-2015 due to the completion of the carried forward capital works from 2013-2014. Cash and investments are expected to remain above \$14.00 million, which indicates a balanced budget on a cash basis in each year. Council will also have accumulated in excess of \$9.0 million by 30 June 2015 for planned waste management infrastructure and significant rehabilitation of the Anglesea landfill.
- **Rating strategy (section 9)** – Rate increases are budgeted at 4.75% in 2014-2015 and will then return to an annual increase of 5%. This reflects Council’s current cost index base and is well within that expected of comparable councils. Actual rate increases will be subject to future Council decisions
- **Service delivery strategy (section 10)** – There will be a 4.0% increase in the garbage charge for kerbside waste collections for the 2013-2014 financial year. A 4% increase is indicated in Council’s Strategic Resource Plan.

Other service levels will remain steady in the 2014-2015 year with minimal additional staff resources and are then indexed throughout the next three year period by a 1% growth factor. Operating surpluses are forecast in each of the ten years despite a significant decrease in anticipated capital grant revenue and increased surpluses are directed to fund the annual capital works program. Excluding the effects of non-operating items such as capital contributions, the underlying result improves steadily over the 10 year period. The underlying deficit in 2014-2015 mainly reflects expensed capital works of \$3.7 million. The underlying result is an important measure of financial sustainability as once-off items can often mask the operating result.

- **Borrowing strategy (section 10)** – \$3.0 million of new borrowings are planned in 2015-2016 to fund the construction of the Torquay North Early Learning Centre. No other new borrowings are planned over the next 10 years and 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
- **Infrastructure strategy (section 10)** - Capital expenditure over the four year period will total \$72.7 million at an average of \$18.2 million each year. Expenditure on renewal and upgrade of existing assets will total \$22.9 million while expenditure on new and expanded assets will total \$49.8 million.

8.3 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>2015/16 Forecast \$'000</i>	<i>2016/17 Forecast \$'000</i>	<i>2017/18 Forecast \$'000</i>
Total employee costs (\$'000)	22,695	24,031	25,051	26,809	27,107
Total employee numbers (EFT)	248	251	253	255	257

9. Rating strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

9.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 8.), rates and charges were identified as an important source of revenue, accounting for 69.3% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized Councils. The following table shows a comparison of the last five years.

Year	Surf Coast Shire
2010-2011	6.90%
2011-2012	6.30%
2012-2013	4.90%
2013-2014	5.90%
2014-2015	4.75%
Average increase	5.75%

9.2 Current year rate increase

In order to maintain service levels, a strong capital expenditure program, and fund new initiatives that meet the needs of a rapidly growing population and a range of other much needed infrastructure, general rates will increase by 4.75% in 2014-2015 raising a total rate of \$36.43 million (\$42.07 million total rates and charges). This total includes the Municipal Charge which will also increase by 4.5% or \$8 per assessment.

The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2014.

Year	Rate Increase %	Total Rates Raised \$'000
2013-2014	5.90	34,450
2014-2015	4.75	36,428
2015-2016	5.00	38,250
2016-2017	5.00	40,162
2017-2018	5.00	42,170

Future rate increases have been set based on the minimum required to meet projected cost base increases including employee costs, materials, contracts and construction costs. The final decision on the size of future rate increases rests with Council.

9.3 Rating structure

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

- Property values, which reflect capacity to pay and form the central basis of rating under the *Local Government Act 1989*
- A 'user pays' component to reflect usage of services provided by Council.
- A 'fixed' municipal charge per property to cover some of the administrative costs of Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used; that is, whether the property is used for residential, commercial/industrial or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution to rates, taking into account the benefits those properties derive from the local community and Council.

Council's rating structure comprises four differential rates (residential or general, commercial/industrial, farm and vacant residential). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act, and in line with the ministerial guidelines for differential rating 2013. In 2014-2015, the commercial/industrial rate is set at 190% of the residential rate, the farm rate at 75% of the residential rate, and vacant residential at 200% of the residential rate. Council also has a municipal charge, a kerbside collection charge and a recycling charge as permitted under the Act.

In deliberating over the setting of the differential rate structure for the 2014-2015 year, Council has been mindful of the increase in residential property rates. The effect of the revised rating structure will be that residential properties will experience an average rate rise of 4.75% in 2014-2015 (including the municipal charge).

There will be an increase of 4% in the garbage charge for kerbside waste collections in 2014-2015 after zero increases for the previous two financial years. The previous price freeze was primarily due to a significant reduction in the kerbside waste collection contract that began in 2011-2012.

The following table summarises the rates to be made for the 2014-2015 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

Rate type	How applied	2013-2014	2014-2015
General rates	Cents in \$ of CIV	0.23036	0.24174
Commercial/Industrial rates	Cents in \$ of CIV	0.43769	0.45930
Farm rates	Cents in \$ of CIV	0.17277	0.18130
Vacant residential rates	Cents in \$ of CIV	0.46073	0.48348
Municipal charge	\$ per property	\$177	\$185
Urban Garbage charge	\$ per property	\$323	\$336
Rural Garbage charge	\$ per property	\$269	\$280

9.4 General revaluation of properties

A general revaluation of all properties within the Council's municipal district occurs every two years, with the last general revaluation carried out as at 1 January 2014 and taking effect on 1 July 2014. The distribution of rates and charges in the 2014-2015 budget year will be impacted by the general revaluation.

10. Other strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

10.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see section 8), borrowings are identified as an important funding source for capital works programs. In the recent past, Council has borrowed strongly to finance large infrastructure projects and is now in a phase of debt reduction. This means that cash and investment reserves, grant funding and developer contributions are now being used as an alternate funding source to maintain robust capital works programs. Council's unrestricted cash reserves are now forecast to be \$6.3 million at 30 June 2014 and decrease to \$5.8 million at 30 June 2015.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis highlights that current debt levels have been comfortably accommodated. Council has set a target goal of reaching \$16.5 million by 2017-2018.

For the 2014-2015 year, Council has not proposed to take out any new borrowings to expand the capital works program and therefore, after making loan repayments of \$0.5 million, will reduce its total borrowings to \$16.1 million as at 30 June 2015. However, it is anticipated that in 2015-2016 new borrowings will be required to fund construction of the Torquay North Early Learning Centre.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2014.

<i>Year</i>	<i>New Borrowings</i> <i>\$'000</i>	<i>Principal Paid</i> <i>\$'000</i>	<i>Interest Paid</i> <i>\$'000</i>	<i>Balance 30 June</i> <i>\$'000</i>
2013/14	-	627	1,195	16,643
2014/15	-	542	1,154	16,101
2015/16	3,000	792	1,322	18,309
2016/17	-	851	1,262	17,457
2017/18	-	914	1,200	16,543

10.2 Infrastructure

The Council has developed an Asset Management Strategy based on the knowledge provided by various Asset Management Plans, which set out Council's capital expenditure requirements for the next 10 years and is a key input to the SRP. It predicts infrastructure consumption, renewal and infrastructure needs to meet future community service expectations. Asset Management Plans summarise the anticipated needs of the community, which have been identified through a rigorous process of consultation and evaluation, and sourced from master plans, developer contribution plans (DCP's), structure plans and service strategies (eg Early Learning Strategy). The Asset Management Strategy has been developed based on industry standards developed through the Municipal Association of Victoria and adapted to meet the needs of the Surf Coast Shire. The key aspects of the process are as follows:

- A long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and the annual budget.
- Identification of capital works by preparation of asset management plans and various master plans, DCP's and service strategies.
- Prioritisation of capital works within asset classes on the basis of evaluation criteria that incorporate strategic, economic, social and environmental factors.
- Application of a methodology to allocate annual funding to classes of capital works

- Preparation of business cases to document capital works submissions

A key objective of the Asset Management Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

In updating the Asset Management Strategy for the 2014-2015 year, the following influences have had a significant impact:

- Use of cash and investment reserves and special charge schemes to fund future capital expenditure programs
- Continuing availability of significant Federal and State funding for the renewal and upgrade of roads (Roads to Recovery and Country Roads and Bridges Initiative)
- Availability of significant funding for the other capital projects, including the Torquay Community and Civic Precinct recreation works and the Torquay North Early Learning Centre planning and design.
- Allocation of funds to meet Council's commitment to implement the new infrastructure identified in the Torquay Jan Juc Developer Contribution Plan
- Allocation of funds from land sales for the purchase of additional land for the extension of Eastern Reserve in Winchelsea.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

<i>Year</i>	<i>Total Capital Works Program</i> \$'000	<i>External funding</i> \$'000	<i>Cash Reserves</i> \$'000	<i>Council Operations</i> \$'000
2013/14	20,019	5,707	11,479	2,833
2014/15	15,192	2,773	4,457	7,963
2015/16	24,816	5,569	6,738	12,509
2016/17	14,272	1,613	4,182	8,477
2017/18	18,373	1,310	6,614	10,449

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants and special rates, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These cash reserves are either 'legislative' or 'policy' cash reserves. Legislative reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by statute and include contributions to car parking, drainage and public resort and recreation. Policy cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. Section 5.2 includes a Statement of Reserves which is a summary of the investment reserves for the year ending 30 June 2015.

10.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8.) that directly impact the future service delivery strategy are to maintain existing service levels while meeting the increased demands of a growing community and to achieve a breakeven operating result within the medium term. The Rating Strategy (referred to in Section 9) also refers to future rate increases approximating CPI plus 2%. Rate increases reflect the estimated Local Government Cost Index (published by the Municipal Association of Victoria), which is forecast to be 3.9% or 0.9% higher than CPI, and the future expansion of the capital works program and service delivery to respond to anticipated future population growth needs.

The general influences affecting all operating revenue and expenditure are set out in the following table.

	2014/15	2015/16	2016/17	2017/18
	%	%	%	%
Consumer Price Index	3.0	3.0	3.0	3.0
Road Maintenance & Construction Index	5.0	5.0	5.0	5.0
Wages growth	3.8	4.1	4.1	4.1
Rate increases	4.8	5.0	5.0	5.0
Garbage Charge increases	4.0	4.0	4.0	4.0
Grants Commission	2.4	3.0	3.0	3.0
Government funding	2.8	3.0	3.0	3.0
Statutory fees	3.0	3.0	3.0	3.0
Council fees	4.0	4.0	4.0	4.0
Interest on investments	3.8	4.0	4.0	4.0
Interest on borrowings	7.0	7.0	7.0	7.0

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 10 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that while the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	61
B	Statutory disclosures	66
C	Capital works program and new initiatives	72
D	Fees and Charges Schedule	77

Appendix A

Budgeted standard statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2014-2015 to 2017-2018 has been extracted from the Strategic Resource Plan.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Statement of Human Resources
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Statement of changes in Equity
- Budgeted Standard Capital Works Statement

Budgeted Standard Income Statement

For the four years ending 30 June 2018

	2013/14 Revised Forecast \$'000	2014/15 Budget \$'000	Forecast 2015/16 \$'000	Forecast 2016/17 \$'000	Forecast 2017/18 \$'000
Revenues from ordinary activities					
Rates and charges	40,237	42,535	44,684	46,944	49,320
Operating grants - recurrent	4,230	6,194	6,538	5,903	6,498
Operating grants - non-recurrent	514	292	300	300	300
Capital grants - recurrent	1,648	1,648	648	648	648
Capital grants - non-recurrent	2,000	596	3,877	570	206
Contributions	2,942	2,533	2,640	2,951	3,036
Interest	920	823	847	873	899
User charges	6,942	5,683	6,416	6,147	6,393
Statutory fees	757	608	653	743	675
Total revenues	60,189	60,911	66,604	65,079	67,973
Expenses from ordinary activities					
Employee benefits	22,695	24,041	25,051	26,809	27,107
Materials and services	26,359	23,754	22,557	23,903	23,437
Bad and doubtful debts	87	62	70	72	74
Finance costs	1,201	1,159	1,327	1,266	1,203
Depreciation	9,869	10,516	11,048	11,559	12,090
Asset write offs	1,454	1,409	1,534	1,641	1,723
Total expenses	61,665	60,940	61,587	65,249	65,636
Net gain (loss) on disposal of property infrastructure, plant and equipment	378	586	(20)	(87)	89
Granted assets	3,786	2,902	3,220	2,849	2,911
Net surplus	2,689	3,458	8,216	2,592	5,337

Budgeted Statement of Human Resources

For the four years ending 30 June 2018

	2013/14 Revised Forecast \$'000	2014/15 Budget \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000	2017/18 Forecast \$'000
Total employees costs - operating (\$'000)	22,695	24,041	25,051	26,809	27,107
Total employees costs - capital (\$'000)	-	-	-	-	-
Total employees numbers (EFT)	248	251	253	255	257

Budgeted Standard Balance Sheet

For the four years ending 30 June 2018

	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>Forecast 2015/16 \$'000</i>	<i>Forecast 2016/17 \$'000</i>	<i>Forecast 2017/18 \$'000</i>
Current assets					
Cash & cash equivalents	15,524	16,176	13,421	14,576	15,033
Trade and other receivables	3,047	3,004	3,294	3,253	3,419
Other financial assets	1,306	306	806	1,306	306
Land held for resale	-	-	-	-	-
Total current assets	19,877	19,486	17,522	19,136	18,759
Non current assets					
Trade and other receivables	679	460	616	416	216
Financial assets	1,500	1,500	1,000	-	-
Property plant & equipment, infrastructure	387,239	398,294	413,840	427,569	431,263
Investments in library	580	580	580	580	580
Total non current assets	389,998	400,833	416,036	428,565	432,059
Total assets	409,875	420,320	433,559	447,701	450,817
Current liabilities					
Trade and other payables	6,930	5,409	4,906	3,833	3,625
Provisions	4,816	7,808	4,879	8,012	4,816
Interest bearing liabilities	542	792	851	914	981
Trust funds and deposits	1,030	1,030	1,030	1,030	1,030
Total current liabilities	13,318	15,039	11,667	13,789	10,452
Non current liabilities					
Trade and other payables	-	-	-	-	-
Provisions	13,995	11,096	11,127	8,023	8,116
Interest bearing liabilities	16,101	15,309	17,457	16,543	15,562
Total non current liabilities	30,096	26,405	28,584	24,567	23,677
Total liabilities	43,414	41,444	40,251	38,356	34,129
Net assets	366,461	378,876	393,308	409,345	416,688
Equity					
Accumulated surplus	175,557	178,071	188,174	189,594	195,975
Assets revaluation reserve	179,144	188,100	194,316	207,762	209,767
Other reserves	11,760	12,705	10,818	11,989	10,946
Total equity	366,461	378,876	393,308	409,345	416,688

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2018

	2013/14	2014/15	Forecast	Forecast	Forecast
	Revised	Budget	2015/16	2016/17	2017/18
	Forecast	Budget	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Receipts from customers	51,003	51,488	54,133	56,876	59,458
Payments to suppliers	(21,481)	(25,118)	(26,077)	(25,433)	(26,489)
Payments to employees	(22,695)	(23,667)	(24,677)	(26,069)	(27,118)
	6,828	2,703	3,379	5,375	5,852
Interest received	920	823	847	873	899
Government receipts	8,150	8,863	11,176	7,571	7,651
Net cash provided from operating activities	15,898	12,388	15,402	13,818	14,402
Cash flows from investing activities					
Payments for property, plant, equipment & infrastructure assets	(17,138)	(11,947)	(19,519)	(11,435)	(13,283)
Proceeds from sale of property, plant & equipment	1,076	912	481	389	456
Net cash used in investing activities	(16,062)	(11,035)	(19,038)	(11,046)	(12,827)
Cash flows from financing activities					
Deposits received/refunded	-	-	-	-	-
Finance costs	(1,201)	(1,159)	(1,327)	(1,266)	(1,203)
Proceeds from interest bearing loans and borrowings	-	-	3,000	-	-
Repayment of interest bearing loans and borrowings	(627)	(542)	(792)	(851)	(914)
Net cash provided from financing activities	(1,828)	(1,701)	881	(2,117)	(2,118)
Net decrease in cash & cash equivalents held	(1,992)	(348)	(2,755)	655	(543)
Cash at the beginning of the period	20,016	18,024	17,676	14,921	15,576
Cash & cash equivalents at the end of the period	18,024	17,676	14,921	15,576	15,033

Budgeted Statement of Changes in Equity

For the four years ending 30 June 2018

	2013/14	2014/15	Forecast	Forecast	Forecast
	Revised	Budget	2015/16	2016/17	2017/18
	Forecast	Budget	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Equity Opening Balance	363,117	366,461	378,876	393,308	409,345
Comprehensive result	2,689	3,458	8,216	2,592	5,337
Net asset revaluation	656	8,956	6,216	13,446	2,005
Total Equity	366,461	378,876	393,308	409,345	416,688

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2018

	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>2015/16 Forecast \$'000</i>	<i>2016/17 Forecast \$'000</i>	<i>2017/18 Forecast \$'000</i>
Capital Works					
Land	1,130	900	-	-	-
Buildings	3,729	749	10,299	655	790
Plant Machinery & Equipment	2,028	1,391	1,361	1,219	1,449
Furniture & Computers	605	440	340	340	340
Road pavements & other structures	5,779	4,929	4,907	5,585	6,555
Drainage	956	450	518	308	614
Street furniture	99	54	35	40	20
Passive recreation facilities	2,687	2,534	1,733	2,962	3,190
Total Capital Works	17,012	11,447	19,194	11,110	12,958
Represented by:					
Renewal	6,966	6,094	7,185	6,370	7,325
Upgrade	3,692	2,047	962	856	2,291
Expansion	1,686	140	303	421	152
New	4,668	3,166	10,744	3,463	3,191
Total Capital Works	17,012	11,447	19,194	11,110	12,958

Reconciliation of net movement in property, plant and equipment

	<i>2013/14 Revised Forecast \$'000</i>	<i>2014/15 Budget \$'000</i>	<i>2015/16 Forecast \$'000</i>	<i>2016/17 Forecast \$'000</i>	<i>2017/18 Forecast \$'000</i>
Total capital works	21,819	15,192	24,816	14,272	18,373
Asset revaluation increment	656	8,956	6,216	13,446	2,005
Depreciation and amortisation	(9,869)	(10,516)	(11,048)	(11,559)	(12,090)
Written down value of assets sold	(698)	(326)	(501)	(476)	(367)
Assets written off	(1,454)	(1,409)	(1,534)	(1,641)	(1,723)
Expensed capital works	(3,007)	(3,745)	(5,622)	(3,162)	(5,415)
Granted assets	3,786	2,902	3,220	2,849	2,911
Net movement in property, plant and equipment	11,232	11,055	15,547	13,729	3,694

Appendix B

Statutory disclosures

This appendix presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

Statutory disclosures

1. Borrowings

	2013-2014	2014-2015
	\$	\$
New borrowings (other than refinancing)	0	0
Debt redemption	627,000	542,000

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2013-2014	2014-2015	Change
	cents/\$CIV	cents/\$CIV	%
General rate for all rateable residential properties	0.23036	0.24130	4.75%
Rate concession for rateable farm properties	0.17277	0.18098	4.75%
Differential rate for commercial/industrial properties	0.43769	0.45848	4.75%
Differential rate for vacant residential properties	0.46073	0.48261	4.75%

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2013-2014	2014-2015	Change
	\$	\$	%
General rate land	23,952,621	25,524,304	6.56%
Farm rate land	1,649,473	1,734,340	5.15%
Commercial/Industrial land	2,530,640	2,768,771	9.41%
Vacant Residential rate land	2,843,105	2,664,395	-6.29%

Note: Increases in total revenue raised by different rates is influenced by rate increases, general revaluation of Capital Improved values, the full year effect of supplementary rates, and the reclassification of land to different classes, for example vacant land to residential land.

2.3 The estimated total amount to be raised by rates

	2013-2014	2014-2015	Change
	\$	\$	%
Total rates to be raised	30,975,839	32,691,810	5.54%

Note: 2013-2014 amounts do not include effect of revaluations carried out by the auditor general, or the full year effect of supplementary rates received in 2013/14, or the full year effect of movements between property types.

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2013-2014	2014-2015
	Change	Change
	%	%
General rate land	4.21	4.75
Farm rate land	(8.05)	4.75
Commercial/Industrial rate land	4.21	4.75
Vacant Residential rate land	38.95	4.75

2.5 The number of assessments for each type of rate to be levied, compared to the previous year

Type of Property	2013-2014	2014-2015	Change
			%
General rate land	16,718	17,042	1.90%
Farm rate land	932	944	1.29%
Commercial/Industrial rate land	870	934	7.36%
Vacant Residential rate land	1,367	1,221	-10.68%
Total number of assessments	19,887	20,141	1.28%

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied, compared with the previous year

Type of Property	2013-2014 \$	2014-2015 \$	Change %
General rate land	10,397,908,000	10,577,738,000	1.73%
Farm rate land	954,722,000	958,323,000	0.38%
Commercial/Industrial rate land	578,180,900	603,901,900	4.45%
Vacant Residential rate land	617,087,000	552,075,000	-10.54%
Total Value	12,547,897,900	12,692,037,900	1.15%

2.8 The proposed unit amount to be levied for each type of charge under sections 159 and 162 of the Act

Type of Charge	Per Rateable Property 2013-2014 \$	Per Rateable Property 2014-2015 \$	Change %
Municipal	177	185	4.52%
Urban Garbage (all residential tenements)	323	336	4.02%
Rural Garbage (optional)	269	280	4.09%

2.9 The estimated amounts to be raised for each type of charge to be levied, compared to the previous year

Type of Charge	2013-2014 \$	2014-2015 \$	Change %
Municipal	3,474,333	3,677,985	5.86%
Urban Garbage (all residential tenements)	5,006,523	5,193,088	3.73%
Rural Garbage (optional)	437,168	452,006	3.39%
Total	8,918,024	9,323,079	4.54%

2.10 The estimated total amount to be raised by rates and charges

	2013-2014 \$	2014-2015 \$	Change %
Rates Revenue	30,975,839	32,691,810	5.54%
Charges Revenue	8,918,024	9,323,079	4.54%
Total	39,893,863	42,014,889	5.32%

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land classification, such as vacant land becoming residential or commercial/industrial rate land and vice versa.

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 100% (0.24130 in the dollar of CIV) for all rateable residential properties
- A farm rate of 75% (0.18098 in the dollar of CIV) for all rateable farm properties
- A commercial/industrial rate of 190% (0.45848 in the dollar of CIV) for all rateable business properties
- A vacant residential land rate of 200% (0.48261 the dollar of CIV) for all rateable vacant residential land.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate and the uses of each differential rate are set out below.

3.2 General Rate land

General Rate Land means any rateable land which is not farm rate land, commercial/industrial rate land or vacant residential rate land.

The objectives of the 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.

3.3 Farm Rate Land

Farm Rate Land means any rateable land:

- That is 2 or more hectares in area;
- That is 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
- That is used by a business -
 - That has a significant and substantial commercial purpose of character;
 - That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - That 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 concessional differential rate are:

- To maintain agriculture as a major industry in the municipal district.
- To facilitate the longevity of the farm sector;
- To achieve a balance between providing for growth and retaining the important agricultural economic base; and
- To ensure that the rate in the dollar declared for defined Farm Land properties is fair and equitable having regard to the cost and the level of benefits derived from provision of Council services to the farm sector.

3.4 Commercial/Industrial Rate Land

Commercial/Industrial Rate Land means any rateable 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
- 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 rate are:

- To enhance the economic viability of the Commercial / Industrial sector through targeted programs and projects;
- To extend regional initiatives toward the establishment of ventures and themes that complement Council's strategic objectives;
- To identify, develop and market the strengths and attractions of each town and village;
- To determine the feasibility of establishing tourism education facilities;
- To identify and develop opportunities for rural tourism;
- To participate as an active partner in regional tourism initiatives;
- To encourage employment opportunities;
- To promote economic development;
- To facilitate the establishment or improvement of tourism infrastructure;
- To ensure that signage, street-scaping and promotional activity is complementary to the achievement of commercial and tourism objectives; and
- To ensure that the differential rate in the dollar declared for defined Commercial / Industrial land properties is fair and equitable having regard to the cost and the level of benefits derived from provision of council services to the commercial / industrial sector.

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.

3.5 Vacant Residential Rate Land

Vacant Residential Land means any rateable vacant land which is:

- Not zoned commercial/industrial under the Surf Coast Shire Planning Scheme; and
- Unoccupied but zoned residential under the Surf Coast Shire Planning Scheme.

The objectives of this differential rate are:

- To facilitate building development on vacant allotments; and
- To provide a financial incentive for land to be developed and not held as an investment.

4. Charges

4.1 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.

4.2 Service Charges

An annual service charge is declared for the collection and disposal of waste (garbage).

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 Attachment D of 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.

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.

Appendix C

Capital works program and new initiatives

This appendix presents a listing of the capital works projects and new initiatives that will be undertaken for the 2014-2015 year.

The capital works projects are grouped by class and include the following:

- New works for 2014-2015
- Works carried forward from the 2013-2014 year.

The new initiatives are grouped by ward and include the following:

- New initiatives for 2014-2015

Capital works program

For the year ending 30 June 2015

Works Description	Project Cost	External Funds		Council Cash				Borrowings
		Grants	Contrib's	Cash Reserve Funds	Special Rates	Asset Sales	Shire Funds	
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
New Capital Works Program 2014/15								
Asset Preservation								
Asset renewal								
Reseal Renewal Program for Local Roads	1,375	200					1,175	
Gravel Re-sheeting program for Local Roads	900						900	
Replacement of Park Furniture	200						200	
Netball/Tennis Court Resurfacing Program	40						40	
Facility Fencing Renewal Program	50						50	
Irrigation System Renewal Program	60						60	
Council Buildings Renewal Program	500						500	
Road Safety Program	46						46	
Footpath Renewal	80						80	
Kerb Renewal	80						80	
Bridge Renewal	56						56	
Drainage Renewal & Upgrade Program	200						200	
Stairways / Retaining Structures Renewal	30						30	
Information Systems	340						340	
Bus Shelters Program	20						20	
Replacement of Heavy Plant	911			726		185		
Replacement of Light Fleet	480			218		262		
Bike Path Renewal Program	25						25	
Sports Lighting Renewal	25						25	
Upgrade								
Road Safety Program	69						69	
Bridge Renewal	24						24	
Expansion								
Upgrades to existing Public Lighting	15						15	
Road Safety Program	69						69	
New								
Road Safety Program	46						46	
Expensed Capital Works								
Crack Sealing	20						20	
Tree Trimming Program - Pre Reseal	80						80	
Soft Playing Surface Renewal Program	60						60	
Nature Reserve Renewal Program	30						30	
Corporate Projects								
New								
Winchelsea Land Purchase	400						400	
Expensed Capital Works								
Facility Signage Program	20						20	
Torquay Town Entry Improvements	20						20	
Torquay Town Entrance Signs	25						25	
Mount Moriac Depot Rehabilitation	300						300	
Community Buildings								
New								
Lorne Mens Shed	90	60					30	
Upgrade								
Torquay Price Street Precinct Plan Implementation	8						8	
Surf Coast Sport & Recreation Centre	20						20	
Lorne Great Ocean Road Heritage Centre Fitout	100						100	
Expansion								
Torquay Price Street Precinct Plan Implementation	8						8	
Expensed Capital Works								
Design of future building and Open Space Projects	140						140	
Torquay Price Street Precinct Plan Implementation	15						15	
Surf Coast Sport & Recreation Centre	20						20	
Drainage								
Upgrade								
Torquay Catchment Upgrade - Surfworld / Torquay Skate Park	39						39	
New								
Torquay Catchment Upgrade - Surfworld / Torquay Skate Park	39						39	

Works Description	Project Cost	External Funds		Council Cash				Borrowings
		Grants	Contrib's	Cash Reserve Funds	Special Rates	Asset Sales	Shire Funds	
		\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	
Open Space/Recreation Facilities								
New								
Playground Strategy Implementation	369						369	
Torquay Community & Civic Precinct Stage 2b	240	160					80	
Torquay Aurora Crescent Picnic Area Upgrade	9			9				
Fairhaven Merrans Nature Reserve Land Purchase and Design	35			35				
Torquay Quay Reserve half court basketball court	15						15	
Upgrade								
Torquay Aurora Crescent Picnic Area Upgrade	22			22				
Connewarre Riding Club showjumping arena	10						10	
Expensed Capital Works								
Torquay Community & Civic Precinct Stage 2b	60	40					20	
Moriac Newling Reserve Landscaping	8			8				
Torquay Aurora Crescent Picnic Area Upgrade	13			13				
Lorne Stribling Reserve Terraces Design	15			15				
Fairhaven Merrans Nature Reserve Land Purchase and Design	35			35				
Pathways								
New								
Pathway Ancillary Program	19						19	
Anglesea Riverbank Toilet Block Access	15						15	
Lorne Swing Bridge Pathway	65						65	
Expensed Capital Works								
Bicycle lanes - Ongoing Program	10						10	
Transport								
Upgrade								
Intersection Sealing	30						30	
Gnarwarre Pollocksford Road Widening stage 1	288	288						
Gnarwarre Pollocksford Road Widening stage 2	299	299						
Winchelsea Murrel and Gosney streets Intersection	216	80					136	
Torquay Horseshoe Bend Road Widening Stage 3c	140	140						
Aireys Inlet Pearse Road Construction	224				148		76	
Asset renewal								
Winchelsea Murrel and Gosney streets Intersection	54	20					34	
Gnarwarre Pollocksford Road Widening stage 1	288	288						
Gnarwarre Pollocksford Road Widening stage 2	299	299						
Torquay Horseshoe Bend Road Widening Stage 3c	35	35						
Expensed Capital Works								
Transport & Drainage Future Project Design	150						150	
Waste Management								
Expensed Capital Works								
Torquay Transfer Station Design	45			45				
Anglesea Transfer Station Upgrade Stage 2a	545			545				
Anglesea Transfer Station Upgrade Stage 2b	45			45				
Anglesea Landfill Liner Design over original cell	90			90				
Anglesea Groundwater Bore Installation	110			110				
Lorne Transfer Station Power / Solar Installation	23			23				
Winchelsea Transfer Station Power / Solar Installation	23			23				
Expansion								
Anglesea Transfer Station Resale Shed Awning	20	10		10				

Works Description	Project Cost	External Funds		Council Cash				Borrowings
		Grants	Contrib's	Cash Reserve Funds	Special Rates	Asset Sales	Shire Funds	
		\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	
Torquay / Jan Juc DCP								
New								
Open Space/Recreation Facilities								
Torquay North Civic Precinct Active Recreation Facilities	100			100				
Torquay Deep Creek Linear Reserve Upgrade	7	7						
Torquay Spring Creek and Deep Creek Pathways	525			200			325	
Torquay North open space pathway network	17						17	
Upgrade								
Open Space/Recreation Facilities								
Torquay Grass Tree Park Upgrade	11						11	
Torquay Spring Creek and Deep Creek Pathways	131			50			81	
Transport								
Torquay Regional Bike Route Stage 1	284						284	
Expansion								
Transport								
Torquay Regional Bike Route Stage 2	28						28	
Expensed Capital Works								
Community Buildings								
Torquay North Early Learning Centre Design	550	250					300	
Open Space/Recreation Facilities								
Torquay Grass Tree Park Upgrade	11						11	
Torquay Deep Creek Linear Reserve Upgrade	3	3						
Transport								
Torquay South Beach Road / Surfcoast Highway Intersection Upgrade	385						385	
Torquay Beach Road / Surfcoast Highway Intersection	70						70	
Total New Capital Works	13,056	2,178		2,320	148	447	7,963	
Capital Works carried forward from 2013/14 year								
Corporate Projects								
New								
Winchelsea Eastern Reserve Land Purchase	465					465		
Community Buildings								
Upgrade								
Anglesea Bowls Club Upgrade	25			25				
Bellbrae Old Tennis Club Toilet	5			5				
Drainage								
New								
Torquay Business Park Drainage	93			93				
Freshwater Creek Flood Mitigation Upgrade	40			40				
Freshwater Creek Flood Mitigation	40			40				
Open Space/Recreation Facilities								
New								
Playground Strategy Implementation	273			273				
Surf Coast Shire Town Parkes Upgrade	130			130				
Jan Juc Bob Pettit Reserve BMX Track	10			10				
Torquay Spring Creek Reserve- Aurora Crescent Bridge Upgrade	65			65				
Connewarre Riding Club Show Jumping Upgrade	10			10				
Torquay Spring Creek Reserve- Aurora Crescent Bridge Expensed Capital Works	55			55				
Torquay Spring Creek Reserve- Aurora Crescent Bridge	10			10				
Pathways								
New								
Aireys Inlet Painkalac Creek Pathway	60			60				
Waste Management								
Expensed Capital Works								
Anglesea Landfill - Cell 3 Liner	816			816				
Torquay / Jan Juc DCP								
New								
Open Space/Recreation Facilities								
Community and Civic Precinct Recreation Facilities Stage 3	40			40				
Total Capital Works carried forward from 2013/14	2,137			1,672		465		
Total Capital Works	15,192	2,178		3,992	148	912	7,963	

New Initiatives

For the year ending 30 June 2015

Project Description	Shire Funds \$' 000
Anglesea Ward	
Anglesea Primary School stadium toilets	19
Aireys Inlet Open Mic Festival	15
Lighthouse Literary Fest	5
Lorne Ward	
Lorne Performing Arts Festival	25
Torquay Ward	
Aquatic and Leisure Centre feasibility study	25
Surf World and Recreation Centre building improvements	120
Torquay North West stormwater masterplan	30
10th Annual Bolt Blower Invitational Surf Contest	5
Torquay Performing Arts feasibility study	25
Revitalisaion of the Gilbert Street retail precinct	25
Winchelsea Ward	
Trick or Treat Winchelsea	9
Modewarre Cricket Club turf pitch cover	3
Bus to Hub and other transport programs	9
Winchelsea Golf Club water storage project	15
Mt Moriac Reserve horse arena surface	5
Eastern Reserve electronic scoreboard	5
Shire Wide	
Customer experience review - Statutory Planning	50
Strategic Planning Projects - Including Sprink Creek urban growth area, Heritage study, Aireys Inlet to Eastern View plan review, and the Torquay town centre car parking strategy	85
Planning Scheme Amendments - Including the 4 year planning scheme review, Biodiversity assets review, Implementation of Aireys Inlet parking management plan, Flood overlay & land subject to inundation overlay, the bushfire review policy, and Implementation of the Anglesea Great Ocean Road Study 2013	50
Implement Climate Change Strategy actions	60
Sport and recreation additional resources	50
AFC Asian Cup Australia 2015 Pre Competition Camp	40
Planning study for community buildings	30
Access audits of Council car parks and buildings and implementation of high priority recommendations	30
Additional resources for vegetation maintenance and landscaping	71
Increased drainage inspections	5
Additional resources for volunteer coordination	9
Condition Assessment on Park Assets and Footpaths	30
Council building security keying upgrade	50
Community Planning for Emergencies	75
Tourism Strategy and Marketing	50
Purchase and Commission InfoCouncil Software	26
Additional services for youth services	20
Health and Wellbeing Plan Implementation	50
Geelong Regional Library - contribution to defined benefits superannuation shortfall	6
Total New Initiatives	1,126

Appendix D

Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2014-2015 year.

COMMUNITY

COUNCIL OPERATIONS

Full Copy Council Minutes incl-gst (minutes are available free of charge from Council's website – www.surfcoast.vic.gov.au)		Council	30.00
Facsimile/per page incl-gst		Council	2.00
Local Calls incl-gst		Council	2.00
STD Call to 3 Minutes incl-gst		Council	6.50
Receive Fax (per sheet) incl-gst		Council	0.70

CUSTOMER SERVICE

Black & White Photocopying/Printing per page incl-gst		Council	0.80
Colour Photocopying/Printing per page incl-gst		Council	2.00
Charity Groups (per page) incl-gst		Council	0.30
Election Fines – set by State Government excl-gst		Statutory	70.00

TOURISM

Marketing display fee - Lorne visitor centre A3 display	week	Council	9.00
Marketing display fee - Lorne visitor centre Light box	week	Council	22.00-35.00
Marketing display fee - Lorne visitor centre Floor display	week	Council	25.00-70.00
Commercial tour operator licenses			
Annual fee – standard one year licence		Statutory	255.00
Annual fee – standard licence greater than one year (per year)		Statutory	200.00
Use fee – general visitor *	visitor	Statutory	2.40
Use fee – school student and child	visitor	Statutory	1.60
Use fee cap (maximum)		Statutory	12,500.00

SURF WORLD SURFING MUSEUM

Theatre hire day rate	hour	Council	70.00
Theatre hire night rate	hour	Council	90.00
Whole facility (day or night)	hour	Council	150.00
Bond (only for whole facility and dependent on group)		Council	600.00
Adult entry		Council	12.00
Child entry		Council	8.00
Children under 5yrs		Council	Free
Concession entry		Council	8.00
Family entry		Council	25.00
School groups entry		Council	6.50
Bells Tour School Groups		Council	9.00
Theatre hire day rate (community group)	hour	Council	50.00
Theatre hire night rate (community group)	hour	Council	70.00
Research fee without Museum Officer	hour	Council	10.00
Research fee with Museum Officer	hour	Council	30.00
Copying / Image reproduction			
Books, magazines, newspapers and journals (PDF)	Per 50 pages	Council	17.00
Books, magazines, newspapers and journals (TIFF)	Page	Council	15.00
Pictures and Photographs	Each	Council	20.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
COMMUNITY TRANSPORT			
Community Bus hire only (Petrol by User) incl-gst	km	Council	0.75
BUILDING HIRE			
Public Hall Hire			
Shire based Community Group	hour	Council	9.00
Commercial and non-Shire Community Group	hour	Council	18.00
Functions, Weddings, Parties & Major Events			
Funeral afternoon teas	hour	Council	9.00
Bellbrae Hall - Private Hirer Standard Function Rate (6pm-12am)	block	Council	146.00
Bellbrae Hall - Private Hirer Half Day-Function Rate (2-5 hours)	block	Council	117.00
Moriac Community Centre - Private Hirer Standard Function Rate (6pm-12am)	block	Council	146.00
Moriac Community Centre - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	117.00
Freshwater Creek Hall - Private Hirer Standard Function Rate (6pm-12am)	block	Council	146.00
Freshwater Creek Hall - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	117.00
The Quay Pavilion - Private Hirer Standard Function Rate (6pm-12am)	block	Council	240.00
The Quay Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	156.00
Bob Pettitt Pavilion - Private Hirer Standard Function Rate (6pm-12am)	block	Council	240.00
Bob Pettitt Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	156.00
Wurdale Hall - Private Hirer Standard Function Rate (6pm-12am)	block	Council	146.00
Wurdale Hall - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	117.00
Anglesea Hall - Private Hirer Standard Function Rate (6pm-12am)	block	Council	240.00
Anglesea Hall - Private Hirer Half Day Function Rate (2-5 hours)	block	Council	156.00
Security Bonds – no alcohol		Council	300.00
Security Bonds – with alcohol		Council	600.00
WINCHELSEA SWIMMING POOL			
Family Season Pass		Council	170.00
Adult per swim person		Council	5.00
Child per swim person		Council	4.00
Schools person		Council	3.00
Spectator person		Council	1.00
School Carnival (plus entry fee person)	hour	Council	67.00
Regional Carnival			1,030.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
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EASTERN RESERVE GYMNASIUM

Membership - individual			
3 month		Council	189.00
6 month		Council	330.00
12 month		Council	610.00
monthly direct debit		Council	52.00
Membership - concession			
3 month		Council	170.00
6 month		Council	296.00
12 month		Council	552.00
monthly direct debit		Council	42.00
Membership - youth			
3 month		Council	134.00
6 month		Council	229.00
12 month		Council	427.00
monthly direct debit		Council	37.00
Membership - family (max of 2 adults & 2 children)			
3 month		Council	264.00
6 month		Council	460.00
12 month		Council	853.00
monthly direct debit		Council	73.00
10 visit pass Health Club or Group Fitness		Council	92.00
Casual single visit - Health Club or Group Fitness		Council	12.00
Personal training Member	hour	Council	47.00
Personal training Member	half hour	Council	32.00
Personal training 2:1 Members	hour	Council	52.00
Personal training 3:1 Members	hour	Council	63.00
Personal training Non Member	hour	Council	52.00
Personal training ½ hour -(Non Member)	half hour	Council	37.00

SURF COAST SPORT & RECREATION CENTRE

Sport per game (includes GST)

Adults Basketball	team	Council	63.00
Adults Netball	team	Council	68.00
Junior Basketball and Netball	team	Council	50.00
Badminton – Adults	player	Council	7.00
Badminton – Child/student	player	Council	6.00
Indoor soccer – Juniors	player	Council	7.00
Indoor soccer – Seniors	team	Council	49.00
Junior Basketball/Netball clinics	8 week term	Council	59.00
Minor Sports	player	Council	5.00
Kindergym - Casual	week casual		13.00
10 Visit Pass			
Kindergym			115.00
Fit for Fifties			92.00
Little Champs			44.00
Badminton			55.00
Play Groups			28.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
Team Registrations (includes GST) & Insurance (excl GST)			
Adult registration per season		Council	56.00
Junior registration per season		Council	46.00
Insurance senior basketball per season (Set by Victorian Country Basketball Council)	player (est)	Council	41.00
Insurance junior basketball per year (Set by Victorian Country Basketball Council)	player (est)	Council	41.00
Insurance senior netball per year (Set by Netball Victoria)	player (est)	Council	71.00
Insurance junior (Under 18 years) netball per year (Set by Netball victoria)	player (est)	Council	50.00
Insurance soccer – senior (set by Football Federation Victoria)	player (est)	Council	43.00
Insurance soccer – junior (set by Football Federation Victoria)	player (est)	Council	33.00
Fitness Classes (includes GST)			
Casual	visit	Council	13.00
Concession	visit	Council	12.00
10 visit concession card		Council	101.00
1 month membership		Council	84.00
3 month membership		Council	182.00
6 month membership		Council	338.00
12 month membership		Council	505.00
Crèche (GST exempt)			
Per child visit		Council	5.00
10 visit concession card		Council	46.00
Birthday Parties (includes GST)			
Stadium/kitchen/staff member	party up to 2 hours 26 - 50 children		245.00
Stadium/kitchen/staff member	party up to 2 hours up to 25 children	Council	180.00
Multipurpose room/kitchen staff	party up to 2 hours	Council	180.00
SURF COAST SPORT & RECREATION CENTRE			
MAIN STADIUM			
Sport – Casual Hire (includes GST) Day time Off peak use			
Commercial Groups	hour	Council	46.00
Registered Teams	hour	Council	28.00
Community Groups	hour	Council	28.00
Teams ½ court	hour	Council	18.00
Individual hire ½ court	person	Council	5.00
Functions – Social/Commercial (includes GST)			
Peak use			
Fri/Sat/Sun (6pm-12am max hire)	block	Council	475.00
½ hall only	block	Council	330.00
Fri/Sat/Sun (6pm-12am) per hour	hour	Council	84.00
Community Group Rate 6pm-12am	block	Council	315.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
Bonds (excl-GST)			
Functions without alcohol		Council	300.00
Functions with alcohol		Council	600.00
SURF COAST SPORT & RECREATION CENTRE			
MULTI-PURPOSE ROOM			
Social & Commercial Functions			
(Meetings/Workshops)			
(includes GST)			
Sat/Sun (6pm-12am max. hire)	block	Council	205.00
Sat/Sun (6pm-12am hourly rate)	hour	Council	39.00
Mon/Fri (9am-9pm hourly rate)	hour	Council	18.00
Full room (day & evening hourly rate)	hour	Council	18.00
Kitchen hire (if required fee applies in addition to room charge)	hour	Council	14.00
Community group hire (non profit)	hour	Council	9.00
Bonds (excl-GST)			
Functions without alcohol		Council	300.00
Functions with alcohol		Council	600.00
Equipment Hire (includes GST)			
Trestle Table Hire	each	Council	14.00
Chair Hire	each	Council	2.20
Stage Hire	day	Council	39.00
PA Hire (portable one speaker system)	day	Council	28.00
(\$100 bond applies for all hire)		Council	100.00
Volleyball posts / nets	day	Council	18.00
Recreation Reserves (includes GST)			
Recreation Reserve Licence Fees	min fee	Council	115.00
COMMUNITY & CIVIC PRECINCT			
RECREATION FACILITY (Banyul-Warri Fields)			
Playing Field/Court:			
Tenant/Anchor Club		Council	Free Access
Incorporated Community Club/Group/School - based in Surf Coast Shire		Council	Free Access
Surf Coast Shire Residents - individual or group (non-commercial activity)		Council	Free Access
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):			
- Oval & Synthetic/Grass Pitch	half day	Council	275.00
	full day	Council	435.00
- Netball Court	half day	Council	110.00
	full day	Council	200.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
Community Hub Change Rooms			
(NB: fee applies to each pair of change rooms)			
Tenant/Anchor Club		Council	Free access during allocated periods
Incorporated Community Club/Group/School - based in Surf Coast Shire	cleaning fee	Council	55.00
Surf Coast Shire Residents - individual or group (non-commercial activity)	cleaning fee	Council	55.00
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	cleaning fee	Council	165.00
Grant Pavilion			
Peter Troy and China Gilbert Meeting Rooms			
Tenant/Anchor Club		Council	Free access to one meeting room during allocated training and game-day sessions.
Incorporated Community Club/Group/School - based in Surf Coast Shire	hour	Council	11.00
	half day/4 hours	Council	44.00
	full day/8 hours	Council	76.00
Surf Coast Shire Residents - individual or group (non-commercial activity)	hour	Council	22.00
	half day/4hours	Council	65.00
	full day/8 hours	Council	120.00
Commercial Use and Non Surf Coast Shire Club/Group/School	hour	Council	39.00
	half day/4hours	Council	130.00
	full day/8 hours	Council	250.00
Grant Pavilion – Tantau and Cooper Function Rooms			
Note whole 2nd level available by booking both rooms			
Tenant/Anchor Club		Council	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
Incorporated Community Club/Group/School - based in Surf Coast Shire	hour	Council	22.00
	half day		65.00
	full day		120.00
Surf Coast Shire Residents - individual or group (non-commercial activity)	hour	Council	27.00
	half day		87.00
	full day		165.00
Commercial Use and Non Surf Coast Shire Club/Group/School	hour	Council	55.00
	half day		220.00
	full day		380.00
Grant Pavilion			
Grant Pavilion function cleaning			170.00
Event Logistics Crew - staff member	hour		32.00
Waste Removal 240L recycling bin	each		21.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
FAMILY & CHILDREN SERVICES			
Family Day Care Administration Levy	hour	Council	0.40
Children's Services Hub (incl-GST)			
- new rates apply from 1 January			
4 hour session	session	Council	33.00
3 hour session	session	Council	25.00
3 year old Activity Program	term	Council	255.00
Torquay Kindergarten			
- new rates apply from 1 January			
4yo Program	term	Council	291.00
Lorne Kindergarten			
- new rates apply from 1 January			
4yo Program hour	term	Council	291.00
3yo Program	term	Council	345.00
School Holiday Program (GST exempt)			
All day care per child		Council	52.00
Excursion costs per child		Council	31.00
Children's Services, Community Groups & Non-profit organisations			
<u>Business hours</u>			
Single room	hour	Council	14.00
Playgroups	hour	Council	7.00
<u>After hours (5.30pm – 10pm)</u>			
Single room	hour	Council	22.00
<u>Commercial Use</u>			
<u>Business hours</u>			
Single Room	hour	Council	28.00
<u>After hours (5.30pm – 10pm)</u>			
Single room	hour	Council	41.00
<u>Office hire</u>			
For-profit organisations	day	Council	95.00
Non-profit organisations	day	Council	67.00
AGED & DISABILTY SERVICES			
Fees are income tested based on ranges set by Victorian Department of Health. Fees charged are within the range of fees recommended by the Department.			
Delivered Meals – <i>Low, Medium & High Income Clients</i>			
2 course & juice			\$8.70- \$16
3 course & juice			\$8.90 - \$16
Domestic Assistance (General Home Care) excl-gst (<i>Low, Medium & High Income Clients</i>)	<i>hour</i> <i>hour</i>	Council	\$6.50 - \$31.80
Personal Care excl-gst	<i>hour</i>	Council	\$6 - \$35.30
Respite Care excl-gst	<i>hour</i>	Council	\$3- \$32.50
Property Maintenance excl-gst (<i>Low, Medium & High Income Clients</i>)	<i>hour</i>	Council	\$11.60 - \$45.80
Morning Melodies excl-gst includes meal & transport	5 event season	Council	155.00
Client Travel Charge		Council	0.50

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
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CORPORATE

FINANCIAL SERVICES

Rate Administration

Rate Searches – Hard Copy incl-gst	hour	Council	115.00
Rate Searches – Computer Records incl-gst		Council	23.00
Land Information Certificate –Set by statute excl-gst		Statutory	20.00
Dishonoured Cheque Fee excl-gst		Council	42.00
Dishonoured Direct Debit Fee excl-gst		Council	42.00
Returned mail address search fee excl-gst		Council	34.00
Recovery Referral Fee excl-gst		Council	34.00
Sales Register (issued quarterly not including names and addresses) incl-gst		Council	215.00

Sundry Debtors

Dishonoured cheque fee excl-gst		Council	42.00
Dishonoured direct debit fee excl-gst		Council	42.00
Interest on Sundry Debtors (Penalty Interest Act) excl-gst		Statutory	11.50%

INFORMATION SERVICES

Freedom of Information

Freedom of Information Fee – set by statute excl-gst		Statutory	25.70
Administration Cost for FOI Searches excl-gst	hour	Statutory	20.00

RISK MANAGEMENT

Insurance

Contents insurance for approved community groups Contents up to \$10,000		Council	44.00
each additional \$10,000 contents or part thereof		Council	44.00

GIS Images

Low resolution images 40 dpi via email		Council	Free
Printed Images - first copy of an image			
Size A0	each	Council	56.00
Size A1	each	Council	45.00
Size A1 - Gloss	each	Council	50.00
Size A2	each	Council	33.00
Size A2 - Gloss	each	Council	39.00
Size A3	each	Council	23.00
Size A4	each	Council	12.00
Printed Images - additional copies of an image			
Size A0	each	Council	43.00
Size A1	each	Council	33.00
Size A1 - Gloss	each	Council	38.00
Size A2	each	Council	26.00
Size A2 - Gloss	each	Council	29.00
Size A3	each	Council	17.00
Size A4	each	Council	10.00
Laminating A3	each	Council	22.00
Laminating A4	each	Council	17.00
Job specific mapping (Including Digital Data Supply)	hour	Council	54.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
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PLANNING & ENVIRONMENT

LOCAL LAWS

Dog & Cat Registrations

Dog or cat eligible for reduced rate under the *Domestic Animals Act 1994* Council 35.00

Includes: Sterilised Dog & Cat excl-gst

Dog or Cat kept for breeding in Registered Domestic Business excl-gst

Cat registered with prescribed Feline Association excl-gst

Dogs registered with Victorian Canine Association excl-gst

Dogs that have undergone obedience training which complies with regulations excl-gst

Working Dog excl-gst

Dogs older than 10 years old

Dangerous, menacing or restricted breed dogs Council 315.00

All other Dogs & Cats excl-gst Council 120.00

Pensioner fees for each registration category other than dangerous, menacing or restricted breed dogs Statutory 50% of registration fee

Dog & Cat Fees

Cat Cage Hire incl-gst week Council 13.00

Cat Cage Deposit excl-gst Council 60.00

Dogs Citronella collar Hire incl-gst Council 42.00

Dogs Citronella collar Deposit excl-gst Council 60.00

Dogs Citronella collar Refill incl-gst Council 6.00

Domestic Animal Business excl-gst Council 335.00

Excess Dog Application and Inspection Fee excl-gst Council 210.00

Dog Pound Release Fee incl-gst Council 135.00

Cat Pound Release Fee incl-gst Council 66.00

Replacement dog/cat tags Council no charge

Impounding of Livestock (other than Dogs/Cats)

Cattle and Horses incl-gst (varies to market price) head Council 75.00

Sheep, Pigs and Goats incl-gst (varies to market price) head Council 15.00

Others incl-gst (varies to market price) head Council 13.00

Sustenance Fee Cattle, Horses incl-gst (varies to market price) head Council 15.00

Sustenance Fee Other – Daily incl-gst head Council 13.00

Penalties

Parking for a period longer than fixed excl-gst Statutory 72.00

Road Safety Act Parking Enforcement (Set by Statute) excl-gst Statutory Various

Towing of Disabled Vehicles incl-gst Council 180.00

Release fee for impounded goods Council 35.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
Permits			
Disabled Parking Permits		Council	no charge
A Frame Inspection and Application Fee excl-gst		Council	66.00
A Frame Permit excl-gst		Council	190.00
Open for Inspection Signage Permit excl-gst		Council	215.00
Permit Inspection and Application Fee excl-gst		Council	34.00
To Occupy Public Place to Sell Merchandise excl-gst – Winchelsea, Deans Marsh and Moriac	m ² of used space	Council	48.00
To Occupy Public Place to Sell Merchandise excl-gst – all other areas	m ² of used space	Council	55.00
Street Furniture (Alfresco Dining) – Annual Permit excl-gst – Winchelsea, Deans Marsh and Moriac	m ² of used space	Council	95.00
Street Furniture (Alfresco Dining) – Annual Permit excl-gst – all other areas	m ² of used space	Council	105.00
Camping Permit Fee (private property) incl-gst		Council	125.00
Occupy Temp Accommodation on Land excl-gst	6 months	Council	240.00
Occupy Road excl-gst	day	Council	95.00
Skip Waste Bin (up to 3 m3)	7 days	Council	55.00
Hopper Waste Bin (greater than 3m ³) excl-gst	7 days	Council	80.00
Hopper Waste Bin (greater than 3m3) excl-gst	30 days	Council	315.00
Hoardings (fencing or barriers) Permit fee		Council	240.00
Wedding Application Permit fee - conduct a wedding on Council land and reserves		Council	155.00
STATUTORY PLANNING			
Town Planning Application Fees excl-gst (are set by Statute)		Statutory	
Advertising Fee – up to 15 notifications 1st property incl-gst		Council	115.00
Subsequent properties		Council	8.00
Extension of Time excl-gst		Council	80.00
surcharge fee if history file is offsite		Council	28.00
Property Enquiries excl-gst		Council	43.00
File retrieval incl-gst		Council	29.00
Demolition Consent Permit excl-gst		Statutory	61.00
Amendment of Plans/Permits excl-gst		Council	145.00
surcharge fee if history file is offsite		Council	28.00
Subdivision Applications (Set by Statute) excl-gst		Statutory	Various
Subdivision Certification (Set by Statute) excl-gst		Statutory	Various
Building Approvals for Properties Search incl-gst		Statutory	47.60
Plans for Approval (Ocean Acres, SUZ etc) excl-gst		Council	140.00
Written advice excl-gst		Council	120.00
Copy of Planning Permit excl-gst		Council	42.00
Copy of Plans excl-gst			
A3 or A4 size		Council	10.00
A0 or A1 size		Council	21.00
surcharge fee if history file is offsite		Council	29.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
BUILDING CONTROL			
Building Charges (Minister's Guidelines + 25%)			
Building Notice Resolution excl-gst		Council	255.00
Storm Water Application (Legal Point of Discharge) excl-gst		Statutory	58.20
Building over Easement excl-gst		Statutory	232.95
Form 10 (Statutory Charge) Legal Enquiry excl-gst		Statutory	46.45
Copy of Plans incl-gst		Council	140.00
Copy of Building Approval/Certificate of Occupancy incl-gst		Council	43.00
Variation of Regulations excl-gst		Statutory	232.95
Inspections excl-gst		Council	140.00
Lodgement Fee (Statutory Charge) excl-gst		Statutory	34.85
Issue of Building Approval excl-gst		Statutory	Various
Property request info excl-gst		Statutory	104.65
Property request info 2.10 (statutory) excl-gst		Statutory	46.45
ENVIRONMENT PROTECTION ACT			
Septic Tanks (excl-gst)			
Septic Tank Application Fee – Install		Council	540.00
Septic Tank Application Fee – Alter		Council	240.00
Building Regulation 801 Consent Request		Council	215.00
Miscellaneous Fees			
Application Form – Submitting Plans for Approval for a Food or Health Business		Council	50% of registration fee
Application for Transfer of Registration – Food Premises		Council	50% of registration fee
Request for Inspection/assessment and report fee		Council	210.00
Urgent request for Inspection/assessment and report fee (within 2 working days)		Council	405.00
FOOD ACT 1984			
New Registration/ Renewal of Registration (excl-gst)			
Class 1 Premises(Aged Care/Hospitals) & Class 2 (Large supermarkets, licensed hotel, resort, large manufacturers)		Council	690.00
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		Council	470.00
Class 2 Premises (includes mobile & temporary food premises)		Council	375.00
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		Council	220.00
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		Council	105.00
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		Council	65.00
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)		Council	No Fee
<i>Quartely pro-rata rates apply</i>			
Assessment/Inspection (excl-gst) (Section 19UA of the Food Act 1984)			
Assessment/Inspection fee		Council	210.00
<i>Note: Food premises are classed in accordance with section 19c of the Food Act 1984</i>			

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
HEALTH (excl-GST)			
Registered premises – new application:			
Beauty therapy, hairdressing, colonic irrigation new application		Council	135.00
renewal		Council	135.00
transfer		Council	75.00
Skin penetration, tattooing			
new application		Council	190.00
renewal		Council	190.00
transfer		Council	95.00
Prescribed Accommodation – new application / renewal			
6-15 people		Council	270.00
16-25 people		Council	380.00
26-50 people		Council	490.00
> 50 people		Council	650.00
Prescribed Accommodation – transfer		Council	50% of new application / renewal fee
<i>Quarterly pro-rata rates apply</i>			
CARAVAN PARKS (excl-GST)			
(1 Fee Unit = \$13.24)			
Caravan Park Registration - fee lesser of Council fee or cap under <i>Residential Tenancies Act 1997</i>	site	Council	10.00
Transfer of Caravan Park Registration		Statutory	5 fee units
IMMUNISATIONS (excl-gst)			
Immunisation (Vaccines)		Council	At cost per dose plus 30%
Immunisation History Search		Council	20.00
FIRE PREVENTION excl-GST			
CFA Act Infringement Notice (legislated penalty)		Statutory	1,476.00
Block Clearing			Cost + \$145.00 plus gst
Application for Permit to Burn		Council	No charge
Application for Permit to Plant Trees on Roadside		Council	65.00
Tree Planting on Roadside Permit		Council	33.00
Events			
Application Fee to stage new Commercial/Major events in Surf Coast Shire		Council	270.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
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INFRASTRUCTURE

INFRASTRUCTURE ADMINISTRATION

excl-GST

Vehicle Crossings (Non-Utilities)		Council	160.00
Road Opening Permit		Council	68.00
Asset Protection Permit excl-gst		Council	160.00

Road Works Permits (Fee per unit) 1 Fee Unit = \$13.24

Arterial Road – Works, other than Minor Works on roadway, shoulder or pathway		Statutory	45 fee units
Arterial Road – Works, other than Minor Works not on roadway, shoulder or pathway		Statutory	25 fee units
Arterial Road – Minor Works on roadway, shoulder or pathway		Statutory	11.5 fee units
Arterial Road – Minor Works not on roadway, shoulder or pathway		Statutory	10 fee units
Other Roads speed over 50km/h –Works, other than Minor Works on roadway, shoulder or pathway		Statutory	45 fee units
Other Roads speeds over 50km/h –Works, other than Minor Works not on roadway, shoulder or pathway		Statutory	25 fee units
Other Roads speeds over 50km/h – Minor Works on roadway, shoulder or pathway		Statutory	11.5 fee units
Other Roads speeds over 50km/h – Minor Works not on roadway, shoulder or pathway		Statutory	5 fee units
Other Roads speed under 50km/h –Works, other than Minor Works on roadway, shoulder or pathway		Statutory	20 fee units
Other Roads speeds under 50km/h –Works, other than Minor Works not on roadway, shoulder or pathway		Statutory	5 fee units
Other Roads speeds under 50km/h – Minor Works on roadway, shoulder or pathway		Statutory	11.5 fee units
Other Roads speeds under 50km/h – Minor Works not on roadway, shoulder or pathway		Statutory	5 fee units

WATER PERMITS incl-GST

Water Permits 0-3,000 Litres		Council	22.00
Water Permits 3,000-6,000 Litres		Council	28.60
Water Permits 6,000-131,800 Litres (Graduated Scale see Appendix)		Council	Up to \$442.20

DEVELOPER LEVIES excl-GST

Non-Standard Public Lighting Levy		Council	270.00
Admin. Fee – Special Rate Projects excl-gst		Council	5.00%
Subdivision Supervision Fees excl-gst		Statutory	2.50%
Subdivisions Plan - Checking fees excl-gst		Statutory	0.75%
Subdivisions – Street Trees (Includes Twelve Months Maintenance) incl-gst		Council	338.00
Drainage Investigation for Unit developments (Up-to three Units) incl-gst		Council	380.00
Drainage Investigation hourly rate incl-gst		Council	105.00

Description	Unit (per)	Fee Status	2014/2015 (Inc GST if applic)
WASTE DISPOSAL (All fees incl – GST)			
Domestic Garbage - Uncompacted Waste	cubic metre	Council	68.00
Domestic Hard Waste - Uncompacted Waste	cubic metre	Council	68.00
Commercial Garbage – Compacted Waste	tonne	Council	114.00
Commercial Garbage - Uncompacted Waste	cubic metre	Council	68.00
Commercial Hard Waste – Uncompacted Waste	cubic metre	Council	68.00
Clean Fill (Anglesea only – subject to demand)	tonne	Council	30.00
Construction & Demolition – Waste Mixed	tonne	Council	114.00
Construction & Demolition – Recyclable Timber (Anglesea)	tonne	Council	27.00
Construction & Demolition – Recyclable Timber	cubic metre	Council	34.00
Construction & Demolition – Recycle Plaster (Anglesea)	tonne	Council	27.00
Construction & Demolition – Recyclable Concrete/Bricks (Anglesea)	tonne	Council	27.00
Construction & Demolition – Recyclable Concrete/Bricks (Lorne)	cubic metre	Council	44.00
Contractor Roadbase	tonne	Council	30.00
Recyclable Material	cubic metre	Council	11.00
Green Waste	cubic metre	Council	26.00
General Items incl-GST			
Car Tyres	each	Council	7.00
Light Truck Tyres	each	Council	8.50
Truck Tyres	each	Council	20.00
Car Bodies	each	Council	52.00
Mattresses (& bases)	each	Council	21.00
TVs	each	Council	6.00
Sale of Mulch (Anglesea, Lorne and Winchelsea only – subject to availability)	cubic metre	Council	13.00
Sale of second hand bins (Anglesea only – subject to availability)	each	Council	15.00
Sale of compost bins	each	Council	55.00
Sale of reusable items		Council	Fee for items to be determined by Coordinator Waste Management
KERBSIDE WASTE COLLECTION			
Residential garbage service upgrade - 240L bin	year	Council	165.00
Additional residential recycle service – 240L or 360L bin	year	Council	60.00
Upgrade residential recycle service to 360L bin	year	Council	55.00
Additional residential green waste service – 240L or 360L bin	year	Council	65.00
Upgrade residential green waste service to 360L bin	year	Council	55.00
Event bin hire	each	Council	17.00
Infrequently occupied residence bin placement fee	occasion	Council	5.75
Gravity Lock bin lid	each	Council	40.00

STANDPIPE WATER CHARGES

Litres	Gallons	2014/2015		
		Cost	GST	Total
0-3,000	600	\$20	\$2.00	\$22.00
3,000-6,000	1,200	\$26	\$2.60	\$28.60
9,000	2,000	\$34	\$3.40	\$37.40
11,400	2,500	\$38	\$3.80	\$41.80
13,600	3,000	\$43	\$4.30	\$47.30
15,900	3,500	\$49	\$4.90	\$53.90
18,200	4,000	\$55	\$5.50	\$60.50
20,500	4,500	\$63	\$6.30	\$69.30
22,700	5,000	\$69	\$6.90	\$75.90
25,000	5,500	\$76	\$7.60	\$83.60
27,300	6,000	\$83	\$8.30	\$91.30
29,500	6,500	\$91	\$9.10	\$100.10
31,800	7,000	\$97	\$9.70	\$106.70
34,100	7,500	\$104	\$10.40	\$114.40
36,400	8,000	\$111	\$11.10	\$122.10
38,600	8,500	\$119	\$11.90	\$130.90
40,900	9,000	\$125	\$12.50	\$137.50
43,200	9,500	\$132	\$13.20	\$145.20
45,500	10,000	\$139	\$13.90	\$152.90
50,000	11,000	\$153	\$15.30	\$168.30
54,600	12,000	\$167	\$16.70	\$183.70
59,100	13,000	\$181	\$18.10	\$199.10
63,600	14,000	\$194	\$19.40	\$213.40
68,200	15,000	\$209	\$20.90	\$229.90
72,700	16,000	\$222	\$22.20	\$244.20
77,300	17,000	\$237	\$23.70	\$260.70
81,800	18,000	\$250	\$25.00	\$275.00
86,400	19,000	\$265	\$26.50	\$291.50
91,000	20,000	\$278	\$27.80	\$305.80
95,500	21,000	\$293	\$29.30	\$322.30
100,000	22,000	\$306	\$30.60	\$336.60
104,600	23,000	\$321	\$32.10	\$353.10
109,100	24,000	\$333	\$33.30	\$366.30
113,700	25,000	\$347	\$34.70	\$381.70
118,200	26,000	\$361	\$36.10	\$397.10
122,700	27,000	\$374	\$37.40	\$411.40
127,300	28,000	\$389	\$38.90	\$427.90
131,800	29,000	\$402	\$40.20	\$442.20