



Budget 2018-19

Surf Coast Shire Council

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Mayor's Introduction



It is my pleasure to present the 2018-19 Budget to the community. This is the second budget in this term of Council.

The Annual Budget is guided by Council's vision of an engaged, innovative and sustainable community, and by Council's purpose to help our communities and environment to thrive.

We are excited by our future and the budget invests soundly in future projects, while remaining prudent and taking into account short and long-term demands within the context of the Council's 10-year Long Term Financial Plan.

Our 2018-19 capital works program includes new funding allocations for 74 projects, totalling \$24.3 million of which \$5.2 million is funded from Council's cash reserves. The program includes a full allocation of \$10 million for the Surf Coast Multi-Purpose Stadium in Torquay, funded partly with developer contributions and in anticipation of a further \$3 million funding being made available through external grants.

Along with works already underway, Council plans to deliver projects worth \$20.4 million during the 2018-19 financial year.

We have aligned our rate revenue increase with the State Government's Fair Go Rates system and the rate cap of 2.25% is in line with Treasury inflation forecasts.

Our important business improvement and digital transformation reform programs are well underway and will help us realise efficiencies and benefits in ongoing delivery of important services and infrastructure within the constraints of the rate cap.

Waste management remains an important topic in a dynamic sector, particularly in regard to recycling. Recent changes in the recycling industry are leading to significantly higher costs, and our waste service charge will increase by 8% overall in order to meet these costs.

We will continue to operate the landfill at Anglesea and intend to invest in important waste infrastructure as part of this budget.

As well as continued funding for roads, libraries and kindergartens this budget will continue funding Council's environmental leadership and community wellbeing programs as well as the digital transformation and business improvement reforms already underway.

I commend councillors and staff for their work in preparing this budget and present it to the community.

Cr David Bell

Mayor

CEO's Introduction



This is the second budget in this council term, and the third budget under the State Government's Fair Go Rates system.

Readers may note that this document has been updated in look and feel to represent best practice as recommended in Local Government Victoria's new Model Budget Guidelines.

We have also retained important features in this document to maintain transparency in Council's decision making, including equity tables and ward maps.

We continue to maintain a long term financial plan and work within our means to deliver value for money for ratepayers. It is pleasing that our commitment to reform has supported the achievement of a budget surplus, notwithstanding the revenue challenges of the rate cap. Council will hold approximately \$1.1 million of unallocated cash at this time to assist responding to future opportunities or challenges and enable investment in strategic priorities that may arise.

Our ongoing Business Improvement and Digital Transformation programs are important initiatives designed to support the organisation's capacity to deliver ongoing services and new infrastructure to the community. Council also continues to provide \$0.5 million for investment in business case projects to deliver an efficiency gain and provide a return. This budget continues to responsibly plan for long term financial sustainability, including the allocation of funds for important future commitments such as asset renewal and growth.

Thank you to staff and councillors for their input into the budget process and commitment to achieving our purpose and direction.

Keith Baillie

Chief Executive Officer

Executive Summary

Rates

This budget proposes to increase rate revenue in line with the Fair Go Rates System cap of 2.25%. The cap applies to the total revenue generated through both general rates and the municipal charge. Council's rate revenue also increases from supplementary rates, which are new ratepayers that are created throughout the year from the building of new properties, subdivisions or existing property development. Council's long term financial planning anticipates the rate revenue to be raised from new ratepayers. Funds received from these supplementary rates are important to support the needs of a growing population.

New legislation introduced by the State Government means that every property within the Council's boundary will now be subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, instead it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 2.25% increase because of changes to their property value relative to that of other ratepayers' properties.

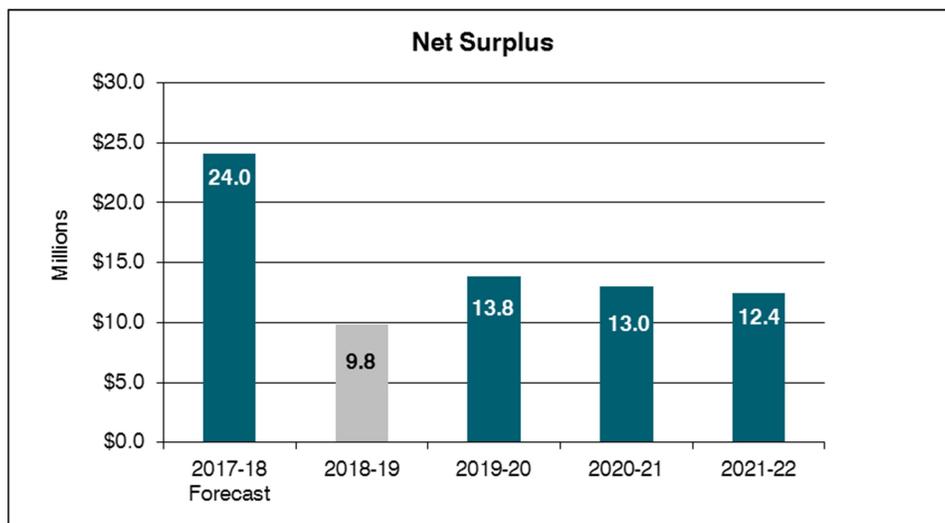
Waste charges are budgeted to increase by 8% in 2018-19. Recent global policy changes are impacting the Australian recycling industry, leading to significantly higher costs for the processing of recycled materials. The 8% increase to the waste charge ensures that Council can continue to provide this important service.

Rating information is further detailed in section 4.1 of this document.

Net Surplus

The expected net surplus for the 2018-19 year is \$9.8 million. The net surplus represents all operating revenues less expenses and is shown on Council's formal financial statements (section 3).

It is important to note this result includes many one-off factors such as grants received from Commonwealth and State Governments that are solely for projects. This can make comparison of the net surplus over time difficult. Accordingly, Council also provides its financial information in an alternate format to show the annual result as an unallocated cash surplus (or deficit). Lower grants received are the major reason for the decrease in the net surplus from 2017-18 to 2018-19, which includes the receipt of \$2.04 million of the 2018-19 grants commission allocation in the 2017-18 year.



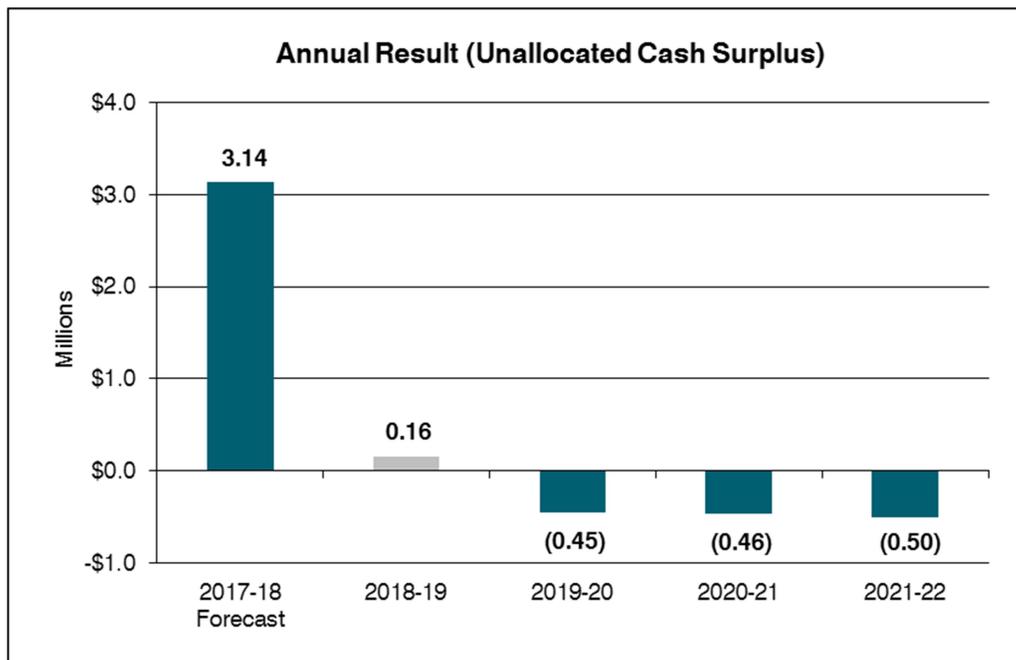
Annual Result

Local government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to understand underlying performance. Contributions, grants and once-off project funding further contribute to this difficulty. Accordingly it is useful to consider the annual result in the form of the unallocated cash surplus. In 2017-18 Council’s annual result was influenced by asset sales and a significantly favourable recurrent operating result.

Achieving an unallocated cash surplus in any given year will be an ongoing challenge for Council under the State Government’s *Fair Go Rates System* (rate capping). The resulting lower available funding constrains Council’s ability to both deliver new infrastructure and respond quickly to financial challenges.

Council has been proactive in introducing its Business Improvement and Digital Transformation programs to improve efficiency and service, and importantly generate permanent savings that contribute to Council’s long term financial sustainability. Council has incorporated \$0.6 million of ongoing savings in the 2018-19 budget as a result of the Business Improvement and Digital Transformation programs.

Whilst this budget shows a positive annual result, the Strategic Resource Plan shows from 2019-20 rate capping and increasing financial commitments will challenge Council’s ability to return an annual surplus. The 2018-19 result includes a net \$0.2 million of recurrent items that Council agreed to incorporate into the budget after the public exhibition and submission process, which includes an increase of \$0.15 million in the annual unsealed road maintenance program.

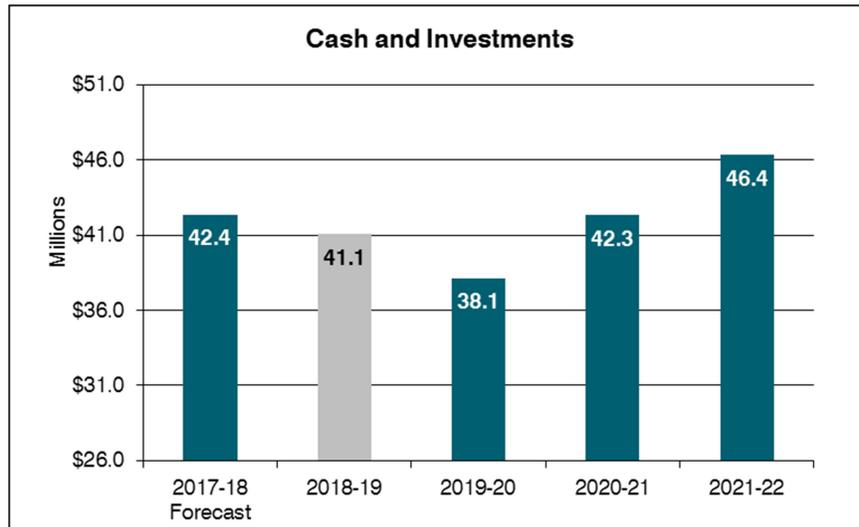


Cash and Investments

Cash and investments are expected to decrease by \$1.3 million during the year to \$41.1 million. Council is continuing to allocate cash to reserves in line with its longer term capital works plan. The increase in cash holdings from 2018-19 to 2021-22 relates in part to:

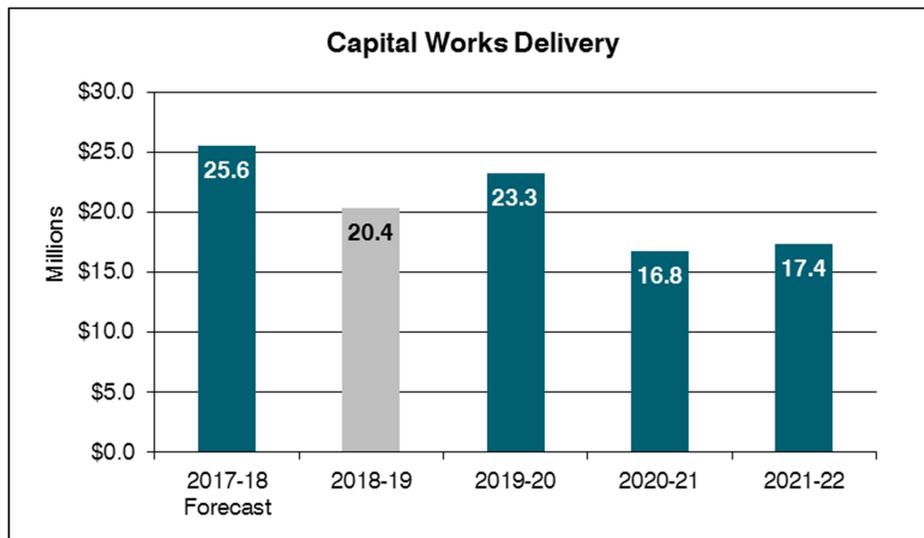
- Waste Reserve \$9.9 million growth to partly fund \$14.7 million of projects planned for delivery between 2022 and 2025.

- The Spring Creek and Winchelsea infrastructure plan allocations that amount to \$6.0 million growth to support delivery of capital works in years beyond the four year Strategic Resource Plan.



Capital Works

Council will deliver \$20.4 million of capital works in 2018-19, returning to normal capital spend levels on the back of a record delivery of \$25.6 million planned in 2017-18. Capital works delivery will increase to \$23.3 million in the 2019-20 year, mainly due to the construction of the Surf Coast Multi-Purpose Stadium.



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

Council has established an asset renewal funding strategy that provides an overall allocation to asset renewal, rather than determining each year’s funding from the projects that are to be undertaken that year. This approach is based on predicting the level of asset renewal funding required over the next 20 years and smoothly increasing the annual allocation to achieve that target.

Utilising a known allocation rather than having renewal requirements compete for funding against new priorities reflects Council’s commitment to maintain existing facilities. This supports those communities that are not growing at the same rate as others in the Shire and may not receive funding for many new or upgraded facilities.

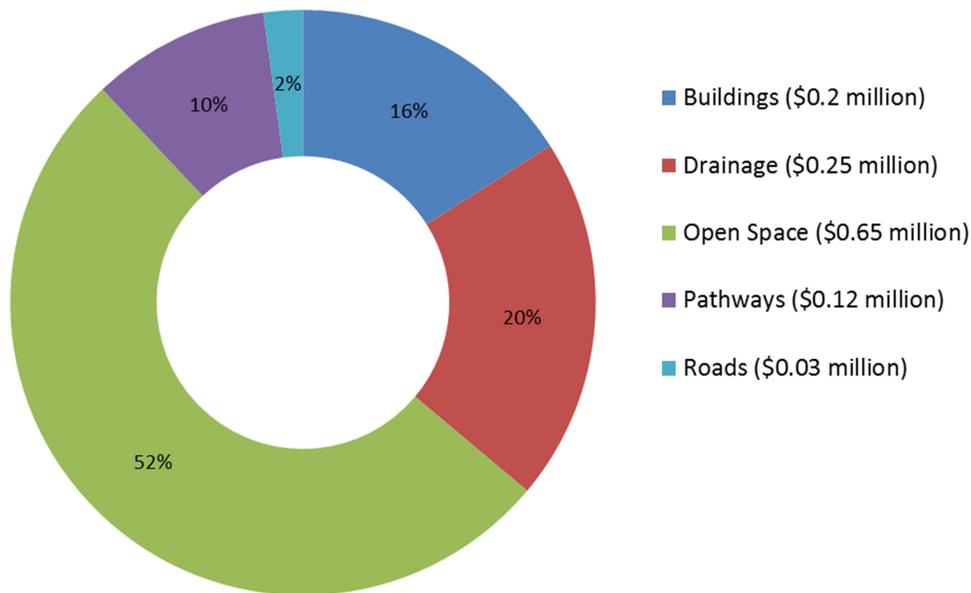
Further information on Council’s capital works program can be found in section 3.5 and 4.5 of this document.

Asset Renewal Backlog

Council assets such as facilities and roads support the delivery of its services. When the condition of an asset degrades, Council needs to consider whether the asset will be renewed. Council prioritises renewal candidates within available renewal funding, and those unable to be funded are identified on the Asset Renewal Backlog.

Council’s currently identified backlog is \$1.2 million (listed in appendix D of this document). The asset renewal backlog as a percentage of Council’s total asset base of \$558 million is 0.22%. This is a very low figure when considered across the local government sector. The reasons assets are on the backlog list are included in appendix D. Renewal backlog projects will be considered for funding in future budgets, along with other assets whose condition reaches that point within the next 12 months.

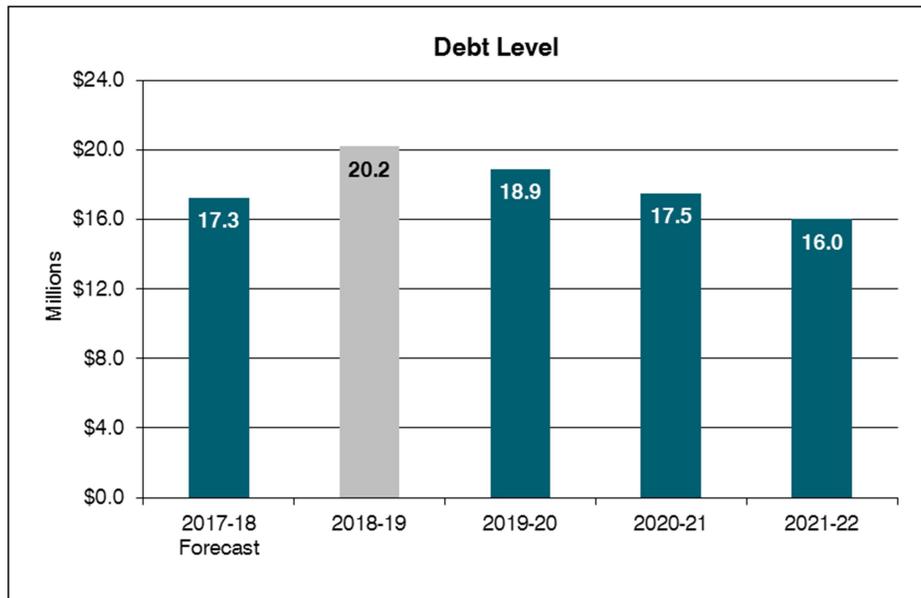
**Asset Renewal Backlog
as at 1 July 2018**



The reduction from 2017-18 renewal backlog of \$0.2 million relates to a decrease in pathway (\$0.27 million) and road asset (\$0.31 million) backlogs, partially offset by an increase in open space assets backlog of \$0.39 million.

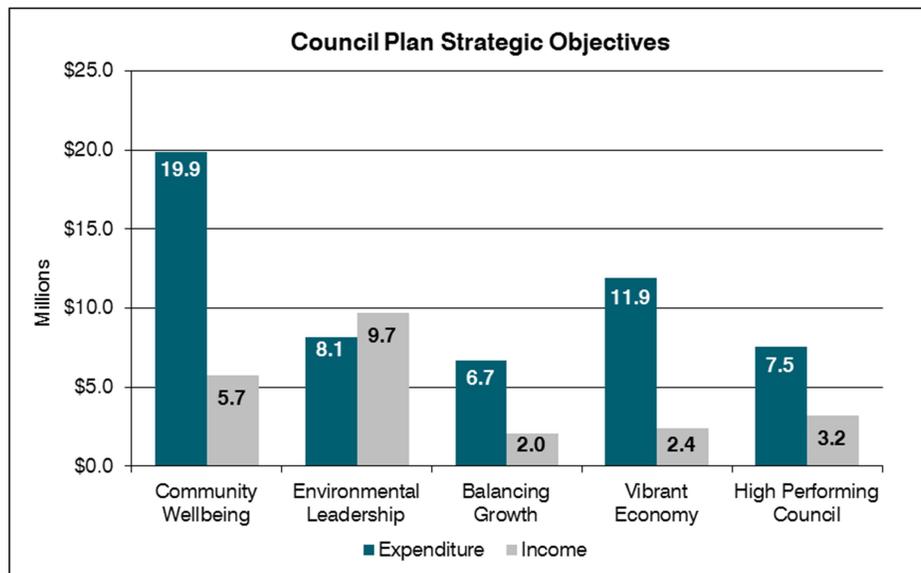
Debt Management

Council continues to maintain a moderate level of debt and is planning new borrowings of \$3.9 million in 2018-19 as part of the cash flows for the construction of the Surf Coast Multi-Purpose Stadium. The 2017-18 forecast includes \$3.0 million of new borrowings for the Kurrabee Myaring Community Centre. With the new debt funding that supports these two important facilities borrowing levels are still within the local government prudential guidelines. Council will consider its cash position before entering into any new debt arrangements. Section 4.2 of this document contains further information about Council's debt profile.



Strategic Objectives

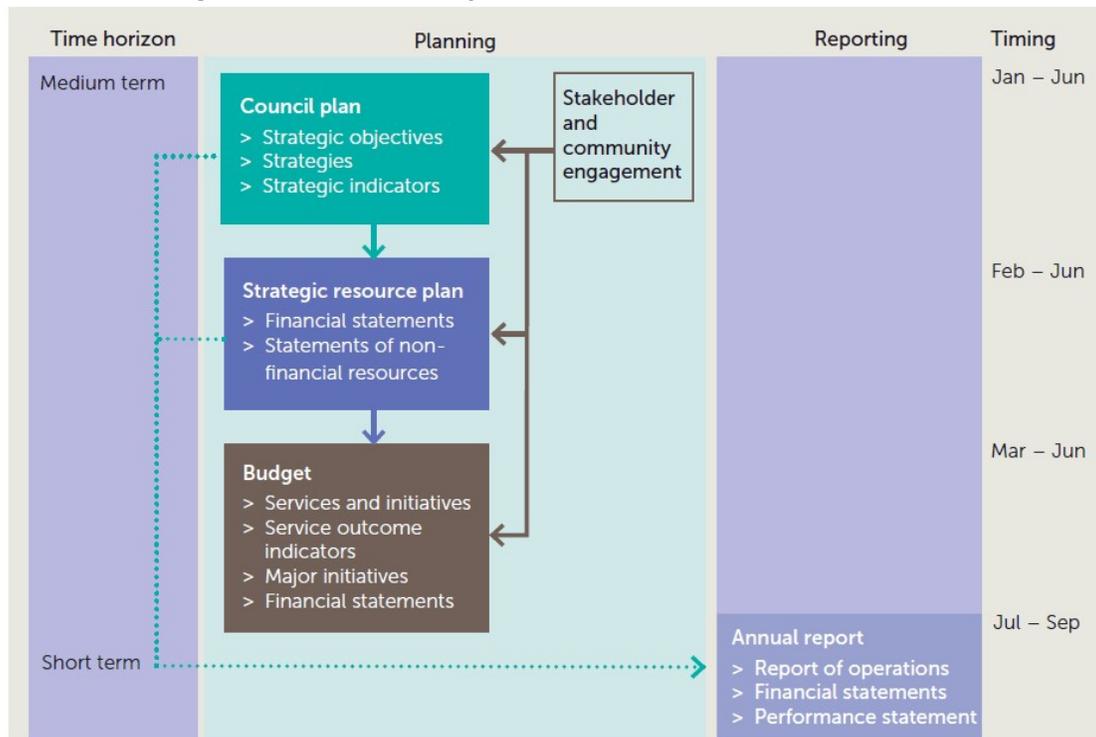
The Council Plan sets out the strategic objectives that Council will focus on for this Council term (2017-2021). The Plan has 5 key themes with corresponding strategic objectives and outcomes. The following table outlines Council's non-capital expenditure and income for each theme. These are detailed further in sections 1 and 2. Corporate overheads within Council are distributed to primary services to reflect the true cost of service delivery. Recognition of corporate overheads is recommended by the Victorian Auditor General and is utilised by many Victorian councils.



1. Link to the Council Plan

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

1.1 Planning and Accountability Framework



Source: Department of Environment, Land, Water and Planning

As indicated above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

1.2 Our Purpose

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

Help our community and environment to thrive.

The Organisation Direction was introduced to guide thinking on future challenges and opportunities. There are many influences likely to impact the way a Council operates. Factors such as pervasive technology, alternatives to government-provided services, environmental change, and social disadvantage will all influence Council's future direction.

The Organisation Direction is intended to address these influences and articulate how Council will be positioned in the future. The Organisation Direction states that the Council will be:

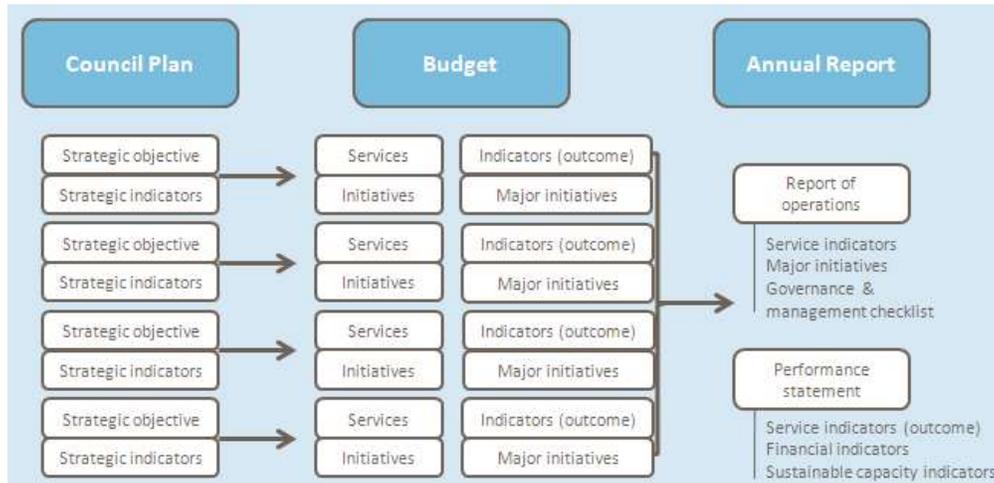
***An innovative and flexible leader,
and a constructive partner,
that values the strengths of others;
a place where people can do their best
and be proud of their achievements.***

1.3 Council Plan Strategic Objectives

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

2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2018-19 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify in the budget major initiatives, initiatives and service performance outcome indicators, and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.

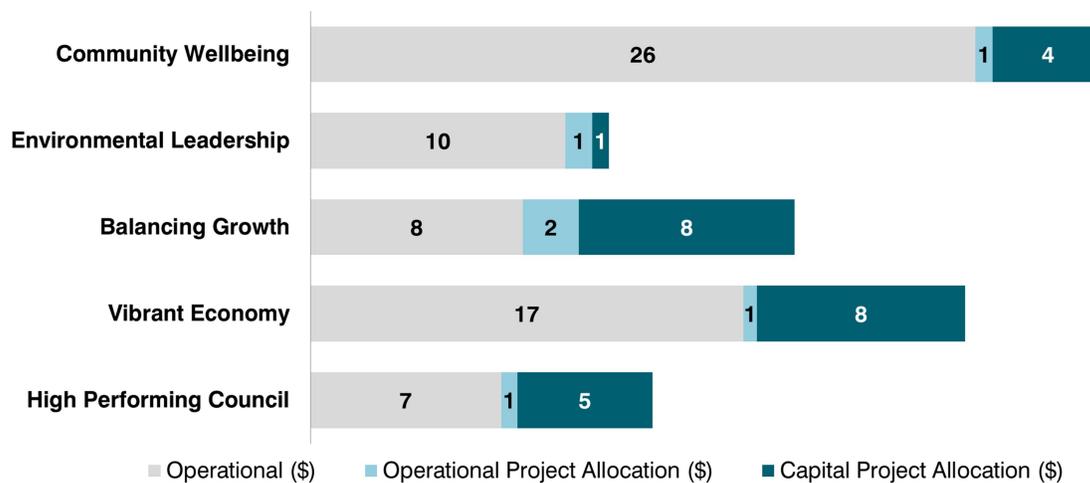


Source: Department of Environment, Land, Water and Planning.

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

The Budget spends \$100 dollar of rates as follows: \$68 dollars on operational expenditure, \$26 on new capital project allocations and \$6 on new operational project allocations.

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



	2018-19 Budget		
	Net Cost (Income) \$'000	Expenditure \$'000	(Income) \$'000
Strategic Theme			
Community Wellbeing	14,171	19,888	(5,718)
Environmental Leadership	(1,553)	8,131	(9,684)
Balancing Growth	4,668	6,695	(2,027)
Vibrant Economy	9,505	11,920	(2,415)
High Performing Council	4,361	7,525	(3,163)
Total Activities and Initiatives	31,151	54,159	(23,008)
Non-attributable Items			
Asset Write Offs	923	923	-
Bad & Doubtful Debts	77	77	-
Debt Servicing	1,155	1,155	-
Depreciation	13,495	13,495	-
Expensed Capital Works	3,582	3,582	-
Granted Assets	(12,265)	-	(12,265)
Interest On Investments	(903)	-	(903)
Non-attributable Items	6,064	19,232	(13,168)
Deficit before Funding Sources	37,215		
Funding Sources			
Rates Revenue & Municipal Charges	(44,375)		
Capital Grants	(252)		
Special Rates and Charges	(21)		
Capital Contributions	(2,402)		
Total funding sources	(47,050)		
(Surplus)/Deficit as per Income Statement	(9,835)		

2.1 Strategic Objective – Community Wellbeing

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

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

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

Description of Services Provided	Classification	Expenditure (Revenue)
		Net Cost \$'000
Communications, Community Engagement and Advocacy		
This service is responsible for coordinating Council communications, including liaising with media, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors in regard to media matters. Council's community engagement and advocacy activity is led and supported by the unit.	Recurrent Operations	1,194 <u>(52)</u> 1,142
	Operating Projects	- - -

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
	Capital Allocation	-
Community Emergency Management		
This service assists community and Council plan for, respond to and recover from all potential emergencies and their consequences. This includes coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the CFA Act and community resilience outreach programs with high risk communities.	Recurrent Operations	774
		-
		774
	Operating Projects	240
		<u>(240)</u>
		-
	Capital Allocation	-
Community Health and Development		
This program area aims to support communities to be resilient and empowered through creating inclusive communities where everyone can participate and contribute. They are responsible for implementing many Council Plan strategies under the pillar of Community Wellbeing, addressing issues such as: Preventing Violence Against Women, Gender Equity, Community Safety, Community Development, Healthy Eating and Physical Activity, Communities of Place and Interest, Volunteering and Alcohol, Tobacco and Other Drugs.	Recurrent Operations	456
		<u>(123)</u>
		333
	Operating Projects	-
		-
		-
	Capital Allocation	-
Early Years and Youth		
This service aims to support families, children and young people to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, toy libraries, maternal and child health , youth development programs, family day care, vacation and occasional care programs. The unit also supports playgroups, visiting specialists and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.	Recurrent Operations	4,684
		<u>(2,806)</u>
		1,878
	Operating Projects	58
		<u>(48)</u>
		10
	Capital Allocation	-
Facilities & Open Space Operations		
This service maintains and renews a wide range of Council facilities and associated infrastructure (e.g. recreation, early years, public toilets, community halls). It is responsible for managing and programming several sports and multi-purpose community facilities including aquatic facilities , which provide a source of income through user fees. The unit also maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves). As a Council support service, \$0.9 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	7,137
		<u>(372)</u>
		6,764
	Operating Projects	-
		-
		-
	Capital Allocation	1,498
Library and Arts Development		
This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of library services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.	Recurrent Operations	944
		-
		944
	Operating Projects	73
		<u>(4)</u>
		69
	Capital Allocation	-

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
Open Space Planning		
The open space activities of Council include ensuring that the management of public open space is conducted with a focus on environmental planning. The Open Space Planning unit is responsible for planning the development of public open space and working closely with community groups.	Recurrent Operations	254
		<u>-</u>
		254
	Operating Projects	-
		<u>-</u>
		-
	Capital Allocation	-
Positive Ageing		
This service provides a range of home and community care and social support services for older people and people with a disability to assist them to remain independent and active participants in the community. Services include in-home assessment, home delivered and community meals, in-home domestic respite and personal care, home maintenance and modifications, senior citizens, café style support programs, service coordination, and community development activities. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations	3,174
		<u>(2,036)</u>
		1,138
	Operating Projects	104
		<u>-</u>
		104
	Capital Allocation	-
Recreation Planning		
This service plans for the development and management of Council facilities with a primary focus on recreation and multi-purpose facilities. It is responsible for assessing community-led recreation projects and delivering numerous recreation and open space projects. The unit also focuses on community capacity building via community development activities and grants.	Recurrent Operations	796
		<u>(35)</u>
		761
	Operating Projects	-
		<u>-</u>
		-
	Capital Allocation	12,093

Major Initiative

1. Implementation of Positive Ageing Service Review Outcomes

Initiatives – Operational Projects

1. Engage Youth Program
2. Freeza Youth Project
3. Implementation of Mosquito Plan
4. Pop Up Arts Space
5. Surf Coast Shire Theatre Feasibility Study
6. Winchelsea Youth Support Planning and Contribution

Initiatives – New Recurrent Expenditure

1. Arts Program
2. Bookings Officer
3. Building Maintenance Growth
4. Cluster Management Administration
5. Health and Wellbeing Officer
6. Maintenance of Seven Kindergarten Playgrounds
7. Open Space Planning Growth
8. Street Tree Management Growth
9. Township Maintenance Growth
10. Utilities Growth
11. Youth Development Casual Staff - Support New Youth Spaces.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Annual Report 2016-17 Result: 78.42%
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 Annual Report 2016-17 Result: 81.25%
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100 Annual Report 2016-17 Result: 19.43%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population Annual Report 2016-17 Result: 23%

2.2 Strategic Objective – Environmental Leadership

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

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

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

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
Environment		
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to pest plant and animal management, sustainability, environmental leadership and climate change are also delivered. The unit is the designated land manager for Council's many nature reserves (including the world famous Bells Beach Surfing Recreation Reserve), 1500km of rural roadsides and also some waterways. The unit provides specialist environmental and sustainability advice internally to Council and externally to community groups, local businesses, agencies and members of the public.	Recurrent Operations	1,156
		-
		1,156
	Operating Projects	409
		(6)
		404
	Capital Allocation	40
Waste Management		
The Waste Management function involves management of Council's landfill and transfer stations, waste collection including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The	Recurrent Operations	6,438
		(9,682)
		(3,244)

Description of Services Provided	Classification	Expenditure (Revenue)
		Net Cost \$'000
Waste Management unit has a strong focus on community education and waste services planning. Revenue in this area is generated mainly from garbage collection fees.	Operating Projects	126
		-
		126
	Capital Allocation	354

Major Initiative

1. Street Light Program Upgrade (Business Case)
2. Shire Wide Settlement Strategy

Initiatives – Operational Projects

1. Bells Beach Coastal Management Plan
2. Environmental Leadership
3. Environmental Study Torquay
4. Food Organics Garden Organics Trial
5. Grasstree Park Asbestos Management Phase Two
6. Municipal Emergency Management Program
7. RACV Water Harvesting Agreement Licence

Initiatives – New Recurrent Expenditure

1. Anglesea Resale Shed Casual Labour Support
2. e-Waste Disposal Compliance

Service Performance Outcome Indicators

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

2.3 Strategic Objective – Balancing Growth

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

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

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

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
Asset Management		
This service is responsible for integrated and prioritised capital works planning. This includes development and implementation of asset management plans for planning for the expansion of Council's asset portfolio for the needs of a growing population, as well as planning the renewal management of Council's existing Infrastructure. In addition the function manages and maintains Council's fleet portfolio as well as subdivision design approval and works inspections. As a Council support service, \$1.2 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	794 <u>(834)</u> (40)
	Operating Projects	- <u>-</u> -
	Capital Allocation	1,603
	<hr/>	
Engineering Services		
This service is responsible for the design of traffic and drainage infrastructure projects. They also manage traffic management, street lighting and bus shelters throughout the Shire. Revenue in this area is generated mainly from government grants received and user service fees.	Recurrent Operations	1,534 <u>(55)</u> 1,479
	Operating Projects	527 <u>-</u> 527
	Capital Allocation	1,105
	<hr/>	
Gherang Gravel Pits		
Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees.	Recurrent Operations	161 <u>(448)</u> (287)
	Operating Projects	- <u>-</u> -
	Capital Allocation	-
	<hr/>	
Planning & Development		
This service is responsible for municipal building surveying and strategic and statutory planning . It includes processing all planning applications, providing advice and assessing development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal where necessary. It is also responsible for monitoring Council's planning scheme, developing land use policy and preparing and processing amendments to the Planning Scheme. Review of policies and strategies relating to urban design issues are also processed under this function. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations	3,105 <u>(690)</u> 2,415
	Operating Projects	575 <u>-</u> 575
	Capital Allocation	41
	<hr/>	

Major Initiative

1. Lorne Structure Plan Stage Two
2. Significant Landscape Study Torquay

Initiatives – Operational Projects

1. Lorne Aspirations Plan
2. Heritage Study Stage 2C
3. Hinterland Futures Planning Scheme Amendment
4. Moriac Stormwater and Septic Study
5. Surf Coast Shire Parking Options Study
6. Winchelsea Environmental Audit Overlay Planning Scheme Amendment

Initiatives – New Recurrent Expenditure

1. Domestic Animal Management Plan Implementation
2. Senior Planning and Development Investigations Officer
3. Statutory Planning Growth Resources
4. Street Lighting Growth

Service Performance Outcome Indicators

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

2.4 Strategic Objective – Vibrant Economy

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

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

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

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
Civil Works		
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	Recurrent	4,559
	Operations	(39)
		4,520
	Operating Projects	-
	Capital Allocation	4,776
Development Compliance & Local Laws		
These diverse services support the economy through overseeing issue and compliance with Building development controls and planning enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities,. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service.	Recurrent	3,247
	Operations	(1,515)
		1,732
	Operating Projects	-
	Capital Allocation	-

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
Revenue in this area is generated mainly from the issuance of infringement notices.		
Economic Development & Tourism		
The Economic Development and Tourism service is responsible for business engagement and support, grants administration, tourism marketing, visitor centres, event facilitation and the Australia National Surfing Museum. It includes supporting existing business, attracting new business, providing economic data, grants administration, developing business profiles and contributing to local trader groups. Tourism development functions include promoting the conference market, product development and marketing and funding Great Ocean Road Regional Tourism. The service also facilitates a range of small to internationally recognised events via our event liaison team and provides an event grants funding program. Four visitor centres and the Australian National Surfing Museum service and distribute information to visitors. Revenue in this area is generated mainly from Museum and Visitor Information Centre sales.	Recurrent	3,220
	Operations	<u>(587)</u>
		2,633
	Operating Projects	109 <u>-</u> 109
	Capital Allocation	-
Environmental Health		
This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: food safety – registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses; Inspection and issuing permits for wastewater treatment systems and septic tanks; Investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos, water quality; Customer Services/Expert Advice on public and environmental health matters; Public health emergency response; and Childhood and School Immunisation Services. Revenue is generated mainly from health registration fees.	Recurrent	774
	Operations	<u>(273)</u>
		501
	Operating Projects	10 <u>-</u> 10
	Capital Allocation	-

Initiatives – Operational Projects

1. Economic Development Strategy
2. G21 Agribusiness Strategy Implementation
3. Road Safety Officer
4. Torquay Town Centre Urban Design
5. Winchelsea Urban Design Framework

Initiatives – New Recurrent Expenditure

1. Unsealed Road Maintenance

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions Annual Report 2016-17 Result: 0
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads Annual Report 2016-17 Result: 61%

Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
			Annual Report 2016-17 Result: 99.37%

2.5 Strategic Objective – High Performing Council

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

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

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

Description of Services Provided	Classification	Expenditure (Revenue)
		Net Cost \$'000
Business Improvement		
This service leads Council's efforts to identify and implement business improvement opportunities in order to deliver financial, service and other benefits. In particular, realising financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.	Recurrent Operations	211
		-
		211
	Operating Projects	92
		-
		92
	Capital Allocation	-
Corporate Planning		
This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, community satisfaction data, performance measurement and reporting. As a Council support service, \$0.3 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	178
		-
		178
	Operating Projects	-
		-
		-
	Capital Allocation	-
Customer Service		
This service is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face to face enquiries. This service includes the recurrent customer experience function that was introduced in the 2017-18 budget which focuses on supporting and enhancing customer service across the organisation.	Recurrent Operations	942
		-
		942
	Operating Projects	-
		-
		-
	Capital Allocation	-
Councillors, Council Support & Executive Services		
This area provides support for the nine elected representatives of Council as well as the four members of the Executive Management	Recurrent Operations	3,138
		-

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
Team and includes costs of \$981k that relate to Council administration and meeting support, a portion of governance , legal support, risk management and other corporate overheads. This area also includes \$53k to strategic partnerships.		3,138
	Operating Projects	-
	Capital Allocation	-
Financial Management		
This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties include managing creditors, payroll and financial reporting. The Financial Management unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from debt collection recoupments and receipt of the Financial Assistance Grant. As a Council support service, \$1.5 million is distributed as a corporate overhead to primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	1,148 <u>(3,140)</u> (1,992)
	Operating Projects	31 <u>-</u> 31
	Capital Allocation	-
	Governance	
This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$0.7 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	(33) <u>-</u> (33)
	Operating Projects	42 <u>-</u> 42
	Capital Allocation	-
	Information Services	
This service includes two main sections, Information Technology (incl. Geospatial Information systems) and Records Management. The Information Technology area supports the organisations requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure), communications (fixed, mobile and data) and geospatial mapping facilities for council and external uses. The Records Management area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and processing of incoming and outgoing correspondence. The Information Services unit has the responsibility to support the organisation with a cost effective and efficient technology service which seeks to improve the performance of the organisation. As a Council support service, \$2.6 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	210 <u>-</u> 210
	Operating Projects	- <u>-</u> -
	Capital Allocation	2,600
	People and Culture	
This service is responsible for supporting the organisation with strategic and operational human resources management and includes	Recurrent Operations	23 <u>-</u>

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's work force. As a Council support service, \$1.3 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.		23
	Operating Projects	-
		-
	Capital Allocation	225
Program Management Office		
This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Reporting for all capital and operational projects. The \$1 million net cost includes \$0.7 million of corporate overheads that have been attributed to the Program Management Office primarily due to the higher volume of financial transactions.	Recurrent Operations	968
		-
		968
	Operating Projects	-
		-
	Capital Allocation	-
Project Management Team		
Provides project management services to Council to enable delivery of the Capital Works Program and many Operational Projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered, the \$0.2 million net cost reflects corporate overheads not cost recovered.	Recurrent Operations	243
		-
		243
	Operating Projects	-
		-
	Capital Allocation	-
Risk Management & Legal Services		
This service involves developing and monitoring Council's risk management system, including provision of support to the organisation in relation to managing risk, insurance policies and business continuity. As a Council support service, \$0.4 million is distributed as corporate overhead to the primary services within Council and therefore is not included in the recurrent operations of this service.	Recurrent Operations	332
		(23)
		309
	Operating Projects	-
		-
	Capital Allocation	-

Major Initiative

1. Digital Transformation

Initiatives – Operational Projects

1. Business Improvement Officer (Business Case)
2. Local Government Bill 2018 Implementation
3. Planning Scheme Correctional Amendment
4. Rating Strategy Review

Initiatives – New Recurrent Expenditure

1. Annual Business Continuity Exercise
2. Copyright Agency Licence

3. Deputy Municipal Building Surveyor, Building Inspector and Technical Officer
4. Information Technology Officer
5. Internal Audit & Investigations
6. Local Laws Coordinator and Planning Compliance Support
7. Property & Legal Services
8. Software Maintenance
9. Staff Checks Compliance Software

Service Performance Outcome Indicators

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

2.6 Strategic Performance Outcome Indicators

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2018-19 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

5. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018-19 has been supplemented with projections to 2021-22 extracted from the Long Term Financial Plan. The following financial statements are prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

3.1 Comprehensive Income Statement

For the four years ending 30 June 2022

		2017-18 Forecast	2018-19 Budget	2019-20	2020-21	2021-22
	NOTES	\$'000	\$'000	Strategic Resource Plan		
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	49,805	51,910	54,215	56,631	59,139
Statutory fees and fines	4.1.2	1,851	1,872	1,898	1,936	1,974
User charges	4.1.3	6,178	6,598	6,599	6,743	6,890
Grants - Operating	4.1.4	8,418	5,780	7,585	7,780	7,981
Grants - Capital	4.1.4	8,570	252	708	708	708
Contributions - monetary	4.1.5	3,264	3,647	5,242	4,413	3,756
Contributions - non-monetary assets	4.1.6	13,779	12,265	10,220	9,660	10,200
Other Income	4.1.7	908	903	962	989	911
Total Income		92,773	83,226	87,430	88,860	91,559
Expenses						
Employee costs	4.1.8	28,656	30,997	31,075	31,890	32,820
Materials and services	4.1.9	24,371	25,426	24,508	24,775	26,817
Bad and doubtful debts	4.1.10	80	77	78	80	82
Depreciation	4.1.11	12,602	13,495	14,467	15,252	15,995
Borrowing costs	4.1.12	1,031	1,155	1,321	1,210	1,123
Net (gain)/loss on disposal of property infrastructure, plant and equipment	4.1.13	747	923	819	1,339	917
Other Expenses	4.1.14	1,244	1,319	1,316	1,349	1,382
Total expenses		68,731	73,391	73,585	75,895	79,138
Surplus/(deficit) for the year		24,042	9,835	13,845	12,966	12,421
Other Comprehensive Income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment	4.1.15	1,143	4,608	10,442	1,999	5,060
Total Comprehensive Result		25,186	14,443	24,288	14,965	17,482

3.2 Balance Sheet

For the four years ending 30 June 2022

NOTES	2017-18	2018-19	2019-20	2020-21	2021-22
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000		
Assets					
Current assets					
Cash and cash equivalents	26,380	25,059	22,148	26,336	30,359
Trade and other receivables	3,531	3,602	3,674	3,747	3,822
Other financial assets	15,000	15,000	15,000	15,000	15,000
Inventories	284	289	295	301	307
Other assets	638	651	664	677	691
Total current assets	45,833	44,601	41,780	46,061	50,179
Non-current assets					
Trade and other receivables	79	79	79	79	79
Other financial assets	1,000	1,000	1,000	1,000	1,000
Property, infrastructure plant & equipment	539,177	557,976	583,959	593,417	604,466
Investments in associates and joint ventures	457	457	457	457	457
Total non-current assets	540,712	559,512	585,494	594,952	606,002
Total assets	586,545	604,113	627,274	641,013	656,180
Liabilities					
Current liabilities					
Trade and other payables	6,672	6,738	6,806	6,874	6,943
Trust funds and deposits	2,253	2,298	2,344	2,390	2,438
Provisions	5,543	5,543	5,599	6,665	5,711
Interest bearing liabilities	725	1,078	1,180	1,260	1,357
Other Liabilities	100	155	155	155	155
Total current liabilities	15,293	15,812	16,083	17,344	16,604
Non-current liabilities					
Provisions	11,239	11,247	11,256	10,254	10,262
Interest bearing liabilities	16,537	19,134	17,728	16,242	14,660
Total non-current liabilities	27,776	30,381	28,984	26,496	24,922
Total liabilities	43,068	46,193	45,067	43,841	41,526
Net assets	543,477	557,920	582,207	597,172	614,654
Equity					
Accumulated surplus	222,093	233,249	250,006	258,783	267,181
Asset revaluation reserve	282,343	286,951	297,393	299,393	304,453
Other reserves	39,041	37,720	34,809	38,997	43,020
Total equity	543,477	557,920	582,207	597,172	614,654

3.3 Statement of Changes in Equity

For the four years ending 30 June 2022

NOTES	2017-18	2018-19	2019-20	2020-21	2021-22
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000		
Equity Opening Balance	518,291	543,477	557,920	582,207	597,172
Surplus for the Year	24,042	9,835	13,845	12,966	12,421
Net Asset Revaluation	1,143	4,608	10,442	1,999	5,060
Total Equity	543,477	557,920	582,207	597,172	614,654

3.4 Statement of Cash Flows

For the four years ending 30 June 2022

	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Strategic \$'000	2020-21 Resource Plan \$'000	2021-22 \$'000
Cash flow from operating activities					
Rates and charges	49,870	51,910	54,215	56,631	59,139
Grants - operating	8,655	5,977	7,846	8,048	8,255
Grants - capital	8,570	252	708	708	708
Contributions	3,264	3,647	5,242	4,413	3,756
Interest received	908	903	962	989	911
Statutory fees and fines	1,843	1,872	1,898	1,936	1,974
User charges	6,612	6,757	6,594	6,738	6,884
Net GST refund/payment	4,280	3,814	4,239	3,648	3,777
Trust funds received/(taken)	(399)	45	46	47	48
Employee costs	(28,423)	(30,934)	(31,011)	(31,826)	(32,755)
Materials and Services	(31,606)	(31,014)	(30,420)	(30,139)	(33,363)
Net cash provided from operating activities	4.4.1 23,576	13,229	20,319	21,193	19,334
Cash Flows from investing activities					
Proceeds from sale of property, plant & equipment	1,114	439	430	370	380
Payments for property, plant, equipment & infrastructure assets	(22,397)	(16,784)	(21,036)	(14,760)	(13,082)
Cash Flows from investing activities	20,380	-	-	-	-
Net cash used in investing activities	4.4.2 (903)	(16,345)	(20,606)	(14,390)	(12,702)
Cash flows from financing activities					
Finance costs	(1,031)	(1,155)	(1,321)	(1,210)	(1,123)
Proceeds from interest bearing loans and borrowings	3,000	3,900	-	-	-
Repayment of interest bearing loans and borrowings	(675)	(951)	(1,303)	(1,405)	(1,486)
Net cash provided from financing activities	4.4.3 1,294	1,795	(2,625)	(2,615)	(2,609)
Net increase/(decrease) in cash & cash equivalents held	23,967	(1,321)	(2,912)	4,188	4,023
Cash & cash equivalents at the beginning of the period	2,414	26,380	25,059	22,148	26,336
Cash & cash equivalents at the end of the period	26,380	25,059	22,148	26,336	30,359
Investments (current and non-current financial assets)	16,000	16,000	16,000	16,000	16,000
Total cash & investments at the end of the period	4.4.4 42,380	41,059	38,148	42,336	46,359

3.5 Statement of Capital Works

For the four years ending 30 June 2022

		2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 \$'000
Property						
Land		-	1	-	-	-
Total Land		-	1	-	-	-
Buildings		6,781	1,846	10,174	897	895
Total Buildings		6,781	1,846	10,174	897	895
Total Property		6,781	1,847	10,174	897	895
Plant and Equipment						
Plant, Machinery & Equipment		812	1,867	1,797	1,409	1,515
Fixtures, Fitting & Furniture		5	205	205	-	-
Computers & Telecomms		1,538	580	417	276	280
Total Plant and Equipment		2,355	2,652	2,419	1,685	1,795
Infrastructure						
Bridges		51	980	63	70	75
Drainage and Sewerage		476	228	95	104	109
Footpaths & Cycleways		381	1,627	652	1,143	1,256
Parks, Open Space & Streetscapes		2,165	801	311	1,492	809
Recreation, Leisure & Communities		751	2,604	2,203	1,944	1,819
Roads		9,427	6,044	5,119	7,425	6,324
Offstreet Car Parks		10	-	-	-	-
Expensed Capital Works		2,117	3,582	2,299	2,033	3,296
Landfill Provision		1,038	55	-	-	1,010
Total Infrastructure		16,416	15,922	10,742	14,212	14,698
Total Capital Works Expenditure	4.5.1	25,552	20,421	23,335	16,793	17,388
Expenditure Types						
New Asset Expenditure		7,189	2,122	10,121	1,522	1,484
Asset Renewal Expenditure		7,043	7,999	8,327	8,601	8,344
Asset Expansion Expenditure			17	382	569	982
Asset Upgrade Expenditure		8,165	6,646	2,207	4,068	2,272
Expensed Capital Works		2,117	3,582	2,299	2,033	3,296
Landfill Provision Works		1,038	55	-	-	1,010
Total Capital Works Expenditure	4.5.1	25,552	20,421	23,335	16,793	17,388
Funding Sources						
External						
Capital Grants		5,338	252	708	708	708
Contributions		114	10	-	-	-
Borrowings		3,000	3,900	-	-	-
Special Charges		135	21	-	-	-
Internal						
Proceeds from Sale of Assets		338	439	430	370	380
Council Cash		16,627	15,800	22,196	15,715	16,299
Total Capital Works Funding Sources	4.5.1	25,552	20,421	23,335	16,793	17,388

Reconciliation of Net Movement in Property Plant and Equipment

	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 \$'000
Total Capital Works	25,552	20,421	23,335	16,793	17,388
Asset Revaluation Increment	1,143	4,608	10,442	1,999	5,060
Depreciation	(12,602)	(13,495)	(14,467)	(15,252)	(15,995)
Written Down Value of Assets Sold	(927)	(439)	(430)	(370)	(380)
Assets Written Off	(934)	(923)	(819)	(1,339)	(917)
Expensed Capital Works	(2,117)	(3,582)	(2,299)	(2,033)	(3,296)
Landfill Provision Works	(1,038)	(55)	-	-	(1,010)
Granted Assets	13,779	12,265	10,220	9,660	10,200
Net Movement in Property, Plant and Equipment	22,857	18,800	25,982	9,458	11,050

3.6 Statement of Human Resources

For the four years ending 30 June 2022

		2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 \$'000
Staff Expenditure						
Employee Costs - Operating	4.6.1	28,656	30,997	31,075	31,890	32,820
Employee Costs - Capital		1,558	1,522	1,555	1,590	1,625
Total Staff Expenditure		30,214	32,519	32,630	33,480	34,444
Staff Numbers (FTE)						
Employees		311.2	322.5	323.7	325.0	327.4
Total Staff Numbers (FTE)		311.2	322.5	323.7	325.0	327.4

A summary of human resources expenditure categorised according to the organisational structure of Council is included below for 2018-19.

Division	2018-19 Budget \$'000	2018-19 Full Time \$'000	2018-19 Part Time \$'000
Chief Executive Office	1,171	1,171	-
Culture and Community	11,501	5,877	5,624
Environment and Development	8,558	6,512	2,045
Governance and Infrastructure	8,248	6,810	1,438
Total Staff Expenditure	29,478	20,370	9,108
Casuals and Other Employee Costs	1,519		
Capitalised Labour Costs	1,522		
Total Expenditure	32,519		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below for 2018-19.

Division	2018-19 Budget	2018-19 Full Time	2018-19 Part Time
Chief Executive Office	6.0	6.0	-
Culture and Community	127.3	59.8	67.5
Environment and Development	82.3	60.0	22.3
Governance and Infrastructure	83.4	66.9	16.5
Total Staff (FTE)	299.0	192.8	106.3
Casuals and Other Employee Costs	7.3		
Capitalised Labour	16.2		
Total Staff (FTE)	322.5		

3.7 Four Year Financial Plan

For the four years ending 30 June 2022

	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Strategic Resource Plan \$'000	2020-21 \$'000	2021-22 \$'000
Recurrent EBITDA less Waste and Other Special Purposes					
Property Rates and Charges	42,740	44,375	46,280	48,252	50,294
Grants	7,970	5,491	7,585	7,780	7,981
Other Revenue	6,200	6,799	6,935	7,074	7,216
Total Recurrent Income	56,910	56,666	60,801	63,107	65,491
Employee Benefits	(26,688)	(28,619)	(29,249)	(29,892)	(30,550)
Materials and Services	(15,224)	(14,693)	(15,060)	(15,437)	(15,823)
Business Improvement Program Benefits	-	-	250	500	750
Business Case Benefits	-	-	100	200	300
Digital Transformation Benefits	-	-	100	200	300
Total Expenditure - Existing Operations	(41,912)	(43,312)	(43,859)	(44,429)	(45,023)
Compliance Costs (Recurrent)	-	(1,029)	(800)	(1,200)	(1,600)
Compliance Costs (Projects)	-	-	(600)	(600)	(600)
Non-Discretionary Growth	-	(11)	(1,240)	(1,840)	(2,440)
Discretionary Growth 2018-19 Commitment	-	(719)	(737)	(755)	(774)
Total Expenditure - New Operations	-	(1,758)	(3,376)	(4,395)	(5,414)
Recurrent EBITDA less Waste and Other Special Purposes	14,998	11,595	13,565	14,283	15,054
Recurrent EBITDA Waste					
Garbage Charges	6,704	7,394	7,815	8,258	8,724
Other Revenue	2,370	2,284	2,342	2,400	2,460
Total Recurrent Income	9,074	9,678	10,157	10,658	11,184
Employee Benefits	(543)	(636)	(650)	(664)	(679)
Materials and Services	(5,427)	(5,772)	(5,916)	(6,064)	(6,216)
Total Expenditure - Existing Operations	(5,970)	(6,408)	(6,566)	(6,729)	(6,895)
Discretionary Growth	-	(32)	(33)	(34)	(34)
Total Expenditure - New Operations	-	(32)	(33)	(34)	(34)
Recurrent EBITDA Waste	3,105	3,238	3,557	3,896	4,255
Recurrent EBITDA Other Special Purposes					
Other Revenue	454	470	479	489	499
Total Recurrent Income	454	470	479	489	499
Employee Benefits	(5)	(6)	(6)	(6)	(6)
Materials and Services	(174)	(171)	(175)	(180)	(184)
Total Expenditure - Existing Operations	(179)	(177)	(181)	(185)	(190)
Recurrent EBITDA Other Special Purposes	274	293	298	304	309
Total Recurrent EBITDA	18,377	15,127	17,421	18,483	19,618

	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Strategic Resource Plan \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 Strategic Resource Plan \$'000
Total Recurrent EBITDA	18,377	15,127	17,421	18,483	19,618
Cash Adjustments:-					
Balance Sheet Movements	406	41	40	40	39
Interest Revenue	1,028	1,023	1,082	1,109	1,031
Grants Commission funds received early	(129)	2,044	-	-	-
Asset sales - Plant/Fleet	338	439	430	370	380
Asset sales - Land	776	-	-	-	-
Total Cash Adjustments	2,419	3,546	1,553	1,519	1,451
Total Cash Available for Allocation	20,796	18,673	18,974	20,001	21,069
Allocations to Commitments					
Debt Interest & Principal	1,706	1,706	1,706	1,696	1,690
Torquay/Jan Juc Developer Plan Allocation	2,163	2,254	2,349	2,448	2,551
Spring Creek Infrastructure Plan Allocation	-	-	700	729	760
Winchelsea Infrastructure Plan Allocation	80	200	208	217	226
Developer Contribution Interest Allocation	27	32	1	40	1
Waste Allocation	3,105	3,238	3,557	3,896	4,255
Asset Renewal Allocation	6,073	6,662	7,128	7,627	8,161
Business Case Investments	500	500	500	500	500
Growth and Compliance Costs (Non-Recurrent)	833	396	-	-	-
Total Allocations to Commitments	14,486	14,986	16,149	17,154	18,144
Discretionary Cash Available	6,310	3,687	2,825	2,848	2,924
Discretionary Allocations					
Discretionary Operating Projects	699	806	-	-	-
Discretionary Capital Works	1,119	1,124	1,801	2,656	2,765
Recreation & Open Space (to AUC)	-	-	825	-	-
Preallocated Community Projects	-	954	-	-	-
Defined Benefits Superannuation Allocation	250	100	100	100	100
Gravel Pits Allocation	273	287	292	297	302
Aireys Inlet Aged Units	2	6	6	6	6
Towards Environmental Leadership	250	250	250	250	250
Building Better Regions Project Allocation	357	-	-	-	-
Repayment Anglesea Bowls Club Commitment	225	-	-	-	-
Total Discretionary Allocations	3,174	3,528	3,274	3,309	3,424
Unallocated Cash Surplus / (Deficit)	3,135	159	(449)	(462)	(500)
Accumulated Unallocated Cash					
Opening Balance	5,060	3,991	1,084	730	268
Annual Surplus/(Deficit)	3,135	159	(449)	(462)	(500)
Return to AUC as per Council Resolution	225	-	-	-	-
Net Allocations During the Year	(1,930)	-	-	-	-
Council Resolution Ellimatta Oval Lighting Upgrade	-	(157)	-	-	-
Project Budget Submission	-	(409)	-	-	-
Transfer for Recreation & Open Space	(500)	-	825	-	-
Transfer for Digital Transformation	(2,000)	(2,500)	(730)	-	-
Closing Balance	3,991	1,084	730	268	(231)

3.8 Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2022

	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Strategic Resource Plan \$'000	2020-21 \$'000	2021-22 \$'000
Recurrent EBITDA					
Property Rates and Charges	42,740	44,375	46,280	48,252	50,294
Garbage Charges	6,704	7,394	7,815	8,258	8,724
Grants	7,970	5,491	7,585	7,780	7,981
Other Revenue	9,023	9,554	9,756	9,963	10,175
Total Recurrent Income	66,438	66,814	71,437	74,254	77,174
Employee Benefits	(27,237)	(29,261)	(29,905)	(30,563)	(31,235)
Materials and Services	(20,825)	(20,636)	(21,152)	(21,681)	(22,223)
Business Improvement Program Benefits	-	-	250	500	750
Business Case Benefits	-	-	100	200	300
Digital Transformation Benefits	-	-	100	200	300
Total Expenditure - Existing Operations	(48,061)	(49,897)	(50,607)	(51,343)	(52,108)
Compliance Costs (Recurrent)	-	(1,029)	(800)	(1,200)	(1,600)
Compliance Costs (Projects)	-	-	(600)	(600)	(600)
Non-Discretionary Growth	-	(11)	(1,240)	(1,840)	(2,440)
Discretionary Growth	-	(751)	(770)	(789)	(808)
Recurrent EBITDA	18,377	15,127	17,421	18,483	19,618
Reserve Transfers					
Developer Contributions (DCP Torquay)	1,495	1,977	2,385	1,412	746
Developer Contributions (Spring Creek)	-	-	891	1,035	1,035
Developer Contributions (DCP Winchelsea)	2	-	-	-	-
Developer Contributions (Non-DCP)	10	15	307	282	264
Open Space Contributions	150	400	400	400	400
Sale of Land	776	-	-	-	-
Cash Adjustment of Available Funds					
Interest Revenue	1,028	1,023	1,082	1,109	1,031
Finance Costs	(1,031)	(981)	(936)	(856)	(805)
Finance Costs DCP Loan		(174)	(386)	(353)	(318)
Projects					
Special Rates & Charges	240	21	-	-	-
Grants Capital Projects	8,570	252	708	708	708
Contributions Capital Projects	261	10	-	-	-
Sale of Plant	338	439	430	370	380
Expensed Capital Works	(2,117)	(3,582)	(2,299)	(2,033)	(3,296)
Operational Projects Expenses	(3,672)	(2,011)	(663)	(289)	(250)
Operational Projects - Business Case Expenses	(500)	(386)	-	-	-
Operational Projects Revenue	799	298	-	-	-
Non Cash Items					
Depreciation	(12,602)	(13,495)	(14,467)	(15,252)	(15,995)
Contributions - Non-Monetary Assets	13,779	12,265	10,220	9,660	10,200
WDV of Assets Sold	(927)	(439)	(430)	(370)	(380)
Asset Write Offs	(934)	(923)	(819)	(1,339)	(917)
Surplus/(Deficit)	24,042	9,835	13,845	12,966	12,421

Budget 2018-19



3.9 Capital Works Program Allocations

New Allocations and Carry Forwards

Allocations for the year ending 30 June 2019

Capital Program - New Allocations	Expenditure							Funding							
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds			Council Cash				Total Funding \$'000
								Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000	
Renewal Program															
Bob Pettitt Skate Park Renewal	28						28							28	28
Bridge Renewal Program	57						57							57	57
Building Renewal Program	306						306							306	306
Condition Audits					95		95							95	95
Drainage Renewal Program	120						120							120	120
Facility Signage Renewal Program	10						10							10	10
Fencing Renewal Program	66						66							66	66
Fischer Street (Zeally Bay Road to Highlander Road)	692						692							692	692
Footpath Renewal Program	257						257							257	257
Gnarwarre Road Major Culvert Rehabilitation	920						920				255			665	920
Hard Court Renewal Program	93						93							93	93
Heavy Plant Replacement Program	919						919						209	710	919
Hesse Street (Princes Hwy to End)	87						87							87	87
I.T. Renewal Program	100						100							100	100
Kerb Renewal Program	94						94							94	94
Light Fleet Replacement Program	436						436							206	436
Lighting Renewal Program	40						40							40	40
Nature Reserve Renewal Program	45						45							45	45
Park Furniture Renewal Program	30						30							30	30
Playground Renewal Program	276						276							276	276
Sealed Road Renewal Program - Pavement Rehabilitation	300						300							300	300
Sealed Road Renewal Program - Reseals	501						501							501	501
Small Plant Replacement Program	60						60							60	60
Soft Playing Surface Renewal Program	146						146							146	146
Structures Renewal Program	162						162							162	162
The Esplanade (Bell Street to Gilbert Street)	326						326							326	326
Unsealed Road Renewal Program	1,064						1,064				242			822	1,064
Winchelsea Netball Toilets	147						147							147	147
Contingency Allocation	222						222							222	222
Total Renewal	7,503				95		7,598				497		439	6,662	7,598
Torquay / Jan Juc DCP Projects															
South Beach Road Upgrade (RD09)		49					49				14			35	49
Surf Coast Multi-Purpose Stadium (CY03)				8,500			8,500			3,900	4,505			95	8,500
Yurrock Soccer Pitch & Lighting (OR02)				661			661	100						561	661
Contingency Allocation		4		1,560			1,564							1,564	1,564
Total Torquay / Jan Juc DCP		52		10,721			10,773	100		3,900	4,519			2,254	10,773

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Capital Program - New Allocations	Expenditure							Funding							
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds			Council Cash				Total Funding \$'000
								Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000	
Waste Management Projects															
Anglesea Landfill Flare Maintenance		20					20							20	20
Litter Bin Stand Replacement	15						15							15	15
Problem Material Facility				142			142							142	142
Solar Compacting Bins		104					104							104	104
Waste Drop Off Relocation		36					36							36	36
Contingency Allocation	2	22		13			36							36	36
Total Waste Management	17	182		155			354							354	354
Discretionary Program															
Annual Streetscapes Allocation															
Township Landscape Beautification Program				50			50							50	50
Buildings															
Anglesea Recreation and Sports Club - Asset Protection		33					33							33	33
Changing Places Facility Anglesea					94		94							94	94
Changing Places Facility Winchelsea				48			48							48	48
Globe Theatre Reverse Cycle Air Conditioning		28					28							28	28
Capital Business Cases															
Torquay and Lorne Waste Drop Off Points (Business Case)				20			20							20	20
Corporate Projects															
Activity Based Working - Design and Implementation		205					205							205	205
Digital Transformation															
Digital Transformation				500	2,000		2,500							2,500	2,500
Drainage															
Drainage Upgrade Golf Links Rd		43					43							43	43
Drainage Upgrades Discretionary Works	33	67					100							100	100
Pathways															
Annual Pathways Construction Program				134			134						21	113	134
Pathway Feasibility Birregurra-Deans Marsh Road					11		11							11	11
Recreation and Open Space															
Anderson Roadknight Reserve Masterplan Implementation		41		131			172				172				172
Anglesea Motor Yacht Club Redevelopment Contribution						20	20							20	20
Anglesea Netball Club - Netball Shelters		26					26							26	26
Anglesea Surf Life Saving Club Redevelopment Contribution					250		250							250	250
Connewarre and District Riding Club Dressage Arenas		41					41							41	41
Domestic Animal Management Plan Implementation Vehicles				41			41							41	41
Ellimatta Oval Lighting Upgrade		127					127							127	127
Growing Adventure Tourism					44		44							44	44
Jan Juc Surf Life Saving Club Redevelopment Contribution					250		250							250	250
Modewarre Cricket Training Facility		78					78	53	10					16	78
RipCurl Nature Strip		41					41							41	41
Torquay Football Club Safety Nets Behind Goals		55					55							55	55
Winchelsea Memorial Cairns				45			45							45	45
Roads/Road Safety															
Fischer Street & Merrijig Drive Roundabout		93					93							93	93
Grading Projects					30		30				30			30	30
Road Safety Improvements at School Sites				33			33							33	33
Road Safety Strategy Implementation				66			66							66	66
Rural Road Safety Improvements		152					152							152	152
Street Light Upgrades and Maintenance					15		15							15	15
The Esplanade Bell Street Pedestrian Improvements		95		95			190	99						91	190
Township LATM, Parking and Pedestrian Improvements		17		17			33							33	33
Traffic Management - Winchelsea Town Centre		199					199							199	199
Contingency Allocation		121		86	32		239				25			214	239
Total Discretionary Program	33	1,460		1,264	2,746		5,503	152	10		227	21		5,094	5,503

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Capital Program - New Allocations	Expenditure							Funding								
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds			Council Cash				Total Funding \$'000	
								Grants \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000		
Growth and Compliance																
Asbestos Audit					25		25								25	25
Disability Discrimination Act Implementation Plan		46					46								46	46
NBN Changeover (Council Facilities)			17				17								17	17
Road Safety Critical Signage Works					15		15								15	15
Contingency Allocation		4					4								4	4
Total Growth and Compliance		50	17		40		107								107	107
Total New Capital Works	7,553	1,744	17	12,140	2,881		24,334	252	10	3,900	5,243	21	439	14,470	24,334	
Carried Forward Capital Projects																
Carried Forward Capital Projects	2,323	5,141		1,143	2,774	55	11,436				11,436					11,436
Contingency Allocation	186	525		121	110	3	944				944					944
Total Carried Forward Capital Projects	2,509	5,665		1,264	2,884	58	12,380				12,380					12,380
Total Capital Works Program	10,061	7,409	17	13,404	5,765	58	36,715	252	10	3,900	17,623	21	439	14,470	36,715	

New Capital Allocations

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

New Capital Program Allocations	2017-18	2018-19	2019-20	2020-21	2021-22
	Forecast \$'000	Budget \$'000	Strategic Resource Plan \$'000		
Capital Grants	5,338	252	708	708	708
Contributions	114	10	-	-	-
Borrowings	3,000	3,900	-	-	-
Special Charges	135	21	-	-	-
Council Funds	5,662	20,152	12,025	14,514	15,627
Total Funding Sources	14,250	24,334	12,734	15,222	16,335

Budget 2018-19

3.10 Operational Works Program Allocations

New Allocations and Carry Forwards

Allocation for the year ending 30 June 2019

Operational Program - New Allocations	Expenditure						Funding									
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	External Funds				Council Cash				Total Funding \$'000	
							Grants \$'000	Fees & Charges \$'000	Contrib's \$'000	Borrowings \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Asset Sales \$'000	Direct Funded \$'000		
Operational Projects (PMO Program)																
Bells Beach Coastal Management Plan					75	75									75	75
Economic Development Strategy					70	70									70	70
Environmental Leadership					250	250									250	250
Environmental Study Torquay			40			40									40	40
Food Organics Garden Organics Trial					111	111									111	111
G21 Agribusiness Strategy Implementation					30	30									30	30
Grasstree Park Asbestos Management Phase Two			58			58									58	58
Heritage Study Stage 2C					30	30									30	30
Hinterland Futures PS Amendment					34	34									34	34
Implementation of Mosquito Plan					10	10									10	10
Local Government Bill 2018 Implementation					40	40									40	40
Lorne Structure Plan Stage Two		160				160									160	160
Moriac Stormwater and Septic Study				65		65									65	65
Rating Strategy Review					28	28									28	28
Shirewide Settlement Strategy					44	44									44	44
Significant Landscape Study Torquay			34			34									34	34
Street Light Program Upgrade (Business Case)					386	386									386	386
Surf Coast Shire Parking Options Study					33	33									33	33
Surf Coast Shire Theatre Feasibility Study					28	28									28	28
Torquay Town Centre Urban Design			24			24									24	24
Winchelsea EAO Planning Scheme Amendment				52		52									52	52
Winchelsea Urban Design Framework				24		24									24	24
Contingency Allocation		20	10	15	32	77									77	77
Total Operational Projects (PMO Program)		180	166	156	1,200	1,702									1,702	1,702
Operational Projects (Outside PMO Program)																
Business Improvement Officer (Business Case)					88	88									88	88
Engage Youth Program					23	23	23									23
Freeza Youth Project					25	25	25									25
Lorne Aspirations Plan		20				20									20	20
Municipal Emergency Management Program					240	240	240									240
Planning Scheme Correctional Amendment					20	20									20	20
Pop Up Arts Space	40					40				4					36	40
Positive Ageing Transition Officer					100	100									100	100
RACV Water Harvesting Agreement Licence					6	6				6						6
Road Safety Officer					40	40									40	40
Winchelsea Youth Support Planning and Contribution				10		10									10	10
Total Operational Projects (Outside PMO Program)	40	20		10	542	612	288			10					314	612
Total Operational Program	40	200	166	166	1,742	2,314	288			10					2,016	2,314
Carried Forward Operational Projects																
Carried Forward Operational Projects	15	15	35	61	201	327					327					327
Contingency Allocation		5	5	11	10	30					30					30
Total Carried Forward Operational Projects	15	20	40	71	211	357					357					357
Total Operational Works Program	55	220	206	237	1,953	2,671	288		10		357				2,016	2,671

3.11 Multi Year Capital Works Program Allocations

Capital Works Program	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000
Renewal Program				
Bellbrae Reserve Playground Renewal		200		
Bike Park Renewal Program		33	37	40
Bob Pettitt Skate Park Renewal	28			
Bridge Renewal Program	57	63	70	75
Building Renewal Program	306	631	727	778
Condition Audits	95	99	103	107
Drainage Renewal Program	120	125	130	135
Facility Signage Renewal Program	10	10	10	10
Fencing Renewal Program	66	69	72	75
Fischer Street (Zeally Bay Road to Highlander Road)	692			
Footpath Renewal Program	257	224	224	240
Gnarwarre Road Major Culvert Rehabilitation	920			
Great Ocean Views Playground Renewal		91		
Hard Court Renewal Program	93	77	86	93
Heavy Plant Replacement Program	919	992	885	870
Hesse Street (Princes Hwy to End)	87			
I.T. Renewal Program	100	104	109	113
Kerb Renewal Program	94	101	112	120
Light Fleet Replacement Program	436	477	459	577
Lighting Renewal Program	40	42	44	45
Nature Reserve Renewal Program	45	47	49	51
Park Furniture Renewal Program	30	50	70	90
Playground Renewal Program	276	342	216	150
Sealed Road Renewal Program		1,912	2,400	2,568
Sealed Road Renewal Program - Pavement Rehabilitation	300			
Sealed Road Renewal Program - Reseals	501			
Skate Park Renewal		40	200	30
Small Plant Replacement Program	60	63	65	68
Soft Playing Surface Renewal Program	146	152	158	165
Structures Renewal Program	162	177	198	212
The Esplanade (Bell Street to Gilbert Street)	326			
Unsealed Road Renewal Program	1,064	942	1,048	1,122
Winchelsea Netball Toilets	147			
Contingency Allocation	222	28		3
Total Renewal Program	7,598	7,091	7,472	7,737
Torquay / Jan Juc DCP Projects				
Yurrock Soccer Pitch & Lighting (OR02)	661			
Deep Creek Linear Reserve (OR06)				150
Duffields Road Upgrade Design (RD08)				93
Duffields/Grossmans Intersection Design (RD15)				72
South Beach Road Upgrade (RD09)	49		2,132	
Spring & Deep Creeks Pathways (PC01)				323
Surf Coast Hwy Coombes Rd Intersection Construction (RD03)				2,321
Surf Coast Hwy Coombes Rd Intersection Design (RD03)			238	
Surf Coast Hwy Zeally Bay Rd Intersection Design (RD05)				148
Surf Coast Multi-Purpose Stadium (CY03)	8,500			
Torquay Central & North (OR01)			340	69
Torquay North Pathways (PC02)			290	
Upgrade Bells Beach Reserve (OR10)			547	
Widen Coombes Road (RD11)		550		
Contingency Allocation	1,564	53	258	295
Total Torquay / Jan Juc DCP	10,773	603	3,805	3,471

Capital Works Program	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000
Waste Management Projects				
Anglesea Landfill Flare Maintenance	20			
Anglesea Landfill Options Study			44	
Anglesea Landfill Stage 3E Liner				1,010
Litter Bin Stand Replacement	15			
Problem Material Facility	142			
Solar Compacting Bins	104			
Torquay Transfer Station Construction		493		
Waste Drop Off Relocation	36			
Winchelsea & Lorne Site Shed Upgrades			61	
Contingency Allocation	36	122	15	144
Total Waste Management	354	615	120	1,154
Discretionary Program				
Annual Streetscapes Allocation				
Township Landscape Beautification Program	50	50	50	50
Buildings				
Anglesea Recreation and Sports Club - Asset Protection	33			
Changing Places Facility Anglesea	94			
Changing Places Facility Winchelsea	48			
Globe Theatre Reverse Cycle Air Conditioning	28			
Capital Business Cases				
Business Cases		500	500	500
Torquay and Lorne Waste Drop Off Points (Business Case)	20			
Corporate Projects				
Activity Based Working - Design and Implementation	205	205		
Corporate Projects		241	586	652
Digital Transformation				
Digital Transformation	2,500	730		
Drainage				
Boyd Avenue Drainage Outfall Upgrade		95		
Drainage			104	109
Drainage Upgrade Golf Links Rd	43			
Drainage Upgrades Discretionary Works	100			
Forward Design				
Forward Design		85	104	109
Other Assets				
Other Assets (Buildings etc.)			108	117
Pathways				
Annual Pathways Construction Program	134			
Pathways		170	208	217
Pathway Feasibility Birregurra-Deans Marsh Road	11			
Recreation and Open Space				
Anderson Roadknight Reserve Masterplan Implementation	172			
Anglesea Motor Yacht Club Redevelopment Contribution	20			
Anglesea Netball Club - Netball Shelters	26			
Anglesea Surf Life Saving Club Redevelopment Contribution	250			
Bellbrae Hall Extension				700
Connewarre and District Riding Club Dressage Arenas	41			
Domestic Animal Management Plan Implementation Vehicles	41			
Ellimatta Oval Lighting Upgrade	127			
Growing Adventure Tourism	44			
Jan Juc Surf Life Saving Club Redevelopment Contribution	250			
Lorne Aquatic and Angling Club Development Contribution		75		
Modewarre Cricket Training Facility	78			
Mount Moriac Reserve AFL Lighting and Drainage Upgrade		275		
Mount Moriac Equestrian Pavilion Upgrade		475		
Modewarre Netball Club Lighting Upgrade		75		
Recreation and Open Space			82	115
RipCurl Nature Strip	41			
Stribling Reserve Netball Pavilion and Football Changeroom Upgrade and Redevelopment			700	
Torquay Football Club Safety Nets Behind Goals	55			
Winchelsea Memorial Cairns	45			

Capital Works Program	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000
<u>Discretionary Program Continued</u>				
<u>Roads/Road Safety</u>				
Fischer Street & Merrijig Drive Roundabout	93			
Grading Projects	30			
Roads		250	261	272
Rural Road Safety Improvements	152			
Road Safety		258	270	326
Road Safety Improvements at School Sites	33			
Road Safety Officer		42	43	
Road Safety Strategy Implementation	66			
Roads to Recovery Projects		708	708	708
Street Light Upgrades and Maintenance	15			
The Esplanade Bell Street Pedestrian Improvements	190			
Township LATM, Parking and Pedestrian Improvements	33			
Traffic Management - Winchelsea Town Centre	199			
Contingency Allocation	239	90		
Total Discretionary Program	5,503	4,325	3,725	3,874
<u>Growth and Compliance</u>				
Asbestos Audit	25			
Disability Discrimination Act Implementation Plan	46	91	91	91
NBN Changeover (Council Facilities)	17			
Road Safety Critical Signage Works	15			
Contingency Allocation	4	9	9	9
Total Growth and Compliance	107	100	100	100
Total Multi Year Capital Works Program	24,334	12,734	15,222	16,335

3.12 Multi Year Operational Works Program Allocations

Operational Works Program	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000
<u>Operational Projects (PMO Program)</u>				
Bells Beach Coastal Management Plan	75			
Economic Development Strategy	70			
Environmental Leadership	250	250	250	250
Environmental Study Torquay	40			
Food Organics Garden Organics Trial	111			
G21 Agribusiness Strategy Implementation	30			
Grasree Park Asbestos Management Phase Two	58			
Heritage Study Stage 2C	30			
Hinterland Futures PS Amendment	34			
Implementation of Mosquito Plan	10			
Local Government Bill 2018 Implementation	40			
Lorne Structure Plan Stage Two	160			
Moriac Stormwater and Septic Study	65			
Rating Strategy Review	28			
Shirewide Settlement Strategy	44			
Significant Landscape Study Torquay	34			
Street Light Program Upgrade (Business Case)	386			
Surf Coast Shire Parking Options Study	33			
Surf Coast Shire Theatre Feasibility Study	28			
Torquay Town Centre Urban Design	24			
Winchelsea EAO Planning Scheme Amendment	52			
Winchelsea Urban Design Framework	24			
Unallocated Operational Projects		455	555	600
Contingency Allocation	77			
Total Multi Year Operational Projects (PMO Program)	1,702	705	805	850
<u>Operational Projects (Outside PMO Program)</u>				
Business Improvement Officer (Business Case)	88			
Engage Youth Program	23	23	23	23
Freeza Youth Project	25	25	25	25
Lorne Aspirations Plan	20			
Municipal Emergency Management Program	240	240		
Planning Scheme Correctional Amendment	20			
Pop Up Arts Space	40	39	39	
Positive Ageing Transition Officer	100	100		
RACV Water Harvesting Agreement Licence	6	6	6	
Road Safety Officer	40			
Winchelsea Youth Support Planning and Contribution	10			
Total Multi Year Operational Projects (Outside PMO Program)	612	433	93	48
Total Multi Year Operational Works Program	2,314	1,138	898	898

4. Notes to the Financial Statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

The Strategic Resource Plan identifies rates and charges as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year and in 2018-19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25% in line with the rate cap. The average waste charges will increase by 8.0%, with recent changes in the recycling industry leading to increasing costs for Council. Income increases over these numbers reflect increasing numbers of ratepayers through supplementary rates. Total rates and charges for 2018-19 equate to \$51.9 million.

Every property within the Council boundaries will be revalued as a 1 July 2018, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council. Average property values have increased 21.6% since the last revaluation in 2016. Ratepayers may see rate increases that differ from the average 2.25% increase because of changes to their property value relative to that of other ratepayers' properties.

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

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
General Rates ¹	38,010	39,504	1,494	3.93%
Municipal Charge ¹	4,289	4,473	184	4.29%
Waste Management Charge ²	6,682	7,394	711	10.64%
Special Rates and Charges	240	21	(219)	(91.26%)
New Supplementary Rates and Rate Adjustments	463	398	(65)	(13.97%)
Interest on Rates and Charges	120	120	-	-
Total rates and charges	49,805	51,910	2,105	4.23%

1. These items include annualised supplementary rates, which are not subject to the rate cap
2. Waste charge increase of 8% on average.

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

Type of Property	2017-18	2018-19	Change	
	cents/\$CIV	cents/\$CIV	\$	%
General rate land	0.25083	0.21545	(0.03538)	(14.10%)
Farm rate land	0.18811	0.16159	(0.02652)	(14.10%)
Commercial/Industrial rate land	0.47656	0.40936	(0.06720)	(14.10%)
Vacant Residential rate land	0.50165	0.43090	(0.07075)	(14.10%)
Vacant Provisional rate land	0.25083	0.21545	(0.03538)	(14.10%)

The cents/\$CIV decrease year on year is due to increasing property values

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

Type of Property	2017-18	2018-19	Change	
	\$	\$	\$	%
General rate land	30,149,695	31,679,777	1,530,082	5.07%
Farm rate land	1,975,099	1,920,027	(55,072)	(2.79%)
Commercial/Industrial rate land	3,441,007	3,202,567	(238,440)	(6.93%)
Vacant Residential rate land	2,135,394	2,132,412	(2,982)	(0.14%)
Vacant Provisional rate land	308,744	568,922	260,178	84.27%
Total amount to be raised by general rates	38,009,938	39,503,705	1,493,767	3.93%

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

Type of Property	2017-18	2018-19	Change	
			\$	%
General rate land	18,086	18,358	272	1.50%
Farm rate land	959	966	7	0.73%
Commercial/Industrial rate land	1,021	1,039	18	1.76%
Vacant Residential rate land	844	772	(72)	(8.53%)
Vacant Provisional rate land	372	629	257	69.09%
Total number of assessments	21,282	21,764	482	2.26%

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

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

Type of Property	2017-18	2018-19	Change	
	\$	\$	\$	%
General rate land	12,019,971,500	14,704,004,293	2,684,032,793	22.33%
Farm rate land	1,049,970,000	1,188,209,000	138,239,000	13.17%
Commercial/Industrial rate land	722,051,100	782,335,071	60,283,971	8.35%
Vacant Residential rate land	425,674,000	494,874,000	69,200,000	16.26%
Vacant Provisional rate land	123,089,000	264,062,000	140,973,000	114.53%
Total Value	14,340,755,600	17,433,484,364	3,092,728,764	21.57%

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

	Per Rateable Property 2017-18 \$	Per Rateable Property 2018-19 \$	Change	
			\$	%
Municipal	204	208	4	1.96%

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

	2017-18 \$	2018-19 \$	Change	
			\$	%
Municipal Charge	4,289,304	4,473,248	183,944	4.29%

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

	2017-18 \$	2018-19 \$	Change	
			\$	%
Urban Garbage (all residential tenements)	379	409	30	7.92%
Rural Garbage (optional)	314	339	25	7.96%

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

	2017-18 \$	2018-19 \$	Change	
			\$	%
Urban Garbage (all residential tenements)	6,155,353	6,821,825	666,472	10.83%
Rural Garbage (optional)	527,074	571,897	44,823	8.50%
Total	6,682,427	7,393,723	711,296	10.64%

These figures include supplementary waste charges from new properties.

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

	2017-18 \$	2018-19 \$	Change	
			\$	%
General Rates Revenue	38,009,938	39,503,705	1,493,767	3.93%
Municipal Charge	4,289,304	4,473,248	183,944	4.29%
Kerbside Collection and Recycling	6,682,427	7,393,723	711,296	10.64%
Total	48,981,669	51,370,675	2,389,007	4.88%

4.1.1(l) Fair Go Rates System Compliance

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

	2017-18 Budget	2018-19 Budget
Forecast Annualised Rate Revenue	\$ 41,469,849	\$ 43,009,383
Forecast Number of Assessments	21,282	21,764
Forecast Base Average Rate per Assessment	\$ 1,948.59	\$ 1,976.17
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate	\$ 1,987.56	\$ 2,020.63
Maximum General Rates and Municipal Charges Revenue	\$ 42,299,246	\$ 43,977,094
Budgeted General Rates and Municipal Charges Revenue	\$ 42,299,242	\$ 43,976,953

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

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

- Supplementary valuations for new properties or subdivisions (2018-19: estimated \$398k)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

The recent decision by China to restrict imports of recycled materials has had a significant impact on the Australian recycling industry. Subsequent to this, costs related to process recycled materials have increased substantially for Council. Whilst the final impact of these changes is yet to be seen, Council has increased the waste charge in 2018-19 by 8% to ensure this important service continues.

4.1.1(n) Differential rates

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

- A general rate of 100% (0.21545 cents in the dollar of CIV) for all rateable residential properties.
- A farm rate of 75% (0.16159 cents in the dollar of CIV) for all rateable farm properties.
- A commercial/industrial rate of 190% (0.40936 cents in the dollar of CIV) for all rateable business properties.
- A vacant residential land rate of 200% (0.43090 cents the dollar of CIV) for all rateable vacant residential land.
- A vacant provisional residential land rate of 100% (0.21545 cents in the dollar of CIV) for all rateable vacant provisional 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 cents in the dollar indicated above. Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate and the uses of each differential rate are set out below.

General Rate land

General Rate is any land, which is:

- Any land which does not have the characteristics of the following rating differentials:
 - Farm Rate land;
 - Commercial/Industrial Rate land; or
 - Vacant Rate land.

The objectives of this differential rate are:

- To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations; and

- To ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Farm Rate Land

Farm Rate is any land, which is:

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

The objectives of this differential rate are:

- To 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.

Commercial/Industrial Rate Land

Commercial/Industrial Rate is any land, which is:

- Used primarily for the carrying out the manufacture or production of, or trade in goods or services (including tourist *facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation under the Public Health and Wellbeing Act (Vic) 2008*; or
- 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.

Vacant Residential Rate Land

Vacant Residential Rate is any land, which is:

- On which no building is erected on land which is zoned residential under the Surf Coast Shire Planning Scheme, except for any:
 - Uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of land; or
 - Vacant land that is newly reclassified as a result of a new subdivision or becoming vacant as a result of demolition of an existing dwelling for a period of one year from the reclassification date will only pay the general residential rate.

The objectives of this differential rate are summarised below:

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

Vacant Provisional Rate Land

Vacant Provisional Rate Land is any land on which no building is erected which is zoned residential under the Surf Coast Shire Planning Scheme and is newly reclassified as a result of a new subdivision or becoming vacant as a result of demolition of an existing dwelling. Any land not reclassified due to development will be reclassified after the period of the remainder of the rating year plus one year into the appropriate differential category.

The objectives of this differential rate are:

- To facilitate building development on vacant allotments;
- To provide a financial incentive for land to be developed and not held as an investment;
- To promote affordable housing within Council boundaries; and
- To not impose the full vacant rate on newly reclassified vacant land.

Municipal Charge

The municipal charge is declared for the purpose of covering some of the administrative costs of Council.

The municipal charge is declared in respect of all rateable land within the municipality district in respect of which a municipal charge may be levied.

Service Charges

An annual service charge is declared for the collection and disposal of waste (garbage). This charge is not subject to the rate cap and has been set at an 8% increase for the budget year.

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

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

The criteria for the annual service charge are:

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

- A rural garbage charge per service for each residential tenement in respect of which garbage collection is made in the rural collection area (optional) within the municipality.

4.1.2 Statutory Fees and Charges

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Infringements and Costs	683	639	(45)	(6.6%)
Land information Certificates	48	50	2	3.4%
Other Statutory Fees and Fines	94	115	21	22.7%
Subdivision Supervision, Certification and Plan Checking	425	490	65	15.3%
Town Planning Fees	600	578	(22)	(3.7%)
Total Statutory Fees and Charges	1,851	1,872	21	1.1%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include fees for planning certificates, subdivision certificates, building certificates and local law infringements. Revenue from statutory fees are budgeted to increase by 1.1% or \$0.02 million compared to 2017-18. Subdivision Supervision fees have increased by \$0.07 million due to the increased value of subdivisions. The decrease in infringements of \$0.5 million is due to increasing community compliance with parking regulations.

4.1.3 User Charges

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Aged and Health Services	94	430	336	357.04%
Child Care/Childrens Programs	707	697	(10)	(1.5%)
Gravel Pit Fees	87	87	-	-
Lease Rentals	90	68	(22)	(24.7%)
Leisure Centre and Recreation	868	871	3	0.4%
Other Fees	1,077	1,111	34	3.2%
Registration and Other Permits	599	752	153	25.6%
Royalties	326	342	16	4.9%
Waste Management Services	2,330	2,240	(90)	(3.9%)
Total User Charges	6,178	6,598	420	6.8%

User charges relate mainly to the recovery of service delivery costs through the charging of fees for Council services. User charges are budgeted to increase by 6.8% or \$0.42 million compared to 2017-18. User charges have increased generally, in particular animal registrations have increased by \$0.14m due to the fee changes as per Council's Domestic Animal Management Plan; Home Care Packages have increased by \$0.34m due to the change in the recognition of revenue offset in grant income. Waste management recycling user charges have decreased by \$0.11m due to the recent changes in the recycling industry.

4.1.4 Grants Operating & Capital

Operating and capital government grants include all monies received from Victorian and Commonwealth Government sources for the purposes of funding the delivery of Council's services and projects. Total operating grants are budgeted to decrease by \$2.6 million for 2018-19 with \$2.04 million of the 2018-19 grants commission allocation budgeted to be received in the 2017-18 year. Total capital grants are decreasing by \$8.3 million. Council does not budget for grants or corresponding project budgets that are not confirmed with a grant agreement.

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Summary of Grants:				
Commonwealth funded grants	11,759	3,530	(8,229)	(70.0%)
State funded grants	5,229	2,501	(2,727)	(52.2%)
Total Grants	16,988	6,031	(10,957)	(64.5%)

	2017-18	2018-19	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
Recurrent - Commonwealth Government				
Assessment Service	157	159	2	1.2%
Early Years	15	8	(8)	(50.0%)
Flexible Respite Service Response	16	11	(5)	(31.2%)
Grants Commission	4,263	2,307	(1,956)	(45.9%)
HACC Cafe Style Support	76	66	(11)	(13.9%)
HACC Minor Capital	4	-	(4)	(100.0%)
Home Care	678	659	(19)	(2.8%)
Home Care Packages	537	-	(537)	(100.0%)
Meals on Wheels	75	80	4	5.6%
National Commonwealth Respite Program	23	26	3	14.1%
National Disability Insurance Scheme	5	-	(5)	(100.0%)
Positive Ageing Administration	52	53	1	2.3%
Property Maintenance	66	66		0.1%
Roads to Recovery	1,399	-	(1,399)	(100.0%)
Senior Citizens	43	31	(12)	(27.7%)
Transport	-	15	15	
Youth Services	48	48	-	-
Total Recurrent - Commonwealth Government	7,458	3,530	(3,928)	(52.7%)
Recurrent - State Government				
Assessment Service	17	18		1.2%
Buildings	35	-	(35)	(100.0%)
Early Years	1	3	3	500.0%
Economic Development & Tourism projects	2	2	-	-
Family Day Care Services	46	-	(46)	(100.0%)
Fleet Management	24	24	-	-
HACC Cafe Style Support	-	16	16	
Health Services Administration	18	4	(14)	(80.0%)
Home Care	75	73	(2)	(2.8%)
Immunisations	9	11	2	28.2%
Kindergarten Cluster Management	1,372	1,434	62	4.5%
Local Laws - School Crossings	38	65	27	71.8%
Maternal & Child Health Services	253	248	(5)	(1.9%)
Meals on Wheels	8	9		5.6%
Planning Scheme projects	9	-	(9)	(100.0%)
Positive Ageing Administration	6	6		2.3%
Property Maintenance	7	7		0.1%
Public Safety Projects	24	-	(24)	(100.0%)
Recreation and Open Space	10	-	(10)	(100.0%)
Rural Access Services	50	52	2	4.0%
Senior Citizens	7	6	(1)	(18.9%)
SSRC Holiday Program	36	-	(36)	(100.0%)
Youth Services	32	32	-	-
Total Recurrent - State Government	2,078	2,010	(69)	(3.3%)
Total Recurrent Grants	9,537	5,540	(3,997)	(41.9%)

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Non-Recurrent - Commonwealth Government				
Buildings	700	-	(700)	(100.0%)
Disaster Relief projects	152	-	(152)	(100.0%)
Public Safety Projects	2,814	-	(2,814)	(100.0%)
Recreation and Open Space	635	-	(635)	(100.0%)
Total Non Recurrent - Commonwealth Government	4,301	-	(4,301)	(100.0%)
Non-Recurrent - State Government				
Buildings	200	-	(200)	(100.0%)
Community Emergency Management	240	240	-	
Economic Development & Tourism projects	10	-	(10)	(100.0%)
Environmental Projects	32	-	(32)	(100.0%)
Public Safety Projects	2,516	99	(2,417)	(96.1%)
Recreation and Open Space	153	153		0.2%
Total Non Recurrent - State Government	3,151	492	(2,659)	(84.4%)
Total Non-Recurrent Grants	7,451	492	(6,960)	(93.4%)

4.1.5 Contributions Monetary

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Developer Contributions	1,657	2,392	735	44.3%
Family Day Care	318	330	12	3.7%
Fleet Contributions	106	234	128	120.8%
Pensioner Rate Concession	449	450	1	0.2%
Project Contributions	453	20	(433)	(95.6%)
Recoupments - Statutory	142	113	(29)	(20.2%)
State Revenue Office (Valuations)	26	-	(26)	(100.0%)
State Revenue Office (Fire Service Levy)	49	49	-	-
Sundry	64	58	(6)	(8.9%)
Total Monetary Contributions	3,264	3,647	383	11.7%

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in regard to new subdivision works. Contributions are budgeted to increase by 11.7% or \$0.4 million compared to 2017-18. Developer contributions are budgeted to increase by \$0.7 million and project contributions are budgeted to decrease by \$0.4 million due to the changing nature of the capital program. Fleet contributions are budgeted to increase by \$0.1 million.

4.1.6 Contributions Non-Monetary

Non-monetary contributions relate to new subdivision works being handed over to Council from developers. Non-monetary contributions are budgeted to decrease by 11% or \$1.5 million to \$12.3 million compared to 2017-18.

4.1.7 Other Income

Other income relates to interest on investments which are budgeted to be in line with 2017-18 at \$0.9 million.

4.1.8 Employee Costs

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and Salaries	24,087	26,176	2,089	8.67%
Superannuation	2,421	2,610	189	7.8%
WorkCover	511	684	173	33.9%
Casual Staff	712	649	(63)	(8.9%)
Training	359	356	(3)	(0.7%)
Other	336	326	(10)	(2.9%)
Fringe Benefits Tax	230	195	(35)	(15.2%)
Total Employee Costs	28,656	30,997	2,340	8.2%

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and workers compensation insurance. Employee costs in the Comprehensive Income Statement do not include capitalised labour costs. Employee costs are budgeted to increase by 8.2% or \$2.3 million compared to 2017-18.

The 8.2% increase is made up of:

- enterprise agreement and level increments 2.5%;
- new positions 3.7%; and
- new temporary positions for projects 2%.

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

4.1.9 Materials and Services

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Consultants	1,019	976	(44)	(4.3%)
Contract Payments	5,947	6,346	399	6.7%
Expensed Capital Works	2,117	3,582	1,465	69.2%
Fuel	649	663	14	2.2%
General Maintenance	245	285	40	16.5%
Grants, Contributions and Sponsorship	1,161	1,201	40	3.4%
Information Technology	875	1,062	187	21.3%
Insurances	644	695	51	7.9%
Materials	2,627	2,576	(51)	(1.9%)
Office Administration	819	821	1	0.2%
Operating Projects	2,783	1,809	(974)	(35.0%)
Royalties	1,139	1,205	66	5.8%
Sub-Contractors	3,212	2,928	(284)	(8.9%)
Utilities	1,133	1,277	144	12.7%
Total Materials and Services	24,371	25,426	1,055	4.3%

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs and expensed capital works. Materials and services are budgeted to increase by 4.3% or \$1.1 million compared to 2017-18.

Expensed capital works are budgeted to increase by \$1.5 million to \$3.6 million compared to 2017-18. Expensed capital works are works associated with Council assets and major projects that do not meet the definition of asset expenditure under Australian Accounting Standards. Materials and services expenditure for operating projects is budgeted to decrease by \$1.0 million to \$1.8 million. Excluding the expensed capital works, operational projects and budget submissions adopted into the budget, the underlying growth of materials and services expenditure has generally risen by 2%.

4.1.10 Bad and Doubtful Debts

Bad and doubtful debts are budgeted to remain at similar levels to the 2017-18 forecast at \$0.08 million.

4.1.11 Depreciation

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
Infrastructure	8,039	8,716	677	8.4%
Plant and Equipment	1,710	1,810	100	5.9%
Property	2,853	2,969	116	4.1%
Total Depreciation	12,602	13,495	894	7.1%

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 \$0.9 million or 7.1% is due mainly to the completion of the 2018-19 capital works program; the full year effect of depreciation on the 2017-18 capital program and the higher base for calculating depreciation due to the revaluation of infrastructure in 2017-18. Refer to section 4.5 notes on Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2018-19 year.

4.1.12 Borrowing Costs

Finance costs relate to interest charged by financial institutions on funds borrowed. The increase of \$0.1 million or 12% compared to the 2017-18 includes interest on the \$3.0 million borrowings budgeted to be taken out in June 2018. New borrowings of \$3.9 million are proposed for the 2018-19 financial year as part of the funding of the Surf Coast Multi-Purpose Stadium. The new loan is scheduled to be taken out in June 2019 so will have minimal impact on borrowing costs in the 2018-19 financial year.

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

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
Asset Write Offs	934	923	(11)	(1.2%)
Proceeds From Sale	(1,114)	(439)	675	(60.6%)
Written Down Value of Assets Disposed	927	439	(488)	(52.7%)
Total Net Loss on Disposal	747	923	176	23.5%

Net loss on disposal relates to sale of assets and assets written off as part of the renewal program. The net loss on disposal of property infrastructure, plant and equipment is budgeted to increase by \$0.2 million. The forecast includes profit of \$0.2 million on sale of two land parcels in Moriac.

4.1.14 Other Expenses

	2017-18	2018-19	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Councillors' Allowances	304	310	6	2.0%
Auditors' Remuneration - Internal Audit	98	120	22	22.4%
Auditors' Remuneration - VAGO	45	46	1	2.2%
Operating Lease Rentals	797	843	45	5.7%
Total Other Expenses	1,244	1,319	75	6.0%

4.1.15 Net Asset Revaluation Increment

Revaluation movements are budgeted at an assumed 2.5% increase. Asset classes due to be revalued in 2018-19 are buildings and drainage. Asset classes due to be revalued in 2017-18 are footpaths and cycle-ways, recreation leisure and community assets, parks and open space and street scapes.

4.2 Balance Sheet

4.2.1 Current Assets

Cash and cash equivalents include cash held in the bank, petty cash and cash with short term maturities of three months or less. These balances are projected to decrease by \$1.3 million in 2018-19. New borrowings of \$3.9 million are budgeted to fund the Surf Coast Multi-Purpose Stadium. Trade and other receivables are budgeted to increase by \$0.07 million to \$3.6 million in 2018-19. There is no movement expected in current and non-current financial assets.

4.2.2 Non-Current Assets

Property, infrastructure, plant and equipment is the largest component of Council's balance sheet and represents the value of all the land, buildings, roads, drainage, recreation facilities and plant and equipment assets owned by Council. The increase of \$18.8 million in this balance is mainly attributable to the total capital works program (excluding expensed capital works) (\$16.8 million), granted assets (\$12.3 million), cyclical revaluation of assets (\$4.6 million), less depreciation of assets (\$13.5 million), asset write-offs (\$0.9 million), and written down value of assets disposed (\$0.4 million).

4.2.3 Interest Bearing Liabilities

Interest bearing liabilities are broken up into current and non-current categories on the balance sheet. The current component represents the amount to be repaid in the following year. After loan repayments of \$1.0 million and new borrowings of \$3.9 million, total borrowings will increase to \$20.2 million as at 30 June 2019.

The new borrowings planned in 2018-19 form part of the funding for the construction of the Surf Coast Multi-Purpose Stadium. Borrowing levels are within the local government prudential guidelines that set limits for working capital, levels of debt and debt commitment costs compared to levels of rate revenue and assets (see financial performance indicators in section 5).

After taking into account Council's expected Accumulated Unallocated Cash Surplus as at 30 June 2019, Council's net debt level will be \$19.1 million. New debt contracts are only entered into after carefully considering Council's available cash position.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2018.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2017/18	3,000	675	1,031	17,262
2018/19	3,900	951	1,155	20,211
2019/20	-	1,303	1,321	18,908
2020/21	-	1,405	1,210	17,502
2021/22	-	1,486	1,123	16,017
2021/22	-	1,583	1,035	14,434

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

	2017-18 \$'000	2018-19 \$'000
Total amount borrowed as at 30 June of the prior year	14,937	17,262
Total amount to be borrowed	3,000	3,900
Less total amount projected to be redeemed	675	951
Total amount proposed to be borrowed as at 30 June	17,262	20,211

4.2.4 Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase in 2018-19 by \$0.07 million. Provisions include accrued long service leave and annual leave for employees, and future landfill rehabilitation. The net movement in provisions is zero as the expected increase in employee provisions (\$0.5 million) is offset by landfill rehabilitation works funded by the provision (\$0.5 million). As a result of the borrowings outlined in Section 4.2.3, interest bearing liabilities will increase by \$0.4 million.

4.2.5 Non-Current Liabilities

The increase of \$2.6 million in 2018-19 is mainly due to the movement in interest bearing liabilities with new borrowings of \$3.9 million partially offset by the transfer to current liabilities of \$1.3 million as loan repayments are due.

4.2.6 Total Equity

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

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

It has been budgeted that during the year a net amount of \$1.3 million is to be transferred from other reserves. 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 \$4.6 million reflects the anticipated revaluation of Council assets in the 2018-19 year.

The following table outlines the proposed movements through the cash reserves during 2018-19. The carried forward amounts for capital works and operational projects reflect funds that will be cash backed at the end of the year and do not include grant funding not received.

Reserve	Opening Balance	Transfer To Reserve	Transfer From Reserve	Closing Balance
	\$'000 01-07-2018	\$'000	\$'000	\$'000 30-06-2019
Open Space	983	400	197	1,186
Main Drainage	210	-	-	210
Developer Contributions	2,520	2,024	3,643	900
Home Care Packages	100	55	-	155
Trust and Deposits	2,253	45	-	2,298
Plant Replacement	550	983	1,355	177
Asset Renewal	620	5,679	6,273	26
Waste	5,295	3,238	475	8,058
Aireys Inlet Units	301	6	-	308
DCP Council Funds	1,275	2,254	3,529	-
Winchelsea Infrastructure Plan Allocation	80	200	-	280
Gherang Gravel Pits	1,933	287	-	2,220
Defined Benefits Superannuation	974	100	-	1,074
Carried Forward Capital Works	12,380	15,350	11,436	16,294
Carried Forward Operational Projects	357	274	357	274
Adopted Strategy Implementation	5,220	-	2,044	3,176
Accumulated Unallocated Cash	3,991	159	3,066	1,084
Totals:	39,041	31,053	32,375	37,720

4.3 Statement of Changes in Equity

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

4.4 Statement of Changes in Cash Flows

	NOTES	2017-18 Forecast \$'000	2018-19 Budget \$'000	Variance \$'000
Cash flow from operating activities				
Rates and charges		49,870	51,910	2,040
Grants - operating		8,655	5,977	(2,678)
Grants - capital		8,570	252	(8,318)
Contributions		3,264	3,647	383
Interest received		908	903	(5)
Statutory fees and fines		1,843	1,872	29
User charges		6,612	6,757	145
Net GST refund/payment		4,280	3,814	(466)
Trust funds received/(taken)		(399)	45	444
Employee costs		(28,423)	(30,934)	(2,511)
Materials and Services		(31,606)	(31,014)	592
Net cash provided from operating activities	4.4.1	23,576	13,229	(10,347)
Cash Flows from investing activities				
Proceeds from sale of property, plant & equipment		1,114	439	(675)
Payments for property, plant, equipment & infrastructure assets		(22,397)	(16,784)	5,613
Cash Flows from investing activities		20,380	-	(20,380)
Net cash used in investing activities	4.4.2	(903)	(16,345)	(15,442)
Cash flows from financing activities				
Finance costs		(1,031)	(1,155)	(124)
Proceeds from interest bearing loans and borrowings		3,000	3,900	900
Repayment of interest bearing loans and borrowings		(675)	(951)	(276)
Net cash provided from financing activities	4.4.3	1,294	1,795	501
Net increase/(decrease) in cash & cash equivalents held		23,967	(1,321)	(25,288)
Cash & cash equivalents at the beginning of the period		2,414	26,380	23,967
Cash & cash equivalents at the end of the period		26,380	25,059	(1,321)
Investments (current and non-current financial assets)		16,000	16,000	-
Total cash & investments at the end of the period	4.4.4	42,380	41,059	(1,321)

4.4.1 Net Cash Provided from Operating Activities

The decrease in net cash provided from operating activities is due to a combination of factors. Capital grants decrease of \$8.3 million, operating grants decrease of \$2.7 million (due to receipt of half the 2018-19 Victorian Grants Commission Financial Assistance Grant in June 2018) and employee costs increase of \$2.5 million. These movements are partially offset by rates and charges revenue increase of \$2.0 million (due the rate increase of 2.25%, garbage increase of 8% and annualisation of prior year supplementary rates).

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

	2017-18 Forecast \$'000	2018-19 Budget \$'000	Variance \$'000
Surplus for the Year	24,042	9,835	(14,207)
Add Depreciation	12,602	13,495	894
Less Granted Assets	(13,779)	(12,265)	1,514
Add Debt Servicing	1,031	1,155	124
Add Net Loss/(Gain) on Disposal of Property Infrastructure, Plant and Equipment	747	923	176
Add Net Movement in Current Assets and Liabilities	(1,067)	86	1,153
Cash Flows Available from Operating Activities	23,576	13,229	(10,347)

The granted assets relate to the road infrastructure from subdivisions handed to Council. Some of the estates in next year's budget include parts of Quay 2, Stretton, Zeally Sands, Surf View Estate and the Dunes Estate.

4.4.2 Cash Flows from Investing Activities

The budgeted decrease in cash from investing activities of \$15.4 million compared to the forecast predominately relates to a movement of cash from investing activities in the forecast of \$20.4 million partially offset by a decrease in the outflow for property, plant, equipment and infrastructure assets. The movement of \$20.4 million in investing activities is a transfer between financial assets (long term investments) and cash and cash equivalents (short term investments), it does not affect the overall balance of Council's total cash and investments.

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

4.4.3 Cash Flows from Financing Activities

The increase in receipt of monies of \$0.5 million from financing activities relates to an increase in proceeds from borrowings partially offset by an increase in finance costs and repayments of loans due to two new loans. A \$3.0 million loan is scheduled to be taken out in June 2018 for the Kurrabee Myaring Community Centre and in 2018-19 a \$3.9 million loan is scheduled to be taken out in June 2019 for the Surf Coast Multi-Purpose Stadium.

4.4.4 Total Cash and Investments

Total cash and investments (including current and non-current financial assets) are budgeted to decrease by \$1.3 million to \$41.1 million.

Much of Council's cash and cash equivalents are held for specific purposes, and as such are not fully available for Council's operations. The following table shows the cash and cash equivalents as at 30 June 2019 which have been set aside for specific purposes in the future:

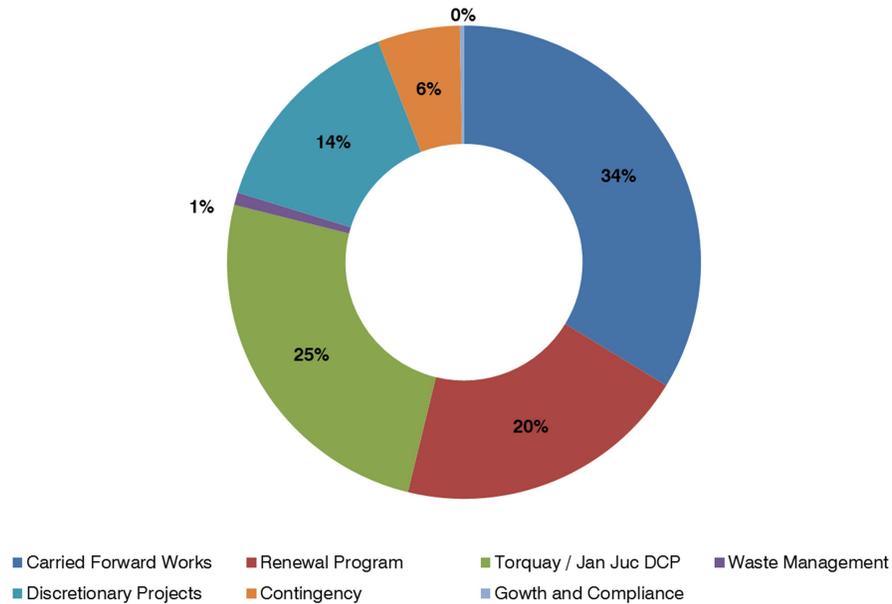
	2017-18 Forecast \$'000	2018-19 Budget \$'000
Restricted		
Open Space	983	1,186
Main Drainage	210	210
Developer Contributions	2,520	900
Home Care Packages	100	155
Trust and Deposits	2,253	2,298
Total Restricted Reserves	6,066	4,750
Unrestricted		
Plant Replacement	550	177
Asset Renewal	620	26
Waste	5,295	8,058
Aireys Inlet Units	301	308
DCP Council Funds	1,275	-
Winchelsea Infrastructure Plan Allocation	80	280
Gherang Gravel Pits	1,933	2,220
Defined Benefits Superannuation	974	1,074
Carried Forward Capital Works	12,380	16,294
Carried Forward Operational Projects	357	274
Adopted Strategy Implementation	5,220	3,176
Accumulated Unallocated Cash	3,991	1,084
Total Unrestricted Reserves	32,976	32,971
Total Reserves	39,041	37,720
Reserve Based Debtors and Project Creditors	3,339	3,339
Total Cash and Investments	42,380	41,059

4.5 Statement of Capital Works

This section provides a summary of the planned capital expenditure and funding for the 2018-19 year.

		2018-19 Budget Allocation \$'000	2018-19 Budget Spend \$'000
	NOTES		
Carried Forward Capital Works			
Renewal Program		2,323	2,323
Torquay / Jan Juc DCP		1,424	1,424
Waste Management		2,238	2,238
Discretionary			
Buildings		499	499
Corporate Projects		30	30
Digital Transformation		1,071	1,071
Pathways		164	164
Recreation and Open Space		1,688	1,688
Roads / Road Safety		1,999	1,999
Contingency		944	-
Total Carried Forward Works	4.5.2	12,380	11,436
New Works			
Renewal Program	4.5.3	7,376	5,731
Torquay / Jan Juc DCP	4.5.4	9,210	288
Waste Management	4.5.5	318	285
Discretionary			
Annual Streetscapes Allocation	4.5.6	50	50
Buildings	4.5.7	203	231
Business Cases	4.5.8	20	20
Corporate Projects	4.5.9	205	205
Digital Transformation	4.5.10	2,500	
Drainage	4.5.11	143	118
Pathways	4.5.12	145	111
Recreation and Open Space	4.5.13	1,190	1,146
Roads / Road Safety	4.5.14	810	698
Growth and Compliance			
Community Wellbeing	4.5.15	103	103
Contingency	4.5.16	2,064	
Total New Capital Works	4.5.1	24,334	8,985
Total Capital Works		36,715	20,421
Represented by			
New Asset Expenditure		13,404	2,122
Asset Renewal Expenditure		10,061	7,999
Asset Upgrade Expenditure		7,409	6,646
Asset Expansion Expenditure		17	17
		30,892	16,784
Expensed Capital Works		5,765	3,582
Landfill Provision Works		58	55
Total Capital Works		36,715	20,421

2018-19 Capital Program Allocation by Category



4.5.1 New Capital Works Spend

New capital works spend during 2018-19 totals \$9 million compared to the new allocation of \$24.3 million. Spend reflects the budgeted expenditure during 2018-19 on capital works projects. The variance in allocation and spend timing on projects varies due to project implementation and cash flow timing. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council. The variance between the 2018-19 new allocation and spend of \$15.4 million relates to the Surf Coast Multi-Purpose Stadium \$8.3 million, Digital Transformation project \$2.5 million, Renewal Program \$1.6 million, Yurrock Soccer Pitch and Lighting \$0.6 million and the capital program contingency \$2.0 million which is not budgeted to be spent.

4.5.2 Carried Forward Works Allocation

Carried forward capital work projects for 2018-19 totals \$12.4 million which includes Forest/Grays Road Upgrade \$2.0 million, Anglesea Landfill Stage 3D Liner \$1.7 million, Regional Bike Route Horseshoe Bend Road \$1.1 million, Digital Transformation \$1.1 million, Heavy Plant Replacement Program timing \$0.7 million, Disaster Relief Projects \$0.6 million, Winchelsea Netball Pavilion Upgrade \$0.6 million and \$0.9 million of contingency.

4.5.3 Renewal Program Allocation

The renewal works includes the renewal of existing roads, drains, pathways, parks assets, active recreation facilities, buildings, stairways and retaining structures. The 2018-19 \$7.4 million allocation relates to renewal projects such as Unsealed Road Renewal Program \$1.1 million, Gnarwarre Road Major Culvert Rehabilitation \$0.9 million, Heavy Plant Replacement \$0.9 million, Sealed Road Renewal Program \$0.8 million, Fischer Street (Zeally Bay Road to Highlander Road) \$0.7 million and the Building Renewal Program \$0.3 million.

4.5.4 Torquay / Jan Juc DCP Allocation

Torquay / Jan Juc DCP 2018-19 program has \$9.2 million allocated which includes the Surf Coast Multi-Purpose Stadium \$8.5 million (\$10.0 million including contingency), Civic Centre Precinct Yurrock Soccer Pitch and Lighting \$0.7 million and South Beach Road Upgrade \$0.05 million.

4.5.5 Waste Management Allocation

Waste management projects typically include landfill site rehabilitation works, and upgrade of building facilities such as transfer stations. The 2018-19 program includes the Problem Material Facility \$0.1 million, Solar Compacting Bins \$0.1 million, Waste Drop Off Point Relocation \$0.04 million, Anglesea Landfill Flare Maintenance \$0.02 million and Litter Bin Stand Replacement \$0.02 million.

4.5.6 Township Landscape Beautification Allocation

A new multi-year annual allocation of \$0.05 million will be incorporated into the capital works program from 2018-19 to enhance streetscapes within the Surf Coast Shire.

4.5.7 Buildings

The Building projects in the 2018-19 program include the Changing Places Facility Anglesea \$0.1 million, Changing Places Facility Winchelsea \$0.05 million, Globe Theatre Reverse Cycle Air Conditioning \$0.04 million and Anglesea Recreation and Sports Club Asset Protection \$0.03 million.

4.5.8 Business Cases Allocation

In 2018-19, the capital Business Case project relates to the Torquay and Lorne Waste Drop Off Points \$0.02 million.

4.5.9 Corporate Projects Allocation

The Corporate Projects in the 2018-19 program includes Activity Based Working Design and Implementation \$0.2 million.

4.5.10 Digital Transformation Allocation

Digital Transformation in the 2018-19 program includes an allocation for \$2.5 million.

4.5.11 Drainage Allocation

Drainage projects in the 2018-19 program includes Drainage Upgrade Discretionary Works \$0.1 million and Drainage Upgrade at Golf Links Road \$0.04 million.

4.5.12 Pathways Allocation

Pathways projects in the 2018-19 program include \$0.1 million for the Annual Pathways Construction Program and \$0.01 million for Birregurra-Deans Marsh Road Pathway Feasibility.

4.5.13 Recreation and Open Space Allocation

Recreation and Open Space includes a \$1.2 allocation in 2018-19. This program includes Surf Life Saving Club contributions for Anglesea \$0.25 million and Jan Juc \$0.25 million, Anderson Roadknight Reserve Masterplan implementation \$0.17 million, Winchelsea Memorial Cairns \$0.05 million, Ellimatta Oval Lighting Upgrade \$0.13 million and Anglesea Motor Yacht Club Redevelopment contribution \$0.02 million.

4.5.14 Roads / Road Safety Allocation

Roads and Road Safety includes an allocation of \$0.8 million. This program includes Traffic Management in Winchelsea Town Centre \$0.2 million, The Esplanade / Bell Street Pedestrian

Improvements \$0.19 million, Rural Road Safety Improvements \$0.15 million, Fischer Street and Merrijig Drive Intersection \$0.09 million and Road Safety Strategy Implementation \$0.07 million.

4.5.15 Community Wellbeing Allocation

An allocation of \$0.1 million to Community Wellbeing projects for 2018-19 includes the Disability Discrimination Act Implementation plan for buildings project \$0.05 million, Asbestos Audits \$0.03 million, NBN Changeover (Council facilities) \$0.02 million and Road Safety Critical Signage Works \$0.02 million.

4.5.16 Contingency Allocation

Contingency allocation to the capital works program is \$2.1 million in 2018-19. The contingency allocation is developed through assessment of each project's complexity and needs, and will be accessed through Council's Program Management Office governance arrangements. When a project is completed, any unspent portion of contingency will be returned to its source funding for further allocation by Council.

Capital Program Funding Sources

Capital Program Allocation - Funding Sources		2017-18	2018-19	Variance
		Forecast	Budget	
NOTES		\$'000	\$'000	\$'000
Carried Forward Capital Works				
Funded by Council Funds and Grants Received		11,303	12,380	1,078
Total Carried Forward Capital Works		11,303	12,380	1,078
New Capital Works Allocation				
<i>External</i>				
Capital Grants	4.5.17	5,338	252	(5,087)
Contributions	4.5.18	114	10	(104)
Borrowings	4.5.19	3,000	3,900	900
Special Charges	4.5.20	135	21	(114)
		8,587	4,183	(4,404)
<i>Internal</i>				
Proceeds from Sale of Assets	4.5.21	338	439	101
Cash Reserves	4.5.22	(6,707)	5,243	11,950
Direct Funded	4.5.23	12,031	14,470	2,439
		5,662	20,152	14,489
Total New Capital Works Allocation		14,250	24,334	10,085
Total Funding Sources		25,552	36,715	11,163

4.5.17 Capital Grants Funding

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The major grants that are budgeted to be received in 2018-19 include The Esplanade and Bell Street Pedestrian Improvements \$0.1 million, Yurrock Soccer Pitch & Lighting \$0.1 million and the Modewarre Cricket Training Facility \$0.05 million.

4.5.18 Contribution Funding

Contributions relate to community contributions to capital works. Contributions for the 2018-19 program include the Modewarre Cricket Training Facility \$0.01 million.

4.5.19 Borrowings Funding

Borrowings relate to the funding of capital works projects. During the 2018-19 financial year new borrowings of \$3.9 million will fund the Surf Coast Multi-Purpose Stadium.

4.5.20 Special Charges Funding

Special charges are declared under Section 163 of the Local Government Act 1989 for the purpose of raising revenue from ratepayers who will receive a specific benefit from new capital works projects. During 2018-19, \$0.02 million is budgeted to be received as part of the Annual Pathways Construction Program for construction of the Baines Crescent pathway in Torquay.

4.5.21 Proceeds from Sale of Assets Funding

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. In 2018-19, \$0.4 million asset sales proceeds relate to the sale of Council light fleet and heavy plant.

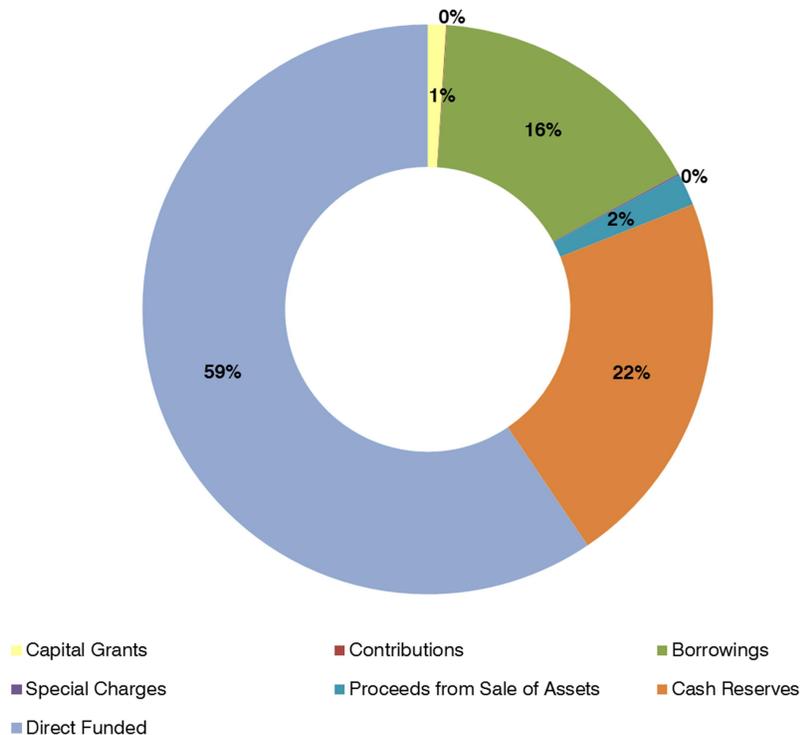
4.5.22 Cash Reserves Funding

Council's cash reserves are held to meet cash flow requirements and future capital works commitments. Council has allocated cash reserve funds to new capital works commitments in 2018-19, including the Surf Coast Multi-Purpose Stadium \$6.1 million, Gnarwarre Road Major Culvert Rehabilitation \$0.3 million, Unsealed Road Renewal Program \$0.2 million and Anderson Roadknight Reserve Masterplan \$0.2 million.

4.5.23 Direct Funded

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

2018-19 Capital Program Allocation Funding Sources



4.6 Statement of Human Resources

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

Budgeted and forecast human resourcing expenditure is summarised below.

Division	2018-19	2019-20	2020-21	2021-22
	Budget	Strategic Resource Plan		
	\$'000	\$'000	\$'000	\$'000
Chief Executive Office	1,171	1,196	1,223	1,250
Culture and Community	11,501	11,754	12,013	12,277
Environment and Development	8,558	8,746	8,939	9,135
Governance and Infrastructure	8,248	8,430	8,615	8,805
Total Staff Expenditure	29,478	30,126	30,789	31,466
Casuals and Other Expenditure	1,519	949	1,101	1,354
Capitalised Labour Costs	1,522	1,555	1,590	1,625
Total Employee Costs	32,519	32,630	33,480	34,444
FTE Employee Numbers				
Full-time	209.0	212.0	213.4	215.7
Part-time	113.5	111.7	111.7	111.7
Total FTE Employee Numbers	322.5	323.7	325.0	327.4

4.6.1 Operating Employee Costs

From the Statement of Human Resources, operating employee costs are budgeted to increase by 8.17% or \$2.3 million compared to 2017-18. The increase relates to the following key factors:

- Annual wage increase of 2.0% as per the conditions of the Surf Coast Shire Council Enterprise Bargaining Agreement No 9 (2016-2019).
- Position level increments.
- New recurrent and non-recurrent employees.
- Kurrabee Myaring Community Centre and Kindergarten commenced service in January 2018. 2018-19 budget includes full year labour costs (six months in the 2017/18 budget).
- Annualisation of Council approved positions during the 2017-18 financial year supporting growth in Economic Development and Tourism, Planning and Development and Engineering Services.

Employee costs continue to increase over the next four year period to cater for greater compliance commitments and responding to growth.

5. Financial Performance Indicators

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

Indicator	Measure	NOTES	2016-17 Actual \$'000	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Operating Position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	6.70%	3.58%	-8.92%	4.16%	3.72%	2.27%
Liquidity								
Working Capital	Current assets / current liabilities	2	269.83%	299.71%	282.07%	259.78%	265.57%	302.20%
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	31.34%	34.66%	38.93%	34.88%	30.91%	27.08%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.58%	3.53%	4.30%	4.61%	4.36%	4.19%
Indebtedness	Non-current liabilities / own source revenue		46.72%	46.40%	49.22%	45.21%	39.74%	35.97%
Asset renewal	Asset renewal and upgrade expenses / Asset depreciation	4	43.71%	120.68%	108.51%	72.81%	83.06%	66.37%
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	67.48%	69.53%	77.01%	70.61%	71.84%	73.03%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	6	0.33%	0.34%	0.29%	0.30%	0.31%	0.33%
Efficiency								
Expenditure level	Total expenses / no. of property assessments		\$3,096	\$3,230	\$3,383	\$3,328	\$3,368	\$3,445
Revenue level	Residential rate revenue / No. of residential property assessments		\$2,151	\$2,230	\$2,313	\$2,330	\$2,373	\$2,417
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		6.98%	7.50%	7.50%	7.50%	7.50%	7.50%

Notes to Indicators:

1. Adjusted Underlying Result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Variability in indicator due to fluctuations in expensed capital expenditure and developer contributions; and the timing of receipt of the Finance Assistance Grant.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is generally forecast to increase apart from 2020-21 due to a transfer of \$1 million to current liabilities for waste works due in 2021-22.

3. Debt Compared to Rates – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

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

5. Rates Concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The 2018-19 ratio is otherwise higher due to \$2.04m of the 2018-19 Financial Assistance Grant being received in 2017-18. Generally this ratio indicates Council will become more reliant on rate revenue compared to all other revenue sources.

6. Rates Effort – The revaluation increase has reduced the 2018-19 ratio compared to the forecast.

Appendix A – Fees and Charges Schedule

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

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Council Operations				
Minutes are available free of charge from Council's website – www.surfcoast.vic.gov.au		\$0.00	N	Council
Facsimile	Page	\$2.30	N	Council
Receive Fax	Page	\$0.85	Y	Council
Customer Service				
Black & White Photocopying/Printing	Page	\$1.00	N	Council
Colour Photocopying/Printing	Page	\$2.20	N	Council
Black & White Photocopying/Printing - Charity Groups	Page	\$0.50	N	Council
Community Transport				
Community Bus hire only (Petrol by User)	Km	\$0.85	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth activities	Day	\$55.00	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities up to 400 km round trip	Day	\$137.00	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities over 400 km round trip	Day	\$273.50	Y	Council
Building Hire				
Public Hall Hire				
Shire based Community Group	Hour	\$10.50	Y	Council
Commercial and Non-Shire Community Group	Hour	\$21.00	Y	Council
Functions, Weddings, Parties & Major Events				
Funeral Afternoon Teas	Hour	\$10.50	Y	Council
Bellbrae Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$165.00	Y	Council
Bellbrae Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$132.00	Y	Council
Moriac Community Centre - Private Hirer Standard Function Rate (6pm-12am)	Block	\$165.00	Y	Council
Moriac Community Centre - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$132.00	Y	Council
Freshwater Creek Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$165.00	Y	Council
Freshwater Creek Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$132.00	Y	Council
The Quay Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$271.00	Y	Council
The Quay Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$175.00	Y	Council
Bob Pettit Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$271.00	Y	Council
Bob Pettit Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$175.00	Y	Council
Wurdale Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$165.00	Y	Council
Wurdale Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$132.00	Y	Council
Anglesea Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$271.00	Y	Council
Anglesea Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$175.00	Y	Council
Security Bonds – No Alcohol		\$330.00	N	Council
Security Bonds – With Alcohol		\$658.00	N	Council
Winchelsea Swimming pool				
Family Season Pass	Season	\$193.00	Y	Council
Family Season Pass (Early Bird)	Season	\$170.00	Y	Council
Adult Swim	Visit	\$5.70	Y	Council
Child Swim	Visit	\$4.60	Y	Council
School Student Swim	Visit	\$3.60	Y	Council
Spectator (Non Swim)	Visit	\$1.00	Y	Council
School Carnival (plus entry fee person)	Hour	\$75.00	Y	Council
Regional Carnival	Visit	\$1,162.00	Y	Council
Season Swim Pass - Single	Season	\$78.00	Y	Council
Season Swim Pass - Single Concession	Season	\$71.00	Y	Council
Season Swim Pass - Single (Early Bird)	Season	\$57.00	Y	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Eastern Reserve Gymnasium				
Membership - Individual				
3 month	Membership	\$212.00	Y	Council
6 month	Membership	\$373.50	Y	Council
12 month	Membership	\$690.00	Y	Council
Monthly Direct Debit	Membership	\$59.00	Y	Council
Membership - Concession				
3 month	Membership	\$192.00	Y	Council
6 month	Membership	\$334.00	Y	Council
12 month	Membership	\$620.50	Y	Council
Monthly Direct Debit	Membership	\$48.00	Y	Council
Membership - Youth				
3 month	Membership	\$152.00	Y	Council
6 month	Membership	\$258.00	Y	Council
12 month	Membership	\$480.50	Y	Council
Monthly Direct Debit	Membership	\$42.00	Y	Council
Membership - Family (max of 2 Adults & 2 Children)				
3 month	Membership	\$298.00	Y	Council
6 month	Membership	\$517.50	Y	Council
12 month	Membership	\$960.00	Y	Council
Monthly Direct Debit	Membership	\$82.50	Y	Council
10 Visit Pass Health Club or Group Fitness	Membership	\$104.00	Y	Council
Casual Single Visit - Health Club or Group Fitness	Visit	\$13.50	Y	Council
Personal Training Member	Hour	\$53.00	Y	Council
Personal Training Member	Half Hour	\$36.00	Y	Council
Personal Training 2:1 Members	Hour	\$59.00	Y	Council
Personal Training 3:1 Members	Hour	\$71.00	Y	Council
Personal Training Non Member	Hour	\$59.00	Y	Council
Personal Training ½ hour - (Non Member)	Half Hour	\$42.00	Y	Council
Surf Coast Sport & Recreation Centre				
Sport				
Adults Basketball	Team	\$71.00	Y	Council
Adults Netball	Team	\$76.00	Y	Council
Junior Basketball and Netball	Team	\$57.00	Y	Council
Badminton - Adults	Player	\$7.70	Y	Council
Badminton - Child/student	Player	\$6.80	Y	Council
Indoor Soccer - Juniors	Player	\$7.70	Y	Council
Indoor Soccer - Seniors	Team	\$57.00	Y	Council
Kinder Gym - Casual	Visit	\$15.00	Y	Council
10 Visit Pass				
Kinder Gym	Membership	\$131.00	Y	Council
Fit for Fifties	Membership	\$104.00	Y	Council
Badminton	Membership	\$62.50	Y	Council
Play Groups	Membership	\$32.00	Y	Council
Team Registrations & Insurance				
Adult Registration per Season (All Sports)	Team	\$64.00	Y	Council
Junior Registration per Season (All Sports)	Team	\$53.00	Y	Council
Insurance Senior Basketball per Season (Set by Victorian Country Basketball Council)	Player (est)	\$42.00	Y	Council
Insurance Junior Basketball per Year (Set by Victorian Country Basketball Council)	Player (est)	\$42.00	Y	Council
Insurance Senior Netball per Year (Set by Netball Victoria)	Player (est)	\$73.00	Y	Council
Insurance Junior (Under 18 years) Netball per Year (Set by Netball Victoria)	Player (est)	\$53.00	Y	Council
Insurance Soccer – Senior (Set by Football Federation Victoria)	Player (est)	\$45.50	Y	Council
Insurance Soccer – Junior (Set by Football Federation Victoria)	Player (est)	\$35.00	Y	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Fitness Classes				
Casual	Visit	\$15.00	Y	Council
Concession	Visit	\$14.00	Y	Council
10 Visit Concession Card	Membership	\$114.00	Y	Council
1 Month Membership	Membership	\$95.50	Y	Council
3 Month Membership	Membership	\$205.00	Y	Council
6 Month Membership	Membership	\$381.00	Y	Council
12 Month Membership	Membership	\$570.00	Y	Council
Crèche				
Per Child Visit	Visit	\$5.70	N	Council
10 Visit Concession Card	Membership	\$52.50	N	Council
Main Stadium				
Sport – Casual Hire - Day Time - Off Peak Use				
Commercial Groups	Hour	\$52.00	Y	Council
Registered Teams	Hour	\$32.00	Y	Council
Community Groups	Hour	\$32.00	Y	Council
Teams ½ Court	Hour	\$20.50	Y	Council
Individual Hire ½ Court	Person	\$5.70	Y	Council
Functions – Social/Commercial				
Fri/Sat/Sun (6pm-12am max Hire)	Block	\$535.00	Y	Council
½ Hall Only (6pm-12am Hire)	Block	\$372.00	Y	Council
Fri/Sat/Sun (6pm-12am)	Hour	\$95.00	Y	Council
Community Group Rate 6pm-12am	Block	\$354.00	Y	Council
Bonds				
Functions - No Alcohol	Booking	\$340.00	N	Council
Functions - With Alcohol	Booking	\$678.00	N	Council
Multi-Purpose Room				
Social & Commercial Functions (Meetings/Workshops)				
Sat/Sun (6pm-12am max. Hire)	Block	\$232.00	Y	Council
Sat/Sun (6pm-12am Hourly Rate)	Hour	\$44.00	Y	Council
Mon/Fri (9am-9pm Hourly Rate)	Hour	\$20.00	Y	Council
Full Room (Day & Evening Hourly Rate)	Hour	\$20.00	Y	Council
Kitchen Hire	Hour	\$15.50	Y	Council
Community Group Functions (Meetings/Workshops)				
Community Group Hire (Non Profit)	Hour	\$10.50	Y	Council
Bonds				
Functions - No Alcohol	Booking	\$330.00	N	Council
Functions - With Alcohol	Booking	\$660.00	N	Council
Equipment Hire				
Trestle Table Hire	Day	\$16.00	Y	Council
Chair Hire	Day	\$2.60	Y	Council
Stage Hire	Day	\$44.50	Y	Council
PA Hire (Portable One Speaker System)	Day	\$31.50	Y	Council
Bond Applies for All Equipment Hire		\$109.00	N	Council
Volleyball Posts / Nets	Day	\$20.50	Y	Council
Recreation Reserves				
Recreation Reserve Licence Fees	Min Fee	\$130.00	N	Council
Community & Civic Precinct Recreation Facility (Banyul-Warri Fields)				
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):				
- Oval or Synthetic/Grass Pitch	Half Day	\$309.00	Y	Council
	Full Day	\$491.50	Y	Council
	Hour	\$35.00	Y	Council
- Netball Court	Half Day	\$126.00	Y	Council
	Full Day	\$227.00	Y	Council
	Hour	\$35.00	Y	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)				
Tenant/Anchor Club		Free access during allocated periods		Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Cleaning Fee	\$62.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Cleaning Fee	\$62.50	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Cleaning Fee	\$188.00	Y	Council
Grant Pavilion - Peter Troy and China Gilbert Meeting Rooms				
Tenant/Anchor Club - Free access to one meeting room during allocated training and game-day sessions.				Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$12.50	Y	Council
	Half Day / 4 Hours	\$50.00	Y	Council
	Full Day / 8 Hours	\$85.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$24.50	Y	Council
	Half Day / 4 Hours	\$73.00	Y	Council
	Full Day / 8 Hours	\$136.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$44.50	Y	Council
	Half Day / 4 Hours	\$146.50	Y	Council
	Full Day / 8 Hours	\$281.00	Y	Council
Grant Pavilion – Tantau and Cooper Function Rooms				
Note Whole 2nd Level Available by Booking Both Rooms				
Tenant/Anchor Club - Free access for Surf Coast Football (Soccer Club) for home games and for up to 6 bookings per year. Other tenant clubs have up to 6 bookings per year. Cleaning undertaken by volunteers or by contractor paid by hirer \$160.00 per function.				Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$25.00	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Half Day	\$73.00	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Full Day	\$136.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$30.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Half Day	\$99.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Full Day	\$186.50	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$62.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Half Day	\$248.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Full Day	\$426.50	Y	Council
Grant Pavilion				
Grant Pavilion Function Cleaning		\$192.00	Y	Council
Event Logistics Crew - Staff Member	Hour	\$36.00	Y	Council
Waste Removal 240L Recycling Bin	Each	\$23.50	Y	Council
Family & Children Services				
Family Day Care (from 1 January 2019)				
Family Day Care Administration Levy	Hour	\$2.00	N	Council
Occasional Care (from 1 January 2019)				
Torquay Children's Hub Occasional Care 4 Hour Session	Session	\$45.20	N	Council
Kurrambee Myaring Occasional care 4 hour session	Session	\$45.20	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Kindergarten (from 1 January 2019)				
4 Year Old Program (Jan Juc, Torquay, Kurrabee Myaring, Lorne, Anglesea and Winchelsea)	Term	\$380.00	N	Council
3 Year Old Program (Torquay)	Term	\$339.00	N	Council
3 Year Old Program (Lorne) (5 Hour Session)	Term	\$525.00	N	Council
3 year Old Program (Jan Juc) (3 Hour Session)	Term	\$339.00	N	Council
3 year Old Program (Jan Juc) (4 Hour Session)	Term	\$452.00	N	Council
3 year Old Program (Winchelsea) (4 Hour Session)	Term	\$440.00	N	Council
3 year Old Program (Anglesea) (4 Hour Session)	Term	\$420.00	N	Council
3 year Old Program (Kurrabee Myaring) (3 Hour Session) - Commencing 2018	Term	\$339.00	N	Council
Torquay Children's Hub and Kurrabee Myaring Community Centre				
Children's Services, Community Groups & Non-Profit Organisations				
Business Hours (8:30am - 5:30pm)				
Single Room (consulting, multipurpose, meeting room)	Hour	\$16.50	Y	Council
Playgroups	Hour	\$8.50	Y	Council
After Hours (5.30pm - 10pm)				
Single Room (Consulting, Multipurpose, Meeting Room)	Hour	\$26.50	Y	Council
Bond for multi purpose room hire afterhours only (cover additional cleaning, loss of swipe card and damage to facility/equipment)		\$300.00	Y	Council
Non-Profit Organisations (single room)	Day	\$78.00	Y	Council
Commercial Use				
Business Hours				
Single Room (Consulting, Multipurpose, Meeting Room)	Hour	\$33.00	Y	Council
Single Room (Consulting, Multipurpose, Meeting Room)	Hour	\$33.00	Y	Council
After Hours (5.30pm - 10pm)				
Single Room	Hour	\$49.00	Y	Council
For-Profit Organisations	Day	\$109.00	Y	Council
Aged & Disability Services				
Commonwealth Home Support Program, Home Community Care Program for Younger People and Home Care Package Clients				
Fees are income tested based on ranges set by Victorian Department of Health and Commonwealth.				
Low, Medium & High Income Clients				
Delivered Meal (CHSP & HACC PYP Clients) - Low Fee	Meal	\$9.30	N	Council
Delivered Meal (CHSP & HACC PYP Clients) - Medium Fee	Meal	\$9.30	N	Council
Delivered Meal (CHSP & HACC PYP Clients) - High Fee	Meal	\$18.00	N	Council
Delivered Meal (Home Care Package Clients)	Meal	\$22.50	N	Council
Domestic Assistance (CHSP & HACC PYP Clients) - Low Fee	Hour	\$6.20	N	Council
Domestic Assistance (CHSP & HACC PYP Clients) - Medium Fee	Hour	\$15.50	N	Council
Domestic Assistance (CHSP & HACC PYP Clients) - High Fee	Hour	\$47.52	N	Council
Domestic Assistance (Home Care Package Clients) - Monday to Friday 7am to 7pm	Hour	\$55.50	N	Council
Domestic Assistance (Home Care Package Clients) - Saturday	Hour	\$70.00	N	Council
Domestic Assistance (Home Care Package Clients) - Sunday	Hour	\$88.00	N	Council
Personal Care (CHSP & HACC PYP Clients) - Low Fee	Hour	\$4.60	N	Council
Personal Care (CHSP & HACC PYP Clients) - Medium Fee	Hour	\$9.30	N	Council
Personal Care (CHSP & HACC PYP Clients) - High Fee	Hour	\$46.52	N	Council
Personal Care (Home Care Package Clients) - Monday to Friday 7am to 7pm	Hour	\$60.00	N	Council
Personal Care (Home Care Package Clients) - Saturday	Hour	\$71.00	N	Council
Personal Care (Home Care Package Clients) - Sunday	Hour	\$87.50	N	Council
Personal Care (Home Care Package Clients) Public Holidays	Hour	\$104.00	N	Council
Respite (CHSP & HACC PYP Clients) - Low Fee	Hour	\$3.10	N	Council
Respite (CHSP & HACC PYP Clients) - Medium Fee	Hour	\$4.60	N	Council
Respite (CHSP & HACC PYP Clients) - High Fee	Hour	\$46.52	N	Council
Respite (Home Care Package Clients) Monday to Friday 7am to 7pm	Hour	\$60.50	N	Council
Respite (Home Care Package Clients) Saturday	Hour	\$75.50	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Respite (Home Care Package Clients) Sunday	Hour	\$92.50	N	Council
Respite (Home Care Package Clients) Public Holidays	Hour	\$111.00	N	Council
Property Maintenance (CHSP & HACC PYP Clients) - Low Fee	Hour	\$12.40	N	Council
Property Maintenance (CHSP & HACC PYP Clients) - Medium Fee	Hour	\$18.50	N	Council
Property Maintenance (CHSP & HACC PYP Clients) - High Fee	Hour	\$48.81	N	Council
Property Maintenance (Home Care Package Clients) Monday to Friday 7am to 7pm	Hour	\$68.50	N	Council
Musical Mornings - Includes Meal & Transport	5 Event Season	\$200.00	N	Council
Morning Melodies - Includes Meal & Transport (Home Care Package Clients)	5 Event Season	\$665.00	N	Council
Client Travel Charge	Km	\$0.75	N	Council
Café Style Support (Social Support)	Session	\$5.00 - \$20.00	N	Council
Café Style Support (Social Support) (Home Care Package Clients)	Session	\$108.00	N	Council
Shopping Trip (Home Care Package Clients)	Trip	\$73.00	N	Council
Home Care Packages				
Package Level 1; Case Management Level 5%	Annum	\$415.68	N	Council
Package Level 1; Case Management Level 7.5%	Annum	\$623.52	N	Council
Package Level 1; Case Management Level 10%	Annum	\$831.48	N	Council
Package Level 2; Case Management Level 5%	Annum	\$756.12	N	Council
Package Level 2; Case Management Level 7.5%	Annum	\$1,134.12	N	Council
Package Level 2; Case Management Level 10%	Annum	\$1,512.24	N	Council
Package Level 3; Case Management Level 5%	Annum	\$1,662.24	N	Council
Package Level 3; Case Management Level 7.5%	Annum	\$2,493.48	N	Council
Package Level 3; Case Management Level 10%	Annum	\$3,324.60	N	Council
Package Level 4; Case Management Level 5%	Annum	\$2,527.20	N	Council
Package Level 4; Case Management Level 7.5%	Annum	\$3,790.77	N	Council
Package Level 4; Case Management Level 10%	Annum	\$5,054.40	N	Council
On Call (Care Coordination for after hours, weekends and emergencies)	Hour	\$98.00	N	Council
Package Administration Fee	Monthly at 20%	monthly at 20%	N	Council
Package Exit Fee	Flat fee at exit of package	\$500.00	N	Council
Please see brokered fees for service fees				
Aged and Disability Services - Brokerage Fees				
Minimum shift fee- (Minimum 30 minutes, except when stand alone, when minimum fee will be for 60mins)				
Hourly rates are inclusive of staffing and operational cost, including non-client related travel. Rate applied will be based on time and day of service provision.				
Delivered Meals - 3 Course & Juice	Hour	\$22.50	N	Council
Domestic Assistance (General home Care) 7am-7pm (mon-Fri)	Hour	\$55.50	N	Council
Domestic Assistance (Domestic Home Care) Saturday or Weekday Rate before 7am and between 7-9pm	Hour	\$70.00	N	Council
Domestic Assistance (Domestic Home Care) Surcharge Rate for Sunday	Hour	\$88.00	N	council
Sleep Over Care (10pm to 6am)	Hour	\$180.00	N	Council
Personal Care 7am-7pm (Mon-Fri)	Hour	\$60.00	N	Council
Personal Care Weekend Saturday or Weekday before 7am and between 7-9pm	Hour	\$71.00	N	Council
Personal Care Surcharge Rate: Sunday Rate	Hour	\$87.50	N	Council
Personal Care Public Holiday	Hour	\$104.00	N	Council
Respite Care 7am-7pm Mon-Fri	Hour	\$60.50	N	Council
Respite Care Weekend Rate Saturday and Weekdays before 7am and between 7-9pm	Hour	\$75.50	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
COMMUNITY				
Surcharge Rate: Sunday Rate	Hour	\$92.50	N	Council
Respite Public Holiday Rate	Hour	\$111.00	N	Council
Property Maintenance (materials are additional at cost.)	Hour	\$68.50	N	Council
Uneventful or late cancellation (cancellation received after 12 midday, the day prior to the scheduled service)		As per rate of rostered shift		Council
Veterans Affairs services		As per rate of Veterans Affairs		Veteran Affairs
NDIS		As set by NDIS		NDIS
Client Travel Charge	Km	\$1.40	N	Council
Water Permits				
Water Permits - Minimum Charge Includes First 3,000 Litres		\$21.85	N	Council
Water Permits - Cost per Kilotre Above 3,000 litres		\$2.44	N	Council
CORPORATE				
Financial Services				
Rate Administration				
Rate Searches – Hard Copy	Hour	\$127.00	N	Council
Rate Searches – Computer Records		\$27.00	N	Council
Land Information Certificate		\$25.90	N	Statutory
Payment Rejection Administration Fee - Rates and Debtors		\$45.00	N	Council
Recovery Referral Fee		\$38.00	N	Council
Sales Register (Issued Quarterly not Including Names and Addresses)		\$240.00	N	Council
Interest on Sundry Debtors (Penalty Interest Act)		10.00%	N	Statutory
Information Services				
Freedom of Information				
Freedom of Information Fee		\$28.40	N	Statutory
Administration Cost for FOI Searches	Hour	\$28.40	N	Statutory
Risk Management				
Insurance				
Contents Insurance for Approved Community Groups				
Contents up to \$10,000	Council	\$44.00	Y	Council
Each Additional \$10,000 Contents or Part Thereof	Council	\$44.00	Y	Council
GIS IMAGES				
Job specific mapping (Including Digital Data Supply)	Hour	\$56.00	N	Council
PLANNING & ENVIRONMENT				
Visitor Centres				
Marketing display fee - Lorne Visitor Centre A3 Display	Week	\$10.00	Y	Council
Marketing display fee - Lorne Visitor Centre Light Box	Week	\$23.00 - \$37.00	Y	Council
Marketing display fee - Lorne Visitor Centre Floor Display	Week	\$26.00 - \$74.00	Y	Council
Marketing display fee - Lorne Visitor Centre Local Arts Display	Week	\$13.00	Y	Council
Marketing display Fee - Torquay Visitor Centre Local Arts	Week	\$13.00	Y	Council
Tourism				
Commercial Tour Operator Licences				
Annual Fee – Standard One Year Licence	Licence	\$295.49	N	Statutory
Use Fee – General Visitor	Visitor	\$2.40	N	Statutory
Use Fee – School Student and Child	Visitor	\$1.60	N	Statutory
Use Fee Cap (Maximum)		\$14,486.48	N	Statutory
Business Road Signage Assessment and Installation	Minimum Cost	\$495.00	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Australian National Surfing Museum				
Theatre Hire Day Rate	Hour	\$73.00	Y	Council
Theatre Hire Night Rate	Hour	\$134.00	Y	Council
Whole Facility (Day or Night)	Hour	\$158.00	Y	Council
Bond (Only for Whole Facility and Dependent on Group)		\$600.00	N	Council
Bond (for Hiring of Theatre Room Alone)		\$200.00	N	Council
Adult Entry	Visit	\$12.00	Y	Council
Child Entry	Visit	\$8.00	Y	Council
Children Under 5yrs	Visit	Free		Council
Concession Entry	Visit	\$8.00	Y	Council
Family Entry	Visit	\$25.00	Y	Council
School Groups Entry	Visit	\$6.50	Y	Council
Bells Tour School Groups	Visit	\$9.00	Y	Council
Theatre Hire Day Rate (Community Group)	Hour	\$52.00	Y	Council
Theatre Hire Night Rate (Community Group)	Hour	\$109.00	Y	Council
Research Fee without Museum Officer	Hour	\$11.00	Y	Council
Research Fee with Museum Officer	Hour	\$38.00	Y	Council
Copying / Image Reproduction				
Books, Magazines, Newspapers and Journals (PDF)	Per 50 Pages	\$18.50	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$16.50	Y	Council
Pictures and Photographs	Each	\$22.00	Y	Council
Local Laws				
Dog & Cat Registrations				
Dog or Cat Eligible for Reduced Rate Under the Domestic Animals Act 1994. Includes: - Sterilised Dog & Cat - Dog or Cat kept for Breeding in Registered Domestic Business - Cat Registered with Prescribed Feline Association - Dogs Registered with Prescribed Canine Association - Dogs that have Undergone Obedience Training which Complies with Regulations - Working Dog - Dogs Older than 10 Years Old		\$65.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs		\$465.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs that have Undergone Proective Training or is a Guard Dog		\$195.00		Council
All Other Dogs & Cats (e.g. Non Desexed Animal)		\$195.00	N	Council
Late Payment Surcharge		\$9.00	N	Council
Pensioner Fees for Each Registration Category Other than Dangerous, Menacing or Restricted Breed Dogs 50%				Council
Dog & Cat Fees				
Cat Cage Hire	Week	\$38.00	Y	Council
Cat Cage Deposit		\$63.90	N	Council
Dogs Citronella Collar Hire		\$46.20	Y	Council
Dogs Citronella Collar Deposit		\$65.20	N	Council
Dogs Citronella Collar Refill		\$19.10	Y	Council
Domestic Animal Business		\$536.70	N	Council
Excess Dog Application and Inspection Fee		\$232.15	N	Council
Dog Pound Release Fee		\$170.65	Y	Council
Cat Pound Release Fee		\$170.65	Y	Council
Pound release (Unregistered Animal Surcharge)		\$26.10	N	Council
Replacement Dog/Cat Tags		\$3.20	N	Council
Impounding of Livestock (Other Than Dogs/Cats)				
Cattle and Horses (Varies to Market Price)	Head	\$223.70	Y	Council
Sheep, Pigs and Goats (Varies to Market Price)	Head	\$223.70	Y	Council
Others (Varies to Market Price)	Head	\$14.80	Y	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
After Hours Call Out		\$346.00	N	Council
Sustenance	Head	\$76.20	N	Council
Penalties				
Parking for a period longer than fixed		\$155.00	N	Statutory
Road Safety Act Parking Enforcement (Set by Statute)		Various	N	Statutory
Release fee for impounded goods		\$102.70	N	Council
Towing of Abandoned Vehicles		\$199.60	N	Council
Permits				
Shopfront 'Street' Trading Permits				
A Frame Inspection and Application Fee		\$73.50	N	Council
A Frame Permit		\$221.65	N	Council
Permit Inspection and Application Fee		\$37.75	N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$54.70	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$73.55	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$106.10	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$138.65	N	Council
Miscellaneous Permits				
Open for Inspection Signage Permit		\$240.65	N	Council
Camping Permit Fee (Private Property)		\$200.10	N	Council
Occupy Temp Accommodation on Land	6 Months	\$266.80	N	Council
Occupy Road	Day	\$200.10	N	Council
Waste Bin (Regardless of Size) < 30 Days		\$105.05	N	Council
Hoardings (Fencing or Barriers) Permit Fee	m2 of Used Space	\$266.85	N	Council
Wedding Application Permit Fee - Conduct a Wedding on Council Land and Reserves		\$200.00	N	Council
Statutory Planning				
Town Planning Application Fees (Set by Statute)		Various	N	Statutory
Public Notice Fee – Up to 15 Notifications 1st Property		\$128.50	N	Council
Subsequent Properties		\$9.00	N	Council
Erect Public Notice on a property (Per Notice)		\$200.00	N	Council
Extension of Time		\$312.85	N	Council
Property Enquiries		\$47.45	N	Council
Demolition Consent Permit		\$65.40	N	Statutory
Amendment of Plans/Permits		\$306.70	N	Council
Subdivision Applications (Set by Statute)		Various	N	Statutory
Subdivision Certification (Set by Statute)		Various	N	Statutory
Building Approvals for Properties Search		\$48.60	N	Statutory
Plans for Approval		\$306.70	N	Council
Written Advice		\$134.65	N	Council
Copy of Plans				
A3 or A4 size		\$11.75	N	Council
A0 or A1 size		\$22.95	N	Council
PLANNING & ENVIRONMENT				
Building Control - Building Charges (Minister's Guidelines + 25%)				
Building Notice Resolution		\$285.60	N	Council
Form 10 (Statutory Charge) Legal Enquiry		\$52.20	N	Statutory
Copy of Plans		\$155.00	N	Council
Copy of Building Approval/Certificate of Occupancy		\$47.50	N	Council
Variation of Regulations		\$262.10	N	Statutory

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Building over Easement		\$262.10	N	Statutory
Inspections		\$155.00	N	Council
Lodgement Fee (Statutory Charge)		\$39.10	N	Statutory
Property Request Info		\$115.30	N	Statutory
Property Request Info 2.10 (Statutory)		\$52.20	N	Statutory
Environment Protection Act 1970				
Septic Tanks				
Septic Tank Application Fee – Install		\$608.00	N	Council
Septic Tank Application Fee – Alter		\$268.00	N	Council
Building Regulation 801 Consent Request		\$242.00	N	Council
Septic Tank File Request		\$33.00	N	Council
Urgent Septic Tank File Request		\$132.00	N	Council
Food Act 1984				
New Registration				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,300.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$885.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$705.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$110.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$410.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$57.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$197.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$120.00	N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (< 12 single events per year)		No Charge	N	Council
Bi-annual pro-rata rates apply				
Renewal of Registration				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$864.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$590.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$470.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$108.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$272.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$57.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$132.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$76.00	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (< 12 single events per year)		No Charge	N	Council
Mobile and Temporary Food Premises - Once Off Event		25% of New Registration Fee	N	Council
Renewal of Registration - 5 Star Rating				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$780.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$535.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$426.00	N	Council
Renewal of Registration - 2 Star Rating				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,120.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$765.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$606.00	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Renewal of Registration - 1 Star Rating				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,207.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$820.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$655.00	N	Council
Transfer of Registration				
Application for Transfer of Registration		50% Renewal of Registration Fee	N	Council
Health / Accommodation Requests for Inspection				
Request for Inspection/Assessment and Report Fee		262	N	Council
Urgent request for Inspection/assessment and report fee (within 2 working days)		508	N	Council
Note: Food premises are classed in accordance with section 19c of the Food Act 1984				
Public Health and Wellbeing Act 2008				
Registered Premises – New Application:				
Hairdressing and/or Temporary Make Up				
New Application Once off Application		\$155.00	N	Council
Transfer		\$155.00	N	Council
Beauty Therapy (excl. Temporary Make Up)				
New Application		\$155.00	N	Council
Renewal		\$155.00	N	Council
Transfer		\$82.00	N	Council
Skin Penetration, Tattooing, Colonic Irrigation				
New Application		\$213.00	N	Council
Renewal		\$213.00	N	Council
Transfer		\$103.00	N	Council
Prescribed Accommodation – New Application / Renewal				
6-15 people		\$300.00	N	Council
16-25 people		\$427.00	N	Council
26-50 people		\$545.00	N	Council
> 50 people		\$726.00	N	Council
Prescribed Accommodation – Transfer		50% of new application / renewal fee	N	Council
Bi-annual pro-rata rates apply				
Caravan Parks (Fee Per Unit Set By State Government)				
Caravan Park Registration - Fee Lesser of Council Fee or Cap Under Residential Tenancies Act 1997	Site	N/A	N	Statutory
Transfer of Caravan Park Registration	Fee Units	5 fee units	N	Statutory
Immunisations				
Immunisation (Vaccines)		At Cost per Dose plus 30%	N	Council
Immunisation History Search		23.00	N	Council
Fire Prevention (Fee Per Unit Set By State Government)				
CFA Act Infringement Notice (legislated fee)	10 Penalty Units	\$1,585.70	N	Statutory
Block Clearing		Cost + \$165	N	Council
Application for Permit to Burn		No Charge	N	Council
INFRASTRUCTURE				
Infrastructure Administration				
Vehicle Crossings (Non-Utilities)		\$180.00	N	Council
Additional Inspection		\$80.00	N	Council
Memorandum of Authorisation (Traffic Management Plan Approval)		\$95.00	N	Council
Asset Protection Permit		\$180.00	N	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
PLANNING & ENVIRONMENT				
Storm Water Application (Legal Point of Discharge)		\$100.00	N	Statutory
Road Works Permits (Fee Per Unit Set By State Government)				
Arterial Road – Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.20	N	Statutory
Arterial Road – Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	30.20	N	Statutory
Arterial Road – Minor Works on Roadway, Shoulder or Pathway	Fee Units	16.00	N	Statutory
Arterial Road – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	9.50	N	Statutory
Other Roads Speed Over 50km/h –Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	43.10	N	Statutory
Other Roads Speeds Over 50km/h –Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	23.50	N	Statutory
Other Roads Speeds Over 50km/h – Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30	N	Statutory
Other Roads Speeds Over 50km/h – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	N	Statutory
Other Roads Speed Under 50km/h –Works, Other than Minor Works on Roadway, Shoulder or Pathway	Fee Units	23.50	N	Statutory
Other Roads Speeds Under 50km/h –Works, Other than Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	N	Statutory
Other Roads Speeds Under 50km/h – Minor Works on Roadway, Shoulder or Pathway	Fee Units	9.30	N	Statutory
Other Roads Speeds Under 50km/h – Minor Works not on Roadway, Shoulder or Pathway	Fee Units	6.00	N	Statutory
Developer Levies				
Non-Standard Public Lighting Levy		\$310.00	N	Council
Admin. Fee – Special Rate Projects	Percentage	6.00%	N	Council
Subdivision Supervision Fees	Percentage	2.50%	N	Statutory
Subdivisions Plan - Checking Fees	Percentage	0.75%	N	Statutory
Drainage Investigation for Unit Developments (Up-to Three Units)		\$430.00	N	Council
Drainage Investigation Hourly Rate		\$125.00	N	Council
Waste Disposal				
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$84.00	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$84.00	Y	Council
Commercial Garbage – Compacted Waste	Tonne	\$156.00	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$84.00	Y	Council
Commercial Hard Waste – Uncompacted Waste	Cubic Metre	\$84.00	Y	Council
Clean Fill (Anglesea Only – Subject to Demand)	Tonne	\$23.00	Y	Council
Construction & Demolition – Waste Mixed	Tonne	\$156.00	Y	Council
Construction & Demolition – Recyclable Timber (Anglesea)	Tonne	\$31.00	Y	Council
Construction & Demolition – Recyclable Timber	Cubic Metre	\$38.00	Y	Council
Construction & Demolition – Recycle Plaster (Anglesea)	Tonne	\$31.00	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Anglesea)	Tonne	\$63.00	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Lorne)	Cubic Metre	\$100.00	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$13.50	Y	Council
Green Waste	Cubic Metre	\$30.00	Y	Council
Tree stumps (Anglesea only)	Tonne	\$41.00	Y	Council
Sand (Anglesea only)	Tonne	\$0.00		Council
General Items				
Car Tyres	Each	\$8.00	Y	Council
Light Truck/4wd Tyres	Each	\$9.50	Y	Council
Truck Tyres	Each	\$21.00	Y	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
INFRASTRUCTURE				
Car Bodies & Caravans	Each	\$58.00	Y	Council
Mattresses (& Bases)	Each	\$23.00	Y	Council
TVs	Each	\$0.00	Y	Council
Sale of Mulch (Subject to Availability)	Cubic Metre	\$15.00	Y	Council
Sale of Second Hand Bins (Anglesea only – Subject to Availability)	Each	\$15.00	Y	Council
Sale of Compost Bins	Each	\$55.00	Y	Council
Sale of Reusable Items - Fee for Items to be Determined by Coordinator Waste Management	Each	See Comment	Y	Council
Sale of Timber Grindings (subject to availability)	Cubic Metre	\$0.00	Y	Council
Sale of Crushed Masonry (subject to availability)	Cubic Metre	\$15.00	Y	Council
Sale of Ground Plaster (Anglesea only - subject to availability)	Cubic Metre	\$0.00	Y	Council
Kerbside Waste Collection				
Residential Garbage Service Upgrade - 240L Bin	Year	\$184.00	N	Council
Additional Residential Recycle Service – 120L, 240L or 360L Bin	Year	\$67.00	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$62.00	N	Council
Additional Residential Green Waste Service – 120L, 240L or 360L Bin	Year	\$72.00	N	Council
Upgrade Residential Green Waste Service to 360L Bin	Year	\$62.00	N	Council
Event Bin Hire	Each	\$19.00	N	Council
Infrequently Occupied Residence Bin Placement Fee	Occasion	\$6.75	N	Council
Replacement Key	Each	\$2.50	N	Council
Gravity Lock Bin Lid	Each	\$44.00	N	Council
Safe Waste bin strap	Each	\$3.50	N	Council

Standpipe Water Charges

Note: Water does not attract a GST charge.

Litres	Gallons	2018-19 (\$)	Litres	Gallons	2018-19 (\$)
0-3,000	600	21.85	50,000	11,000	167.19
3,000 - 6,000	1,200	28.41	54,600	12,000	182.49
9,000	2,000	37.15	59,100	13,000	197.78
11,400	2,500	41.52	63,600	14,000	211.99
13,600	3,000	46.99	68,200	15,000	228.38
15,900	3,500	53.54	72,700	16,000	242.59
18,200	4,000	60.10	77,300	17,000	258.98
20,500	4,500	68.84	81,800	18,000	273.18
22,700	5,000	75.40	86,400	19,000	289.57
25,000	5,500	83.05	91,000	20,000	303.78
27,300	6,000	90.70	95,500	21,000	320.17
29,500	6,500	99.44	100,000	22,000	334.37
31,800	7,000	105.99	104,600	23,000	350.77
34,100	7,500	113.64	109,100	24,000	363.88
36,400	8,000	121.29	113,700	25,000	379.18
38,600	8,500	130.03	118,200	26,000	394.47
40,900	9,000	136.59	122,700	27,000	408.68
43,200	9,500	144.24	127,300	28,000	425.07
45,500	10,000	151.89	131,800	29,000	439.28

Section 86 Committee Fees and Charges

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
S86 Committee Fees and Charges				
Anderson Roadknight Reserve				
Main Hall - Community	Hour	\$16.50	Yes	Council
Main Hall - Commercial	Hour	\$22.00	Yes	Council
Main Hall - use of kitchen with booking	Hour	\$5.50	Yes	Council
Meeting Room - Community	Hour	\$16.50	Yes	Council
Meeting Room - Private Hirers/Classes	Hour	\$22.00	Yes	Council
Major Functions - Private	Day	\$220.00	Yes	Council
Major Functions - Community	Day	\$110.00	Yes	Council
Outdoor Areas - Required by Major Function	Hour	\$5.50	Yes	Council
Children's Birthday Party	2 Hours	\$22.00	Yes	Council
Children's Birthday Party - use of kitchen with booking	Hour	\$5.50	Yes	Council
Connewarre Reserve				
Main Hall - 2-5 hours	Half Day	\$66.00	Yes	Council
Main Hall - 5-8 hours	Day	\$132.00	Yes	Council
Main Hall - 5pm-midnight	Evening	\$220.00	Yes	Council
Oval	Half Day	\$44.00	Yes	Council
Oval	Day	\$88.00	Yes	Council
Deans Marsh Memorial Park				
Main Hall - Community	Hour	\$16.50	Yes	Council
Main Hall - Commercial	Hour	\$22.00	Yes	Council
Main Hall - Community	Half Day	\$165.00	Yes	Council
Main Hall - Commercial	Half Day	\$275.00	Yes	Council
Main Hall - Community	Day	\$330.00	Yes	Council
Main Hall - Commercial	Day	\$550.00	Yes	Council
Main Hall - Wedding	Day	\$550.00	Yes	Council
Football Shed	Day	\$110.00	Yes	Council
Oval	Day	\$110.00	Yes	Council
Eastern Reserve				
Members Room Only - Community - Non Catered	Hour	\$12.50	Yes	Council
Members Room Only - Commercial - Non Catered	Hour	\$25.00	Yes	Council
Members Room Only - Community - Catered	Half Day	\$99.00	Yes	Council
Members Room Only - Commercial - Catered	Half Day	\$200.00	Yes	Council
Members Room Only - Community - Catered	Day	\$150.00	Yes	Council
Members Room Only - Commercial - Catered	Day	\$250.00	Yes	Council
Multipurpose Room Only - Community	Hour	\$10.50	Yes	Council
Multipurpose Room Only - Commercial	Hour	\$10.50	Yes	Council
Bendigo Bank Room - Non Catered	Half Day	\$220.00	Yes	Council
Bendigo Bank Room - Non Catered	Day	\$330.00	Yes	Council
Bendigo Bank Room - Community - Catered	Half Day	\$330.00	Yes	Council
Bendigo Bank Room - Commercial - Catered	Half Day	\$440.00	Yes	Council
Bendigo Bank Room - Community - Catered	Day	\$440.00	Yes	Council
Bendigo Bank Room - Commercial - Catered	Day	\$650.00	Yes	Council
Room Set Up / Pack Up		\$120.00	Yes	Council
Administration	Hour	\$50.00	Yes	Council
Oval Only	Hour	\$35.00	Yes	Council
Ground - Community (including change rooms, training lights)	Hour	\$50.00	Yes	Council
Ground - Commercial (including change rooms, training lights)	Hour	\$125.00	Yes	Council

Description	Unit	2018-19	Includes GST (Y/N)	Fee Type
S86 Committee Fees and Charges				
Oval Lighting - Community - Training	Hour	\$55.00	Yes	Council
Oval Lighting - Commercial - Training	Hour	\$137.50	Yes	Council
Oval Lighting - Community - Professional	Hour	\$88.00	Yes	Council
Oval Lighting - Commercial - Professional	Hour	\$220.00	Yes	Council
Globe Theatre				
Main Hall - Community	Hour	\$10.00	Yes	Council
Main Hall - Commercial	Hour	\$20.00	Yes	Council
Main Hall - 2 hours	Quarter Day	\$70.00	Yes	Council
Main Hall - 2-5 hours	Half Day	\$120.00	Yes	Council
Main Hall - 5-8 hours	Day	\$160.00	Yes	Council
Cleaning Fee		\$180.00	Yes	Council
Modewarre Hall & Reserve				
Main Hall & Playground - Morning	Half Day	\$55.00	Yes	Council
Main Hall & Playground - Afternoon	Half Day	\$65.00	Yes	Council
Main Hall - Afternoon	Half Day	\$132.00	Yes	Council
Main Hall - Evening	Half Day	\$275.00	Yes	Council
Main Hall - Wedding	Day	\$440.00	Yes	Council
Main Hall - Function - Evening	Half Day	\$330.00	Yes	Council
Stribling Reserve				
Meeting Room - Community	Quarter Day	\$15.00	Yes	Council
Kitchen	Half Day	\$50.00	Yes	Council
Main Room - Function	Half Day	\$400.00	Yes	Council
Main Room - Children's Birthday Party	Half Day	\$50.00	Yes	Council
Oval	Hour	\$66.00	Yes	Council
Netball Court	Hour	\$66.00	Yes	Council

Appendix B – Cash Reserves

This appendix presents the Restricted and Unrestricted Cash Reserves held by Council and their Purposes.

Restricted Reserves

Open Space Reserve (legislative)

Purpose

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

Typical Sources of Inflows and Outflows:

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

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

Forecast Balance as at 30 June 2018:	\$983,000
Budgeted Balance as at 30 June 2019:	\$1,186,000

Main Drainage Reserve (legislative)

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$210,000
Budgeted Balance as at 30 June 2019:	\$210,000

Developer Contributions Reserve (legislative)

Purpose

The purpose of this reserve is to hold funds contributed by developers for specific works associated with subdivisions. Funds are contributed for works such as footpaths, fencing, streetscape works, lighting and other such items where it is deemed that these works should occur at a later point than the initial development. Funds are also kept in this reserve for the Torquay/Jan Juc Developer Contributions Plan. Funds collected are very specific and tied to particular projects.

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$2,520,000
Budgeted Balance as at 30 June 2019:	\$900,000

Home Care Packages Reserve (contractual)

Purpose

The purpose of this reserve is to meet Council’s obligation under Commonwealth Government legislation to carry any unspent individual client funds into future periods.

Typical Sources of Inflows and Outflows:

Inflows are from unspent client funds at year end and outflows are from client’s utilising funds from the prior period.

Forecast Balance as at 30 June 2018:	\$100,000
Budgeted Balance as at 30 June 2019:	\$155,000

Trust and Deposits Reserve (contractual)

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$2,253,000
Budgeted Balance as at 30 June 2019:	\$2,298,000

Unrestricted Reserves

Plant Replacement Reserve

Purpose

The purpose of this reserve is to establish a fund whereby Council’s heavy plant (graders, trucks, etc.) can be replaced at the end of their useful lives. The changeover cost of small vehicles is also funded from this reserve.

Typical Sources of Inflows and Outflows:

Inflows to this reserve accrue out of plant hire charges made to jobs on which the plant works. The total of plant hire income is then offset against the operating expenses of the plant, with the surplus amount being transferred to the plant reserve.

Outflows from this reserve are typically the changeover cost of plant.

Forecast Balance as at 30 June 2018:	\$550,000
Budgeted Balance as at 30 June 2019:	\$177,000

Asset Renewal Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

Inflows into this reserve will be funds allocated on a straight line basis increasing year on year at a predetermined rate as set by Council. Funds from renewal projects completed under budget will also be returned to this reserve. Outflows from this reserve will be spent on renewal of Council assets.

Forecast Balance as at 30 June 2018:	\$620,000
Budgeted Balance as at 30 June 2019:	\$ 26,000

Waste Reserve

Purpose

The purpose of this reserve is to ensure that the full cost of the waste function is met by the waste charges (garbage charge and fee income from landfill) and that surpluses and deficits on an annual basis can be covered without any adverse impact on the balance of Council’s budget. This facet is particularly relevant in terms of Council meeting its long-term obligations for landfill rehabilitation where funds need to be set aside in the interim to plan for large-scale costs in the future. The rehabilitation of the Anglesea Landfill is expected to take place in 2023-24.

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$5,295,000
Budgeted Balance as at 30 June 2019:	\$8,058,000

Aireys Inlet Units Reserve (legislative)

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$301,000
Budgeted Balance as at 30 June 2019:	\$308,000

DCP Council Funds Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$1,275,000
Budgeted Balance as at 30 June 2019:	Nil

Winchelsea Infrastructure Plan Allocation Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$80,000
Budgeted Balance as at 30 June 2019:	\$280,000

Gherang Gravel Pits Reserve

Purpose

The purpose of this reserve is to provide funding for road improvements for Council roads.

Typical Sources of Inflows and Outflows:

Inflows to this reserve accrue revenue from the operation of Council’s gravel pits. The total of Gravel Pit income is then offset against the operating expenses of the facility, with the surplus amount being transferred to the Gherang Gravel Pits Reserve.

Outflows from this reserve are earmarked for road improvement projects.

Forecast Balance as at 30 June 2018:	\$1,933,000
Budgeted Balance as at 30 June 2019:	\$2,220,000

Defined Benefits Superannuation Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

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

Forecast Balance as at 30 June 2018:	\$974,000
Budgeted Balance as at 30 June 2019:	\$1,074,000

Carried Forward Capital Works Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$12,380,000
Budgeted Balance as at 30 June 2019:	\$16,294,000

Carried Forward Operational Projects Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$357,000
Budgeted Balance as at 30 June 2019:	\$274,000

Adopted Strategy Implementation Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$5,220,000
Budgeted Balance as at 30 June 2019:	\$3,176,000

Accumulated Unallocated Cash Reserve

Purpose

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

Typical Sources of Inflows and Outflows:

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

Forecast Balance as at 30 June 2018:	\$3,991,000
Budgeted Balance as at 30 June 2019:	\$1,084,000

Appendix C – Council Contributions to External Parties

Category / Organisation	2018-19 (\$)
Business / Tourism / Traders Associations	164,976
Great Ocean Road Regional Tourism	154,976
Lorne Business and Tourism Association	2,000
Anglesea Business and Tourism Association	2,000
Torquay Commerce and Tourism Association	2,000
Aireys Inlet Tourism and Traders Association	2,000
Growing Winchelsea	2,000
Early Years / Education Providers	19,920
Torquay College Stadium Joint Use Agreement	15,920
Moriac Kindergarten	4,000
Funding Programs	245,450
Minor Community Grants	75,000
Signature Events Program	62,000
Major Events Program	53,000
Community Events Program	25,450
Community Art Seed Funding	15,000
Torquay RSL - ANZAC Day	10,000
Other RSL Events - ANZAC Day	2,000
Winchelsea RSL - ANZAC Day	2,000
Modewarre RSL - ANZAC Day	1,000
Local Government	130,148
G21 Regional Alliance	61,179
Municipal Association of Victoria	30,469
Peri Urban Group of Councils	15,000
Victorian Local Government Association	10,000
Committee for Geelong	5,000
Geelong Chamber of Commerce	3,000
LG Pro	3,000
Municipal Engineering Foundation Scholarships Program	1,500
Australian Local Government Women's Association	1,000
Other Programs & Services	742,395
Geelong Regional Library Corporation (Council Service)	704,181
Barwon South West Waste Management Group	16,000
TX Australia Pty Ltd - Anglesea TV Blackspot	15,000
Barwon Sports Academy	5,714
Mt Gellibrand Fire Tower Lookout Committee	1,500
Senior Citizens / Community Houses & Groups	62,500
Anglesea and Aireys Inlet Senior Citizens Club	6,000
Lorne Senior Citizens Centre	6,000
Moriac and District Seniors Citizens Club	6,000
Torquay Senior Citizens Centre	6,000
Winchelsea Senior Citizens Centre	6,000
Anglesea Community House	6,000
Deans Marsh Community Cottage	6,000
Lorne Community House	6,000
Spring Creek Community House	6,000
Winchelsea Community House	6,000
Barwon Neighbourhood House Network	2,500
Total Contributions	1,365,389

Appendix D – Asset Renewal Backlog

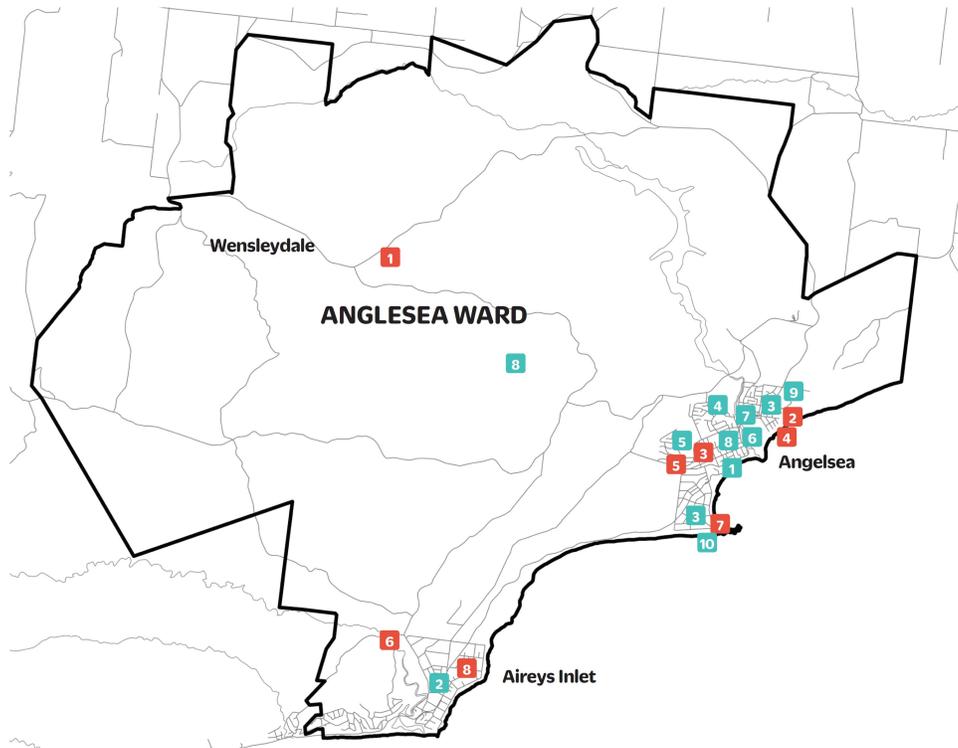
The asset renewal backlog lists assets that have reached the service level at which Council renews assets, but at this stage has not been allocated funding. These items will be prioritised for consideration in Council's 2019-20 draft budget.

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
Unsealed Roads				
Aireys Inlet	Gilbert Street, Aireys Inlet - Unnamed Rd RHS To Ch 5000m	Gravel Resheet	27,000	Service Decision Needed
Sealed Roads				
	Nil at intervention			
Kerb				
	Nil at intervention			
Buildings				
Winchelsea	Hesse Street Reserve - Tennis Clubroom	Replace Building	200,000	Service Decision Needed
Drainage				
Torquay	Spring Creek Catchment 1	Replace 750m - Various Locations	160,000	Service Decision Needed
Jan Juc	Jan Juc Catchment 7	Replace 180m - Various Locations	50,000	
Jan Juc	Jan Juc Catchment 4	Replace 140m - Various Locations	41,000	
Footpaths (Roads and Parks)				
Winchelsea	Naphthine Reserve	Footpath Replacement	24,000	Delivery Capacity Constraint
Winchelsea	Austin Street - Willis Street	Footpath Replacement	19,000	Delivery Capacity Constraint
Lorne	Grove Road - Mountjoy Parade	Footpath Replacement	16,000	
Moriac	Newling Reserve	Footpath Replacement	27,000	
Various	Various small pathway segments	Footpath Replacement	37,000	
Open Space				
Bellbrae	Bellbrae Reserve	Renewal of Open Space Items	200,000	Delivery Capacity Constraint
Anglesea	Coogoorah Park Nature Reserve	Renewal of Open Space Items	104,500	Delivery Capacity Constraint
Deans Marsh	Deans Marsh Recreation Reserve	Renewal of Open Space Items	106,500	Delivery Capacity Constraint
Torquay	Great Ocean Views Reserve	Renewal of Open Space Items	103,500	Delivery Capacity Constraint
Various	Various Other Reserves	Renewal of Open Space Items	133,300	Delivery Capacity Constraint
Total Assets			1,248,800	

Appendix E –Budget Highlights by Ward

Budget 2018-2019 Snapshot of new funding allocations

Anglesea Ward



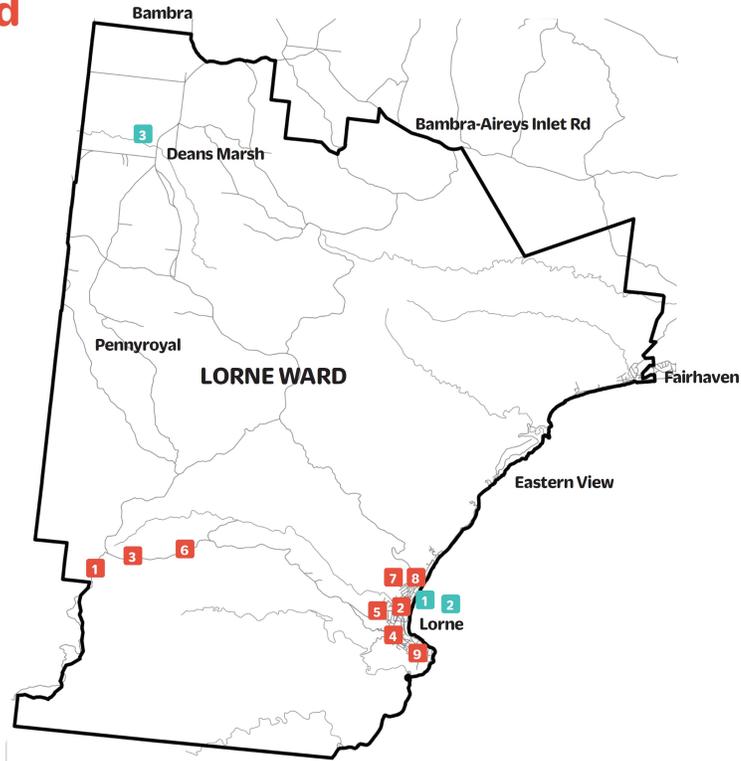
Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Unsealed Road Renewal - Gum Flats Road	114,000	0	114,000
2 Structures Renewal - Ellimatta Reserve	36,000	0	36,000
3 Structures Renewal - Anglesea McMillan Precinct	35,000	0	35,000
4 Soft Playing Surface - Ellimatta Reserve	10,200	0	10,200
5 Footpath Renewal - Anglesea McMillan Precinct	9,000	0	9,000
6 Bridge Renewal - Old Coach Rd	7,000	0	7,000
7 Drainage Renewal - Eleventh Avenue	6,000	0	6,000
8 Footpath Renewal - Berthon Haydn Linear Reserve	4,000	0	4,000
Other Renewal Projects	34,000	0	34,000
Total Renewal Projects	255,200	0	255,200

Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Anglesea Surf Life Saving Club Redevelopment Contribution	250,000	0	250,000
2 Anderson Roadknight Reserve Masterplan Implementation	171,800	0	171,800
3 Ellimatta Oval Lights Upgrade	127,000	0	127,000
4 Changing Places Facility Anglesea	94,000	0	94,000
5 Drainage Upgrade Golflinks Rd	42,600	0	42,600
6 Pop Up Arts Space	36,000	4,000	40,000
7 Anglesea Recreation & Sports Club - Asset Protection	32,500	0	32,500
8 Road Safety Improvements at School Sites	32,500	0	32,500
9 Anglesea Netball Club Netball shelters	26,000	0	26,000
10 Anglesea Motor Yacht Club Redevelopment Contribution	20,000	0	20,000
Total Capital and Operational Projects	832,400	4,000	836,400

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

Budget 2018-2019 Snapshot of new funding allocations

Lorne Ward



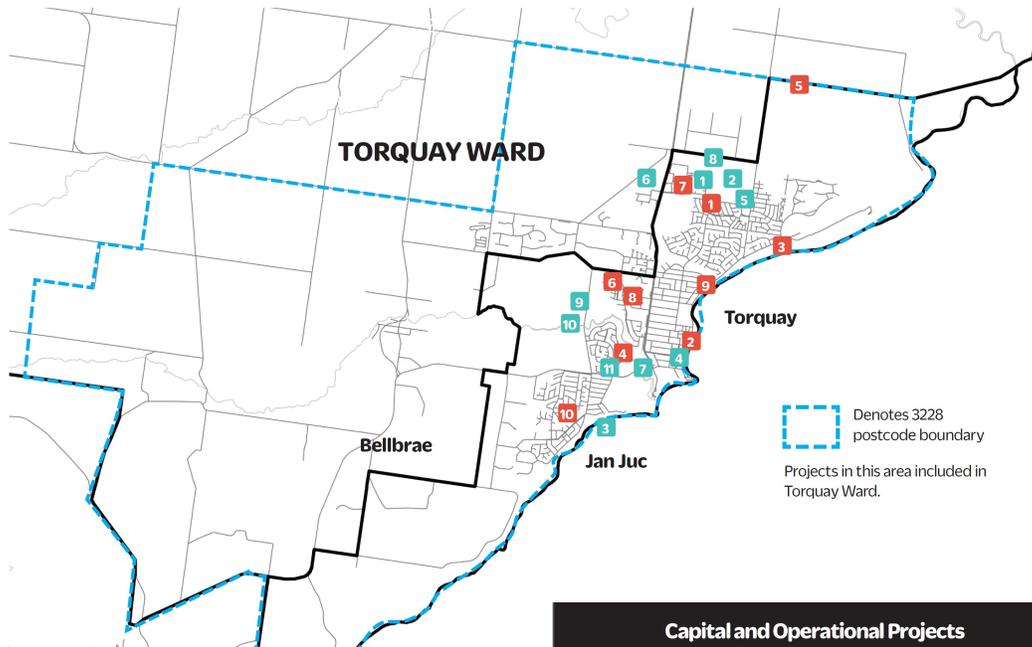
Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Unsealed Road Renewal - Benwerrin-Mt Sabine Road	176,000	0	176,000
2 Footpath Renewal - Smith Street	157,000	0	157,000
3 Unsealed Road Renewal - Erskine Falls Road	82,000	0	82,000
4 Sealed Road Renewal - Smith Street	54,000	0	54,000
5 Sealed Road Renewal - Polwarth Road	24,000	0	24,000
6 Sealed Road Renewal - Erskine Falls Road	22,000	0	22,000
7 Soft Playing Surface - Stribling Reserve	21,000	0	21,000
8 Sealed Road Renewal - Alpha Terrace	14,000	0	14,000
9 Sealed Road Renewal - Charles Street	8,000	0	8,000
Other Renewal Projects	102,000	0	102,000
Total Renewal Projects	660,000	0	660,000

Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Lorne Structure Plan Stage Two	160,000	0	160,000
2 Lorne Structure and Strategy Plan	20,000	0	20,000
3 Pathway Feasibility Birregurra-Deans Marsh Road	11,000	0	11,000
Total Capital and Operational Projects	191,000	0	191,000

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

Budget 2018-2019 Snapshot of new funding allocations

Torquay Ward



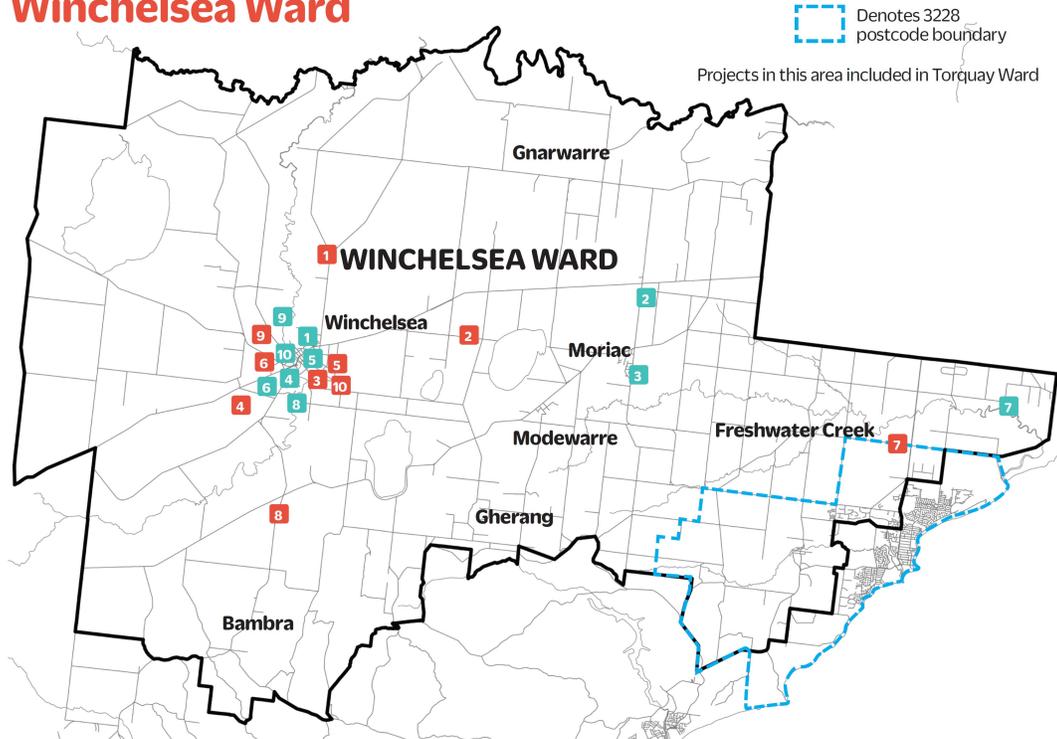
Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Fischer Street (Zeally Bay Road to Highlander Road)	692,000	0	692,000
2 The Esplanade (Bell Street to Gilbert Street)	326,000	0	326,000
3 Playground Renewal Program - St Anne's Reserve	108,000	0	108,000
4 Playground Renewal Program - Deep Creek Reserve/Orungal Crt	108,000	0	108,000
5 Sealed Road Renewal - Blackgate Road	104,000	0	104,000
6 Building Renewal - Torquay Kindergarten	60,000	0	60,000
7 Building Renewal - Grant Pavilion	54,000	0	54,000
8 Building Renewal - Torquay Library	48,000	0	48,000
9 Drainage Renewal - New Street Torquay	42,000	0	42,000
10 Drainage Renewal - Dunkeith Avenue and Tathra Court	42,000	0	42,000
Other Renewal Projects	327,500	0	327,500
Total Renewal Projects	1,911,500	0	1,911,500

Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Surf Coast Multi-Purpose Stadium (CY03)	4,600,000	3,900,000	8,500,000
2 Yurrock Soccer Pitch and Lighting (OR02)	561,000	100,000	661,000
3 Jan Juc Surf Life Saving Club Redevelopment Contribution	250,000	0	250,000
4 The Esplanade Bell Street Pedestrian Improvements	91,000	99,000	190,000
5 Fischer Street and Merrijig Drive Roundabout	93,000	0	93,000
6 Grasree Park Asbestos Management Phase Two	57,500	0	57,500
7 Torquay Football Club Safety Nets behind goals	54,500	0	54,500
8 South Beach Road Upgrade (RD09)	48,500	0	48,500
9 Environmental Study Torquay	40,000	0	40,000
10 Significant Landscape Study Torquay	34,000	0	34,000
11 Township Traffic, Parking and Pedestrian Improvements	33,000	0	33,000
Other Capital and Operational Projects	65,000	0	65,000
Total Capital and Operational Projects	5,927,000	4,099,000	10,026,500

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

Budget 2018-2019 Snapshot of new funding allocations

Winchelsea Ward



Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Gnarwarre Road Major Culvert	920,000	0	920,000
2 Sealed Road Renewal - Buckley Road South	192,000	0	192,000
3 Winchelsea Netball Toilets	147,000	0	147,000
4 Unsealed Road Renewal - Kildean Road	109,000	0	109,000
5 Kerb Renewal - Bennett Street	94,000	0	94,000
6 Hesse Street - Princes Hwy to End	87,000	0	87,000
7 Unsealed Road Renewal - Blackgate Road	84,000	0	84,000
8 Unsealed Road Renewal - Bambra-Boonah Road	40,000	0	40,000
9 Sealed Road Renewal - Hesse Street	38,000	0	38,000
10 Fences - Eastern Reserve	37,000	0	37,000
Other Renewal Projects	373,800	0	373,800
Total Renewal Projects	2,121,800	0	2,121,800

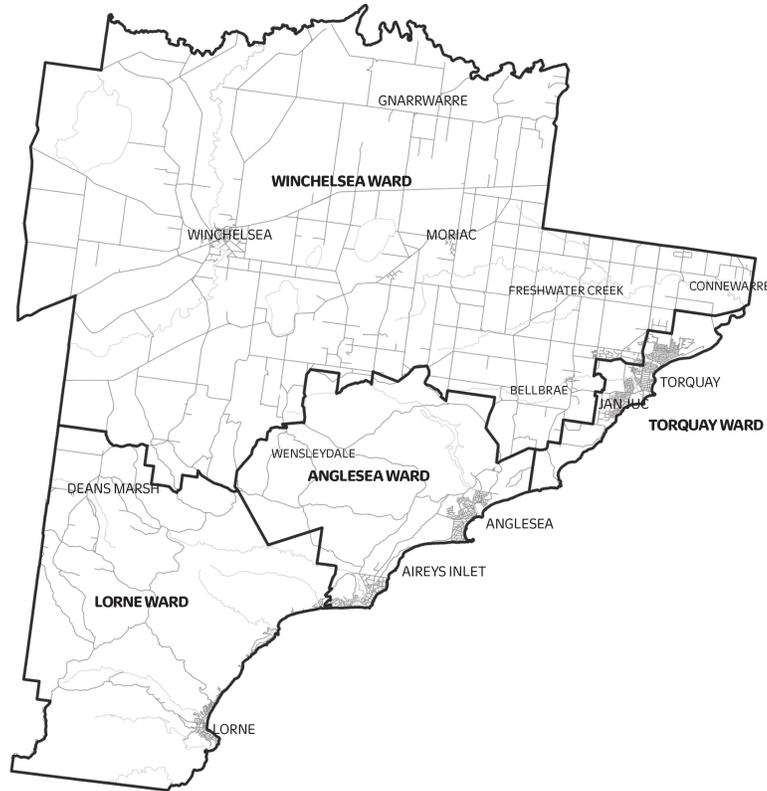
Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Traffic Management - Winchelsea Town Centre	198,500	0	198,500
2 Modewarre Cricket Training Facility	15,560	62,810	78,370
3 Moriac Sotrmwater and Septic Study	65,500	0	65,000
4 Winchelsea EAO Planning Scheme Amendment	52,000	0	52,000
5 Changing Places Facility Winchelsea	48,000	0	48,000
6 Winchelsea Memorial Cairns	45,000	0	45,000
7 Connwarre and District Riding Club Dressage Arenas	41,000	0	41,000
8 Globe Theatre Reverse Cycle Air Conditioning	28,000	0	28,000
9 Winchelsea Urban Design Framework	24,000	0	24,000
10 Winchelsea Youth Support planning and Contribution	10,000	0	10,000
Total Capital and Operational Projects	527,060	62,810	589,870

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



Budget 2018-2019 Snapshot of new funding allocations

Shire wide



Renewal Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant Replacement Program	919,000	0	919,000
Light Fleet Replacement Program	436,000	0	436,000
Information Technology	100,000	0	100,000
Condition Audits	95,000	0	95,000
Unsealed Road Renewal - Shoulder Resheeting Program	90,000	0	90,000
Hard Court Renewal Program	84,000	0	84,000
Structures Renewal	83,000	0	83,000
Sealed Road Renewal - Major Patching	83,000	0	83,000
Unsealed Road Renewal - Minor Reactive Resheeting	79,000	0	79,000
Other Renewal Projects	458,600	0	458,600
Total Renewal Projects	2,427,600	0	2,427,600

Capital and Operational Projects			
Project Name	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Digital Transformation	2,500,000	0	2,500,000
Environmental Leadership	250,000	0	250,000
The Hive - Design & Implementation	205,000	0	205,000
Rural Road Safety Improvements	152,000	0	152,000
Problem Material Facility	142,200	0	142,200
Annual Pathways Construction Program	112,520	21,000	133,520
Food Organics Garden Organics Trial	111,000	0	111,000
Solar Compacting Bins	104,000	0	104,000
Drainage Upgrades Discretionary Works	100,000	0	100,000
Annual Streetscape allocation	50,000	0	50,000
Surf Coast Shire Theatre Feasibility Study	27,500	0	27,500
Other Capital and Operational Projects	1,418,267	294,078	1,712,345
Total Capital and Operational Projects	5,172,487	315,078	5,487,565

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

Appendix F – Equity Considerations

Introduction

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

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

The Victorian Government introduced rate capping from the 2016-17 financial year. It is estimated that even with a 2% lower rate increase per year, this will result in Council funding reducing by more than \$100m over 15 years. This reduction is in addition to the impact of the Commonwealth government freezing the indexing of Financial Assistance Grants for 3 years.

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

Equity Considerations

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

Category 1: General

No.	Consideration	Overview
1	Equity Discussion	Council acknowledges that the community desire to understand budget equity is important and will seek to provide information to assist. Council also recognises its responsibility to the Shire as a whole, and to both current and future generations.
2	Holistic View	The assessment of equity requires a broad consideration that takes into account the full range of Council's circumstances and long term strategic imperatives. Equity cannot reasonably be reflected through a single metric in any one year.
3	Assessment Timeframe	Council maintains a medium term financial plan that reflects its funding intentions over time. Funding for particular projects can be large and may cause peaks in allocation to one ward. Additionally, asset renewal funding responds objectively to asset condition rather than a prescribed timeframe. Accordingly it is important to consider equity over time. It can however be challenging to maintain a data time series for consistent comparisons, given factors such as changing ward boundaries.
4	Pragmatic Model	An important principle in preparing any allocation model or suite of indicators is identifying where sufficient value has been provided, beyond which the preparation cost exceeds the incremental benefit. Council's Finance team has many important responsibilities to fulfil with limited resources and Council is mindful of not unreasonably diverting resources.
5	Ward Boundaries	It may be necessary to adjust the analysis to account for any agreed ward boundary anomalies. One example that is often reflected is to attribute the portion of the Winchelsea ward with a 3228 post code to the Torquay ward for the purpose of analysis.

Category 2: Funding

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

Category 3: Services and Assets

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

Category 4: Funding Allocations

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

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

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

Ward rate contribution and funding has been adjusted to reflect the portion of the Winchelsea ward with a 3228 postcode within the Torquay ward. This adjustment reflects more closely the community of interest.

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

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

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

Budget 2018-19										
Ward	Rates		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$10,187,924	23%	\$926,100	10%	255,200	5%	\$0	0%	\$1,181,300	8%
Lorne	\$6,565,976	15%	\$212,000	2%	660,000	13%	\$0	0%	\$872,000	6%
Torquay (incl. 3228)	\$22,246,888	51%	\$7,524,500	81%	2,032,000	39%	\$676,556	100%	\$10,233,056	68%
Winchelsea (excl. 3228)	\$4,976,165	11%	\$595,560	6%	2,222,800	43%	\$0	0%	\$2,818,360	19%
Total Ward Specific	\$43,976,953	100%	\$9,258,160	100%	5,170,000	100%	\$676,556	100%	\$15,104,716	100%

Whole of Shire \$5,311,787 \$1,988,964 \$1,428,473

3228 Rates in Winchelsea \$2,844,788

Percentages may not equal 100% due to rounding.

This indicator demonstrates that in this year's budget, the proportion of council funds to project allocations exceeds the proportion of rate contribution in Torquay (including 3228) and Winchelsea (excluding 3228) wards, but is less than the proportion in the Anglesea and Lorne wards. Prior year tables are provided for comparative purposes.

Budget 2017-18										
Ward	Rates		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$9,900,638	23%	\$147,000	4%	\$211,000	9%	\$0	0%	\$358,000	6%
Lorne	\$6,804,557	16%	\$198,000	6%	\$71,000	3%	\$0	0%	\$269,000	4%
Torquay (incl. 3228)	\$20,590,832	49%	\$2,369,038	71%	\$628,000	28%	\$676,556	100%	\$3,673,594	59%
Winchelsea (excl. 3228)	\$5,003,215	12%	\$610,500	18%	\$1,352,558	60%	\$0	0%	\$1,963,058	31%
Total Ward Specific	\$42,299,242	100%	\$3,324,538	100%	\$2,262,558	100%	\$676,556	0%	\$6,263,652	100%

Whole of Shire \$5,949,500 \$2,231,132 \$1,029,069

3228 Rates in Winchelsea \$2,755,442

Percentages may not equal 100% due to rounding.

Budget 2016-17										
Ward	Rates		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$9,664,312	24%	\$75,000	2%	\$982,300	26%	\$0	0%	\$1,057,300	13%
Lorne	\$6,652,713	16%	\$408,500	11%	\$199,400	5%	\$0	0%	\$607,900	7%
Torquay (incl. 3228)	\$19,395,559	48%	\$2,687,295	75%	\$1,212,100	31%	\$676,101	100%	\$4,575,496	56%
Winchelsea (excl. 3228)	\$5,088,652	12%	\$421,450	12%	\$1,456,050	38%	\$0	0%	\$1,877,500	23%
Total Ward Specific	\$40,801,236	100%	\$3,592,245	100%	\$3,849,850	100%	\$676,101	100%	\$8,118,196	100%

Whole of Shire \$6,663,244 \$2,231,132 \$1,029,034

3228 Rates in Winchelsea \$2,355,606

Percentages may not equal 100% due to rounding.

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

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

Budget 2018-19										
Ward	Rates		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$10,187,924	23%	\$930,100	10%	255,200	5%	\$0	0%	\$1,185,300	8%
Lorne	\$6,565,976	15%	\$212,000	2%	660,000	13%	\$0	0%	\$872,000	6%
Torquay (incl. 3228)	\$22,246,888	51%	\$7,723,500	81%	2,032,000	39%	\$676,556	100%	\$10,432,056	68%
Winchelsea (excl. 3228)	\$4,976,165	11%	\$658,370	7%	2,222,800	43%	\$0	0%	\$2,881,170	19%
Total Ward Specific	\$43,976,953	100%	\$9,523,970	100%	\$5,170,000	100%	\$676,556	100%	\$15,370,526	100%
Whole of Shire			\$5,626,865		\$2,427,600		\$1,428,473			
3228 Rates in Winchelsea			\$2,844,788							

Percentages may not equal 100% due to rounding.

This indicator demonstrates that in this year’s budget, the proportion of total funding to project allocations exceeds the proportion of rate contribution in Torquay (including 3228) and Winchelsea (excluding 3228) wards, but is less than the proportion in the Anglesea and Lorne wards. Prior year tables are provided for comparative purposes.

Budget 2017-18										
Ward	Rates		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$9,900,638	23%	\$207,000	3%	\$211,000	7%	\$0	0%	\$418,000	4%
Lorne	\$6,804,557	16%	\$198,000	3%	\$71,000	2%	\$0	0%	\$269,000	3%
Torquay (incl. 3228)	\$20,590,832	49%	\$3,179,038	54%	\$628,000	21%	\$676,556	100%	\$4,483,594	47%
Winchelsea (excl. 3228)	\$5,003,215	12%	\$2,345,500	40%	\$2,017,000	69%	\$0	0%	\$4,362,500	46%
Total Ward Specific	\$42,299,242	100%	\$5,929,538	100%	\$2,927,000	100%	\$676,556	100%	\$9,533,094	100%
Whole of Shire			\$6,443,910		\$4,154,000		\$1,029,069			
3228 Rates in Winchelsea			\$2,755,442							

Percentages may not equal 100% due to rounding.

Budget 2016-17										
Ward	Rates		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total	
Anglesea	\$9,664,312	24%	\$165,000	2%	\$982,300	25%	\$0	0%	\$1,147,300	9%
Lorne	\$6,652,713	16%	\$408,500	5%	\$199,400	5%	\$0	0%	\$607,900	5%
Torquay (incl. 3228)	\$19,395,559	48%	\$5,404,365	71%	\$1,347,100	34%	\$676,101	0%	\$7,427,566	61%
Winchelsea (excl. 3228)	\$5,088,652	12%	\$1,621,450	21%	\$1,456,050	37%	\$0	0%	\$3,077,500	25%
Total Ward Specific	\$40,801,236	100%	\$7,599,315	100%	\$3,984,850	100%	\$676,101	0%	\$12,260,266	100%
Whole of Shire			\$7,198,244		\$2,231,132		\$1,029,034			
3228 Rates in Winchelsea			\$2,355,606							

Percentages may not equal 100% due to rounding.

Indicator 3 – Asset Distribution by Ward

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

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

As at 30 June 2017										
Ward	Rates		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$9,639,164	23%	4,918	23%	\$55,696,202	16%	\$21,697,481	19%	\$77,393,683	17%
Lorne	\$6,624,865	16%	2,891	14%	\$27,958,666	8%	\$11,164,491	10%	\$39,123,157	8%
Torquay (incl. 3228)	\$17,364,350	42%	10,440	49%	\$174,854,729	51%	\$52,291,024	45%	\$227,145,753	49%
Winchelsea (excl. 3228)	\$7,553,749	18%	3,033	14%	\$86,924,939	25%	\$30,438,256	26%	\$117,363,195	25%
Total Ward Specific	\$41,182,128	100%	21,282	100%	\$345,434,536	100%	\$115,591,252	100%	\$461,025,788	100%
Whole of Shire					\$0		\$27,842,574		\$27,842,574	
Land					\$3,599,507		\$120,536,131		\$124,135,638	
Council Corporate					\$0		\$12,145,000		\$12,145,000	
Shire Total					\$349,034,043		\$276,114,957		\$625,149,000	

Percentages may not equal 100% due to rounding.

Prior year tables are provided for comparative purposes.

As at 30 June 2016										
Ward	Rates		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$9,412,739	24%	5,015	23%	\$55,241,068	16%	\$19,466,512	18%	\$74,707,580	17%
Lorne	\$6,687,623	17%	3,027	14%	\$32,166,016	10%	\$11,163,768	10%	\$43,329,784	10%
Torquay (incl. 3228)	\$18,851,313	48%	10,321	48%	\$164,870,244	49%	\$38,643,249	36%	\$203,513,493	46%
Winchelsea (excl. 3228)	\$4,679,748	12%	3,198	15%	\$84,277,830	25%	\$38,372,274	36%	\$122,650,104	28%
Total Ward Specific	\$39,631,424	100%	21,561	100%	\$336,555,158	100%	\$107,645,803	100%	\$444,200,961	100%
Whole of Shire					\$1,750,527		\$23,138,512		\$24,889,039	
Land					\$3,386,000		\$103,925,000		\$107,311,000	
Council Corporate					\$0		\$12,274,000		\$12,274,000	
Shire Total					\$341,691,685		\$246,983,315		\$588,675,000	

Percentages may not equal 100% due to rounding.

As at 30 June 2015										
Ward	Rates		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$9,467,678	24%	4,864	24%	\$35,420,006	15%	\$33,019,820	22%	\$68,439,826	18%
Lorne	\$6,664,669	17%	2,882	14%	\$19,909,968	8%	\$15,573,076	10%	\$35,483,044	9%
Torquay (incl. 3228)	\$18,567,223	47%	9,743	48%	\$108,357,425	45%	\$69,408,881	46%	\$177,766,306	46%
Winchelsea (excl. 3228)	\$4,592,552	12%	2,964	14%	\$76,563,170	32%	\$31,595,027	21%	\$108,158,197	28%
Total Ward Specific	\$39,292,122	100%	20,453	100%	\$240,250,569	100%	\$149,596,804	100%	\$389,847,373	100%
Whole of Shire					\$830,995		\$19,765,137		\$20,596,133	
Land					\$2,714,000		\$101,467,000		\$104,181,000	
Council Corporate					\$0		\$15,702,495		\$15,702,495	
Shire Total					\$243,795,564		\$286,531,436		\$530,327,001	

Percentages may not equal 100% due to rounding.

Indicator 4 – Supplementary Rates by Ward

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

The table highlights in particular that proportion of investment in new projects relative to the proportion of supplementary rates is higher in the Anglesea and Winchelsea ward. Proactive investment in Winchelsea ward may be appropriate given it's identification as a future growth node and the importance to have infrastructure in place to support a growing community.

Budget 2018-19						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	32,423	8%	\$926,100	10%	\$930,100	10%
Lorne	12,348	3%	\$212,000	2%	\$212,000	2%
Torquay (incl. 3228)	332,806	84%	\$7,524,500	81%	\$7,723,500	81%
Winchelsea (excl. 3228)	20,889	5%	\$595,560	6%	\$658,370	7%
Total Ward Specific	\$398,465	100%	\$9,258,160	100%	\$9,523,970	100%

Whole of Shire

\$5,311,787

\$5,626,865

3228 Supplementary Rates in Winchelsea \$95,509

Percentages may not equal 100% due to rounding.

Prior year tables are provided for comparative purposes.

Budget 2017-18						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	\$28,479	8%	\$147,000	4%	\$207,000	3%
Lorne	\$10,846	3%	\$198,000	6%	\$198,000	3%
Torquay (incl. 3228)	\$292,327	84%	\$2,369,038	71%	\$3,179,038	54%
Winchelsea (excl. 3228)	\$18,348	5%	\$610,500	18%	\$2,345,500	40%
Total Ward Specific	\$350,000	100%	\$3,324,538	100%	\$5,929,538	100%

Whole of Shire

\$5,949,500

\$6,443,910

3228 Supplementary Rates in Winchelsea \$83,892

Percentages may not equal 100% due to rounding.

Appendix G – Long Term Financial Plan

Long Term Financial Plan	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000	2023-24 Forecast \$'000	2024-25 Forecast \$'000	2025-26 Forecast \$'000	2026-27 Forecast \$'000	2027-28 Forecast \$'000
Recurrent EBITDA											
Property Rates and Charges	42,740	44,375	46,280	48,252	50,294	52,408	54,597	56,861	59,205	61,631	64,141
Garbage Charges	6,704	7,394	7,815	8,258	8,724	9,215	9,730	10,272	10,842	11,441	12,070
Grants	7,970	5,491	7,585	7,780	7,981	8,186	8,397	8,614	8,837	9,065	9,300
Other Revenue	9,023	9,554	9,756	9,963	10,175	10,390	10,611	10,836	11,066	11,301	11,541
Total Recurrent Income	66,438	66,814	71,437	74,254	77,174	80,199	83,335	86,583	89,950	93,437	97,051
Employee Benefits	(27,237)	(29,261)	(29,905)	(30,563)	(31,235)	(31,922)	(32,624)	(33,342)	(34,076)	(34,825)	(35,592)
Materials and Services	(20,825)	(20,636)	(21,152)	(21,681)	(22,223)	(22,778)	(23,348)	(23,932)	(24,530)	(25,143)	(25,772)
Business Improvement Program Benefits	-	-	250	500	750	1,000	1,250	1,500	1,750	2,000	2,250
Business Case Benefits	-	-	100	200	300	400	500	600	700	800	900
Digital Transformation Benefits	-	-	100	200	300	400	500	600	700	800	900
Total Expenditure - Existing Operations	(48,061)	(49,897)	(50,607)	(51,343)	(52,108)	(52,901)	(53,722)	(54,574)	(55,456)	(56,368)	(57,313)
Compliance Costs	-	(1,029)	(800)	(1,200)	(1,600)	(2,000)	(2,400)	(2,800)	(3,200)	(3,600)	(4,000)
Compliance Costs - Projects	-	-	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Non-Discretionary Growth	-	(11)	(1,240)	(1,840)	(2,440)	(3,040)	(3,640)	(4,240)	(4,840)	(5,440)	(6,040)
Discretionary Growth	-	(751)	(770)	(789)	(808)	(829)	(849)	(871)	(892)	(915)	(938)
Recurrent EBITDA	18,377	15,127	17,421	18,483	19,618	20,831	22,123	23,499	24,962	26,515	28,161
Cash Adjustments:-											
Balance Sheet Movements	406	41	40	40	39	39	38	38	37	36	36
Interest Revenue	1,028	1,023	1,082	1,109	1,031	959	892	830	772	718	667
Grants Commission funds received early	(129)	2,044	-	-	-	-	-	-	-	-	-
Asset sales - Plant/Fleet	338	439	430	370	380	390	401	407	405	341	341
Asset sales - Land	776	-	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	2,419	3,546	1,553	1,519	1,451	1,388	1,331	1,274	1,213	1,095	1,044
Total Cash Available for Allocation	20,796	18,673	18,974	20,001	21,069	22,219	23,454	24,773	26,176	27,610	29,205

Long Term Financial Plan	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Forecast \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000	2023-24 Forecast \$'000	2024-25 Forecast \$'000	2025-26 Forecast \$'000	2026-27 Forecast \$'000	2027-28 Forecast \$'000
Allocations to Commitments											
Debt Interest & Principal	1,706	1,706	1,706	1,696	1,690	1,698	1,698	1,698	1,698	1,698	1,698
Torquay/Jan Juc Developer Plan Allocation	2,163	2,254	2,349	2,448	2,551	2,658	2,770	2,886	3,007	3,133	3,265
Spring Creek Infrastructure Plan Allocation	-	-	700	729	760	792	825	860	896	934	973
Winchelsea Infrastructure Plan Allocation	80	200	208	217	226	236	246	256	267	278	290
Developer Contribution Interest Allocation	27	32	1	40	1						
Waste Allocation	3,105	3,238	3,557	3,896	4,255	4,636	5,039	5,466	5,917	6,395	6,901
Asset Renewal Allocation	6,073	6,662	7,128	7,627	8,161	8,732	9,343	9,997	10,697	11,446	12,247
Business Case Investments	500	500	500	500	500	500	500	500	500	500	500
Growth and Compliance Costs (Non-Recurrent)	833	396	-	-	-	-	-	-	-	-	-
Total Allocations to Commitments	14,486	14,986	16,149	17,154	18,144	19,252	20,421	21,663	22,982	24,384	25,874
Discretionary Cash Available	6,310	3,687	2,825	2,848	2,924	2,967	3,033	3,111	3,193	3,226	3,332
Discretionary Allocations											
Discretionary Operating Projects	699	806	-	-	-	-	-	-	-	-	-
Discretionary Capital Works	1,119	1,124	1,801	2,656	2,765	2,879	3,000	3,126	3,258	3,394	3,537
Recreation & Open Space (to AUC)	-	-	825	-	-	-	-	-	-	-	-
Preallocated Community Projects	-	954	-	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	250	100	100	100	100	100	100	100	100	100	100
Gravel Pits Allocation	273	287	292	297	302	307	313	318	324	329	335
Aireys Inlet Aged Units	2	6	6	6	6	7	7	7	7	7	7
Towards Environmental Leadership	250	250	250	250	250	250	250	250	250	250	250
Building Better Regions Project Allocation	357	-	-	-	-	-	-	-	-	-	-
Repayment Anglesea Bowls Club Commitment	225	-	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	3,174	3,528	3,274	3,309	3,424	3,543	3,670	3,801	3,938	4,080	4,228
Unallocated Cash Surplus / (Deficit)	3,135	159	(449)	(462)	(500)	(576)	(636)	(690)	(745)	(854)	(897)
Accumulated Unallocated Cash											
Opening Balance	5,060	3,991	1,084	730	268	(231)	(808)	(1,444)	(2,134)	(2,879)	(3,733)
Annual Surplus/(Deficit)	3,135	159	(449)	(462)	(500)	(576)	(636)	(690)	(745)	(854)	(897)
Return to AUC as per Council Resolution	225	-	-	-	-	-	-	-	-	-	-
Net Allocations During the Year	(1,930)	-	-	-	-	-	-	-	-	-	-
Council Resolution Ellimatta Oval Lighting Upgrade	-	(157)	-	-	-	-	-	-	-	-	-
Project Budget Submission	-	(409)	-	-	-	-	-	-	-	-	-
Transfer for Recreation & Open Space	(500)	-	825	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(2,000)	(2,500)	(730)	-	-	-	-	-	-	-	-
Closing Balance	3,991	1,084	730	268	(231)	(808)	(1,444)	(2,134)	(2,879)	(3,733)	(4,629)