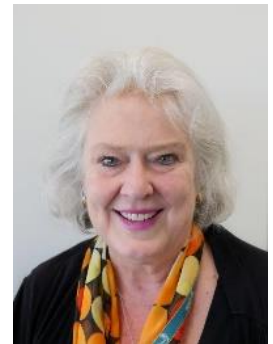




SURF COAST SHIRE COUNCIL

# 2019-20 Budget

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## **Mayor's Introduction**

It is my pleasure to present the 2019-20 Annual Budget. The community and our customers are central to all that we do and this budget continues to reflect this priority.

Council is delighted to be able to again maintain high levels of capital works across the Shire, continuing to provide facilities, roads and infrastructure needed by our community every day. In addition to \$14.7 million of Council funding, our success in attracting major grants for the Surf Coast Multi-Use Stadium and the Stribling Reserve Pavilion will see the 2019-20 Capital Works Program be one of the largest ever delivered by Council.

This budget also maintains Council's commitment to a range of diverse and important programs, including the Towards Environmental Leadership program and our response to aged care reforms, both of which we undertake with the support of valued community-based partners and reference groups.

Councils has again developed a budget that continues to support services for a growing and changing community, but still delivers a modest surplus. To achieve this, Council has set its rate revenue increase at 2.5%, in line with the rate cap set under the Fair Go Rates system. With the State Government's introduction of yearly property revaluations across the state, our ratepayers will find that their own rates may vary from the average, and we are always here to help explain how rates are set and how revenue is spent.

While not restricted by the State Government, the waste charges increase is also held at 2.5% despite a range of challenges such as the introduction of e-waste management and the recycling industry. Council understands the community's expectations that we work with them and other levels of government to take more responsibility for our waste and resource recovery.

Council has again undertaken a review of all fees and charges outlined in the budget, with increases based on strategic service changes or benchmarking against similar or nearby councils.

The Surf Coast Shire Rating Strategy has been reviewed in 2018-19 and the budget incorporates improvements that include greater clarity and justification of rating structures and the removal of the differential rate for vacant land because land banking is no longer a material concern.

Lastly, I wish to thank my fellow councillors and the staff who have worked together to develop this budget and for all they do for the community.

**Cr Rose Hodge**

**Mayor**



## **CEO's Introduction**

Council has again developed an annual budget that maintains delivery of the current services as well as catering for a growing and changing community, while still delivering a surplus.

However this budget is made in the face of significant financial challenges, as shown by Council's forecast unallocated cash results in years 2, 3 and 4 of the Long Term Financial Plan. These challenges need to be overcome if the Surf Coast Shire is to enjoy its historical levels of discretionary funding that have supported many valued projects across the Shire.

Council is committed to being financially responsible for generations to come and has adopted an Asset Renewal Funding Strategy. This sets out Council's strategic approach to renewing assets when needed based on a forecast 20 year asset renewal program.

Ongoing business transformation and reform is needed to contribute to long term financial sustainability. Council's key reforms, comprising its Business Improvement Program, Business Case Investment Program and Digital Transformation Program, have delivered over \$4.8 million of financial benefits since their introduction, including \$0.64 million new benefits in the 2019-20 year.

Our strategic direction clearly recognises that Council's future success is based on innovation, collaboration and partnerships. It is important that Council continues to engage in Local Government sector reform initiatives, such as the Rural Councils Transformation Program.

Council's reform programs have broader non-financial objectives, and the Customer Experience Program remains a key focus for Council in 2019-20.

Thank you to the Councillors who reflect our community's aspirations and to the staff for their hard work in preparing this budget.

**Keith Baillie**

**Chief Executive Officer**



## Executive Summary

Council has prepared a Budget for the 2019-20 financial year which seeks to meet important demands for services and infrastructure yet remain affordable for our community. Key budget information is provided below about the rate increase and operating result of the Council.

### Rates

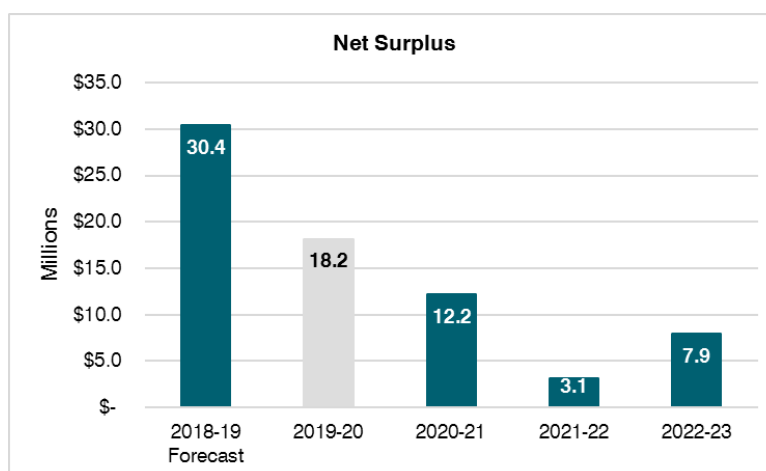
This budget proposes to increase rate revenue in line with the Fair Go Rates System cap, which this year is 2.5%. The cap is set by the State Government and applies to the total revenue generated through general rates and the municipal charge. Council's rate revenue also increases from supplementary rates, which are new ratepayers that are created throughout the year from the building of new properties, subdivisions or existing property development. Council's long term financial planning anticipates the additional rate revenue 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 each property across the state is now subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, but it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 2.5% increase because of changes to their property value relative to that of other ratepayers' properties. Waste charges are not subject to rate capping but the increase of 2.5% in 2019-20 aligns to the overall rate revenue increase.

Council has adopted a revised Rating Strategy concurrently with the 2019-20 Budget. The revised rating strategy includes the discontinuation of the Vacant Land Differential and the capping of the Municipal Charge. The Rating Strategy does not affect how much revenue Council raises from rates, as this is capped by the State Government's Fair Go Rates System. It does however affect the split of rates between individual ratepayers. Rating information is further detailed in section 4.1 of this document.

### Net Surplus

The expected net surplus for the 2019-20 year is \$18.2 million. The net surplus represents all operating revenues less expenses and is further detailed in Council's formal financial statements (section 3). Lower capital grants received are the major reason for the decrease in the net surplus from 2018-19 to 2019-20, due to Council receiving a once-off grant of \$8.0 million for the Surf Coast Multi-purpose Indoor Stadium in 2018-19.



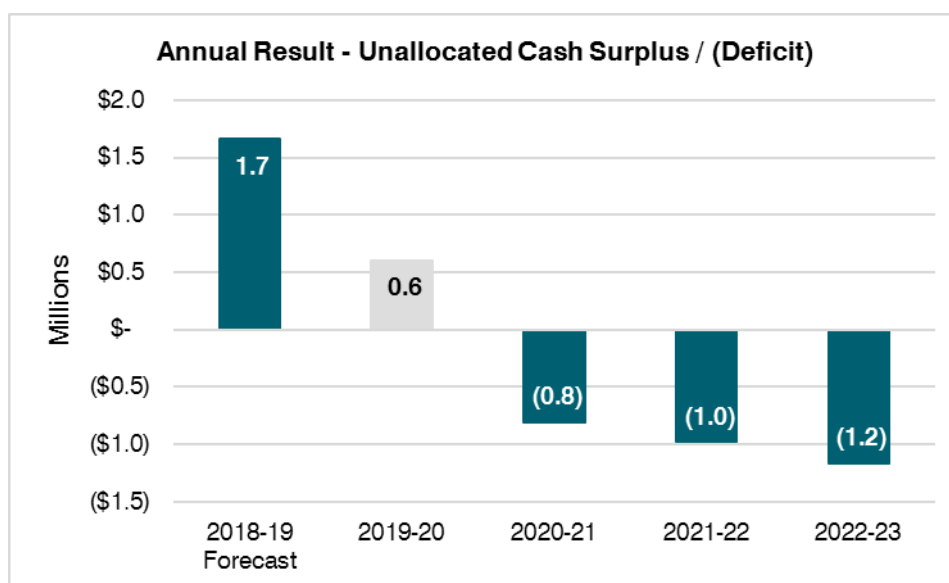
## Annual Result

Local government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to understand underlying performance. Contributions, grants and once-off project funding further contribute to this difficulty. Accordingly, it is useful to consider the annual result in the form of the unallocated cash surplus (or deficit). In 2018-19 Council's forecast annual result has been influenced by a significantly favourable recurrent operating result, however this cannot necessarily be expected to continue.

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

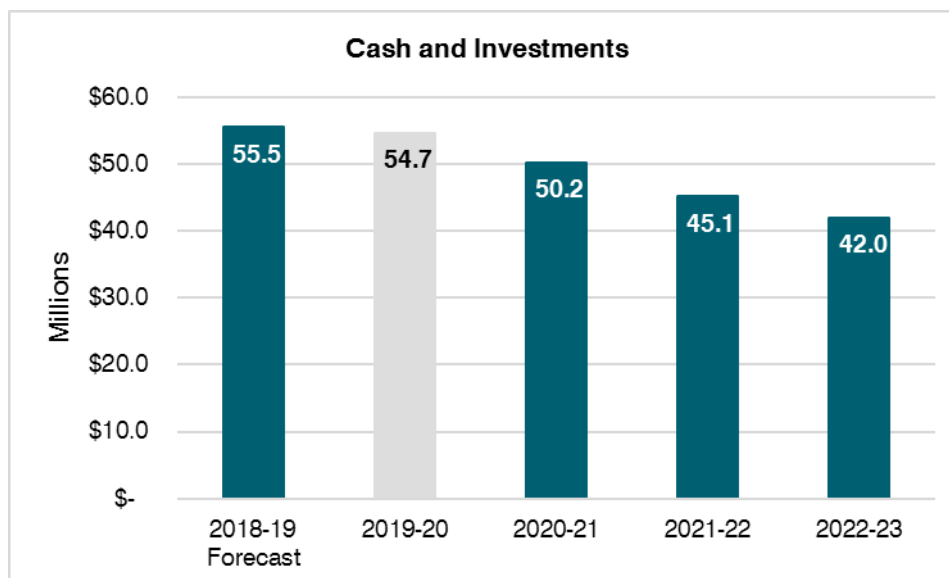
Council has been proactive in introducing three business reform programs (Business Improvement, Business Case Investment and Digital Transformation) to improve efficiency and service, and importantly generate permanent savings that contribute to Council's long term financial sustainability. Council has incorporated a further \$0.6 million of ongoing savings in the 2019-20 budget as a result of these reforms.

Whilst this budget shows a surplus annual result, the Strategic Resource Plan shows from 2020-21 the constrained revenue and anticipated level of financial allocations will challenge Council's ability to continue this outcome.



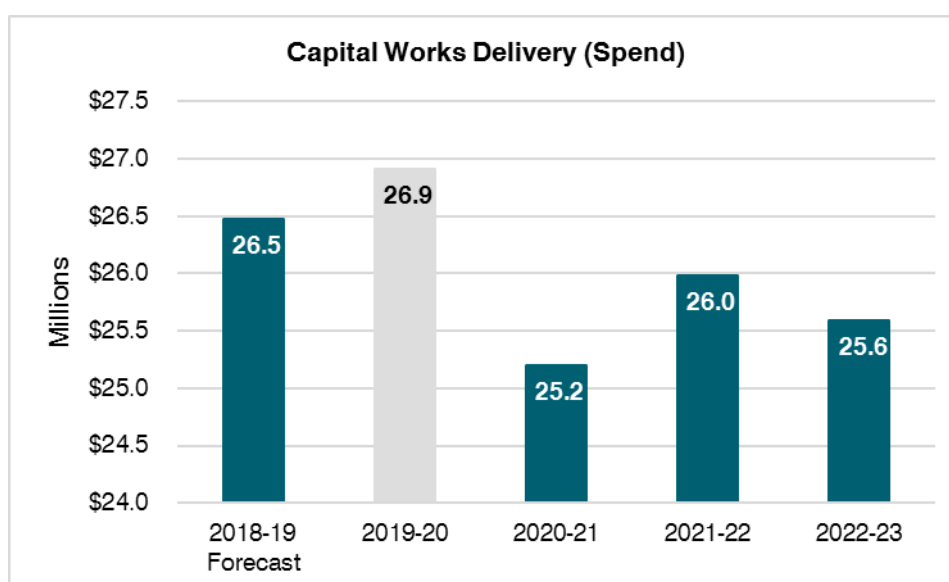
## Cash and Investments

Cash and investments are expected to decrease by \$0.8 million during the year to \$54.7 million. There is an injection of cash via borrowings in the 2019-20 year of \$3.3 million, otherwise over time there is a downward trend in cash as Council delivers on project allocations.



## Capital Works

Council will deliver \$26.9 million of capital works in 2019-20, a record for delivery of capital works.



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

Council 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 estimating the level of asset renewal funding required over the next 20 years and smoothly increasing the annual allocation to ensure funds will be available when needed.

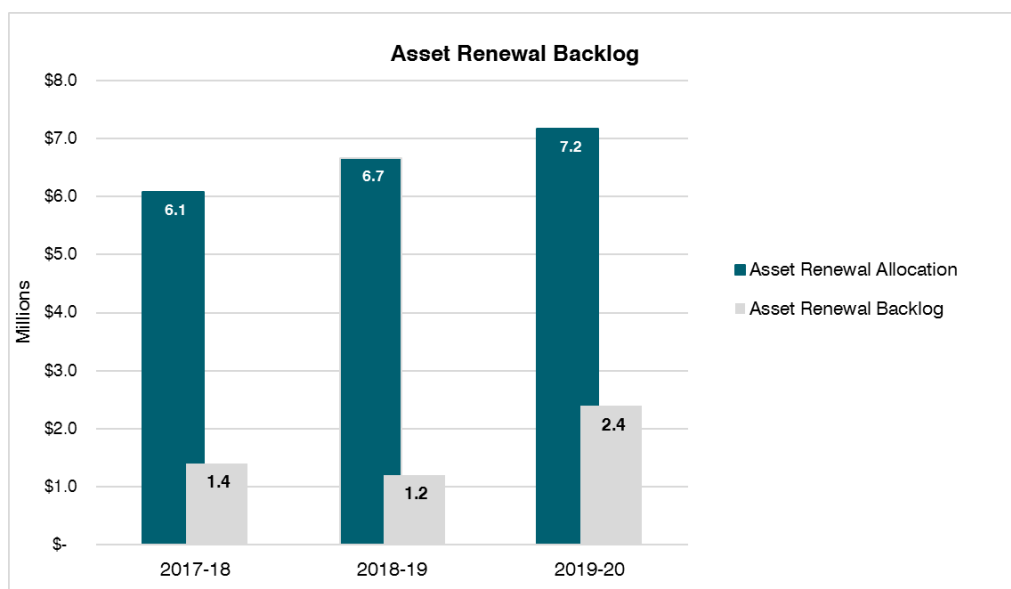
A prioritised strategic approach to the asset renewal allocation avoids renewal requirements having to compete for funding against new priorities. This reflects Council's commitment to maintain existing services. This supports those communities that are not growing at the same rate as others in the Shire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

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

## Asset Renewal Backlog

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

Council's currently identified backlog is \$2.4 million (listed in appendix D). The reasons assets are on the backlog list are included in appendix D. The asset renewal backlog as a percentage of Council's total property, infrastructure, plant and equipment asset base of \$839 million is 0.29%. This is a very low figure when considered across the local government sector. 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.

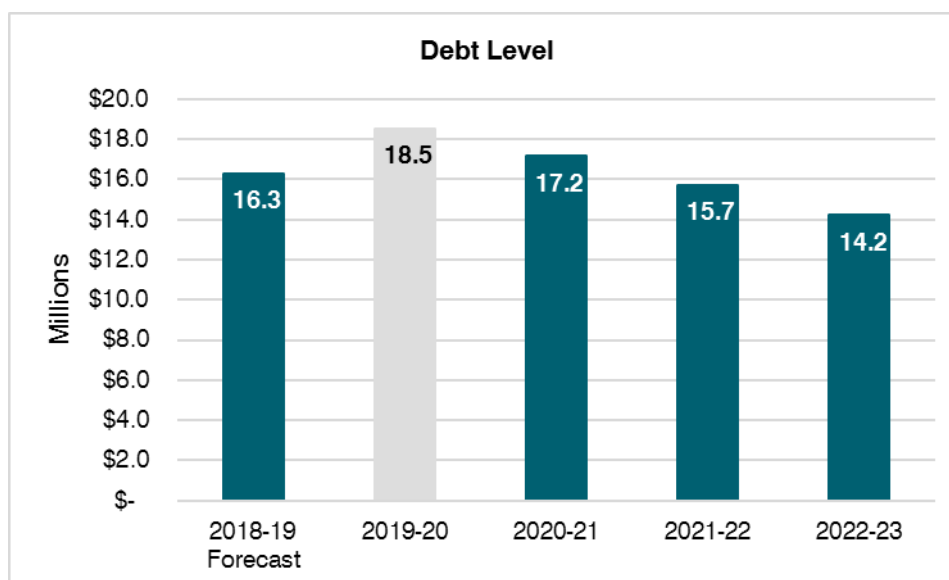


The increase from the 2018-19 renewal backlog of \$1.2 million relates to an increase in roads (\$0.9 million), open space (\$0.3 million) and pathways (\$0.15 million) partially offset by a decrease in building asset (\$0.2 million) backlogs. Council asset renewal funding currently held in the reserve of \$1.4 million may be used to address some of the backlog. The initiation of these projects will be a matter of timing.



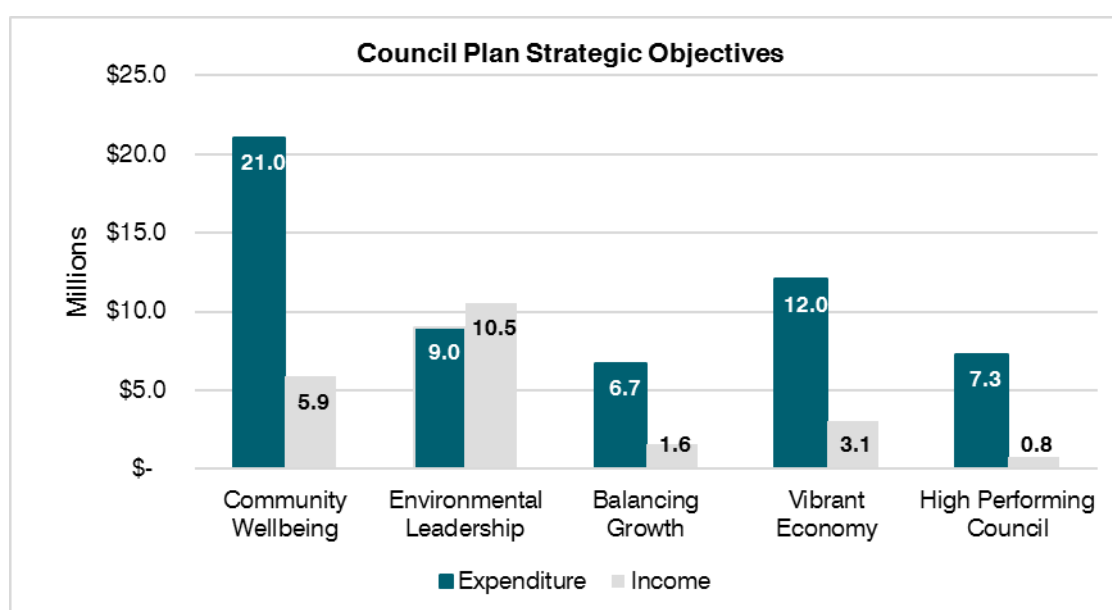
## Debt Management

Council continues to maintain a manageable level of debt and is using new borrowings of \$3.3 million in 2019-20 to help fund the Stribling Reserve Pavilions project. Even with the new loan, borrowing levels will remain well within the local government prudential guidelines. Council will consider its cash position before entering into any future debt arrangements. Section 4.2 of this document contains further information about Council's debt profile.



## Strategic Objectives

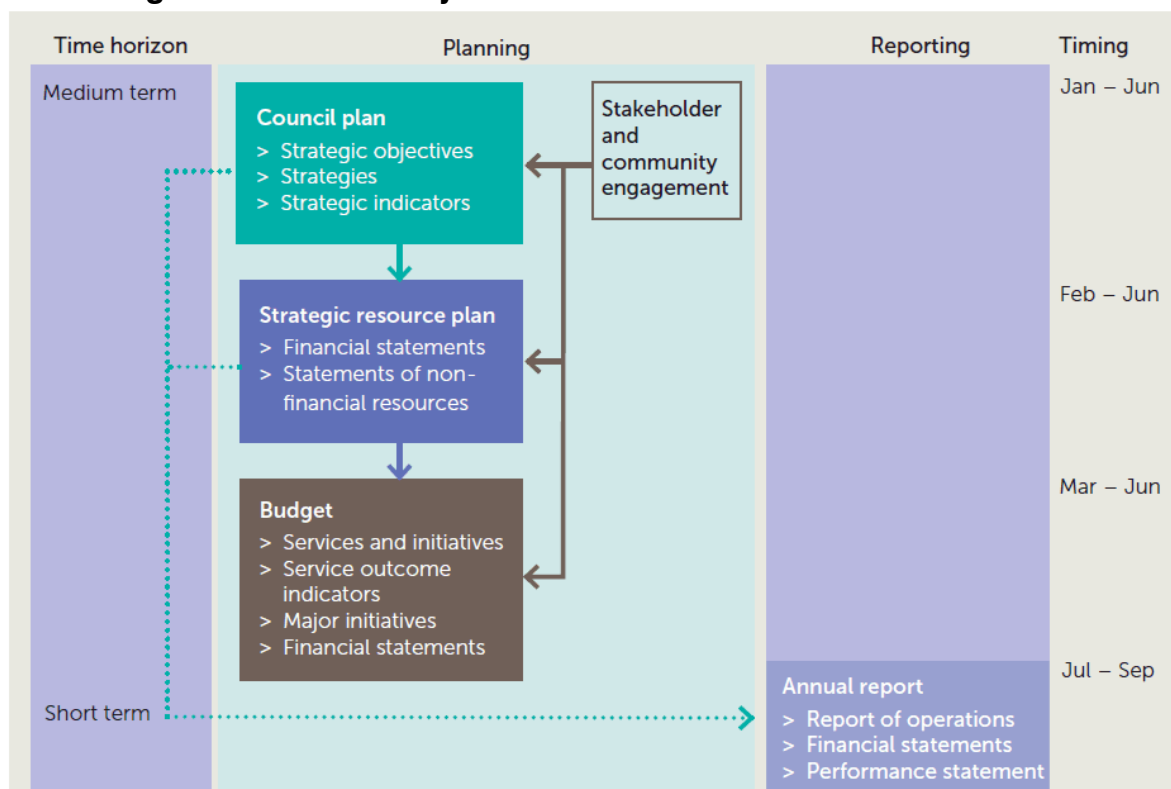
The Council Plan sets out the strategic objectives that Council will focus on for this Council term (2017-2021). The Plan has five key themes with corresponding strategic objectives and outcomes. The following graph outlines Council's non capital expenditure and income for each theme. These are detailed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



## 1. Link to the Council Plan

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

### 1.1 Planning and Accountability Framework



Source: Department of Environment, Land, Water and Planning

### 1.2 Our Purpose

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

***Help our community and environment to thrive.***

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

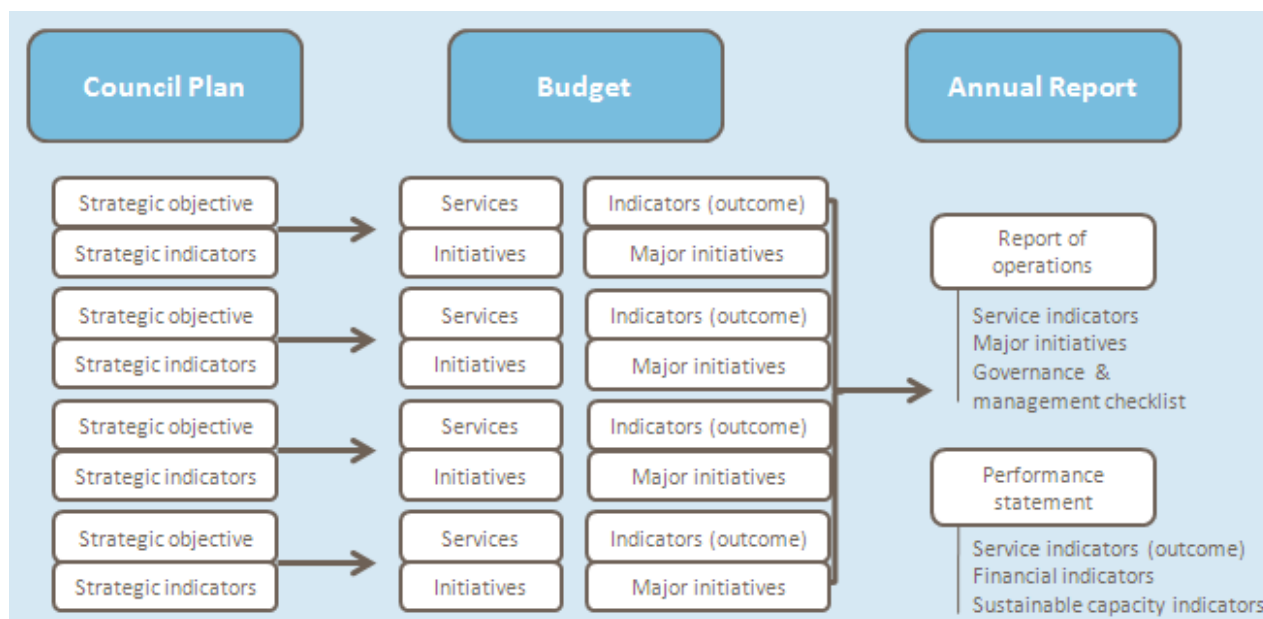
***An innovative and flexible leader,  
and a constructive partner,  
that values the strengths of others;  
a place where people can do their best  
and be proud of their achievements.***

### 1.3 Council Plan Strategic Objectives

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

## 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 2019-20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify in the budget major initiatives, initiatives and service performance outcome indicators, and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.

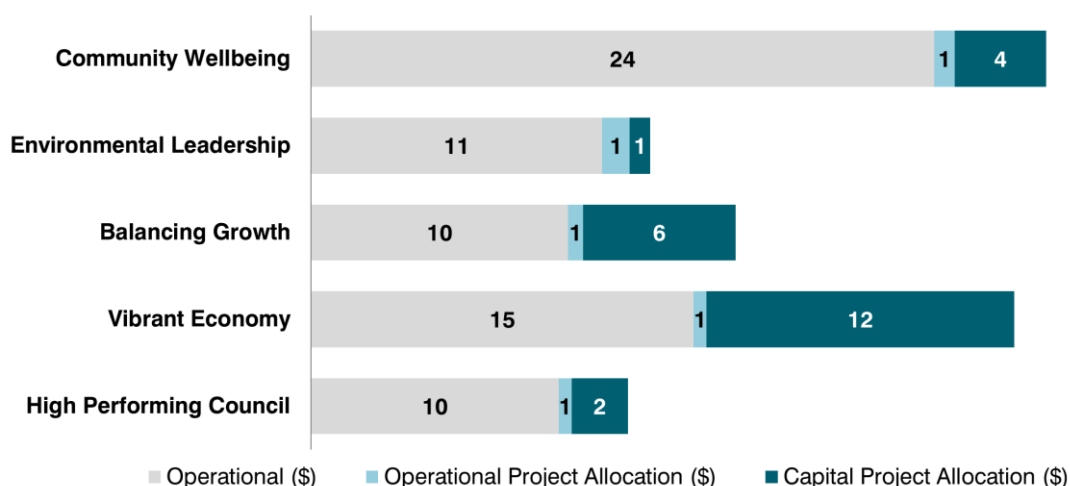


Source: Department of Environment, Land, Water and Planning.

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

The Budget spends \$100 dollar of rates as follows: \$70 dollars on operational expenditure, \$25 on new capital project allocations and \$5 on new operational project allocations.

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



## 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
<b>Communications, Community Engagement and Advocacy</b> This service is responsible for coordinating Council communications, including liaising with media, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors in regards to media matters. Council's community engagement and advocacy activity is led and supported by the unit.	<b>Recurrent Operations</b> Expenditure 1,017 Overheads 250 Revenue - <b>1,267</b>  <b>Operating Projects</b> Expenditure - Revenue - -  <b>Capital Allocation</b> -	
<b>Community Emergency Management</b> 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.	<b>Recurrent Operations</b> Expenditure 600 Overheads 153 Revenue - <b>753</b>  <b>Operating Projects</b> Expenditure 240 Revenue (240) -  <b>Capital Allocation</b> -	
<b>Community Health and Development</b> 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: Rural Access, Preventing Violence Against Women, Gender Equity, Community Safety, Community Development, Healthy Eating and Physical Activity, Communities of Place and Interest, Volunteering and Alcohol, Tobacco and Other Drugs. The unit also focuses on community capacity building via community development activities and grants.	<b>Recurrent Operations</b> Expenditure 550 Overheads 102 Revenue (56) <b>596</b>  <b>Operating Projects</b> Expenditure - Revenue - -  <b>Capital Allocation</b> -	



Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
<b>Early Years and Youth</b> This service aims to support families, children and young people to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, toy libraries, <u>maternal and child health</u> , youth development programs, family day care, 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.	<b>Recurrent Operations</b> Expenditure 3,862 Overheads 901 Revenue (2,843) <b>1,920</b>  <b>Operating Projects</b> Expenditure 72 Revenue (72) -  <b>Capital Allocation</b> -	
<b>Facilities &amp; Open Space Operations</b> 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 <u>aquatic facilities</u> , which provide a source of income through user fees. The unit also maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves).	<b>Recurrent Operations</b> Expenditure 7,562 Overheads (315) Revenue (375) <b>6,872</b>  <b>Operating Projects</b> Expenditure 50 Revenue - <b>50</b>  <b>Capital Allocation</b> 1,467	
<b>Library and Arts Development</b> This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of <u>library</u> services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.	<b>Recurrent Operations</b> Expenditure 894 Overheads 37 Revenue (3) <b>928</b>  <b>Operating Projects</b> Expenditure 59 Revenue (4) <b>55</b>  <b>Capital Allocation</b> 100	
<b>Positive Ageing</b> 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.	<b>Recurrent Operations</b> Expenditure 2,921 Overheads 576 Revenue (2,210) <b>1,287</b>  <b>Operating Projects</b> Expenditure 203 Revenue - <b>203</b>	

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
	<b>Capital Allocation</b>	-
<b>Recreation and Open Space Planning</b>		
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.	<b>Recurrent Operations</b>	
	Expenditure	979
	Overheads	227
	Revenue	(58)
		<b>1,148</b>
	<b>Operating Projects</b>	
	Expenditure	107
	Revenue	-
		<b>107</b>
	<b>Capital Allocation</b>	<b>6,820</b>

**Major Initiatives**

1. Stribling Reserve Pavilions Redevelopment
2. Positive Ageing Transition Officer

**Initiatives – Operational Projects**

1. Aged Care Compliance Team Leader Role
2. Engage Youth Program
3. FReeZA Youth Project
4. Municipal Emergency Management Program
5. Arts Community Strengthening Contribution
6. Pop Up Arts Space
7. Positive Ageing Transition Officer
8. Torquay / Jan Juc Social Infrastructure Stage 2
9. Winchelsea Health Club 24/7 Access Project

**Initiatives – New Recurrent Expenditure**

1. Arboriculture Inspector
2. Children's Services Resource Officer
3. Customer Service Team Leader Capacity
4. Grass Slashing - Eastern Reserve Extension
5. Maternal and Child Health Nurse
6. Maternal and Health Team Leader
7. Outdoor Maintenance for Kindergartens
8. Project Communications and Engagement
9. Recreation Open Space Planning Customer Liaison Officer
10. Toilet Cleaning Consumables Growth
11. Volunteer Management Training

**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

Service	Indicator	Performance Measure	Computation
			Annual Report 2016-17 Result: 78.42% Annual Report 2017-18 Result: 77.40%
		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% Annual Report 2017-18 Result: 94.12%
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100  Annual Report 2016-17 Result: 19.43% Annual Report 2017-18 Result: 18.77%
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% Annual Report 2017-18 Result: 26%

## 2.2 Strategic Objective – Environmental Leadership

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

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

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

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
<b>Environment</b>		
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to pest plant and animal management, sustainability, environmental leadership and climate change are also delivered. The unit provides expertise in the management of Council's many nature reserves (including the world famous Bells Beach Surfing Recreation Reserve), rural roadsides and also some waterways. The unit provides specialist environmental and sustainability advice internally to Council and externally to community groups, local businesses, agencies and members of the public.	<b>Recurrent Operations</b>	
	Expenditure	998
	Overheads	291
	Revenue	-
		<b>1,289</b>
	<b>Operating Projects</b>	
	Expenditure	388
	Revenue	(6)
		<b>382</b>
	<b>Capital Allocation</b>	<b>232</b>
<b>Waste Management</b>		
The Waste Management function involves management of Council's landfill and transfer stations, <u>waste collection</u> including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The 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.	<b>Recurrent Operations</b>	
	Expenditure	6,861
	Overheads	299
	Revenue	(10,530)
		<b>(3,370)</b>
	<b>Operating Projects</b>	
	Expenditure	182

Description of Services Provided	Classification	Expenditure
		(Revenue) Net Cost \$'000
	Revenue	-
		182
	Capital Allocation	184

### Major Initiatives

1. Solar Power at Anglesea Landfill
2. Solid Waste Management Strategy

### Initiatives – Operational Projects

1. Bells Beach Coastal Management Plan
2. Environmental Leadership
3. Kerbside Bin Stickers
4. Lorne Transfer Station Master Plan
5. RACV Water Harvesting Agreement Licence
6. Solar Power at Anglesea Landfill
7. Solid Waste Management Strategy
8. Surf Coast Community Litter Pilot

### Initiatives – New Recurrent Expenditure

1. Torquay Waste Drop Off Supervision

### Service Performance Outcome Indicators

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

## 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
<b>Asset Management</b>		
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	<b>Recurrent Operations</b>	
	Expenditure	969
	Overheads	(612)
	Revenue	(679)
		<b>(322)</b>

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
function manages and maintains Council's fleet portfolio as well as subdivision design approval and works inspections.	<b>Operating Projects</b>	<div>Expenditure 35</div> <div>Revenue -</div> <div><b>35</b></div>
	<b>Capital Allocation</b>	<b>1,924</b>
<b>Engineering Services</b>		
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.	<b>Recurrent Operations</b>	<div>Expenditure 1,323</div> <div>Overheads 293</div> <div>Revenue (65)</div> <div><b>1,551</b></div>
	<b>Operating Projects</b>	<div>Expenditure 110</div> <div>Revenue -</div> <div><b>110</b></div>
	<b>Capital Allocation</b>	<b>2,229</b>
<b>Planning &amp; Development</b>		
This service is responsible for strategic and <u>statutory planning</u> and planning compliance. 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.	<b>Recurrent Operations</b>	<div>Expenditure 3,557</div> <div>Overheads 891</div> <div>Revenue (842)</div> <div><b>3,606</b></div>
	<b>Operating Projects</b>	<div>Expenditure 165</div> <div>Revenue -</div> <div><b>165</b></div>
	<b>Capital Allocation</b>	<b>-</b>

**Major Initiative**

1. Winchelsea Precinct Structure Plan

**Initiatives – Operational Projects**

1. Implementation of the Winchelsea Design Guidelines
2. Review and Update the Pathway Strategy
3. Torquay Multi-use Synthetic Pitch Facility Business Case
4. Water Sensitive Urban Design Maintenance Manual
5. Winchelsea Infrastructure Plan Allocation
6. Winchelsea Precinct Structure Plan

**Initiatives – New Recurrent Expenditure**

1. Line Marking Maintenance
2. Peer Review of Planning Files
3. Repainting of Decorative Light Poles



## Service Performance Outcome Indicators

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

## 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
<b>Civil Works</b>		
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed <u>road</u> 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.	<b>Recurrent Operations</b>	
	Expenditure	4,434
	Overheads	563
	Revenue	(33)
		<b>4,964</b>
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	-
		-
	<b>Capital Allocation</b>	<b>8,583</b>
<b>Development Compliance &amp; Local Laws</b>		
These diverse services support the economy through overseeing issue and compliance with building development controls and enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities,. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides <u>animal management</u> services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area is generated mainly from the issuance of infringement notices.	<b>Recurrent Operations</b>	
	Expenditure	2,009
	Overheads	689
	Revenue	(1,664)
		<b>1,034</b>
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	-
		-
	<b>Capital Allocation</b>	-

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
<b>Economic Development &amp; Tourism</b> 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.	<b>Recurrent Operations</b>	
	Expenditure	2,578
	Overheads	542
	Revenue	<u>(595)</u>
		<b>2,525</b>
	<b>Operating Projects</b>	
	Expenditure	213
<b>Environmental Health</b> This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: <b>food safety</b> – 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.	Revenue	<u>-</u>
		<b>213</b>
	<b>Capital Allocation</b>	-
	<b>Recurrent Operations</b>	
	Expenditure	659
	Overheads	188
	Revenue	<u>(313)</u>
<b>Gherang Gravel Pits</b> 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.		<b>534</b>
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	<u>-</u>
		-
	<b>Capital Allocation</b>	-
	<b>Recurrent Operations</b>	
	Expenditure	156
	Overheads	9
	Revenue	<u>(455)</u>
		<b>(290)</b>
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	<u>-</u>
		-
	<b>Capital Allocation</b>	-

### Major Initiative

1. Torquay Retail and Commercial Strategy

### Initiatives – Operational Projects

1. Increased Event Funding
2. Production of Janjucetus Skeleton
3. Road Safety Audit Cape Otway
4. Road Safety Officer
5. Torquay Retail and Commercial Strategy
6. Torquay Town Centre Planning Scheme Amendment
7. 'Wrecked' TV Pilot Contribution

### Initiatives – New Recurrent Expenditure

1. Environmental Health Officer

### Service Performance Indicators

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

## 2.5 Strategic Objective – High Performing Council

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

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

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

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
<b>Business Improvement</b>		
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.	<b>Recurrent Operations</b>	
	Expenditure	160
	Overheads	73
	Revenue	-
		<b>233</b>
	<b>Operating Projects</b>	
	Expenditure	120
	Revenue	-
		<b>120</b>
	<b>Capital Allocation</b>	-
<b>Corporate Planning</b>		
This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, performance measurement and reporting. As a Council	<b>Recurrent Operations</b>	
	Expenditure	600
	Overheads	(600)
	Revenue	-

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
support service, \$0.6 million is distributed as a corporate overhead to the primary services within Council.		-
	<b>Operating Projects</b> Expenditure Revenue	 - - -
	<b>Capital Allocation</b>	-
<b>Customer Service</b>		
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 customer experience function that focuses on supporting and enhancing customer service across the organisation.	<b>Recurrent Operations</b> Expenditure Overheads Revenue	 836 250 - <b>1,086</b>
	<b>Operating Projects</b> Expenditure Revenue	 - - -
	<b>Capital Allocation</b>	-
<b>Councillors, Council Support &amp; Executive Services</b>		
This area provides support for the nine elected representatives of Council as well as the four members of the Executive Management Team and includes costs of \$1.4 million that relate to Council administration and meeting support, a portion of <b>governance</b> , legal support, risk management and other corporate overheads. This area also includes \$50 thousand for strategic partnerships.	<b>Recurrent Operations</b> Expenditure Overheads Revenue	 2,202 1,434 - <b>3,636</b>
	<b>Operating Projects</b> Expenditure Revenue	 - - -
	<b>Capital Allocation</b>	-
<b>Digital Transformation</b>		
The Digital Transformation service is tasked with implementing Council's Digital Transformation Strategy. This strategy aims to implement new technology to improve the customer experience, build capability in the business, and achieve financial outcomes. Council has made a specific capital allocation to the implementation of the strategy, but recognises that some of the back-office support functions provide corporate services to this DT function. The recurrent operations reflects \$0.13 million of distributed corporate overheads.	<b>Recurrent Operations</b> Expenditure Overheads Revenue	 - 134 - <b>134</b>
	<b>Operating Projects</b> Expenditure Revenue	 - - -
	<b>Capital Allocation</b>	<b>738</b>
<b>Financial Management</b>		
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,	<b>Recurrent Operations</b> Expenditure Overheads Revenue	 2,505 (1,426) (786) <b>293</b>

Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
<p>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, \$1.4 million is distributed as a corporate overhead to primary services within Council.</p>	<p><b>Operating Projects</b> Expenditure Revenue  <b>Capital Allocation</b></p>	<p>- - -  -</p>
<p><b>Governance</b> 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, \$0.5 million is distributed as a corporate overhead to the primary services within Council.</p>	<p><b>Recurrent Operations</b> Expenditure Overheads Revenue  <b>Operating Projects</b> Expenditure Revenue  <b>Capital Allocation</b></p>	<p>495 (495) - -  53 - <b>53</b>  -</p>
<p><b>Information Services</b> This service includes two main sections, Information Technology (incl. Geospatial Information systems) and Records Management. The Information Technology area supports the organisations requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure), communications (fixed, mobile and data) and geospatial mapping facilities for council and external uses. The Records Management area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and processing of incoming and outgoing correspondence. The Information Services unit has the responsibility to support the organisation with a cost effective and efficient technology service that seeks to improve the performance of the organisation. As a Council support service, \$3.3 million is distributed as a corporate overhead to the primary services within Council.</p>	<p><b>Recurrent Operations</b> Expenditure Overheads Revenue  <b>Operating Projects</b> Expenditure Revenue  <b>Capital Allocation</b></p>	<p>3,337 (3,337) - -  - - - <b>105</b></p>
<p><b>People and Culture</b> This service is responsible for supporting the organisation with strategic and operational human resources management and includes learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's work force. As a Council support service, \$1.4 million is distributed as a corporate overhead to the primary services within Council.</p>	<p><b>Recurrent Operations</b> Expenditure Overheads Revenue  <b>Operating Projects</b> Expenditure Revenue  <b>Capital Allocation</b></p>	<p>1,353 (1,353) - -  - - - <b>227</b></p>
<p><b>Program Management Office</b> 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</p>	<p><b>Recurrent Operations</b> Expenditure Overheads</p>	<p>20 887</p>



Description of Services Provided	Classification	Expenditure (Revenue) Net Cost \$'000
successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Reporting for all capital and operational projects. The \$0.9 million net cost compromises corporate overheads and project sponsor support. The capital allocation compromises community project management support.	Revenue	-
		907
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	-
	<b>Capital Allocation</b>	51
<b>Project Management Team</b>		
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.	<b>Recurrent Operations</b>	
	Expenditure	(59)
	Overheads	59
	Revenue	-
		-
	<b>Operating Projects</b>	
	Expenditure	-
	Revenue	-
		-
	<b>Capital Allocation</b>	-
<b>Risk Management &amp; Legal Services</b>		
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, \$0.7 million is distributed as a corporate overhead to the primary services within Council.	<b>Recurrent Operations</b>	
	Expenditure	711
	Overheads	(711)
	Revenue	(23)
		(23)
	<b>Operating Projects</b>	
	Expenditure	40
	Revenue	-
		40
	<b>Capital Allocation</b>	-

### Major Initiatives

1. Digital Transformation Program
2. Centralised Compliance Framework

### Initiatives – Operational Projects

1. Business Improvement Officer (Business Case)
2. Centralised Compliance Framework
3. Council Election Preparation
4. Valuations for Insurance Purposes
5. VEC Subdivision Review

### Initiatives – New Recurrent Expenditure

1. IT (Business as Usual) Increased Costs

### Service Performance Outcome Indicators

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

## 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 2019-20 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

## 2.7 Reconciliation of Strategic Objectives to the Income Statement

	Net Cost (Income) \$'000	Expenditure \$'000	(Income) \$'000
<b>Strategic Theme</b>			
Community Wellbeing	15,186	21,046	(5,860)
Environmental Leadership	(1,517)	9,019	(10,535)
Balancing Growth	5,147	6,732	(1,585)
Vibrant Economy	8,979	12,038	(3,060)
High Performing Council	6,478	7,287	(810)
<b>Total Activities and Initiatives</b>	<b>34,273</b>	<b>56,123</b>	<b>(21,850)</b>
<b>Non-Attributable Items</b>			
Asset Write Offs	1,673	1,673	-
Bad & Doubtful Debts	90	90	-
Borrowing Costs	1,031	1,031	-
Carry Forward Adjustment	(129)	(129)	-
Depreciation	14,842	14,842	-
Expensed Capital Works	1,545	1,545	-
Granted Assets	(12,850)	-	(12,850)
Grants Commission	(2,314)	-	(2,314)
Net Gain on Disposal of Property, Plant & Equipment	(265)		(265)
Other Income	(1,060)	-	(1,060)
<b>Non-Attributable Items</b>	<b>2,563</b>	<b>19,052</b>	<b>(16,489)</b>
<b>Deficit before Funding Sources</b>	<b>36,836</b>		
<b>Funding Sources</b>			
Rates Revenue & Municipal Charges	(46,429)		
Capital Works Program Grants	(6,046)		
Capital Works Program Contributions	(59)		
Contributions - Monetary	(2,469)		
<b>Total Funding Sources</b>	<b>(55,002)</b>		
<b>(Surplus)/Deficit as per Income Statement</b>	<b>(18,166)</b>		

## 2.8 Service Statistics

Service		Service	
<b>Customer Service</b>		<b>Event Grants Program</b>	
Total calls taken	60,000	Number of major events supported	7
Total service centre visits	23,000	Dollar contribution to major events	\$ 46,500
Rates queries responded to	6,500	Number of community events supported	13
Freedom of Information requests responded to	20	Dollar contribution to community events	\$ 21,950
		Number of signature events supported	3
		Dollar contribution to signature events	\$ 45,000
<b>Aged and Disability Services</b>		<b>Community Facilities</b>	
Domestic Assistance (hours delivered)	14,185	Recreation Reserves maintained:	13
Personal Care (hours delivered)	7,569	Halls Maintained:	12
Respite Care (hours delivered)	3,055	Playgrounds Maintained:	49
Planned Activity Groups (hours delivered)	3,423		
Delivered Meals (meals provided)	7,971		
Delivered Meals (hours provided)	267		
Home Maintenance (hours provided)	621		
Home Modifications	257		
Transport (hours provided)	1,431		
Residents supported by assessment team	556		
		<b>Local Laws</b>	
<b>Children's Services</b>		Dog registrations	6,806
Kindergartens maintained	7	Cat registrations	968
Children enrolled in Kinder programs	431	Animal infringements	40
Family Day Care (hours provided)	27,519	Parking infringements	4,640
Infants enrolled in MCH service	340	After Hours calls received	180
<b>Community Health and Development</b>		<b>Statutory Planning</b>	
Number of Community groups allocated small grants	42	Applications received and dealt with	650
Number of Volunteers supported	240	Planning permits audited	150
Volunteer hours provided	15,000	Complaints received and dealt with	170
<b>Environmental Health Services</b>		<b>Building</b>	
Food Premises Inspections	700	Property Information requests provided	820
Registered food businesses	690	Essential Services audits	-
Food Sampling Analysis	130	Reports and consents	190
Immunisation vaccinations	1,500	Building Notices Issued	150
		Building Permits lodged	1,300
<b>Library Services</b>		<b>Road Services</b>	
Library visits	118,000	Length of roads (km's)	1,066
Library loans	213,000	Gravel roads graded (km's)	1,000
Library collection	24,800	Footpaths maintained (m <sup>2</sup> )	1,200
Library memberships	2,900	Potholes repaired (m <sup>2</sup> )	
		Road Resealed (km's)	6.43
		Road resheets (km's)	9.73
<b>Winchelsea Pool</b>		<b>Waste Management</b>	
Annual attendance	9,000	Weekly waste collections services (urban)	16,963
		Fortnightly waste collections services (rural)	1,673
		Avg weekly household waste generation (kg)	7
<b>Australian National Surfing Museum</b>		Annual garbage collected kerbside (tonnes)	6,400
Annual visitation	18,000	Annual garbage collected transfer (tonnes)	3,220
		Annual garbage collected sweeper (tonnes)	1,000
		Annual recyclables collected (tonnes)	4,600

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019-20 has been supplemented with projections to 2022-23 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*.

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.



### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic \$'000	2021-22 Resource Plan \$'000	2022-23 \$'000
<b>Income</b>						
Rates and charges	4.1.1	52,304	54,335	56,462	58,808	61,237
Statutory fees and fines	4.1.2	2,285	2,012	2,052	2,093	2,135
User charges	4.1.3	7,681	7,111	7,267	7,422	7,585
Grants - Operating	4.1.4	8,667	5,824	8,078	8,285	8,449
Grants - Capital	4.1.4	14,591	6,046	1,051	1,051	1,051
Contributions - monetary	4.1.5	4,982	3,838	3,661	2,992	3,725
Contributions - non-monetary assets	4.1.6	13,970	12,850	9,645	2,895	6,060
Net gain/(loss) on disposal of property infrastructure, plant and equipment	4.1.7	(220)	265	-	-	-
Other Income	4.1.8	1,272	1,060	1,109	1,031	959
<b>Total Income</b>		<b>105,531</b>	<b>93,341</b>	<b>89,325</b>	<b>84,578</b>	<b>91,201</b>
<b>Expenses</b>						
Employee costs	4.1.9	30,925	32,926	33,714	34,837	36,012
Materials and services	4.1.10	27,089	23,412	24,135	25,731	26,427
Bad and doubtful debts	4.1.11	103	90	92	95	97
Depreciation	4.1.12	13,780	14,842	15,963	16,716	17,496
Borrowing costs	4.1.13	1,089	1,031	1,133	1,045	954
Asset write offs	4.1.14	930	1,673	866	1,754	1,001
Other Expenses	4.1.15	1,198	1,201	1,231	1,262	1,293
<b>Total expenses</b>		<b>75,113</b>	<b>75,175</b>	<b>77,133</b>	<b>81,439</b>	<b>83,281</b>
<b>Surplus/(deficit) for the year</b>		<b>30,418</b>	<b>18,166</b>	<b>12,191</b>	<b>3,139</b>	<b>7,920</b>
<b>Other Comprehensive Income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment	4.1.16	21,122	14,794	7,342	6,731	20,904
<b>Total Comprehensive Result</b>		<b>51,539</b>	<b>32,960</b>	<b>19,533</b>	<b>9,870</b>	<b>28,824</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2023

		2018-19	2019-20	2020-21	2021-22	2022-23
		Forecast	Budget	Strategic Resource Plan		
		\$'000	\$'000	\$'000	\$'000	\$'000
NOTES						
<b>Assets</b>						
<b>Current assets</b>						
		45,491	44,662	40,196	35,138	32,058
		4,318	4,372	4,402	4,455	4,517
		10,000	10,000	10,000	10,000	10,000
		257	262	262	262	262
		650	663	676	690	704
<b>Total current assets</b>	4.2.1	<b>60,716</b>	<b>59,959</b>	<b>55,537</b>	<b>50,545</b>	<b>47,541</b>
<b>Non-current assets</b>						
		74	47	18	11	11
		802,730	838,997	861,638	874,072	901,385
		457	457	457	457	457
<b>Total non-current assets</b>	4.2.2	<b>803,261</b>	<b>839,501</b>	<b>862,113</b>	<b>874,540</b>	<b>901,852</b>
<b>Total assets</b>		<b>863,976</b>	<b>899,460</b>	<b>917,650</b>	<b>925,085</b>	<b>949,393</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
		5,258	5,492	5,505	5,511	5,518
		2,883	2,883	2,883	2,883	2,883
		5,658	5,698	6,708	8,698	5,698
	4.2.3	1,032	1,356	1,432	1,522	1,617
		215	215	215	215	215
<b>Total current liabilities</b>	4.2.4	<b>15,047</b>	<b>15,644</b>	<b>16,742</b>	<b>18,829</b>	<b>15,931</b>
<b>Non-current liabilities</b>						
		10,845	10,852	9,842	6,842	6,842
	4.2.3	15,253	17,171	15,739	14,217	12,599
<b>Total non-current liabilities</b>	4.2.5	<b>26,097</b>	<b>28,023</b>	<b>25,581</b>	<b>21,059</b>	<b>19,442</b>
<b>Total liabilities</b>		<b>41,144</b>	<b>43,667</b>	<b>42,324</b>	<b>39,888</b>	<b>35,373</b>
<b>Net assets</b>		<b>822,833</b>	<b>855,793</b>	<b>875,326</b>	<b>885,196</b>	<b>914,021</b>
<b>Equity</b>						
		432,668	451,664	468,321	476,518	487,518
		335,733	350,527	357,869	364,600	385,504
		54,431	53,602	49,136	44,078	40,998
<b>Total equity</b>	4.2.6	<b>822,833</b>	<b>855,793</b>	<b>875,326</b>	<b>885,196</b>	<b>914,021</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2023

		2018-19	2019-20	2020-21	2021-22	2022-23
		Forecast	Budget	Strategic Resource Plan		
		\$'000	\$'000	\$'000	\$'000	\$'000
NOTES						
Equity Opening Balance		771,293	822,833	855,793	875,326	885,196
Surplus for the Year		30,418	18,166	12,191	3,139	7,920
Net Asset Revaluation		21,122	14,794	7,342	6,731	20,904
<b>Total Equity</b>	4.3.1	<b>822,833</b>	<b>855,793</b>	<b>875,326</b>	<b>885,196</b>	<b>914,021</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2023

	NOTES	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic \$'000	2021-22 Resource Plan \$'000	2022-23 \$'000
<b>Cash flow from operating activities</b>						
Rates and charges		52,209	54,276	56,444	58,745	61,157
Grants - operating		8,972	6,030	8,362	8,577	8,746
Grants - capital		14,841	6,046	1,051	1,051	1,051
Contributions		4,982	3,838	3,661	2,992	3,725
Interest received		1,257	1,053	1,101	1,024	951
Statutory fees and fines		2,281	2,024	2,049	2,090	2,131
User charges		8,107	7,180	7,337	7,494	7,658
Net GST refund/payment		4,380	4,611	4,358	4,490	4,512
Trust funds received/(taken)		16	-	-	-	-
Employee costs		(30,775)	(32,601)	(33,682)	(34,811)	(35,985)
Materials and Services		(33,437)	(29,604)	(30,176)	(31,946)	(32,705)
<b>Net cash provided from operating activities</b>	4.4.1	<b>32,833</b>	<b>22,852</b>	<b>20,506</b>	<b>19,706</b>	<b>21,243</b>
<b>Cash Flows from investing activities</b>						
Proceeds from sale of property, plant & equipment		1,101	480	370	380	390
Payments for property, plant, equipment & infrastructure assets		(23,166)	(25,371)	(22,853)	(22,668)	(22,236)
Cash Flows from investing activities		35,020	-	-	-	-
<b>Net cash used in investing activities</b>	4.4.2	<b>12,955</b>	<b>(24,891)</b>	<b>(22,483)</b>	<b>(22,288)</b>	<b>(21,846)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(1,088)	(1,033)	(1,133)	(1,045)	(954)
Proceeds from interest bearing loans and borrowings		-	3,275	-	-	-
Repayment of interest bearing loans and borrowings		(977)	(1,032)	(1,356)	(1,432)	(1,522)
<b>Net cash provided from financing activities</b>	4.4.3	<b>(2,065)</b>	<b>1,209</b>	<b>(2,489)</b>	<b>(2,477)</b>	<b>(2,477)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents held</b>		<b>43,723</b>	<b>(830)</b>	<b>(4,465)</b>	<b>(5,058)</b>	<b>(3,080)</b>
Cash & cash equivalents at the beginning of the period		1,768	45,491	44,662	40,196	35,138
<b>Cash &amp; cash equivalents at the end of the period</b>		<b>45,491</b>	<b>44,662</b>	<b>40,196</b>	<b>35,138</b>	<b>32,058</b>
<b>Investments (current and non-current financial assets)</b>		10,000	10,000	10,000	10,000	10,000
<b>Total cash &amp; investments at the end of the period</b>	4.4.4	<b>55,491</b>	<b>54,662</b>	<b>50,196</b>	<b>45,138</b>	<b>42,058</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2023

		2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 \$'000	2022-23 \$'000
	NOTES					
<b>Property</b>						
Land		1,580	-	-	-	-
<b>Total Land</b>		<b>1,580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings		2,635	8,963	6,366	5,463	3,086
<b>Total Buildings</b>		<b>2,635</b>	<b>8,963</b>	<b>6,366</b>	<b>5,463</b>	<b>3,086</b>
<b>Total Property</b>		<b>4,215</b>	<b>8,963</b>	<b>6,366</b>	<b>5,463</b>	<b>3,086</b>
<b>Plant and Equipment</b>						
Plant, Machinery & Equipment		1,934	1,920	1,734	1,846	1,928
Fixtures, Fitting & Furniture		228	205	-	-	-
Computers & Telecomms		1,148	1,719	356	286	595
<b>Total Plant and Equipment</b>		<b>3,310</b>	<b>3,844</b>	<b>2,090</b>	<b>2,132</b>	<b>2,523</b>
<b>Infrastructure</b>						
Bridges		416	1,311	100	80	86
Drainage & Sewerage		329	182	106	111	115
Footpaths & Cycleways		1,760	1,147	1,108	1,266	973
Parks, Open Space & Streetscapes		1,436	1,545	1,503	770	618
Recreation, Leisure & Communities		3,895	1,779	4,843	5,400	2,507
Roads		7,756	6,581	6,736	6,437	9,328
Offstreet Car Parks		8	-	-	-	-
Expensed Capital Works		3,308	1,545	2,352	3,317	3,359
Landfill Provision		41	17	-	1,010	3,000
<b>Total Infrastructure</b>		<b>18,949</b>	<b>14,109</b>	<b>16,749</b>	<b>18,390</b>	<b>19,986</b>
<b>Total Capital Works Expenditure</b>	<b>4.5.1</b>	<b>26,474</b>	<b>26,916</b>	<b>25,205</b>	<b>25,985</b>	<b>25,595</b>
<b>Expenditure Types</b>						
New Asset Expenditure		5,461	9,694	7,396	5,957	3,572
Asset Renewal Expenditure		8,895	9,360	10,085	9,054	9,607
Asset Expansion Expenditure		30	13	999	1,063	1,107
Asset Upgrade Expenditure		8,739	6,287	4,372	5,583	4,951
Expensed Capital Works		3,308	1,545	2,352	3,317	3,359
Landfill Provision Works		41	17	-	1,010	3,000
<b>Total Capital Works Expenditure</b>	<b>4.5.1</b>	<b>26,474</b>	<b>26,916</b>	<b>25,205</b>	<b>25,985</b>	<b>25,595</b>
<b>Funding Sources</b>						
<b>External</b>						
Capital Grants		14,511	6,046	1,051	1,051	1,051
Contributions		847	59	-	-	-
Borrowings		-	3,275	-	-	-
Special Charges		44	-	-	-	-
<b>Internal</b>						
Proceeds from Sale of Assets		439	480	370	380	390
Council Cash		10,634	17,057	23,784	24,554	24,154
<b>Total Capital Works Funding Sources</b>	<b>4.5.1</b>	<b>26,474</b>	<b>26,916</b>	<b>25,205</b>	<b>25,985</b>	<b>25,595</b>

### Reconciliation of Net Movement in Property Plant and Equipment

	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000
Total Capital Works Spend	26,474	26,916	25,205	25,985	25,595
Asset Revaluation Increment	21,122	14,794	7,342	6,731	20,904
Depreciation	(13,780)	(14,842)	(15,963)	(16,716)	(17,496)
Written Down Value of Assets Sold	(439)	(215)	(370)	(380)	(390)
Assets Written Off	(930)	(1,673)	(866)	(1,754)	(1,001)
Expensed Capital Works	(3,308)	(1,545)	(2,352)	(3,317)	(3,359)
Landfill Provision Works	(41)	(17)	-	(1,010)	(3,000)
Granted Assets	13,970	12,850	9,645	2,895	6,060
<b>Net Movement in Property, Plant and Equipment</b>	<b>43,068</b>	<b>36,268</b>	<b>22,641</b>	<b>12,434</b>	<b>27,313</b>

### 3.6 Statement of Human Resources

For the four years ending 30 June 2023

		2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000
	NOTES					
<b>Staff Expenditure</b>						
Employee Costs - Operating as per Income Statement	4.6.1	30,925	32,926	33,714	34,837	36,012
Employee Costs - Capital		1,650	1,898	1,940	1,983	2,026
<b>Total Staff Expenditure</b>		<b>32,576</b>	<b>34,824</b>	<b>35,654</b>	<b>36,820</b>	<b>38,038</b>
<b>Staff Numbers (FTE)</b>						
Employees		329.6	338.7	341.2	342.6	344.0
<b>Total Staff Numbers (FTE)</b>		<b>329.6</b>	<b>338.7</b>	<b>341.2</b>	<b>342.6</b>	<b>344.0</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below for 2019-20.

Division	2019-20 Budget \$'000	2019-20 Full Time \$'000	2019-20 Part Time \$'000
Chief Executive Office	1,276	1,254	21
Culture and Community	12,336	6,520	5,816
Environment and Development	9,047	6,445	2,602
Governance and Infrastructure	8,973	7,046	1,927
<b>Total Staff Expenditure</b>	<b>31,631</b>	<b>21,265</b>	<b>10,366</b>
Casuals	654		
Other Employee Costs	640		
<b>Employee Costs as per Income Statement</b>	<b>32,926</b>		
Civil and Open Space Capitalised Labour	630		
Capitalised Project Management Labour	1,269		
<b>Total Expenditure</b>	<b>34,824</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below for 2019-20.

Division	2019-20 Budget	2019-20 Full Time	2019-20 Part Time
Chief Executive Office	6.3	6.0	0.26
Culture and Community	131.9	63.4	68.5
Environment and Development	86.9	59.1	27.7
Governance and Infrastructure	90.9	69.0	21.9
<b>Total Staff (FTE)</b>	<b>316.0</b>	<b>197.5</b>	<b>118.4</b>
Casuals and Other Employee Costs	7.4		
Capitalised Labour	15.3		
<b>Total Staff (FTE)</b>	<b>338.7</b>		

### 3.7 Four Year Financial Plan

For the four years ending 30 June 2023

	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic \$'000	2021-22 Resource Plan \$'000	2022-23 \$'000
<b>Recurrent EBITDA less Waste and Other Special Purposes</b>					
Property Rates and Charges	44,648	46,429	48,372	50,382	52,463
Grants	7,822	5,513	8,029	8,237	8,449
Other Revenue	7,403	7,183	7,327	7,474	7,623
<b>Total Recurrent Income</b>	<b>59,873</b>	<b>59,125</b>	<b>63,728</b>	<b>66,093</b>	<b>68,535</b>
Employee Benefits	29,225	31,121	31,930	32,760	33,612
Materials and Services	16,066	15,167	15,546	15,934	16,333
<b>Total Expenditure - Existing Operations</b>	<b>45,291</b>	<b>46,288</b>	<b>47,476</b>	<b>48,695</b>	<b>49,945</b>
<b>Financial Recurrent Savings Target</b>		-	550	1,000	1,450
Compliance Costs (Recurrent)	-	65	300	600	900
Compliance Costs (Projects)	-	-	500	500	500
Non-Discretionary Growth	-	250	300	600	900
Discretionary Growth Budget Year	-	233	683	700	718
Discretionary Growth	-	-	300	600	900
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>548</b>	<b>2,083</b>	<b>3,000</b>	<b>3,918</b>
<b>Recurrent EBITDA less Waste and Other Special Purposes</b>	<b>14,582</b>	<b>12,290</b>	<b>14,719</b>	<b>15,398</b>	<b>16,122</b>
<b>Recurrent EBITDA Waste</b>					
Garbage Charges	7,482	7,766	8,091	8,426	8,773
Grants	41	-	-	-	-
Other Revenue	2,898	2,763	2,832	2,903	2,976
<b>Total Recurrent Income</b>	<b>10,420</b>	<b>10,530</b>	<b>10,923</b>	<b>11,329</b>	<b>11,749</b>
Employee Benefits	637	665	682	700	718
Materials and Services	6,180	6,481	6,643	6,809	6,979
<b>Total Expenditure - Existing Operations</b>	<b>6,817</b>	<b>7,146</b>	<b>7,325</b>	<b>7,509</b>	<b>7,698</b>
Discretionary Growth		14	14	15	15
<b>Total Expenditure - New Operations</b>		<b>14</b>	<b>14</b>	<b>15</b>	<b>15</b>
<b>Recurrent EBITDA Waste</b>	<b>3,603</b>	<b>3,370</b>	<b>3,583</b>	<b>3,805</b>	<b>4,036</b>
<b>Recurrent EBITDA Other Special Purposes</b>					
Other Revenue	903	477	487	497	507
<b>Total Recurrent Income</b>	<b>903</b>	<b>477</b>	<b>487</b>	<b>497</b>	<b>507</b>
Employee Benefits	6	6	6	6	6
Materials and Services	257	175	179	184	188
<b>Total Expenditure - Existing Operations</b>	<b>262</b>	<b>181</b>	<b>185</b>	<b>190</b>	<b>195</b>
<b>Recurrent EBITDA Other Special Purposes</b>	<b>641</b>	<b>297</b>	<b>302</b>	<b>307</b>	<b>312</b>
<b>Total Recurrent EBITDA</b>	<b>18,826</b>	<b>15,956</b>	<b>18,604</b>	<b>19,510</b>	<b>20,471</b>

	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic \$'000	2021-22 Resource Plan \$'000	2022-23 \$'000
<b>Total Recurrent EBITDA</b>	<b>18,826</b>	<b>15,956</b>	<b>18,604</b>	<b>19,510</b>	<b>20,471</b>
<b>Cash Adjustments:-</b>					
Balance Sheet Movements	389	253	(2)	(53)	(69)
Interest Revenue	1,402	1,200	1,109	1,031	959
Grants Commission funds received early	(170)	2,314	-	-	-
Asset sales - Plant/Fleet	439	480	370	380	390
Asset sales - Land					
<b>Total Cash Adjustments</b>	<b>2,059</b>	<b>4,247</b>	<b>1,477</b>	<b>1,359</b>	<b>1,280</b>
<b>Total Cash Available for Allocation</b>	<b>20,885</b>	<b>20,203</b>	<b>20,081</b>	<b>20,868</b>	<b>21,751</b>
<b>Allocations to Commitments</b>					
Debt Interest & Principal	1,707	1,704	2,130	2,118	2,118
Torquay/Jan Juc Developer Plan Allocation	2,254	2,349	2,448	2,551	2,658
Spring Creek Infrastructure Plan Allocation	-	-	751	774	797
Winchelsea Infrastructure Plan Allocation	200	206	212	219	225
Developer Contribution Interest Allocation	32	1	40	1	-
Waste Allocation	3,603	3,370	3,583	3,805	4,036
Asset Renewal Allocation	6,662	7,168	7,670	8,207	8,781
Business Case Investments	500	500	500	500	500
Growth and Compliance Costs (Non-Recurrent)	396	343	-	-	-
<b>Total Allocations to Commitments</b>	<b>15,352</b>	<b>15,640</b>	<b>17,334</b>	<b>18,173</b>	<b>19,115</b>
<b>Discretionary Cash Available</b>	<b>5,532</b>	<b>4,562</b>	<b>2,747</b>	<b>2,695</b>	<b>2,636</b>
<b>Discretionary Allocations</b>					
Discretionary Operating Projects	806	860	-	-	-
Discretionary Capital Works	1,124	1,671	2,949	3,065	3,185
Recreation & Open Space (to AUC)	-	825	-	-	-
Preallocated Community Projects	954	-	-	-	-
Defined Benefits Superannuation Allocation	100	50	50	50	50
Gravel Pits Allocation	634	290	295	300	305
Aireys Inlet Aged Units	6	7	7	7	7
Towards Environmental Leadership	250	250	250	250	250
<b>Total Discretionary Allocations</b>	<b>3,875</b>	<b>3,952</b>	<b>3,551</b>	<b>3,672</b>	<b>3,797</b>
<b>Unallocated Cash Surplus / (Deficit)</b>	<b>1,657</b>	<b>610</b>	<b>(804)</b>	<b>(977)</b>	<b>(1,161)</b>
<b>Accumulated Unallocated Cash</b>					
Opening Balance	5,018	<b>1,698</b>	2,503	1,699	723
Annual Surplus/(Deficit)	1,657	610	(804)	(977)	(1,161)
Net Allocations During the Year	(1,911)	-	-	-	-
Project Budget Submission & Ellimatta lighting	(566)	-	-	-	-
Transfer for Recreation & Open Space/LED	-	925	-	-	-
Transfer for Digital Transformation	(2,500)	(730)	-	-	-
<b>Closing Balance</b>	<b>1,698</b>	<b>2,503</b>	<b>1,699</b>	<b>723</b>	<b>(438)</b>



### 3.8 Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2023

	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000
<b>Recurrent EBITDA</b>					
Property Rates and Charges	44,648	46,429	48,372	50,382	52,463
Garbage Charges	7,482	7,766	8,091	8,426	8,773
Grants	7,863	5,513	8,029	8,237	8,449
Other Revenue	11,203	10,424	10,646	10,873	11,105
<b>Total Recurrent Income</b>	<b>71,196</b>	<b>70,132</b>	<b>75,138</b>	<b>77,918</b>	<b>80,790</b>
Employee Benefits	29,868	31,792	32,618	33,466	34,337
Materials and Services	22,502	21,822	22,368	22,927	23,500
<b>Total Expenditure - Existing Operations</b>	<b>52,370</b>	<b>53,614</b>	<b>54,986</b>	<b>56,394</b>	<b>57,837</b>
<b>Financial Recurrent Savings Target</b>	<b>-</b>	<b>-</b>	<b>550</b>	<b>1,000</b>	<b>1,450</b>
Compliance Costs	-	65	300	600	900
Compliance Costs - Projects	-	-	500	500	500
Non-Discretionary Growth	-	250	300	600	900
Discretionary Growth Budget Year	-	247	698	715	733
Discretionary Growth	-	-	300	600	900
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>562</b>	<b>2,098</b>	<b>3,015</b>	<b>3,933</b>
<b>Total Recurrent EBITDA</b>	<b>18,826</b>	<b>15,956</b>	<b>18,604</b>	<b>19,510</b>	<b>20,471</b>
<b>Reserve Transfers</b>					
Developer Contributions (DCP Torquay)	2,100	1,954	1,824	1,134	1,005
Developer Contributions (Spring Creek)	-	-	-	-	835
Developer Contributions (Non-DCP)	30	15	-	-	-
Open Space Contributions	507	500	500	500	500
Sale of Land	663	-	-	-	-
<b>Cash Adjustment of Available Funds</b>					
Interest Revenue	1,402	1,200	1,109	1,031	959
Finance Costs	(982)	(934)	(1,046)	(968)	(888)
Finance Costs DCP Loan	(107)	(97)	(87)	(77)	(66)
<b>Projects</b>					
Capital Projects Revenue	15,486	6,105	1,051	1,051	1,051
Sale of Plant	439	480	370	380	390
Expensed Capital Works	(3,308)	(1,545)	(2,352)	(3,317)	(3,359)
Operational Projects Expenses	(3,636)	(1,908)	(386)	(298)	(250)
Operational Projects Revenue	1,059	322	58	48	-
Compliance cost Capital Project	-	-	100	100	100
<b>Non Cash Items</b>					
Depreciation	(13,780)	(14,842)	(15,963)	(16,716)	(17,496)
Contributions - Non-Monetary Assets	13,970	12,850	9,645	2,895	6,060
WDV of Assets Sold	(1,322)	(215)	(370)	(380)	(390)
Asset Write Offs	(930)	(1,673)	(866)	(1,754)	(1,001)
<b>Surplus/(Deficit)</b>	<b>30,418</b>	<b>18,166</b>	<b>12,191</b>	<b>3,139</b>	<b>7,920</b>

### 3.9 Capital Works Program Allocations

#### New Allocations and Carry Forwards for the Year Ending 30 June 2020

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	Asset Sales \$'000	Direct Funded \$'000	
<b>Renewal Program</b>														
Active Play Items Renewal Program	42						42						42	42
Anglesea Skate Park	33						33						33	33
Barwon Park Road - Bridge Rail	200						200						200	200
Building Renewal Program	215						215						215	215
Condition Audits					149		149						149	149
Coombes Road Rehabilitation (in Conjunction with DCP Widening)	733						733	475					258	733
Deans Marsh Memorial Park - Playground	215						215						215	215
Drainage Renewal Program	62						62						62	62
Duffields Rd Roundabout and Cycling Works	147			63			210	210						210
Ellimatta Reserve Retaining Wall	138						138						138	138
Facility Signage Renewal Program	10						10						10	10
Fencing Renewal Program	149						149						149	149
Footpath Renewal Program	155						155						155	155
Forrest Road (Larcombes to Grays Roads) Renewal	410						410	290					120	410
Guardrail Renewal Program	50						50						50	50
Gundrys Road Road Safety Improvements		102					102	102						102
Heavy Plant Replacement Program	1,130						1,130					277	853	1,130
Horseshoe Bend Rd Bridge/Culvert	205				615		820	688					132	820
I.T. Renewal Program	104						104						104	104
Kerb Renewal Program	62						62						62	62
Light Fleet Replacement Program	465						465					203	262	465
Messmate Road Sealing		840					840	600			240			840
Mt Moriac Reserve - Netball Courts Renewal	229						229						229	229
Park Furniture Renewal Program	17						17						17	17
Playground Renewal Program	50						50						50	50
Pollocksford Road Bridge Investigation	90						90						90	90
Sealed Road Renewal - Pavement Rehabilitation Program	400						400						400	400
Sealed Road Renewal - Reseal Program	317						317						317	317
Small Plant Replacement Program	60						60						60	60
Soft Playing Surface Renewal Program					131		131						131	131
South Beach Road Rehabilitation (in Conjunction with DCP Widening)	642						642						642	642
St Annes Playground	88						88						88	88
Structures Renewal Program	37						37						37	37
Unsealed Road Renewal Program	765						765						765	765
Contingency Allocation	265	71		9	60		405	21					384	405
<b>Total Renewal</b>	<b>7,484</b>	<b>1,013</b>		<b>72</b>	<b>955</b>		<b>9,524</b>	<b>2,386</b>			<b>240</b>	<b>480</b>	<b>6,418</b>	<b>9,524</b>
<b>Torquay / Jan Juc DCP Projects</b>														
South Beach Road Upgrade (RD09)		2,064					2,064						2,064	2,064
Widen Coombes Road (RD11)		550					550	355					195	550
Contingency Allocation		233					233						233	233
<b>Total Torquay / Jan Juc DCP</b>		<b>2,847</b>					<b>2,847</b>	<b>355</b>					<b>2,492</b>	<b>2,847</b>

# Budget 2019-20

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	Asset Sales \$'000	Direct Funded \$'000	
<b>Waste Management Projects</b>														
Anglesea Resale Shed Improvements		34					34						34	34
Solar Compaction Litter Bins		132					132						132	132
Contingency Allocation		17					17						17	17
<b>Total Waste Management</b>		<b>182</b>					<b>182</b>						<b>182</b>	<b>182</b>
<b>Discretionary Program</b>														
<b>Buildings</b>														
Anglesea Hall Sound Doctor - To Seek Matching Contribution (CPP29)		30					30						30	30
External Public Toilet at the Quay Reserve Torquay (CPP27)				53			53						53	53
Torquay Cultural Hub (inc. Library) Feasibility Study					65		65						65	65
<b>Capital Business Cases</b>														
Civic Precinct Renewable Energy Stage 3 (Business Case)				52			52						52	52
Solar Installations on Council Buildings (Business Case)				157			157						157	157
To Purchase a Mobile Site Hut (Business Case)				47			47						47	47
<b>Corporate Projects</b>														
Activity Based Working - Design and Implementation		205					205						205	205
Community Project Management Support	13	13	13	13			50						50	50
<b>Digital Transformation</b>														
Digital Transformation				146	584		730				730			730
<b>Drainage</b>														
Boyd Avenue Out Fall Upgrade		110					110						110	110
Drainage Upgrades Discretionary Works		65					65						65	65
<b>Pathways</b>														
Annual Pathway Construction Program				337			337						337	337
Biregurra Deans Marsh Pathway				333			333				333			333
Camp Road Pathway Anglesea				106			106				106			106
Cape Otway Road Moriac Pathway				100			100				100			100
<b>Recreation and Open Space</b>														
Newling Reserve Inclusive Basket Swing				28			28		3		25			28
Stribling Reserve Pavilions Redevelopment	1,115	3,346		1,115			5,577	3,275		2,303				5,577
Torquay Preschool Play Space Upgrade		101					101		56				45	101
<b>Roads/Road Safety</b>														
Grading Projects					30		30	30						30
Road Safety Program		138		184			322						322	322
Contingency Allocation	254	697	59	460	4		1,475			972	129		373	1,475
<b>Total Discretionary Program</b>	<b>1,382</b>	<b>4,705</b>	<b>72</b>	<b>3,131</b>	<b>683</b>		<b>9,973</b>	<b>3,305</b>	<b>59</b>	<b>3,275</b>	<b>1,423</b>		<b>1,911</b>	<b>9,973</b>
<b>Growth and Compliance</b>														
Disability Discrimination Act Implementation Plan					100		100						100	100
Depot Yard Lighting		31					31						31	31
Contingency Allocation		3					3						3	3
<b>Total Growth and Compliance</b>		<b>34</b>			<b>100</b>		<b>134</b>						<b>134</b>	<b>134</b>
<b>Total New Capital Works</b>	<b>8,866</b>	<b>8,782</b>	<b>72</b>	<b>3,203</b>	<b>1,738</b>		<b>22,660</b>	<b>6,046</b>	<b>59</b>	<b>3,275</b>	<b>1,663</b>	<b>480</b>	<b>11,138</b>	<b>22,660</b>

Capital Program - Carried Forward	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	Asset Sales \$'000	Direct Funded \$'000	
<b>Carried Forward Capital Projects</b>														
Carried Forward Capital Projects	2,275	2,846		13,317	2,471	17	20,926				20,926			20,926
Contingency Allocation	411	686		1,830	865	3	3,795				3,795			3,795
<b>Total Carried Forward Capital Projects</b>	<b>2,686</b>	<b>3,533</b>		<b>15,147</b>	<b>3,336</b>	<b>20</b>	<b>24,722</b>				<b>24,722</b>			<b>24,722</b>
<b>Total Capital Works Program</b>	<b>11,552</b>	<b>12,315</b>	<b>72</b>	<b>18,350</b>	<b>5,074</b>	<b>20</b>	<b>47,382</b>	<b>6,046</b>	<b>59</b>	<b>3,275</b>	<b>26,385</b>	<b>480</b>	<b>11,138</b>	<b>47,382</b>

## 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	2018-19	2019-20	2020-21	2021-22	2022-23
	Forecast	Budget	Strategic Resource Plan		
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Grants	14,511	6,046	1,051	1,051	1,051
Contributions	847	59	-	-	-
Borrowings	-	3,275	-	-	-
Special Charges	44	-	-	-	-
Council Funds	(1,726)	13,281	13,326	16,451	20,084
<b>Total Funding Sources</b>	<b>13,676</b>	<b>22,660</b>	<b>14,377</b>	<b>17,502</b>	<b>21,135</b>

## New Business Case Allocations for the Year Ending 30 June 2020

Description - New Funding	Expenditure						Funding		
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	Council Cash		Total Funding \$'000
							Cash Reserve Funds \$'000	Direct Funded \$'000	
<b>Business Cases</b>									
Business Improvement Officer (Business Case)					120	120		120	120
Civic Precinct Renewable Energy Stage 3 (Business Case)			52			52		52	52
Solar Installations on Council Buildings (Business Case)					157	157		157	157
Mobile Site Hut (Business Case)					47	47		47	47
Contingency Allocation			5		19	24		24	24
<b>Total Business Cases</b>			<b>57</b>		<b>343</b>	<b>400</b>		<b>400</b>	<b>400</b>

### 3.10 Operational Works Program Allocations

#### New Allocations and Carry Forwards for the Year Ending 30 June 2020

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	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b><u>Operational Projects (Program Management Office Delivered)</u></b>												
Arts Community Strengthening Contribution					20	20					20	20
Bells Beach Coastal Management Plan			70			70					70	70
Centralised Compliance Framework			23			23					23	23
Council Election Preparation					20	20					20	20
Environmental Leadership					250	250					250	250
Implementation of the Winchelsea Design Guidelines					20	20					20	20
Increased Event Funding					155	155					155	155
Kerbside Bin Stickers					67	67					67	67
Lorne Transfer Station Master Plan					32	32					32	32
Production of Janjucetus Skeleton			48			48					48	48
Review and Update the Pathway Strategy					45	45					45	45
Road Safety Audit Cape Otway				20		20					20	20
Solar Power at Anglesea Landfill					15	15					15	15
Solid Waste Management Strategy					53	53					53	53
Surf Coast Community Litter Pilot					50	50					50	50
Torquay Multi-use Synthetic Pitch Facility Business Case			37			37					37	37
Torquay Retail & Commercial Strategy			100			100					100	100
Torquay Town Centre PS Amendment			20			20					20	20
Torquay/Jan Juc Social Infrastructure Stage 2			45			45					45	45
Valuations for Insurance Purposes					15	15					15	15
VEC Subdivision Review					26	26					26	26
Water Sensitive Urban Design Maintenance Manual					35	35					35	35
Winchelsea Infrastructure Plan Allocation				10		10					10	10
Winchelsea Precinct Structure Plan				20		20					20	20
Contingency Allocation			28	3	37	68					68	68
<b>Total Operational Projects (Program Management Office Delivered)</b>			<b>371</b>	<b>52</b>	<b>839</b>	<b>1,262</b>					<b>1,262</b>	<b>1,262</b>
<b><u>Operational Projects (Non Program Projects)</u></b>												
Aged Care Compliance Team Leader Role					106	106					106	106
Business Improvement Officer (Business Case)					120	120					120	120
Engage Youth Program					47	47	47					47
Freeza Youth Project					25	25	25					25
Municipal Emergency Management Program					240	240	240					240
Pop Up Arts Space	39					39		4			35	39
Positive Ageing Transition Officer					97	97					97	97
RACV Water Harvesting Agreement Licence					6	6			6			6
Road Safety Officer					39	39					39	39
Winchelsea Health Club 24/7 Access Project					50	50					50	50
Wrecked' TV Pilot Contribution					5	5					5	5
Contingency Allocation												
<b>Total Operational Projects (Non Program Projects)</b>	<b>39</b>				<b>736</b>	<b>775</b>	<b>312</b>	<b>4</b>	<b>6</b>		<b>453</b>	<b>775</b>
<b>Total Operational Program</b>	<b>39</b>		<b>371</b>	<b>52</b>	<b>1,574</b>	<b>2,037</b>	<b>312</b>	<b>4</b>	<b>6</b>		<b>1,716</b>	<b>2,037</b>

## Budget 2019-20

Works Description	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	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b><u>Carried Forward Operational Projects</u></b>												
Carried Forward Operational Projects		127	29	147	252	555				555		555
Contingency Allocation		25	17	17	76	135				135		135
<b>Total Carried Forward Operational Projects</b>		<b>152</b>	<b>46</b>	<b>164</b>	<b>328</b>	<b>690</b>				<b>690</b>		<b>690</b>
<b>Total Operational Works Program</b>	<b>39</b>	<b>152</b>	<b>418</b>	<b>216</b>	<b>1,902</b>	<b>2,727</b>	<b>312</b>	<b>4</b>	<b>6</b>	<b>690</b>	<b>1,716</b>	<b>2,727</b>

## New Recurrent Operational Allocations for the Year Ending 30 June 2020

New Recurrent Operational Expenditure	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		Reserve Funds \$'000	Direct Funded \$'000	
<b><u>New Recurrent Operational Expenditure</u></b>												
Arboriculture Inspector					65	65				65		65
Children's Services Resource Officer					13	13				13		13
Customer Service Team Leader Capacity					42	42				42		42
Environmental Health Officer					38	38				38		38
Grass Slashing - Eastern Reserve Extension				4		4				4		4
IT (Business as Usual) Increased Costs					64	64				64		64
Line Marking Maintenance					20	20				20		20
Maternal and Child Health Nurse					74	74				74		74
Maternal and Health Team Leader					19	19				19		19
Outdoor Maintenance for Kindergartens					22	22				22		22
Peer Review of Planning Files					40	40				40		40
Project Communications and Engagement					80	80				80		80
Recreation Open Space Planning Customer Liaison Officer					26	26				26		26
Repainting of Decorative Light Poles					20	20				20		20
Toilet Cleaning Consumables Growth					15	15				15		15
Torquay Waste Drop Off Supervision					14	14				14		14
Volunteer Management Training					5	5				5		5
<b>Total Recurrent Operational Expenditure</b>				<b>4</b>	<b>558</b>	<b>562</b>				<b>562</b>		<b>562</b>

### 3.11 Multi Year Capital Works Program Allocations

Capital Works Program	2019-20 Budget \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000
<b>Renewal Program</b>				
Active Play Items Renewal Program	42	100	60	65
Anglesea Skate Park	33	117		
Barwon Park Road - Bridge Rail	200			
Bellbrae Reserve Playground		197		
Bike Park Renewal Program		40	50	54
Bridge Renewal Program		100	80	86
Building Renewal Program	215	600	800	856
Condition Audits	149	120	110	118
Coombes Road Rehabilitation (in Conjunction with DCP Widening)	733			
Deans Marsh Memorial Park - Playground	215			
Drainage Renewal Program	62	130	140	150
Duffields Rd Roundabout and Cycling Works	210			
Ellimatta Reserve Retaining Wall	138			
Facility Signage Renewal Program	10	15	15	16
Fencing Renewal Program	149	75	80	86
Footpath Renewal Program	155	180	240	247
Forrest Road (Larcombes to Grays Roads) Renewal	410			
Great Ocean Views Playground		91		
Guardrail Renewal Program	50	60	60	65
Gundrys Road Road Safety Improvements	102			
Hard Court Renewal Program		50	100	107
Heavy Plant Replacement Program	1,130	1,164	1,199	1,235
Horseshoe Bend Rd Bridge/Culvert	820			
I.T. Renewal Program	104	110	120	129
Kerb Renewal Program	62	115	120	129
Light Fleet Replacement Program	465	505	577	618
Lighting Renewal Program		45	50	54
Messmate Road Sealing	840			
Mt Moriac Reserve - Netball Courts Renewal	229			
Park Furniture Renewal Program	17	70	80	86
Playground Renewal Program	50	50	230	246
Pollocksford Road Bridge Investigation	90			
Sealed Road Renewal - Pavement Rehabilitation Program	400			
Sealed Road Renewal - Reseal Program	317			
Sealed Road Renewal Program		2,377	2,350	2,555
Skate Park Renewal			210	225
Small Plant Replacement Program	60	65	70	75
Soft Playing Surface Renewal Program	131	107	170	182
South Beach Road Rehabilitation (in Conjunction with DCP Widening)	642			
St Annes Playground	88			
Structures Renewal Program	37	100	210	225
Unsealed Road Renewal Program	765	1,000	1,040	1,113
Contingency Allocation	405	44		
<b>Total Renewal Program</b>	<b>9,524</b>	<b>7,627</b>	<b>8,161</b>	<b>8,722</b>
<b>Torquay / Jan Juc DCP Projects</b>				
Construct Regional Bike Route (4) Along Great Ocean Road (PC08)				465
Deep Creek Linear Reserve (OR06)			150	
Duffields / Grossmans Intersection Design (RD15)			72	
Duffields / Grossmans Road Intersection Upgrade (RD15)				805
Duffields Road Upgrade Design (RD08)			93	
Fisher St South Intersection Upgrade (RD07)				102
South Beach Road Upgrade (RD09)	2,064			
Spring & Deep Creeks Pathways (PC01)			323	
Surf Coast Hwy / Zeally Bay Rd Intersection Design (RD05)			148	
Surf Coast Hwy / Zeally Bay Rd Intersection Upgrade (RD05)				1,219
Surf Coast Hwy Coombes Rd Intersection Construction (RD03)			2,321	
Surf Coast Hwy Coombes Rd Intersection Design (RD03)		238		
Torquay Central & North (OR01)		340		
Torquay Central & North (OR01) Various			69	
Torquay North Pathways (PC02)		290		
Upgrade Bells Beach Reserve (OR10)		547		
Widen Coombes Road - Stage 2 (RD11)				1,386
Widen Coombes Road (RD11)	550			
Contingency Allocation	233	78	295	
<b>Total Torquay / Jan Juc DCP</b>	<b>2,847</b>	<b>1,493</b>	<b>3,471</b>	<b>3,977</b>



Capital Works Program	2019-20 Budget \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000
<b><u>Waste Management Projects</u></b>				
Anglesea Landfill Options Study		44		
Anglesea Landfill Stage 3E Liner			1,010	
Anglesea Landfill Stage 4 Rehabilitation				3,000
Anglesea Resale Shed Improvements	34			
Anglesea Transfer Station Bulk Haulage Design				86
Solar Compaction Litter Bins	132			
Torquay Transfer Station Construction		493		
Winchelsea & Lorne Site Shed Upgrades		61		
Contingency Allocation	17	137	144	514
<b>Total Waste Management</b>	<b>182</b>	<b>735</b>	<b>1,154</b>	<b>3,600</b>
<b><u>Discretionary Program</u></b>				
<b><u>Buildings</u></b>				
Anglesea Hall Sound Doctor - To Seek Matching Contribution (CPP29)	30			
External Public Toilet at the Quay Reserve Torquay (CPP27)	53			
Torquay Cultural Hub (inc. Library) Feasibility Study	65			
<b><u>Capital Business Cases</u></b>				
Business Cases		500	500	500
Civic Precinct Renewable Energy Stage 3 (Business Case)	52			
Solar Installations on Council Buildings (Business Case)	157			
To Purchase a Mobile Site Hut (Business Case)	47			
<b><u>Corporate Projects</u></b>				
Activity Based Working - Design and Implementation	205			
Community Project Management Support	50	50	50	50
Corporate Projects		605	664	691
<b><u>Digital Transformation</u></b>				
Digital Transformation	730			
<b><u>Drainage</u></b>				
Boyd Avenue Out Fall Upgrade	110			
Drainage		106	111	115
Drainage Upgrades Discretionary Works	65			
<b><u>Forward Design</u></b>				
Forward Design		106	111	115
<b><u>Other Assets</u></b>				
Other Assets (Buildings etc.)		212	221	230
<b><u>Pathways</u></b>				
Annual Pathway Construction Program	337			
Biregurra Deans Marsh Pathway	333			
Camp Road Pathway Anglesea	106			
Cape Otway Road Moriac Pathway	100			
Pathways		212	221	230
<b><u>Recreation and Open Space</u></b>				
Newling Reserve Inclusive Basket Swing	28			
Recreation and Open Space		796	830	864
Stribling Reserve Pavilions Redevelopment	5,577			
Torquay Preschool Play Space Upgrade	101			
<b><u>Roads/Road Safety</u></b>				
Grading Projects	30			
Roads		265	277	288
Roads to Recovery Projects		1,051	1,051	1,051
Road Safety		276	332	346
Road Safety Program	322			
Contingency Allocation	1,475	243	250	256
<b>Total Discretionary Program</b>	<b>9,973</b>	<b>4,423</b>	<b>4,616</b>	<b>4,736</b>
<b><u>Growth and Compliance</u></b>				
Depot Yard Lighting	31			
Disability Discrimination Act Implementation Plan	100	100	100	100
Contingency Allocation	3			
<b>Total Growth and Compliance</b>	<b>134</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Total Multi Year Capital Works Program</b>	<b>22,660</b>	<b>14,377</b>	<b>17,502</b>	<b>21,135</b>

### 3.12 Multi Year Operational Works Program Allocations

Operational Works Program	2019-20 Budget \$'000	2020-21 Forecast \$'000	2021-22 Forecast \$'000	2022-23 Forecast \$'000
<b><u>Operational Projects (Program Management Office Delivered)</u></b>				
Arts Community Strengthening Contribution	20			
Bells Beach Coastal Management Plan	70			
Centralised Compliance Framework	23			
Council Election Preparation	20			
Environmental Leadership	250	250	250	250
Implementation of the Winchelsea Design Guidelines	20			
Increased Event Funding	155			
Kerbside Bin Stickers	67			
Lorne Transfer Station Master Plan	32			
Production of Janjucetus Skeleton	48			
Review and Update the Pathway Strategy	45			
Road Safety Audit Cape Otway	20			
Solar Power at Anglesea Landfill	15			
Solid Waste Management Strategy	53			
Surf Coast Community Litter Pilot	50			
Torquay Multi-use Synthetic Pitch Facility Business Case	37			
Torquay Retail & Commercial Strategy	100			
Torquay Town Centre PS Amendment	20			
Torquay/Jan Juc Social Infrastructure Stage 2	45			
Valuations for Insurance Purposes	15			
VEC Subdivision Review	26			
Water Sensitive Urban Design Maintenance Manual	35			
Winchelsea Infrastructure Plan Allocation	10			
Winchelsea Precinct Structure Plan	20			
Unallocated Operational Projects - Compliance Costs		412	500	500
Contingency Allocation	68			
<b>Total Operational Projects (Program Management Office Delivered)</b>	<b>1,262</b>	<b>662</b>	<b>750</b>	<b>750</b>
<b><u>Operational Projects (Non Program Projects)</u></b>				
Aged Care Compliance Team Leader Role	106			
Business Improvement Officer (Business Case)	120			
Engage Youth Program	47	23	23	
Freeza Youth Project	25	25	25	
Municipal Emergency Management Program	240			
Pop Up Arts Space	39	39		
Positive Ageing Transition Officer	97			
RACV Water Harvesting Agreement Licence	6	6		
Road Safety Officer	39	43		
Winchelsea Health Club 24/7 Access Project	50			
'Wrecked' TV Pilot Contribution	5			
Contingency Allocation				
<b>Total Operational Projects (Non Program Projects)</b>	<b>775</b>	<b>136</b>	<b>48</b>	<b>-</b>
<b>Total Multi Year Operational Works Program</b>	<b>2,037</b>	<b>798</b>	<b>798</b>	<b>750</b>

## 4. Notes to the Financial Statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and Charges

Rates and charges are an important source of revenue for Council. Planning for future rate increases has therefore been an important component of the Long Term Financial Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year and in 2019-20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and the municipal charge and is calculated based on council's average rates and charges (see table 4.1.1(l)). Council limits rate revenue increases to comply with the Fair Go Rates System.

Council adopted a revised Rating Strategy concurrently with the 2019-20 budget. The update to the Rating Strategy ensures the rating strategy best meets the needs of Council and ratepayers, and eliminates any inconsistencies in the current strategy. The updated Rating Strategy will not generate additional income for Council, but will affect the split of rates across different ratepayers.

The major changes to the Rating Strategy can be summarised as follows:

- Removal of the Vacant Land and Provisional Vacant Land Differential, and subsequent re-distribution of the rates across all ratepayers
- Capping the Municipal Charge to 10% of total rates
- Updating the strategy for rating differential explanations, the Fire Services Property Levy, annual property valuations, and other minor updates to reflect current practice.

For 2019-20, Council has limited the municipal charge to 10% of total rates revenue. This is in line with recommendations from the State Government's Local Government Act review in 2018. Although total rates and charges including the Municipal Charge will increase by 2.5% on average, the Municipal Charge itself is not increasing.

The Valuer-General reviews the value of every property in the municipality annually, and these property values are used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council. Ratepayers may see rate increases that differ from the average 2.5% 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:**

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Change \$'000	%
General Rates <sup>1</sup>	39,504	41,453	1,950	4.94%
Municipal Charge <sup>1</sup>	4,549	4,594	45	.98%
Waste Management Charge <sup>2</sup>	7,482	7,766	285	3.81%
Special Rates and Charges	44	-	(44)	-
New Supplementary Rates and Rate Adjustments	595	381	(214)	(35.91%)
Interest on Rates and Charges	130	140	10	7.69%
<b>Total rates and charges</b>	<b>52,304</b>	<b>54,335</b>	<b>2,031</b>	<b>3.88%</b>

1. These items include annualised supplementary rates, which are not subject to the rate cap.
2. Waste charge increase of 2.5% 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	2018-19 cents/\$CIV	2019-20 cents/\$CIV	Change \$	%
General rate land	0.21545	0.21129	(0.0042)	(1.93%)
Farm rate land	0.16159	0.15847	(0.0031)	(1.93%)
Commercial/Industrial rate land	0.40936	0.40146	(0.0079)	(1.93%)
Vacant Residential rate land	0.43090	-		
Vacant Provisional rate land	0.21545	-		

Cents/\$CIV increase is above 2.5% but this is offset by the 0.5% increase in the municipal charge and the removal of both vacant land categories.

**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	2018-19 \$	2019-20 \$	Change \$	%
General rate land	31,679,777	36,070,760	4,390,983	13.86%
Farm rate land	1,920,027	2,028,914	108,887	5.67%
Commercial/Industrial rate land	3,202,567	3,353,724	151,157	4.72%
Vacant Residential rate land	2,132,412	-	(2,132,412)	(100.00%)
Vacant Provisional rate land	568,922	-	(568,922)	(100.00%)
<b>Total amount to be raised by general rates</b>	<b>39,503,705</b>	<b>41,453,399</b>	<b>1,949,694</b>	<b>4.94%</b>

**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	2018-19	2019-20	Change \$	%
General rate land	18,358	20,329	1,971	10.74%
Farm rate land	966	972	6	0.62%
Commercial/Industrial rate land	1,039	1,046	7	0.67%
Vacant Residential rate land	772	-	(772)	(100.00%)
Vacant Provisional rate land	629	-	(629)	(100.00%)
<b>Total number of assessments</b>	<b>21,764</b>	<b>22,347</b>	<b>583</b>	<b>2.68%</b>

**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	2018-19 \$	2019-20 \$	Change \$	%
General rate land	14,704,004,293	17,071,683,500	2,367,679,207	16.10%
Farm rate land	1,188,209,000	1,280,314,500	92,105,500	7.75%
Commercial/Industrial rate land	782,335,071	835,381,900	53,046,829	6.78%
Vacant Residential rate land	494,874,000	-	(494,874,000)	(100.00%)
Vacant Provisional rate land	264,062,000	-	(264,062,000)	(100.00%)
<b>Total Value</b>	<b>17,433,484,364</b>	<b>19,187,379,900</b>	<b>1,753,895,536</b>	<b>10.06%</b>

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

	Per Rateable Property 2018-19 \$	Per Rateable Property 2019-20 \$	Change \$	%
Municipal Charge	208	208	0	-

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

	2018-19 \$	2019-20 \$	Change \$	%
Municipal Charge	4,473,248	4,594,096	120,848	2.70%

**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:**

	2018-19 \$	2019-20 \$	Change \$	%
Urban Garbage (all residential tenements)	409	419	10	2.44%
Rural Garbage (optional)	339	347	8	2.36%

**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:**

	2018-19 \$	2019-20 \$	Change \$	%
Urban Garbage (all residential tenements)	6,821,825	7,181,117	359,292	5.27%
Rural Garbage (optional)	571,897	585,319	13,422	2.35%
<b>Total</b>	<b>7,393,723</b>	<b>7,766,436</b>	<b>372,713</b>	<b>5.04%</b>

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:

	2018-19	2019-20	Change	
	\$	\$	\$	%
General Rates Revenue	39,503,705	41,453,399	1,949,694	4.94%
Municipal Charge	4,473,248	4,594,096	120,848	2.70%
Kerbside Collection and Recycling	7,393,723	7,766,436	372,713	5.04%
<b>Total</b>	<b>51,370,675</b>	<b>53,813,931</b>	<b>2,443,255</b>	<b>4.76%</b>

#### 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.

	2018-19	2019-20
	Budget	Budget
Forecast Annualised Rate Revenue	\$ 43,009,383	\$ 44,925,583
Forecast Number of Assessments	21,764	22,347
Forecast Base Average Rate per Assessment	\$ 1,976.17	\$ 2,010.36
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 2,020.63	\$ 2,060.62
Maximum General Rates and Municipal Charges Revenue	\$ 43,977,094	\$ 46,048,723
Budgeted General Rates and Municipal Charges Revenue	\$ 43,976,953	\$ 46,047,495

#### 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 (2019-20: estimated \$381 thousand)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

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

- A general rate of 100% (0.21129 cents in the dollar of CIV) for all rateable residential properties.
- A farm rate of 75% (0.15847 cents in the dollar of CIV) for all rateable farm properties.
- A commercial/industrial rate of 190% (0.40146 cents in the dollar of CIV) for all rateable business properties.

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

#### General Rate land

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

The objectives of this differential rate are to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations, and to ensure that the differential

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

### **Farm Rate Land**

Farm Rate is any land, which is:

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

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

### **Commercial/Industrial Rate Land**

Commercial/Industrial Rate is any land, which is:

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

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

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

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

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



### Municipal Charge

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

### Service Charges

An annual service charge is declared for the collection and disposal of waste (garbage). This charge is not subject to the rate cap, however has been set at a 2.5% 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

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Building Compliance	185	197	12	6.7%
Infringements and Costs	760	713	(47)	(6.1%)
Land information Certificates	40	40	-	-
Other Statutory Fees and Fines	85	111	27	31.5%
Subdivision Supervision, Certification and Plan Checking	510	270	(240)	(47.1%)
Town Planning Fees	705	680	(25)	(3.5%)
<b>Total Statutory Fees and Charges</b>	<b>2,285</b>	<b>2,012</b>	<b>(273)</b>	<b>(11.9%)</b>

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 decrease by 11.9% or \$0.27 million compared to 2018-19. Subdivision Supervision fees have decreased by \$0.24 million due to an expected decrease in the rate of residential development. Infringements are budgeted to decrease by \$0.05 million compared to an exceptionally high revenue year in 2018-19.

#### 4.1.3 User Charges

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Aged and Health Services	981	1,028	47	4.74%
Child Care/Childrens Programs	653	656	3	0.4%
Gravel Pit Fees	174	87	(87)	(50.0%)
Lease Rentals	66	72	6	9.1%
Leisure Centre and Recreation	923	891	(32)	(3.5%)
Other Fees	206	164	(43)	(20.6%)
Registration and Other Permits	1,092	1,102	10	0.9%
Royalties	688	349	(339)	(49.3%)
Waste Management Services	2,898	2,763	(134)	(4.6%)
<b>Total User Charges</b>	<b>7,681</b>	<b>7,111</b>	<b>(570)</b>	<b>(7.4%)</b>

User charges relate mainly to the recovery of service delivery costs through the charging of fees for Council services. Individual user charges have generally increased in the 2019-20 budget but the overall revenue is budgeted to decrease by 7.4% or \$0.57 million compared to 2018-19. Royalties and gravel pit fees are budgeted to decrease by a total of \$0.43 million as the budget has been normalised back to average gravel extraction rates; the 2018-19 year's extraction rates were extraordinarily high. Waste management service charges are budgeted to decrease by \$0.13 million as disposal volumes are expected to decrease with the increase in gate fees.

#### 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 \$2.8 million for 2019-20. Half of the Grants Commission allocation is budgeted to be received in the 2018-19 year (\$2.3 million). Operating projects are budgeted to decrease by \$0.49 million. The family day care grant funding of \$0.05 million has ceased, fees and charges have been increased to cover this shortfall. Total capital grants are budgeted to decrease by \$8.5 million. Council does not budget for grants or corresponding project budgets that are not confirmed with a signed grant agreement.

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Commonwealth funded grants	7,428	7,665	237	3.2%
State funded grants	15,830	4,204	(11,625)	(73.4%)
<b>Total Grants</b>	<b>23,258</b>	<b>11,870</b>	<b>(11,388)</b>	<b>(49.0%)</b>

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Change \$'000 %	
Recurrent - Commonwealth Government				
Early Years	10	-	(10)	(100.0%)
Grants Commission	4,510	2,314	(2,196)	(48.7%)
Aged Care	953	936	(17)	(1.8%)
Immunisations	2	3		4.1%
Senior Citizens	92	55	(37)	(39.9%)
Transport	36	32	(4)	(11.1%)
Waste	41	-	(41)	(100.0%)
Roads to Recovery Projects	-	1,051	1,051	
Total Recurrent - Commonwealth Government	5,644	4,391	(1,253)	(22.2%)
Recurrent - State Government				
Aged Care	296	296		0.0%
Community Emergency Management	240	240	-	-
Early Years	1	1	-	-
Environment	23	-	(23)	(100.0%)
Fixing Country Roads	-	1,720	1,720	
Family Day Care	45	-	(45)	(100.0%)
Health Services	17	17	()	(0.3%)
Immunisations	9	9		3.7%
Kindergartens	1,381	1,385	4	0.3%
Maternal and Child Health Services	310	317	7	2.4%
Occasional Care	16	-	(16)	(100.0%)
Rural Access Services	56	29	(27)	(49.0%)
School Crossing	54	60	6	10.4%
Senior Citizens	-	27	27	
Youth Services	104	104		0.0%
Total Recurrent - State Government	2,551	4,204	1,653	64.8%
Total Recurrent Grants	8,195	8,595	400	4.9%

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Non-Recurrent - Commonwealth Government				
Buildings	10	-	(10)	(100.0%)
Education	19	-	(19)	(100.0%)
Early Years	24	-	(24)	(100.0%)
Infrastructure	1,070	-	(1,070)	(100.0%)
Recreation and Open Space	650	3,275	2,625	403.8%
Public Safety	11	-	(11)	(100.0%)
Total Non-Recurrent - Commonwealth Government	1,784	3,275	1,491	83.6%
Non-Recurrent - State Government				
Buildings	8,000	-	(8,000)	(100.0%)
Disaster Relief Projects	692	-	(692)	(100.0%)
Economic Development and Tourism	198	-	(198)	(100.0%)
Environment	381	-	(381)	(100.0%)
Health and Well Being	15	-	(15)	(100.0%)
Infrastructure	637	-	(637)	(100.0%)
Recreation and Open Space	1,415	-	(1,415)	(100.0%)
Waste	300	-	(300)	(100.0%)
Public Safety	1,642	-	(1,642)	(100.0%)
Total Non-Recurrent - State Government	13,279	-	(13,279)	(100.0%)
Total Recurrent Grants	15,062	3,275	(11,788)	(78.3%)

#### 4.1.5 Contributions Monetary

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Change \$'000 %	
Developer Contributions	2,637	2,469	(169)	(6.4%)
Family Day Care	330	366	36	10.8%
Fleet Contributions	205	246	41	20.1%
Pensioner Rate Concession	450	450	-	-
Project Contributions	1,073	65	(1,008)	(94.0%)
Recoupments - Statutory	75	75	-	-
State Revenue Office (Valuations)	40	1	(39)	(98.7%)
State Revenue Office (Fire Service Levy)	50	52	1	2.5%
Sundry	122	116	(6)	(5.1%)
<b>Total Monetary Contributions</b>	<b>4,982</b>	<b>3,838</b>	<b>(1,144)</b>	<b>(23.0%)</b>

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in relation to new subdivision works. Contributions are budgeted to decrease by 23.0% or \$1.1 million compared to 2018-19. Developer contributions are budgeted to decrease by \$0.2 million due to slowing residential development, and project contributions are budgeted to decrease by \$1.0 million due to the changing nature of the capital program.

#### 4.1.6 Contributions Non-Monetary

Non-monetary contributions relate to new subdivision works being handed over to Council from developers. Non-monetary contributions are budgeted to decrease by 8% or \$1.1 million to \$12.9 million compared to 2018-19.

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

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Change \$'000 %	
Proceeds From Sale	1,101	480	(621)	(56.4%)
Written Down Value of Assets Disposed	(1,322)	(215)	1,107	(83.7%)
<b>Total Net Loss on Disposal</b>	<b>(220)</b>	<b>265</b>	<b>485</b>	<b>(220.4%)</b>

The net gain on disposal of property infrastructure, plant and equipment relates to sale of assets. The net gain on disposal of property infrastructure, plant and equipment is budgeted to increase by \$0.5 million. The forecast includes the sale of two land parcels in Moriac and disposals of fleet vehicles; the 2019-20 budget includes disposals of fleet vehicles only.

#### 4.1.8 Other Income

Other income relates to interest on investments which are budgeted to decrease by 17% or \$0.2 million compared to 2018-19.

#### 4.1.9 Employee Costs

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Wages and Salaries	26,017	28,013	1,995	7.67%
Superannuation	2,557	2,732	176	6.9%
WorkCover	717	719	3	0.4%
Casual Staff	869	654	(214)	(24.7%)
Training	334	338	4	1.2%
Other	235	310	75	31.9%
Fringe Benefits Tax	197	159	(38)	(19.2%)
<b>Total Employee Costs</b>	<b>30,925</b>	<b>32,926</b>	<b>2,000</b>	<b>6.5%</b>

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 6.5% or \$2.0 million compared to 2018-19.

The 6.5% increase is made up of:

- Annual wage increase of 2.5% or \$0.75 million.
- New recurrent employees \$0.36 million and non-recurrent employees \$0.78 million.
- Position level increments and other employee related costs \$0.09 million.
- Annualisation of Council approved positions during the 2018-19 financial year supporting growth in School Crossings, Governance, Information Management, Planning & Development and Engineering Services.

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

#### 4.1.10 Materials and Services

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Change \$'000      %	
Consultants	835	746	(90)	(10.7%)
Contract Payments	6,558	6,750	192	2.9%
Expensed Capital Works	3,308	1,545	(1,763)	(53.3%)
Fuel	703	657	(46)	(6.6%)
General Maintenance	1,011	1,166	155	15.4%
Grants, Contributions and Sponsorship	1,205	1,228	24	2.0%
Information Technology	275	250	(25)	(9.0%)
Insurances	701	719	19	2.7%
Legal Costs	511	339	(172)	(33.6%)
Materials	1,719	1,787	68	3.9%
Office Administration	1,121	1,102	(19)	(1.7%)
Operating Projects	2,579	1,132	(1,446)	(56.1%)
Other Sundry	377	76	(301)	(79.9%)
Royalties	1,571	1,484	(87)	(5.5%)
Sub-Contractors	3,376	3,178	(198)	(5.9%)
Utilities	1,238	1,252	14	1.1%
<b>Total Materials and Services</b>	<b>27,089</b>	<b>23,412</b>	<b>(3,676)</b>	<b>(13.6%)</b>

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 decrease by 13.6% or \$3.7 million compared to 2018-19.

Expensed capital works are budgeted to decrease by \$1.8 million to \$1.5 million compared to 2018-19. 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 \$1.4 million to \$1.1 million. Excluding the expensed capital works and operational projects, the underlying materials and services expenditure has decreased by 2.2%. Council's recurrent savings target has contributed to the underlying decrease in expenditure as the savings have been greater than the new non-discretionary and discretionary recurrent expenses.

#### 4.1.11 Bad and Doubtful Debts

Bad and doubtful debts are budgeted to remain at similar levels to the 2018-19 forecast at \$0.09 million.

#### 4.1.12 Depreciation

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Infrastructure	9,390	9,436	45	0.5%
Plant and Equipment	1,448	2,199	751	51.9%
Property	2,942	3,208	266	9.0%
<b>Total Depreciation</b>	<b>13,780</b>	<b>14,842</b>	<b>1,062</b>	<b>7.7%</b>

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 \$1.1 million or 7.7% is due mainly to the completion of the 2019-20 capital works program; the full year effect of depreciation on the 2018-19 capital program and the higher base for calculating depreciation due to the revaluation of drainage and buildings infrastructure in 2018-19. Refer to section 4.5 notes on Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2019-20 year.

#### 4.1.13 Borrowing Costs

Finance costs relate to interest charged by financial institutions on funds borrowed. New borrowings of \$3.3 million are proposed for the 2019-20 financial year as part of the funding of the Stribling Reserve Pavilions Redevelopment. The new loan is scheduled to be taken out in June 2020 so will have minimal impact on borrowing costs in the 2019-20 financial year. The decrease of \$0.1 million or 5% compared to the 2018-19 forecast relates to the reducing balance of existing loans.

#### 4.1.14 Asset Write Offs

Asset write offs relate to assets written off as part of the renewal program and assets that have been identified for decommissioning as part of the G21 Regional Tennis Strategy. The assets to be decommissioned are Buckley Tennis Club Clubhouse and Reserve Toilets; and Mirnee Tennis Clubroom and Toilet. Asset write offs are budgeted to increase by \$0.7 million in the 2019-20 financial year.

#### 4.1.15 Other Expenses

	2018-19	2019-20	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Councillors' Allowances	310	317	7	2.3%
Auditors' Remuneration - Internal Audit	120	120	-	-
Auditors' Remuneration - VAGO	46	47	1	1.4%
Operating Lease Rentals	722	717	(4)	(0.6%)
<b>Total Other Expenses</b>	<b>1,198</b>	<b>1,201</b>	<b>3</b>	<b>0.3%</b>

#### 4.1.16 Net Asset Revaluation Increment

Revaluation movements are budgeted at an assumed 3.0% increase. Asset classes due to be revalued in 2019-20 are roads, carparks and bridges.



## 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 \$0.1 million in 2019-20. New borrowings of \$3.3 million support a positive cash flow from financing activities that is offset by cash used in investing activities exceeding cash provided from operating activities. The new loan is budgeted to fund the Stribling Reserve Pavilions Redevelopment. 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 \$36.3 million in this balance is attributable to the total capital works program (excluding expensed capital works - \$25.4 million), granted assets (\$12.9 million), cyclical revaluation of assets (\$14.8 million), less depreciation of assets (\$14.8 million), asset write-offs (\$1.7 million), and written down value of assets disposed (\$0.2 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 \$3.3 million, total debt will increase to \$18.5 million as at 30 June 2020.

The new borrowings planned in 2019-20 form part of the funding for the Stribling Reserve Pavilions Redevelopment. 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 2020, Council's net debt level will be \$16.0 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 2019.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2018/19	-	977	1,089	16,285
2019/20	3,275	1,032	1,031	18,527
2020/21	-	1,356	1,133	17,171
2021/22	-	1,432	1,045	15,739
2021/22	-	1,522	954	14,217

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

	2018-19 \$'000	2019-20 \$'000
<b>Total amount borrowed as at 30 June of the prior year</b>	<b>17,262</b>	<b>16,285</b>
Total amount to be borrowed		3,275
Less total amount projected to be redeemed	977	1,032
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>16,285</b>	<b>18,527</b>

#### 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 2019-20 by \$0.2 million. Provisions include accrued long service leave and annual leave for employees, and future landfill rehabilitation. The net movement in provisions of \$0.1 million relates to a 1% increase in employee provisions. As a result of the new borrowings outlined in Section 4.2.3, interest bearing liabilities will increase by \$0.3 million.

#### 4.2.5 Non-Current Liabilities

The increase of \$1.9 million in 2019-20 is mainly due to the movement in interest bearing liabilities with new borrowings of \$3.3 million partially offset by the transfer to current liabilities of \$1.4 million as loan repayments are due.

#### 4.2.6 Total Equity

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

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

During the year a net amount of \$0.8 million is to be transferred from other reserves. This is a transfer between equity balances only and does not impact the total balance of equity. The increase in the asset revaluation reserve of \$14.8 million reflects the anticipated increase in value of Council assets in the 2019-20 year.

The following table outlines the proposed movements through the cash reserves during 2019-20. The carried forward amounts for capital works and operational projects reflect funds that will be cash backed at the end of the year and do not include grant funding not received.

Reserve	Opening Balance \$'000 01-07-2019	Transfer To Reserve \$'000	Transfer From Reserve \$'000	Closing Balance \$'000 30-06-2020
Open Space	1,662	500	28	2,134
Main Drainage	210	-	-	210
Developer Contributions	1,626	1,969	359	3,237
Home Care Packages	215	-	-	215
Trust and Deposits	2,883	-	-	2,883
Plant Replacement	5	1,655	1,595	65
Asset Renewal	1,021	5,513	5,243	1,291
Waste	9,121	3,370	420	12,071
Aireys Inlet Units	309	7	-	316
DCP Council Funds	1,655	2,349	2,492	1,512
Winchelsea Infrastructure Plan Allocation	354	206	-	560
Gherang Gravel Pits	2,578	290	965	1,903
Defined Benefits Superannuation	1,074	50	-	1,124
Carried Forward Capital Works	24,722	20,466	24,722	20,466
Carried Forward Operational Projects	692	821	692	821
Adopted Strategy Implementation	4,605	-	2,314	2,291
Accumulated Unallocated Cash	1,698	1,535	730	2,503
<b>Totals:</b>	<b>54,431</b>	<b>38,730</b>	<b>39,560</b>	<b>53,602</b>

### 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	2018-19 Forecast \$'000	2019-20 Budget \$'000	Variance \$'000
<b>Cash flow from operating activities</b>				
Rates and charges		52,209	54,276	2,067
Grants - operating		8,972	6,030	(2,943)
Grants - capital		14,841	6,046	(8,796)
Contributions		4,982	3,838	(1,144)
Interest received		1,257	1,053	(204)
Statutory fees and fines		2,281	2,024	(257)
User charges		8,107	7,180	(927)
Net GST refund/payment		4,380	4,611	231
Trust funds received/(taken)		16	-	(16)
Employee costs		(30,775)	(32,601)	(1,826)
Materials and Services		(33,437)	(29,604)	3,833
<b>Net cash provided from operating activities</b>	4.4.1	<b>32,833</b>	<b>22,852</b>	<b>(9,981)</b>
<b>Cash Flows from investing activities</b>				
Proceeds from sale of property, plant & equipment		1,101	480	(621)
Payments for property, plant, equipment & infrastructure assets		(23,166)	(25,371)	(2,205)
Cash Flows from investing activities		35,020	-	(35,020)
<b>Net cash used in investing activities</b>	4.4.2	<b>12,955</b>	<b>(24,891)</b>	<b>(37,846)</b>
<b>Cash flows from financing activities</b>				
Finance costs		(1,088)	(1,033)	55
Proceeds from interest bearing loans and borrowings		-	3,275	3,275
Repayment of interest bearing loans and borrowings		(977)	(1,032)	(55)
<b>Net cash provided from financing activities</b>	4.4.3	<b>(2,065)</b>	<b>1,209</b>	<b>3,275</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents held</b>		<b>43,723</b>	<b>(830)</b>	<b>(44,553)</b>
Cash & cash equivalents at the beginning of the period		1,768	45,491	43,723
<b>Cash &amp; cash equivalents at the end of the period</b>		<b>45,491</b>	<b>44,662</b>	<b>(830)</b>
<b>Investments (current and non-current financial assets)</b>		10,000	10,000	-
<b>Total cash &amp; investments at the end of the period</b>	4.4.4	<b>55,491</b>	<b>54,662</b>	<b>(830)</b>

#### 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 \$8.8 million and employee costs increase of \$1.8 million. These movements are partially offset by the rates and charges revenue increase of \$2.1 million (due the rate increase of 2.5%, garbage increase of 2.5% and annualisation of prior year supplementary rates) and the decrease in materials and services of \$3.8 million (\$1.8 million relates to expensed capital works).

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.

	2018-19 Forecast \$'000	2019-20 Budget \$'000	Variance \$'000
<b>Surplus for the Year</b>	<b>30,418</b>	<b>18,166</b>	<b>(12,252)</b>
Add Depreciation	13,780	14,842	1,062
Less Granted Assets	(13,970)	(12,850)	1,120
Add Debt Servicing	1,089	1,031	(58)
Add Net Loss/(Gain) on Disposal of Property Infrastructure, Plant and Equipment	220	(265)	(485)
Add Asset Write Offs	930	1,673	743
Add Net Movement in Current Assets and Liabilities	366	255	(112)
<b>Cash Flows Available from Operating Activities</b>	<b>32,833</b>	<b>22,852</b>	<b>(9,981)</b>

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, Zeally Sands, Grossmans Road and the Dunes Estate.

#### 4.4.2 Cash Flows from Investing Activities

The budgeted decrease in cash from investing activities of \$37.8 million compared to the forecast predominately relates to a movement of cash from investing activities in the forecast of \$35.0 million. This movement of \$35.0 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 net cash flows from financing activities of \$3.3 million relates to an increase in borrowings. A \$3.3 million loan is scheduled to be taken out in June 2020 for the Stribling Reserve Pavilions Redevelopment.

#### 4.4.4 Total Cash and Investments

Total cash and investments (including current and non-current financial assets) are budgeted to decrease by \$0.8 million to \$54.7 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 2020 which have been set aside for specific purposes in the future:

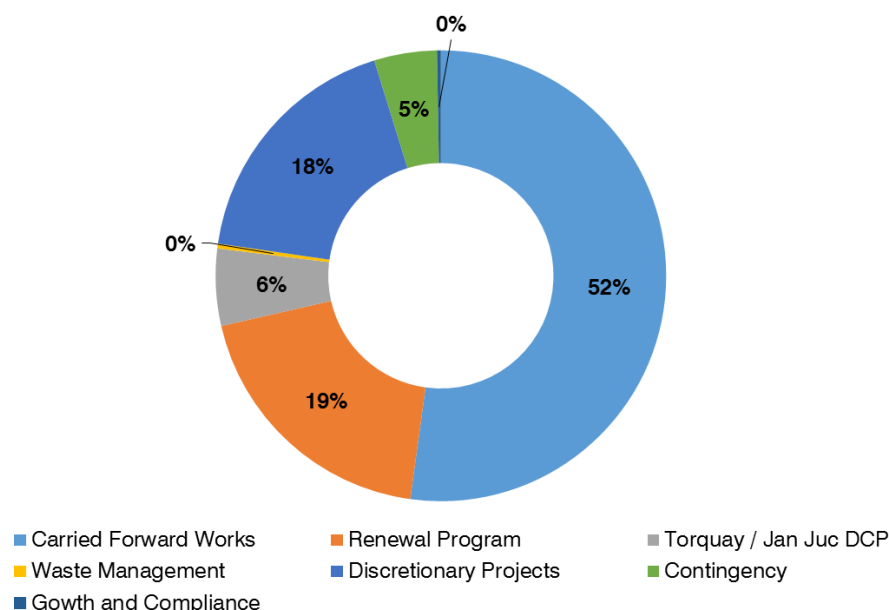
	2018-19 Forecast \$'000	2019-20 Budget \$'000
<b>Restricted</b>		
Open Space	1,662	2,134
Main Drainage	210	210
Developer Contributions	1,626	3,237
Home Care Packages	215	215
Trust and Deposits	2,883	2,883
<b>Total Restricted Reserves</b>	<b>6,597</b>	<b>8,679</b>
<b>Unrestricted</b>		
Plant Replacement	5	65
Asset Renewal	1,021	1,291
Waste	9,121	12,071
Aireys Inlet Units	309	316
DCP Council Funds	1,655	1,512
Winchelsea Infrastructure Plan Allocation	354	560
Gherang Gravel Pits	2,578	1,903
Defined Benefits Superannuation	1,074	1,124
Carried Forward Capital Works	24,722	20,466
Carried Forward Operational Projects	692	821
Adopted Strategy Implementation	4,605	2,291
Accumulated Unallocated Cash	1,698	2,503
<b>Total Unrestricted Reserves</b>	<b>47,834</b>	<b>44,923</b>
<b>Total Reserves</b>	<b>54,431</b>	<b>53,602</b>
<b>Reserve Based Debtors and Project Creditors</b>	<b>1,060</b>	<b>1,060</b>
<b>Total Cash and Investments</b>	<b>55,491</b>	<b>54,662</b>

#### 4.5 Statement of Capital Works

This section provides a summary of the planned capital expenditure and funding for the 2019-20 year.

		2019-20 Budget Allocation \$'000	2019-20 Budget Spend \$'000
	NOTES		
<b>Carried Forward Capital Works</b>			
Renewal Program		2,275	2,275
Expensed Capital Works		2,471	471
Torquay / Jan Juc DCP		11,155	7,155
Buildings		926	926
Digital Transformation		1,560	1,560
Drainage		7	7
Pathways		26	26
Recreation and Open Space		1,852	852
Roads / Road Safety		636	636
Landfill Provision		17	17
Contingency		3,795	-
<b>Total Carried Forward Works</b>	4.5.2	<b>24,722</b>	<b>13,926</b>
<b>New Works</b>			
Renewal Program	4.5.3	9,119	8,886
Torquay / Jan Juc DCP	4.5.4	2,614	1,550
Waste Management	4.5.5	166	132
Buildings	4.5.6	148	133
Business Cases	4.5.7	256	256
Corporate Projects	4.5.8	255	255
Digital Transformation	4.5.9	730	-
Drainage	4.5.10	175	175
Pathways	4.5.11	876	876
Recreation and Open Space	4.5.12	5,706	566
Roads / Road Safety	4.5.13	352	30
Growth and Compliance	4.5.14	131	131
<b>Contingency</b>	4.5.15	2,133	-
<b>Total New Capital Works</b>	4.5.1	<b>22,660</b>	<b>12,990</b>
<b>Total Capital Works</b>		<b>47,382</b>	<b>26,916</b>
<b>Represented by</b>			
New Asset Expenditure		18,350	9,694
Asset Renewal Expenditure		11,552	9,360
Asset Upgrade Expenditure		12,315	6,287
Asset Expansion Expenditure		72	13
		<b>42,288</b>	<b>25,354</b>
Expensed Capital Works		5,074	1,545
Landfill Provision Works		20	17
<b>Total Capital Works</b>		<b>47,382</b>	<b>26,916</b>

### 2019-20 Capital Program Allocation by Category



#### 4.5.1 Capital Works Spend and Allocation

Following the 2018-19 forecast budgeted spend on capital works of \$26.5 million, the 2019-20 budget spends \$26.9 on capital works. Of the 2019-20 capital works spend, \$13.9 million is carry forward works spend, along with \$13.0 million of new capital works spend.

The variance in allocation and spend timing on projects varies due to project implementation and cash flow timing. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council. The variance between the 2019-20 new capital works allocation and spend of \$9.7 million includes:

- The Stripling Reserve Pavilions Redevelopment \$5.1 million
- South Beach Road Upgrade (RD09) \$1.1 million
- Digital Transformation \$0.7 million
- Road Safety Program \$0.3 million
- Coombes Road Rehabilitation (in conjunction with DCP Widening) \$0.2 million
- Capital program contingency of \$2.1 million, which is not budgeted to be spent

#### 4.5.2 Carried Forward Works Allocation

Carried forward capital work projects for 2019-20 totals \$24.7 million of allocations that include:

- The Surf Coast Multi-Purpose Stadium \$11.5 million
- Digital Transformation program \$1.6 million
- Gnarwarre Road Culvert Renewal and Embankment Stabilisation \$1.0 million
- Torquay Town Centre Project Stage 1 Gilbert Street Beautification \$1.0 million
- Mt Moriac Reserve Equestrian Pavilion Redevelopment and Mt Moriac Reserve Netball Lighting Upgrade \$0.9 million
- Blackspot Program Mount Duneed: Horseshoe Bend Road from McCanns \$0.4 million
- Mt Moriac Reserve AFL Lighting Upgrade (Oval 1) and Mt Moriac Reserve Sub Surface Drainage (Oval 2) \$0.3 million
- Anglesea, Lorne and Winchelsea Transfer Station e-Waste Facility \$0.8 million
- Winchelsea Common Future Use Plan Implementation \$0.2 million
- \$3.8 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 2019-20 \$9.1 million allocation relates to renewal projects such as:

- Heavy Plant Replacement \$1.1 million
- Horseshow Bend Road Bridge / Culvert \$0.8 million
- Messmate Road Sealing \$0.8 million
- Unsealed Renewal Program \$0.8 million
- Coombes Road Rehabilitation (in conjunction with DCP Widening) \$0.7 million
- Sealed Road Renewal \$0.7 million
- South Beach Road Rehabilitation \$0.6 million
- Light Fleet Replacement \$0.5 million
- Forrest Road (Larcombes to Grays Roads) Renewal \$0.4 million
- Building Renewal Program \$0.2 million

#### **4.5.4 Torquay / Jan Juc DCP Allocation**

Torquay / Jan Juc DCP 2019-20 program has \$2.6 million allocated which includes the South Beach Road Upgrade (RD09) \$2.1 million and Widening of Coombes Road (RD11) \$0.6 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 2019-20 program includes Solar Compaction Litter Bins \$0.1 million and the Anglesea Resale Shed Improvements \$0.03 million.

#### **4.5.6 Buildings**

The Building projects in the 2019-20 program include the Torquay Cultural Hub (including library) Feasibility Study \$0.07 million, External Public Toilet at the Quay Reserve Torquay (CPP27) \$0.05 million and Anglesea Hall Sound Doctor To Seek Matching Contribution (CPP29) \$0.03 million.

#### **4.5.7 Business Cases Allocation**

In 2019-20, the capital Business Case project relates to Solar Installations on Council Buildings \$0.2 million, the Civic Precinct Renewable Energy Stage 3 \$0.05 million and to Purchase a Mobile Site Hut \$0.05 million.

#### **4.5.8 Corporate Projects Allocation**

The Corporate Projects in the 2019-20 program includes the Activity Based Working Design and Implementation \$0.2 million and \$0.05 million for Community Project Management Support.

#### **4.5.9 Digital Transformation Allocation**

Digital Transformation in the 2019-20 program includes an allocation for \$0.7 million.

#### **4.5.10 Drainage Allocation**

Drainage projects in the 2019-20 program includes Boyd Avenue Out Fall Upgrade \$0.1 million and Drainage Upgrade Discretionary Works \$0.1 million.



**4.5.11 Pathways Allocation**

Pathways projects in the 2019-20 program include \$0.3 million for the Annual Pathways Construction Program, of which works will be scheduled for later in the year when the Pathway Strategy Review is completed. Other pathway projects include the Biregurra Deans Marsh Pathway \$0.3 million, Camp Road Pathway in Anglesea \$0.1 million and Cape Otway Road Moriac Pathway \$0.1 million.

**4.5.12 Recreation and Open Space Allocation**

Recreation and Open Space includes a \$5.7 million allocation in 2019-20. This program includes Stribling Reserve Pavilions Redevelopment \$5.6 million with spend on this project in line with the funding milestones, the Torquay Preschool Play Space Upgrade \$0.1 million and Newling Reserve Inclusive Basket Swing \$0.03 million.

**4.5.13 Roads / Road Safety Allocation**

Roads and Road Safety includes an allocation of \$0.4 million. The Renewal and Torquay / Jan Juc DCP Program includes Roads to Recovery Projects and Fixing Country Roads grant funding. Other projects within this category include Road Safety Program \$0.3 million and Grading Projects \$0.03 million.

**4.5.14 Growth and Compliance Allocation**

An allocation of \$0.1 million to Growth and Compliance projects for 2019-20 includes the Disability Discrimination Act Implementation Plan for buildings projects \$0.1 million and Depot Yard Lighting \$0.3 million.

**4.5.15 Contingency Allocation**

The new contingency allocation to the capital works program is \$2.1 million in 2019-20. 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

		2018-19	2019-20	
		Forecast	Budget	Variance
NOTES		\$'000	\$'000	\$'000
<b>Carried Forward Capital Works</b>				
Funded by Council Funds and Grants Received		12,798	24,722	11,924
<b>Total Carried Forward Capital Works</b>		<b>12,798</b>	<b>24,722</b>	<b>11,924</b>
<b>New Capital Works Allocation</b>				
<i><b>External</b></i>				
Capital Grants	4.5.16	14,511	6,046	(8,466)
Contributions	4.5.17	847	59	(788)
Borrowings	4.5.18	-	3,275	3,275
Special Charges	4.5.19	44		(44)
		<b>15,402</b>	<b>9,379</b>	<b>(6,023)</b>
<i><b>Internal</b></i>				
Proceeds from Sale of Assets	4.5.20	439	480	42
Cash Reserves	4.5.21	(16,634)	1,663	18,298
Direct Funded	4.5.22	14,470	11,138	(3,332)
		<b>(1,726)</b>	<b>13,281</b>	<b>15,007</b>
<b>Total New Capital Works Allocation</b>		<b>13,676</b>	<b>22,660</b>	<b>8,984</b>
<b>Total Funding Sources</b>		<b>26,474</b>	<b>47,382</b>	<b>20,908</b>

### 4.5.16 Capital Grants Funding

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The major grants that are budgeted to be received in 2019-20 include the Stribling Reserve Pavilions Redevelopment \$3.3 million, Fixing Country Roads Projects \$1.7 million and Roads to Recovery Projects \$1.1 million.

### 4.5.17 Contribution Funding

Contributions relate to community contributions to capital works. Contributions for the 2019-20 program include the Torquay Preschool Play Space Upgrade \$0.06 million and \$3 thousand for the Newling Reserve Inclusive Basket Swing.

### 4.5.18 Borrowings Funding

Borrowings relate to the funding of capital works projects. During the 2019-20 financial year new borrowings of \$3.3 million is proposed to fund the Stribling Reserve Pavilions Redevelopment.

### 4.5.19 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 2019-20 no special charge income is budgeted.

### 4.5.20 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 2019-20, \$0.5 million asset sales proceeds relate to the sale of council light fleet and heavy plant.

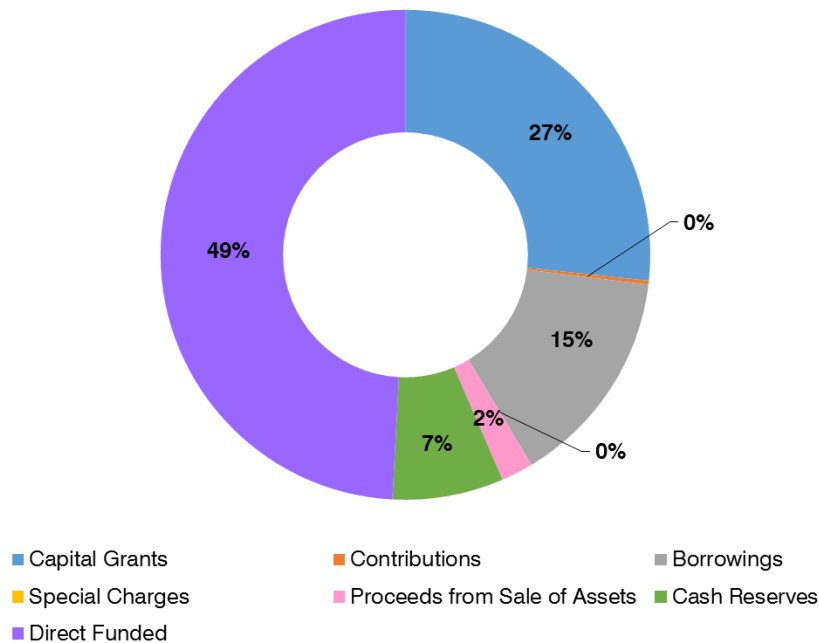
#### 4.5.21 Cash Reserves Funding

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 2019-20 for the Digital Transformation Program \$0.7 million, Biregurra Deans Marsh Pathway \$0.3 million, Camp Road Pathway Anglesea \$0.1 million, Cape Otway Road Moriac Pathway \$0.1 million and the Newling Reserve Inclusive Basket Swing \$0.03 million.

#### 4.5.22 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.

### 2019-20 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	2019-20 Budget	2020-21 Strategic Resource Plan	2021-22 Strategic Resource Plan	2022-23 Strategic Resource Plan
	\$'000	\$'000	\$'000	\$'000
Chief Executive Office	1,276	1,304	1,332	1,362
Culture and Community	12,336	12,607	12,885	13,168
Environment and Development	9,047	9,246	9,449	9,657
Governance and Infrastructure	8,973	9,171	9,372	9,579
<b>Total Staff Expenditure</b>	<b>31,631</b>	<b>32,327</b>	<b>33,038</b>	<b>33,765</b>
Casuals and Other Expenditure	1,295	1,387	1,798	2,247
<b>Employee Costs as per Income Statement</b>	<b>32,926</b>	<b>33,714</b>	<b>34,837</b>	<b>36,012</b>
Capitalised Labour Costs	1,898	1,940	1,983	2,026
<b>Total Employee Costs</b>	<b>34,824</b>	<b>35,654</b>	<b>36,820</b>	<b>38,038</b>
<b>FTE Employee Numbers</b>				
Full-time	212.8	215.4	216.7	218.1
Part-time	125.9	125.9	125.9	125.9
<b>Total FTE Employee Numbers</b>	<b>338.7</b>	<b>341.2</b>	<b>342.6</b>	<b>344.0</b>

##### 4.6.1 Operating Employee Costs

From the Statement of Human Resources, operating employee costs are budgeted to increase by 6.5% or \$2.0 million compared to 2018-19. The increase relates to the following factors:

- Annual wage increase of 2.5% or \$0.75 million.
- New recurrent employees \$0.36 million and non-recurrent employees \$0.78 million.
- Position level increments and other employee related costs \$0.09 million.
- Annualisation of Council approved positions during the 2018-19 financial year supporting growth in School Crossings, Governance, Information Management, Planning & 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 demands within the Surf Coast Shire.

## 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	2017-18 Actual \$'000	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21 Strategic Resource Plan \$'000	2021-22 Strategic Resource Plan \$'000	2022-23 Strategic Resource Plan \$'000	Trend +/-
<b>Operating Position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.36%	1.43%	-1.06%	1.90%	1.00%	0.96%	o
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	357.70%	403.52%	383.27%	331.71%	268.44%	298.42%	-
Unrestricted Cash	Unrestricted cash/current liabilities	3	136.88%	349.64%	330.98%	282.59%	224.41%	245.90%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	34.78%	31.14%	34.10%	30.41%	26.76%	23.22%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.44%	4.06%	4.39%	4.54%	4.37%	4.20%	-
Indebtedness	Non-current liabilities / own source revenue		45.00%	40.79%	43.11%	38.03%	30.20%	26.89%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	37.25%	64.55%	63.40%	63.18%	54.16%	54.91%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	69.12%	71.25%	75.90%	74.79%	75.95%	75.81%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality	7	0.34%	0.29%	0.30%	0.31%	0.32%	0.33%	+
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments		\$3,243	\$3,451	\$3,350	\$3,334	\$3,415	\$3,387	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$2,181	\$1,539	\$1,616	\$1,626	\$1,637	\$1,648	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.13%	7.50%	7.50%	7.50%	7.50%	7.50%	o

### Notes to Indicators:

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

**2. Working Capital** – The proportion of current liabilities represented by current assets. Working capital increases in 2019-20 due to the new loan; in subsequent years cash is declining and in 2020/21 and 2021/22 funds for planned expenditure of waste provision funds in 2021/22 and 2022/23 increases current liabilities.

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

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

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

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

**7. Rates Effort** – The revaluation increase has reduced the 2018-19 ratio compared to the 2017-18 actual.

## Appendix A – Fees and Charges Schedule

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

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Council Operations</b>				
Minutes are available free of charge from Council's website – <a href="http://www.surfcoast.vic.gov.au">www.surfcoast.vic.gov.au</a>			N	Council
<b>Customer Service</b>				
Black & White Photocopying/Printing	Page	\$1.00	N	Council
Colour Photocopying/Printing	Page	\$2.50	N	Council
Black & White Photocopying/Printing - Charity Groups	Page	\$0.50	N	Council
<b>Community Transport</b>				
Community Bus hire only (Petrol by User)	Km	\$0.90	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth activities	Day	\$56.50	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities up to 400 km round trip	Day	\$141.00	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities over 400 km round trip	Day	\$281.50	Y	Council
<b>Building Hire</b>				
<b>Public Hall Hire</b>				
Shire based Community Group	Hour	\$10.80	Y	Council
Bellbrae Heartspace	Hour	\$6.20	Y	Council
Commercial and Non-Shire Community Group	Hour	\$21.60	Y	Council
<b>Functions, Weddings, Parties &amp; Major Events</b>				
Bellbrae Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	Y	Council
Bellbrae Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	Y	Council
Moriac Community Centre - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	Y	Council
Moriac Community Centre - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	Y	Council
Freshwater Creek Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	Y	Council
Freshwater Creek Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	Y	Council
The Quay Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	Y	Council
The Quay Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	Y	Council
Bob Pettit Pavilion - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	Y	Council
Bob Pettit Pavilion - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	Y	Council
Wurdale Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$170.00	Y	Council
Wurdale Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$136.00	Y	Council
Anglesea Hall - Private Hirer Standard Function Rate (6pm-12am)	Block	\$279.00	Y	Council
Anglesea Hall - Private Hirer Half Day Function Rate (2-5 hours)	Block	\$180.00	Y	Council
Security Bonds – No Alcohol		\$340.00	N	Council
Security Bonds – With Alcohol		\$678.00	N	Council
<b>Winchelsea Swimming pool</b>				
Family Season Pass	Season	\$200.00	Y	Council
Family Season Pass (Early Bird)	Season	\$175.00	Y	Council
Adult Swim	Visit	\$5.90	Y	Council
Child Swim	Visit	\$4.80	Y	Council
School Student Swim	Visit	\$3.70	Y	Council
Spectator (Non Swim)	Visit	\$1.00	Y	Council
School Carnival (plus entry fee person)	Hour	\$77.50	Y	Council
Regional Carnival	Visit	\$1,200.00	Y	Council
Season Swim Pass - Single	Season	\$80.00	Y	Council
Season Swim Pass - Single Concession	Season	\$73.00	Y	Council
Season Swim Pass - Single (Early Bird)	Season	\$59.00	Y	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Eastern Reserve Gymnasium</b>				
<b>Membership - Individual</b>				
3 month	Membership	\$219.00	Y	Council
12 month	Membership	\$711.00	Y	Council
Monthly Direct Debit	Membership	\$61.00	Y	Council
<b>Membership - Concession</b>				
3 month	Membership	\$198.00	Y	Council
12 month	Membership	\$640.00	Y	Council
Monthly Direct Debit	Membership	\$49.50	Y	Council
<b>Membership - Youth</b>				
3 month	Membership	\$157.00	Y	Council
12 month	Membership	\$495.00	Y	Council
Monthly Direct Debit	Membership	\$43.30	Y	Council
<b>Membership - Family (max of 2 Adults &amp; 2 Children)</b>				
3 month	Membership	\$307.00	Y	Council
12 month	Membership	\$989.00	Y	Council
Monthly Direct Debit	Membership	\$85.00	Y	Council
10 Visit Pass Health Club or Group Fitness	Membership	\$107.00	Y	Council
Casual Single Visit - Health Club or Group Fitness	Visit	\$14.00	Y	Council
Personal Training Member	Hour	\$55.00	Y	Council
<b>Surf Coast Sport &amp; Recreation Centre</b>				
<b>Sport</b>				
Adults Basketball	Team	\$73.00	Y	Council
Adults Netball	Team	\$78.00	Y	Council
Junior Basketball and Netball	Team	\$58.50	Y	Council
Indoor Soccer - Juniors	Team	\$45.00	Y	Council
Indoor Soccer - Seniors	Team	\$58.50	Y	Council
Kinder Gym - Casual	Visit	\$15.00	Y	Council
<b>10 Visit Pass</b>				
Kinder Gym	Membership	\$135.00	Y	Council
Fit Forever	Membership	\$107.00	Y	Council
Play Groups	Membership		Y	Council
<b>Team Registrations &amp; Insurance</b>				
Adult Registration per Season (All Sports)	Team	\$66.00	Y	Council
Junior Registration per Season (All Sports)	Team	\$54.50	Y	Council
<b>Fitness Classes</b>				
Casual	Visit	\$15.50	Y	Council
Concession	Visit	\$14.50	Y	Council
Fit Forever	Visit	\$11.70	y	Council
10 Visit Concession Card	Membership	\$117.00	Y	Council
1 Month Membership	Membership	\$98.00	Y	Council
3 Month Membership	Membership	\$211.00	Y	Council
6 Month Membership	Membership	\$392.00	Y	Council
12 Month Membership	Membership	\$587.00	Y	Council
<b>Crèche</b>				
Per Child Visit	Visit	\$5.80	N	Council
10 Visit Concession Card	Membership	\$54.00	N	Council
<b>Main Stadium</b>				
<b>Sport – Casual Hire - Day Time - Off Peak Use</b>				
Commercial Groups	Hour	\$53.50	Y	Council
Registered Teams	Hour	\$33.00	Y	Council
Community Groups	Hour	\$33.00	Y	Council
Teams ½ Court	Hour	\$21.00	Y	Council
Commercial ½ Court	Hour	\$40.00	y	Council
Badminton Single Court Hire	Hour	\$11.00		
Individual Hire ½ Court	Person	\$5.80	Y	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Surf Coast Sport &amp; Recreation Centre - continued</b>				
<b>Functions – Social/Commercial</b>				
Fri/Sat/Sun (6pm-12am max Hire)	Block	\$551.00	Y	Council
½ Hall Only (6pm-12am Hire)	Block	\$383.00	Y	Council
Fri/Sat/Sun (6pm-12am)	Hour	\$98.00	Y	Council
Community Group Rate 6pm-12am	Block	\$365.00	Y	Council
<b>Bonds</b>				
Functions - No Alcohol	Booking	\$350.00	N	Council
Functions - With Alcohol	Booking	\$698.00	N	Council
<b>Multi-Purpose Room</b>				
<b>Social &amp; Commercial Functions (Meetings/Workshops)</b>				
Sat/Sun (6pm-12am max. Hire)	Block	\$239.00	Y	Council
Sat/Sun (6pm-12am Hourly Rate)	Hour	\$45.00	Y	Council
Mon/Fri (9am-9pm Hourly Rate)	Hour	\$20.50	Y	Council
Full Room (Day & Evening Hourly Rate)	Hour	\$20.50	Y	Council
Kitchen Hire	Hour	\$16.00	Y	Council
<b>Community Group Functions (Meetings/Workshops)</b>				
Community Group Hire (Non Profit)	Hour	\$10.80	Y	Council
<b>Bonds</b>				
Functions - No Alcohol	Booking	\$340.00	N	Council
Functions - With Alcohol	Booking	\$680.00	N	Council
<b>Equipment Hire</b>				
Chair Hire	Day	\$2.70	Y	Council
<b>Recreation Reserves</b>				
Recreation Reserve Licence Fees	Min Fee	\$133.00	N	Council
<b>Community &amp; Civic Precinct Recreation Facility (Banyul-Warri Fields)</b>				
<b>Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):</b>				
- Oval or Synthetic/Grass Pitch	Half Day	\$318.00	Y	Council
	Full Day	\$506.00	Y	Council
	Hour	\$36.00	Y	Council
- Oval or Synthetic/Grass Pitch with lights	Night/4 Hours	\$440.00	Y	Council
	Night / Hour	\$65.00	Y	Council
- Netball Court	Half Day	\$130.00	Y	Council
	Full Day	\$234.00	Y	Council
	Hour	\$36.00	Y	Council
<b>Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)</b>				
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Cleaning Fee	\$64.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Cleaning Fee	\$64.00	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Cleaning Fee	\$194.00	Y	Council
<b>Grant Pavilion - Peter Troy and China Gilbert Meeting Rooms</b>				
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Hour	\$12.80	Y	Council
	Half Day / 4 Hours	\$51.50	Y	Council
	Full Day / 8 Hours	\$88.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$25.00	Y	Council
	Half Day / 4 Hours	\$75.00	Y	Council
	Full Day / 8 Hours	\$140.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$46.00	Y	Council
	Half Day / 4 Hours	\$151.00	Y	Council
	Full Day / 8 Hours	\$290.00	Y	Council



Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Community &amp; Civic Precinct Recreation Facility (Banyul-Warri Fields) - continued</b>				
<b>Grant Pavilion – Tantau and Cooper Function Rooms</b>				
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	\$25.80	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Half Day	\$75.00	Y	Council
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Full Day	\$140.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Hour	\$31.50	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Half Day	\$102.00	Y	Council
Surf Coast Shire Residents - Individual or Group (Non-Commercial Activity)	Full Day	\$192.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Hour	\$64.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Half Day	\$255.00	Y	Council
Commercial Use or Non Surf Coast Shire Club/Group/School	Full Day	\$439.00	Y	Council
<b>Grant Pavilion</b>				
Grant Pavilion Function Cleaning		\$198.00	Y	Council
Event Logistics Crew - Staff Member	Hour	\$37.00	Y	Council
Waste Removal 240L Recycling Bin	Each	\$24.00	Y	Council
<b>Family &amp; Children Services</b>				
<b>Family Day Care (from 1 January 2020)</b>				
Family Day Care Administration Levy	Hour	\$3.00	N	Council
<b>Occasional Care (from 1 January 2020)</b>				
Torquay Children's Hub Occasional Care 4 Hour Session	Session	\$46.40	N	Council
Kurrambee Myaring Occasional care 4 hour session	Session	\$46.40	N	Council
<b>Arts and Culture</b>				
Arts Space Room Hire	Week	\$110.00	Y	Council
Arts Space Room Hire	Hour	\$22.00	Y	Council
<b>Art Trail</b>				
Registration Fee for Arts Trail - Individual	Annum	\$50.00	Y	Council
Registration Fee for Arts Trail - Not for Profit Community Group	Annum	\$150.00	Y	Council
Registration Fee for Arts Trail - Organisations with 10 Artists or more	Annum	\$500.00	Y	Council
<b>Kindergarten (from 1 January 2019)</b>				
4 Year Old Program (Jan Juc, Torquay, Kurrambee Myaring, Lorne, Anglesea and Winchelsea)	Term	\$390.00	N	Council
3 Year Old Program (Torquay)	Term	\$348.00	N	Council
3 Year Old Program (Lorne) (5 Hour Session)	Term	\$540.00	N	Council
3 year Old Program (Jan Juc) (3 Hour Session)	Term	\$348.00	N	Council
3 year Old Program (Jan Juc) (4 Hour Session)	Term	\$464.00	N	Council
3 year Old Program (Winchelsea) (4 Hour Session)	Term	\$464.00	N	Council
3 year Old Program (Anglesea) (4 Hour Session)	Term	\$464.00	N	Council
3 year Old Program (Kurrambee Myaring) (3 Hour Session) - Commencing 2018	Term	\$348.00	N	Council
<b>Torquay Children's Hub and Kurrambee Myaring Community Centre</b>				
<b>Children's Services, Community Groups &amp; Non-Profit Organisations</b>				
<b>Business Hours (8:30am - 5:30pm)</b>				
Single Room (consulting, multipurpose, meeting room)	Hour	\$17.00	Y	Council
Playgroups	Hour	\$8.70	Y	Council
<b>After Hours (5.30pm – 10pm)</b>				
Single Room ( Consulting, Multipurpose, Meeting Room)	Hour	\$27.00	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	\$80.00	Y	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Torquay Children's Hub and Kurrambee Myaring Community Centre - continued</b>				
<b>Commercial Use</b>				
<b>Business Hours</b>				
Single Room ( Consulting, Multipurpose, Meeting Room)	Hour	\$34.00	Y	Council
<b>After Hours (5.30pm – 10pm)</b>				
Single Room	Hour	\$50.00	Y	Council
For-Profit Organisations	Day	\$112.00	Y	Council
<b>Aged &amp; Disability Services</b>				
<b>Commonwealth Home Support Program, Home Community Care Program for Younger People and Home Care Package Clients</b>				
<b>Commonwealth Home Support Program</b>				
Delivered Meal - CHSP - Low Fee - 3 Course & Juice	Meal	\$10.00	N	Council
Delivered Meal - CHSP - Medium Fee - 3 Course & Juice	Meal	\$12.00	N	Council
Delivered Meal - CHSP - High Fee - 3 Course & Juice	Meal	\$18.50	N	Council
Domestic Assistance - CHSP - Low Fee	Hour	\$6.50	N	Council
Domestic Assistance - CHSP - Medium Fee	Hour	\$16.50	N	Council
Domestic Assistance - CHSP - High Fee	Hour	\$48.00	N	Council
Personal Care - CHSP - Low Fee	Hour	\$6.50	N	Council
Personal Care - CHSP - Medium Fee	Hour	\$10.00	N	Council
Personal Care - CHSP - High Fee	Hour	\$48.00	N	Council
Respite - CHSP - Low Fee	Hour	\$3.30	N	Council
Respite - CHSP - Medium Fee	Hour	\$5.10	N	Council
Respite - CHSP - High Fee	Hour	\$48.00	N	Council
Property Maintenance - CHSP - Low Fee	Hour	\$13.00	N	Council
Property Maintenance - CHSP - Medium Fee	Hour	\$19.00	N	Council
Property Maintenance - CHSP - High Fee	Hour	\$50.00	N	Council
Shopping Trips - CHSP	Per Outing	\$11.00	N	Council
Musical Mornings GPAC - CHSP	Per Season	\$175.00	N	Council
Client Travel Charge - CHSP	Km	\$0.80	N	Council
Café Program (Social Support) - CHSP	Per Outing	Range 5 - 20	N	Council
<b>Home Community Care Program for Younger People</b>				
Delivered Meal - HACC PYP- Low Fee - 3 Course & Juice	Meal	\$10.00	N	Council
Delivered Meal - HACC-PYP - Medium Fee - 3 Course & Juice	Meal	\$12.00	N	Council
Delivered Meal - HACC- PYP - High Fee - 3 Course & Juice	Meal	\$18.50	N	Council
Domestic Assistance - HACC- PYP - Low Fee	Hour	\$6.50	N	Council
Domestic Assistance - HACC-PYP - Medium Fee	Hour	\$16.50	N	Council
Domestic Assistance - HACC -PYP- High Fee	Hour	\$48.00	N	Council
Personal Care - HACC PYP - Low Fee	Hour	\$6.50	N	Council
Personal Care - HACC PYP - Medium Fee	Hour	\$10.00	N	Council
Personal Care - HACC PYP - High Fee	Hour	\$48.00	N	Council
Respite - HACC PYP- Low Fee	Hour	\$3.30	N	Council
Respite - HACC PYP - Medium Fee	Hour	\$5.10	N	Council
Respite - HACC PYP - High Fee	Hour	\$48.00	N	Council
Property Maintenance - HACC PYP - Low Fee	Hour	\$13.00	N	Council
Property Maintenance - HACC PYP - Medium Fee	Hour	\$19.00	N	Council
Property Maintenance - HACC PYP - High Fee	Hour	\$50.00	N	Council
Client Travel Charge - CHSP	Km	\$0.80	N	Council
Café Program (Social Support) - CHSP	Per Outing	Range 5 - 20	N	Council
<b>Aged and Disability Services - Brokerage Fees</b>				
Delivered Meals - Broker	Hour	\$25.00	N	Council
Shopping Trip - Broker	Per Outing	\$76.65	N	Council
Café Program - Broker	Per Outing	\$25.00	N	Council
Musical Mornings - Broker	Per Season	\$300.00	N	Council
Client Travel Charge - Broker	Km	\$1.50	N	Council
Domestic Assistance- 7am-7pm (Mon-Fri)	Hour	\$65.00	N	Council
Domestic Assistance-Outside standard hours		\$130.00	N	Council
Personal Care - Broker - 7am-7pm (Mon-Fri)	Hour	\$65.00	N	Council
Personal Care-Outside standard hours	Hour	\$130.00	N	Council
Respite Care - Broker - 7am-7pm Mon-Fri	Hour	\$65.00	N	Council
Respite Care-Outside standard hours	Hour	\$130.00	N	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>COMMUNITY</b>				
<b>Aged &amp; Disability Services</b>				
<b>After Hours Care Coordination - Broker</b>		\$100.00	N	Council
Home Safety Check - Broker	Hour	\$80.00	N	Council
<b>Aged and Disability Services - Home Care Packages</b>			N	Council
Delivered Meals	Hour	\$25.00	N	Council
Shopping Trip	Per Outing	\$76.65	N	Council
Café Program	Per Outing	\$25.00	N	Council
Musical Mornings	Per Season	\$300.00	N	Council
Client Travel Charge	Km	\$1.50	N	Council
Domestic Assistance-- 7am-7pm (Mon-Fri)	Hour	\$65.00	N	Council
Domestic Assistance--Outside standard hours	N/A	\$130.00	N	Council
Personal Care - Broker - 7am-7pm (Mon-Fri)	Hour	\$65.00	N	Council
Personal Care--Outside standard hours	Hour	\$130.00	N	Council
Respite Care - Broker - 7am-7pm Mon-Fri	Hour	\$65.00	N	Council
Respite Care--Outside standard hours	Hour	\$130.00	N	Council
Home Safety Check	Hour	\$80.00	Y	Council
<b>After Hours Care Coordination</b>		\$100.00	N	Council
Level 1 - Standard case management	Per Year	\$412.50	N	Council
Level 1 - High case management	Per Year	\$618.75	N	Council
Level 1 - Administration Fee	Per Year	20%		
Level 2 - Standard case management	Per Year	\$750.00	N	Council
Level 2 - High case management	Per Year	\$1,125.00	N	Council
Level 2 - Administration Fee	Per Year	20%		
Level 3 - Standard case management	Per Year	\$1,650.00	N	Council
Level 3 - High case management	Per Year	\$2,475.00	N	Council
Level 3 - Administration Fee	Per Year	20%		
Level 4 - Standard case management	Per Year	\$2,513.00	N	Council
Level 4 - High case management	Per Year	\$3,769.00	N	Council
Level 4 - Administration Fee	Per Year	20%		
Package Exit Fee		\$500.00	N	Council
<b>Veterans</b>				
Veterans Home Care		Set and Fixed by Veterans Home Care	N	Veteran Home Care
Veterans travel		Set and Fixed by Veterans Home Care	N	Veteran Home Care
<b>NDIS</b>				
NDIS Home Care		Set and Fixed by NDIS		NDIS
NDIS Travel Charge		\$1.50	N	Council
<b>CORPORATE</b>				
<b>Financial Services</b>				
<b>Rate Administration</b>				
Rate Searches – Hard Copy	Hour	\$127.00	N	Council
Rate Searches – Computer Records		\$27.00	N	Council
Sales Register (Issued Quarterly not Including Names and Addresses)		\$246.00	N	Council
Payment Rejection Administration Fee - Rates and Debtors		\$45.00	N	Council
Land Information Certificate		\$26.30	N	Statutory
Recovery Referral Fee		\$38.00	N	Council
Interest on Sundry Debtors (Penalty Interest Act)		10.00%	N	Statutory

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>CORPORATE</b>				
<b>Information Services</b>				
<b>Freedom of Information</b>				
Freedom of Information Fee		\$29.60	N	Statutory
Administration Cost for FOI Searches	Hour	\$22.20	N	Statutory
<b>Risk Management</b>				
<b>Insurance</b>				
<b>Contents Insurance for Approved Community Groups</b>				
Contents up to \$10,000	Council	\$44.00	Y	Council
Each Additional \$10,000 Contents or Part Thereof	Council	\$44.00	Y	Council
<b>GIS IMAGES</b>				
Job specific mapping (Including Digital Data Supply)	Hour	\$56.00	N	Council
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Visitor Centres</b>				
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
<b>Tourism</b>				
<b>Commercial Tour Operator Licenses</b>				
Annual Fee – Standard One Year Licence	Licence	\$300.30	N	Statutory
Annual Fee – More than One Year Licence (Currently 3 year)	Licence	\$227.00	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)		\$14,720.00	N	Statutory
Tourism Signage Assessment and Installation	Minimum Cost	\$495.00	N	Council
<b>Australian National Surfing Museum</b>				
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)		\$1,000.00	N	Council
Bond (for Hiring of Theatre Room Alone)		\$400.00	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	\$12.00	Y	Council
Research Fee with Museum Officer	Hour	\$45.00	Y	Council
<b>Copying / Image Reproduction</b>				
Books, Magazines, Newspapers and Journals (PDF)	Per 10 Pages	\$20.00	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$17.00	Y	Council
Pictures and Photographs	Each	\$22.00	Y	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Local Laws</b>				
<b>Dog &amp; Cat Registrations</b>				
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		\$67.00	N	Council
- Dogs Registered with Prescribed Canine Association				
- Dogs that have Undergone Obedience Training which Complies with Regulations				
- Working Dog				
- Dogs Older than 10 Years Old				
Dangerous, Menacing or Restricted Breed Dogs		\$480.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs that have Undergone Proactive Training or is a Guard Dog		\$200.00		Council
All Other Dogs & Cats (e.g. Non Desexed Animal)		\$200.00	N	Council
Late Payment Surcharge		\$9.20	N	Council
<b>Dog &amp; Cat Fees</b>				
Cat Cage Hire	Week	\$39.00	Y	Council
Cat Cage Deposit		\$65.00	N	Council
Dogs Citronella Collar Hire		\$47.50	Y	Council
Dogs Citronella Collar Deposit		\$67.00	N	Council
Dogs Citronella Collar Refill		\$19.50	Y	Council
Domestic Animal Business		\$553.00	N	Council
Excess Dog Application and Inspection Fee		\$239.00	N	Council
Dog Pound Release Fee		\$175.00	Y	Council
Cat Pound Release Fee		\$175.00	Y	Council
Pound release (Unregistered Animal Surcharge)		\$27.00	N	Council
Replacement Dog/Cat Tags		\$3.30	N	Council
<b>Impounding of Livestock (Other Than Dogs/Cats)</b>				
Cattle and Horses (Varies to Market Price)	Head	\$230.50	Y	Council
Sheep, Pigs and Goats (Varies to Market Price)	Head	\$230.50	Y	Council
Others (Varies to Market Price)	Head	\$15.30	Y	Council
After Hours Call Out		\$355.00	N	Council
Sustenance	Head	\$78.50	N	Council
<b>Penalties</b>				
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		\$105.00	N	Council
Towing of Abandoned Vehicles		\$205.00	N	Council
<b>Permits</b>				
<b>Shopfront 'Street' Trading Permits</b>				
A Frame Inspection and Application Fee		\$75.50	N	Council
A Frame Permit		\$228.00	N	Council
Permit Inspection and Application Fee		\$39.00	N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$56.00	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$75.50	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$109.00	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$142.00	N	Council
<b>Miscellaneous Permits</b>				
Disabled Parking Permits		No Charge	N	Council
Open for Inspection Signage Permit		\$248.00	N	Council
Camping Permit Fee (Private Property)		\$206.00	N	Council
Occupy Temp Accommodation on Land	6 Months	\$275.00	N	Council
Occupy Road	Day	\$206.00	N	Council
Waste Bin (Regardless of Size) < 30 Days		\$108.00	N	Council
Wedding Application Permit Fee - Conduct a Wedding on Council Land and Reserves		\$206.00	N	Council

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Statutory Planning</b>				
Town Planning Application Fees (Set by Statute)		Various	N	Statutory
Public Notice Fee – Up to 15 Notifications 1st Property		\$132.50	N	Council
Subsequent Properties		\$9.50	N	Council
Erect Public Notice on a property (Per Notice)		\$206.00	N	Council
Extension of Time		\$322.00	N	Council
Property Enquiries		\$48.50	N	Council
Demolition Consent Permit		\$85.20	N	Statutory
Amendment of Plans/Permits		\$315.00	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		\$315.00	N	Council
Written Advice		\$138.50	N	Council
<b>Copy of Plans</b>				
A3 or A4 size		\$12.00	N	Council
A0 or A1 size		\$23.50	N	Council
<b>Building Control - Building Charges</b>				
Copy of Plans		\$175.00	N	Council
Copy of Building Approval/Certificate of Occupancy		\$75.00	N	Council
Variation of Regulations		\$290.40	N	Statutory
Building over Easement		\$290.40	N	Council
Lodgement Fee (Statutory Charge)		\$121.90	N	Statutory
Property Information Request		\$47.20	N	Statutory
Council Consultation Fee	Hour	\$150.00	N	Council
Hoarding Application Fee		\$294.70	N	Statutory
Hoarding (fence or barrier) Permit Fee	per m2 per week	\$3.80	N	Council
Council Comments (if Report and Consent not obtained)		\$405.00	N	Council
Place of Public Entertainment		\$600.00	N	Council
Temporary Structure (Siting) Permit		\$300.00	N	Council
<b>Environment Protection Act 1970</b>				
<b>Septic Tanks</b>				
Septic Tank Application Fee – Install		\$626.00	N	Council
Septic Tank Application Fee – Alter		\$276.00	N	Council
Building Regulation 801 Consent Request		\$250.00	N	Council
Septic Tank File Request		\$34.00	N	Council
Urgent Septic Tank File Request		\$136.00	N	Council
<b>Food Act 1984</b>				
<b>New Registration</b>				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,340.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$910.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$725.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$115.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$425.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$60.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$203.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$125.00	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

Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Food Act 1984 - continued</b>				
<b>Renewal of Registration</b>				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$890.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$610.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$485.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises		\$115.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)		\$280.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises		\$60.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)		\$135.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)		\$80.00	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
<b>Renewal of Registration - 5 Star Rating</b>				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$805.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$550.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$440.00	N	Council
<b>Renewal of Registration - 2 Star Rating</b>				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,155.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$790.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$625.00	N	Council
<b>Renewal of Registration - 1 Star Rating</b>				
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)		\$1,245.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)		\$845.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)		\$675.00	N	Council
<b>Transfer of Registration</b>				
Application for Transfer of Registration		50% Renewal of Registration Fee	N	Council
<b>Health / Accommodation Requests for Inspection</b>				
Request for Inspection/Assessment and Report Fee		\$270.00	N	Council
Urgent request for Inspection/assessment and report fee (within 2 working days)		\$525.00	N	Council
Note: Food premises are classed in accordance with section 19c of the Food Act 1984				
<b>Public Health and Wellbeing Act 2008</b>				
<b>Registered Premises – New Application:</b>				
<b>Hairdressing and/or Temporary Make Up</b>				
New Application Once off Application		\$160.00	N	Council
Transfer		\$160.00	N	Council
<b>Beauty Therapy (excl. Temporary Make Up)</b>				
New Application		\$160.00	N	Council
Renewal		\$160.00	N	Council
Transfer		\$85.00	N	Council
<b>Skin Penetration, Tattooing, Colonic Irrigation</b>				
New Application		\$220.00	N	Council
Renewal		\$220.00	N	Council
Transfer		\$105.00	N	Council
<b>Prescribed Accommodation – New Application / Renewal</b>				
6-15 people		\$310.00	N	Council
16-25 people		\$440.00	N	Council
26-50 people		\$560.00	N	Council
> 50 people		\$750.00	N	Council
Prescribed Accommodation – Transfer		50% of new application / renewal fee	N	Council
Bi-annual pro-rata rates apply				



Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Caravan Parks (Fee Per Unit Set By State Government)</b>				
Caravan Park Registration - Maximum fee set under the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010	Site	N/A	N	Statutory
Transfer of Caravan Park Registration	Fee Units	5 fee units	N	Statutory
<b>Immunisations</b>				
Immunisation (Vaccines)		At Cost per Dose plus 30%	N	Council
Immunisation History Search		24.00	N	Council
<b>Fire Prevention (Fee Per Unit Set By State Government)</b>				
CFA Act Infringement Notice (legislated fee)	10 Penalty Units	\$1,585.70	N	Statutory
Block Clearing		Cost + \$170	N	Council
Application for Permit to Burn		No Charge	N	Council
Storm Water Application (Legal Point of Discharge)		\$105.00	N	Council
<b>INFRASTRUCTURE</b>				
<b>Infrastructure Administration</b>				
Vehicle Crossings (Non-Utilities)		\$185.00	N	Council
Additional Inspection		\$80.00	N	Council
Memorandum of Authorisation (Traffic Management Plan Approval)		\$100.00	N	Council
Asset Protection Permit		\$185.00	N	Council
<b>Road Works Permits (Fee Per Unit Set By State Government)</b>				
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
<b>Developer Levies</b>				
Non-Standard Public Lighting Levy		\$320.00	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)		\$440.00	N	Council
Drainage Investigation Hourly Rate		\$130.00	N	Council
<b>Water Permits</b>				
Water Permits - Minimum Charge Includes First 3,000 Litres		\$22.50	N	Council
Water Permits - Cost per Kilolitre Above 3,000 litres		\$2.50	N	Council



Description	Unit	2019/20	Includes GST (Y/N)	Fee Type
<b>PLANNING &amp; ENVIRONMENT</b>				
<b>Waste Disposal</b>				
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$86.00	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$86.00	Y	Council
Commercial Garbage – Compacted Waste	Tonne	\$163.80	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$86.00	Y	Council
Commercial Hard Waste – Uncompacted Waste	Cubic Metre	\$86.00	Y	Council
Clean Fill (Anglesea Only - Subject to Demand)	Tonne	\$23.50	Y	Council
Construction & Demolition – Waste Mixed	Tonne	\$163.80	Y	Council
Construction & Demolition – Recycle Clean Plaster (Anglesea)	Tonne	\$32.00	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Anglesea )	Tonne	\$64.50	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Lorne)	Cubic Metre	\$102.00	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$14.00	Y	Council
Green Waste	Cubic Metre	\$31.00	Y	Council
Tree stumps (Anglesea only)	Tonne	\$42.00	Y	Council
<b>General Items</b>				
Car Tyres	Each	\$8.50	Y	Council
Light Truck/4wd Tyres	Each	\$10.00	Y	Council
Truck Tyres	Each	\$21.50	Y	Council
Car Bodies & Caravans	Each	\$60.00	Y	Council
Mattresses (& Bases)	Each	\$23.50	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	\$15.50	Y	Council
Sale of Compost Bins	Each	\$56.00	Y	Council
Sale of Reusable Items - Fee for Items to be Determined by Coordinator Waste Management	Each	Various	Y	Council
Sale of Crushed Masonry (subject to availability)	Cubic Metre	\$15.00	Y	Council
<b>Kerbside Waste Collection</b>				
Residential Garbage Service Upgrade - each additional 120L per week capacity equivalent	Year	\$190.00	N	Council
Additional Residential Recycle Service – 120L, 240L or 360L Bin	Year	\$69.00	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$64.00	N	Council
Additional Residential Green Waste Service – 120L, 240L or 360L Bin	Year	\$74.00	N	Council
Upgrade Residential Green Waste Service to 360L Bin	Year	\$63.00	N	Council
Event Bin Hire	Each	\$19.50	N	Council
Infrequently Occupied Residence Bin Placement Fee	Occasion	\$7.00	N	Council
Replacement Key	Each	\$2.50	N	Council
Safe Waste bin strap	Each	\$3.50	N	Council

## Section 86 Committee Fees and Charges

Description	Unit	2019-20	Includes GST (Y/N)	Fee Type
<b>S86 Committee Fees and Charges</b>				
<b>Anderson Roadknight Reserve</b>				
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
<b>Connewarre Reserve</b>				
Main Hall - 2-5 hours	Half Day	\$77.00	Yes	Council
Main Hall - 5-8 hours	Day	\$154.00	Yes	Council
Main Hall - 5pm-midnight	Evening	\$275.00	Yes	Council
Oval	Half Day	\$55.00	Yes	Council
Oval	Day	\$99.00	Yes	Council
<b>Deans Marsh Memorial Park</b>				
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
<b>Eastern Reserve</b>				
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	\$110.00	Yes	Council
Members Room Only - Commercial - Catered	Half Day	\$210.00	Yes	Council
Members Room Only - Community - Catered	Day	\$160.00	Yes	Council
Members Room Only - Commercial - Catered	Day	\$260.00	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	\$90.00	Yes	Council
Ground - Commercial (including change rooms, training lights)	Hour	\$225.00	Yes	Council

Description	Unit	2019-20	Includes GST (Y/N)	Fee Type
<b>Globe Theatre</b>				
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
<b>Modewarre Hall &amp; Reserve</b>				
Main Hall - Community	Hour	\$30.00	Yes	Council
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
<b>Stribling Reserve</b>				
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 2019:	\$1,662,000
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Budgeted Balance as at 30 June 2020:	\$2,134,000
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#### **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 2019:	\$210,000
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Budgeted Balance as at 30 June 2020:	\$210,000
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#### **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 2019:	\$1,626,000
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Budgeted Balance as at 30 June 2020:	\$3,237,000
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### **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 2019:	\$215,000
Budgeted Balance as at 30 June 2020:	\$215,000

### **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 2019:	\$2,883,000
Budgeted Balance as at 30 June 2020:	\$2,883,000

### **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 2019:	\$5,000
Budgeted Balance as at 30 June 2020:	\$65,000

#### **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 2019:	\$1,291,000
Budgeted Balance as at 30 June 2020:	\$1,368,000

### **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 2019:	\$9,121,000
Budgeted Balance as at 30 June 2020:	\$12,071,000

### **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 2019:	\$309,000
Budgeted Balance as at 30 June 2020:	\$316,000

### **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 2019:	\$1,512,000
Budgeted Balance as at 30 June 2020:	\$1,435,000

### **Winchelsea Infrastructure Plan Allocation Reserve**

#### **Purpose**

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

#### **Typical Sources of Inflows and Outflows:**

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

Forecast Balance as at 30 June 2019:	\$354,000
Budgeted Balance as at 30 June 2020:	\$560,000

### 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 2019:	\$2,578,000
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Budgeted Balance as at 30 June 2020:	\$1,903,000
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### 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 2019:	\$1,074,000
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Budgeted Balance as at 30 June 2020:	\$1,124,000
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### 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 2019:	\$24,722,000
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Budgeted Balance as at 30 June 2020:	\$20,466,000
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### 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 2019:	\$692,000
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Budgeted Balance as at 30 June 2020:	\$821,000
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**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 2019:	\$4,605,000
Budgeted Balance as at 30 June 2020:	\$2,291,000

**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 2019:	\$1,698,000
Budgeted Balance as at 30 June 2020:	\$2,503,000



## Appendix C – Council Contributions to External Parties

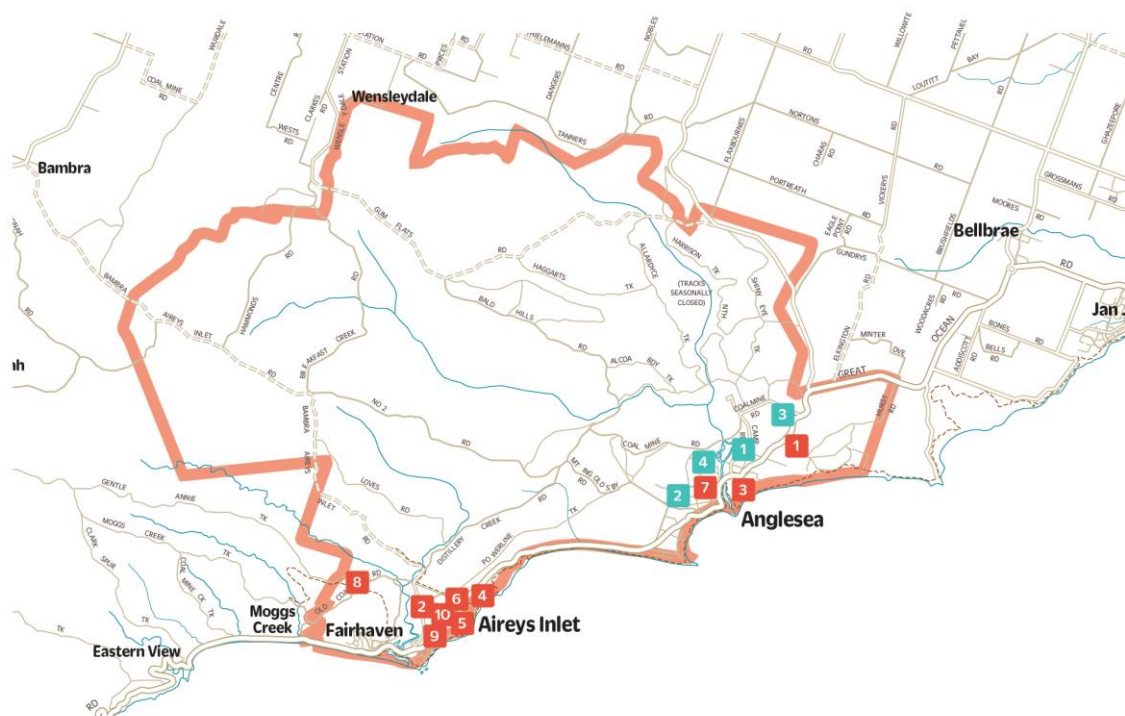
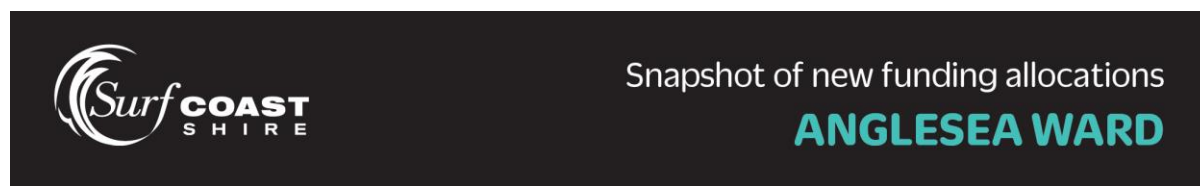
Category / Organisation	2019-20 (\$)
<b>Business / Tourism / Traders Associations</b>	<b>160,621</b>
Great Ocean Road Regional Tourism	135,621
Lorne Business and Tourism Association	6,242
Torquay Commerce and Tourism Association	5,485
Anglesea Business and Tourism Association	4,879
Growing Winchelsea	4,576
Aireys Inlet Tourism and Traders Association	3,818
<b>Early Years / Education Providers</b>	<b>23,053</b>
Torquay College Stadium Joint Use Agreement	19,053
Moriac Kindergarten	4,000
<b>Funding Programs</b>	<b>258,500</b>
Minor Community Grants	75,000
Major Events Program	68,500
Signature Events Program	47,500
Community Events Program	19,500
Welcome Wave Event	16,500
Community Art Seed Funding	15,000
Torquay RSL - ANZAC Day	10,000
Other RSL Events - ANZAC Day	2,000
Winchelsea RSL - ANZAC Day	2,000
Municipal Engineering Foundation Scholarships Program	1,500
Modewarre RSL - ANZAC Day	1,000
<b>Local Government</b>	<b>116,600</b>
G21 Regional Alliance	62,000
Municipal Association of Victoria	30,500
Peri Urban Group of Councils	15,000
Committee for Geelong	3,600
Geelong Chamber of Commerce	3,300
LG Pro	2,200
<b>Other Programs &amp; Services</b>	<b>793,011</b>
Geelong Regional Library Corporation (Council Service)	693,839
Life Saving Victoria - Professional Life Guard Services	58,119
Barwon South West Waste & Resource Recovery Group - Regional Waste Program	15,750
TX Australia Pty Ltd - Anglesea TV Blackspot	13,675
Barwon Sports Academy	5,828
Corangamite Catchment Management Authority Barwon River Flood Warning Network	4,300
Mt Gellibrand Fire Tower Lookout Committee	1,500
<b>Senior Citizens / Community Houses &amp; Groups</b>	<b>54,500</b>
Winchelsea Community House	6,000
Deans Marsh Community Cottage	6,000
Spring Creek Community House	6,000
Anglesea Community House	6,000
Lorne Community House	6,000
Moriac and District Seniors Citizens Club	4,400
Torquay Senior Citizens Centre	4,400
Winchelsea Senior Citizens Centre	4,400
Anglesea and Aireys Inlet Senior Citizens Club	4,400
Lorne Senior Citizens Centre	4,400
Barwon Neighbourhood House Network	2,500
<b>Total Contributions</b>	<b>1,406,285</b>

## Appendix D – Renewal Backlog

The asset renewal backlog lists assets that have reached the service level at which Council renews assets, but at this stage has not been allocated funding. These items will be prioritised for consideration in Council's 2020-21 draft budget.

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
Unsealed Roads				
Aireys Inlet	Gilbert Street	Gravel Resheet	27,000	Service Decision Needed
Sealed Roads				
Torquay	Fisher Street	Pavement Rehabilitation	900,000	Design Review
Kerb				
	Nil at intervention			
Buildings				
Winchelsea	Nil at Intervention			
Drainage				
Torquay	Spring Creek Catchment 1	Replace 750m	160,000	Service Decision Needed
Jan Juc	Jan Juc Catchment 7	Replace 180m	50,000	
Jan Juc	Jan Juc Catchment 4	Replace 140m	41,000	
Footpaths (Roads and Parks)				
Anglesea	Cameron Road	Footpath Replacement	38,069	Delivery Capacity Constraint
Aireys Inlet	Eagle Avenue	Footpath Replacement	11,030	
Jan Juc	Jan Juc Creek Reserve	Footpath Replacement	24,208	
Lorne	Mountjoy Parade	Footpath Replacement	15,965	
Lorne	Noble Street	Footpath Replacement	16,008	
Lorne	Ocean Road	Footpath Replacement	13,164	
Lorne	Smith Street	Footpath Replacement	10,707	
Jan Juc	Sunset Strip	Footpath Replacement	14,056	
Torquay	Point Impossible Linear Reserve	Footpath Replacement	27,702	
Various	Various small pathway segments	Footpath Replacement	94,559	
Open Space				
Anglesea	Bellbrae Reserve	Renewal of Open Space	343,376	Delivery Capacity Constraint
Anglesea	Riverbank Reserve	Renewal of Open Space	176,106	
Bellbrae	Bellbrae Reserve	Renewal of Open Space	110,000	
Moriac	Newling Reserve	Renewal of Open Space	20,355	
Torquay	Deep Creek Nature Reserve West	Renewal of Open Space	12,000	
Torquay	Great Ocean Views	Renewal of Open Space	47,500	
Torquay	Hilltop Reserve	Renewal of Open Space	42,000	
Torquay	Sarabande Reserve	Renewal of Open Space	15,548	
Lorne	Stribling Reserve	Renewal of Open Space	44,000	
Various	Various other reserves	Renewal of Open Space	139,893	
		Total Assets	2,394,247	

## Appendix E – Budget Highlights by Ward



### CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Camp Road Pathway Anglesea	106,000	0	106,000
2 Pop Up Arts Space	35,000	4,000	39,000
3 Anglesea Resale Shed Improvements	33,900	0	33,900
4 Anglesea Hall Sound Doctor - To Seek Matching Contribution (CPP29)	30,000	0	30,000
<b>Total Capital and Operational Projects</b>	<b>204,900</b>	<b>4,000</b>	<b>208,900</b>

### RENEWAL PROJECTS

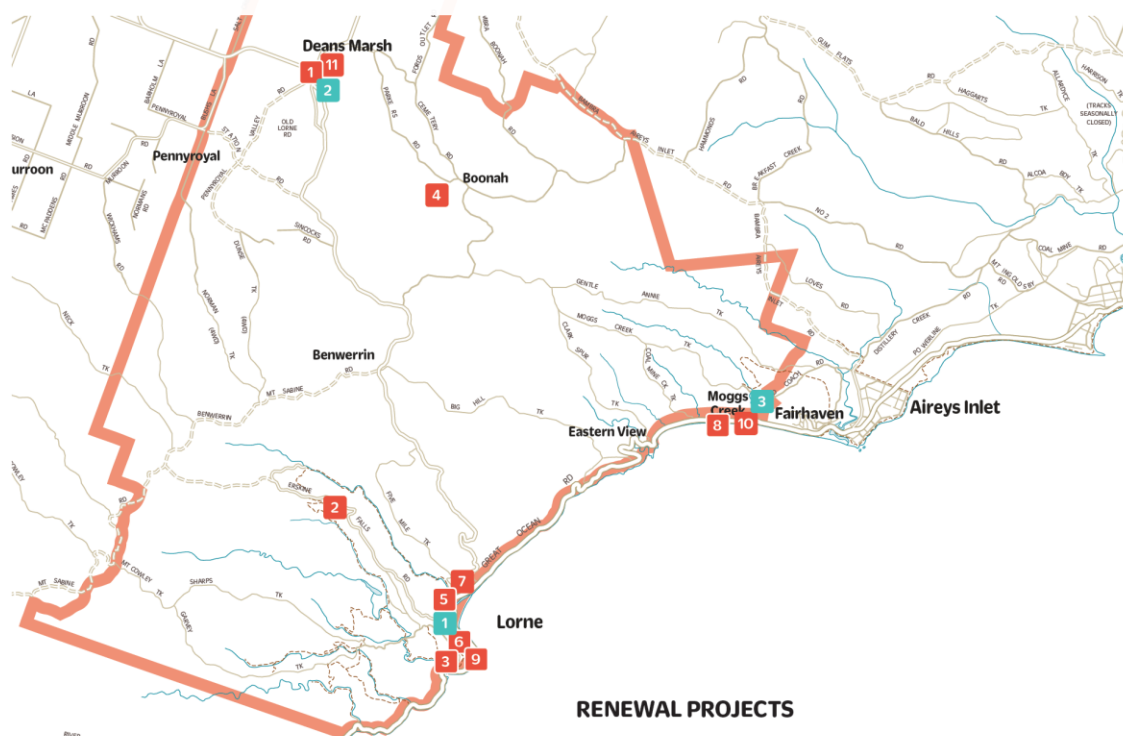
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Structures Renewal - Ellimatta Reserve Retaining Wall	137,500	0	137,500
2 Unsealed Road Renewal - Bimbadeen Drive	51,000	0	51,000
3 Skate Park Renewal Program - Anglesea Skate Park - Design & Investigation	33,000	0	33,000
4 Unsealed Road Renewal - Aireys Street	25,000	0	25,000
5 Unsealed Road Renewal - Anderson Street, Aireys Inlet	23,000	0	23,000
6 Active Play Items Renewal Program - Anderson Roadnight Reserve - Practice Court Pavement	14,000	0	14,000
7 Building Renewal - Bus Shelter - Great Ocean Road, Anglesea	8,000	0	8,000
8 Guardrail Renewal Program - Old Coach Road	8,000	0	8,000
9 Unsealed Road Renewal - Beach Road, Aireys Inlet	7,000	0	7,000
10 Footpath Renewal Program - Great Ocean Road Nature Reserve	6,000	0	6,000
<b>Other Renewal Projects</b>	<b>45,000</b>	<b>0</b>	<b>45,000</b>
<b>Total Renewal Projects</b>	<b>357,500</b>	<b>0</b>	<b>357,500</b>

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



Snapshot of new funding allocations

## LORNE WARD



### CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Stribling Reserve Pavilions Redevelopment	2,302,500	3,274,500	5,577,000
2 Biregurra Deans Marsh Pathway	333,000	0	333,000
3 Boyd Avenue Out Fall Upgrade	110,000	0	110,000
<b>Total Capital and Operational Projects</b>	<b>2,745,500</b>	<b>3,274,500</b>	<b>6,020,000</b>

### RENEWAL PROJECTS

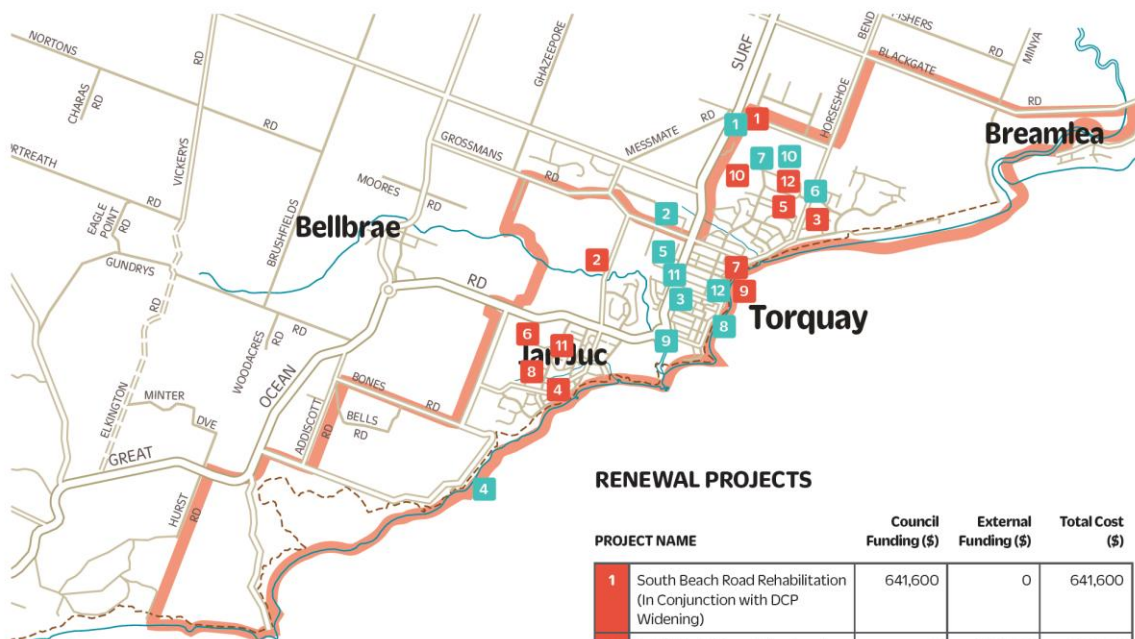
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Deans Marsh Memorial Park - Playground	214,500	0	214,500
2 Sealed Road Renewal - Reseal Program - Erskine Falls Road	91,000	0	91,000
3 Drainage Renewal Program - St George River	52,000	0	52,000
4 Unsealed Road Renewal - Marks Track	42,000	0	42,000
5 Sealed Road Renewal - Reseal Program - Polworth Road - Clissold St To Erskine Falls Rd	41,000	0	41,000
6 Footpath Renewal Program - Grove Rd - Mountjoy Parade to Smith St	31,000	0	31,000
7 Building Renewal - Lorne Community House Shade Structure	20,000	0	20,000
8 Unsealed Road Renewal - Stephen Avenue	14,000	0	14,000
9 Sealed Road Renewal - Reseal Program - Francis Street - Mountjoy Parade To Smith Street	10,000	0	10,000
10 Footpath Renewal Program - Moggs Creek Nature Reserve	5,000	0	5,000
11 Facility Fencing Renewal Program - Deans Marsh Recreation Reserve - Gate	4,000	0	4,000
<b>Total Renewal Projects</b>	<b>524,500</b>	<b>0</b>	<b>524,500</b>

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





## Snapshot of new funding allocations TORQUAY WARD



### CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 South Beach Road Upgrade (RD09)	2,064,000	0	2,064,000
2 Torquay Preschool Play Space Upgrade	45,000	56,250	101,250
3 Torquay Retail & Commercial Strategy	100,000	0	100,000
4 Bells Beach Coastal Management Plan	70,000	0	70,000
5 Torquay Cultural Hub (inc. Library) Feasibility Study	64,800	0	64,800
6 External Public Toilet at the Quay Reserve Torquay (CPP27)	53,450	0	53,450
7 Civic Precinct Renewable Energy Stage 3 (Business Case)	51,500	0	51,500
8 Production of Janjucetus Skeleton	48,000	0	48,000
9 Torquay/Jan Juc Social Infrastructure Stage 2	45,000	0	45,000
10 Torquay Multi-use Synthetic Pitch Facility Business Case	37,000	0	37,000
11 Arts Community Strengthening Contribution	20,000	0	20,000
12 Torquay Town Centre PS Amendment	20,000	0	20,000
<b>Total Capital and Operational Projects</b>	<b>2,618,750</b>	<b>56,250</b>	<b>2,675,000</b>

### RENEWAL PROJECTS

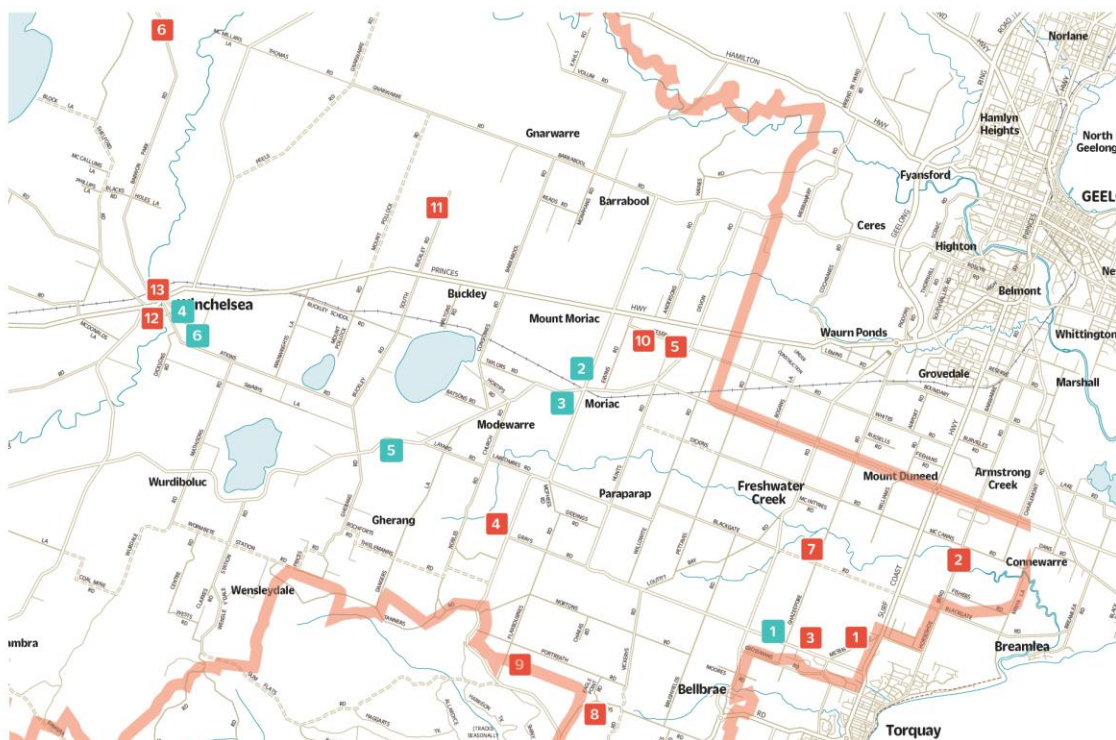
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 South Beach Road Rehabilitation (In Conjunction with DCP Widening)	641,600	0	641,600
2 Duffields Rd Roundabout and Cycling Works	0	210,000	210,000
3 St Anne's Playground Torquay	88,000	0	88,000
4 Sealed Road Renewal - Pavement Rehabilitation Program - Domain Rd - Strathmore Dr to Delview Dr	80,000	0	80,000
5 Sealed Road Renewal - Reseal Program - Horseshoe Bend Rd - The Quay To The Esplanade	55,000	0	55,000
6 Sealed Road Renewal - Pavement Rehabilitation Program - Strathmore Drive - Great Ocean Rd to Domain Rd	33,000	0	33,000
7 Facility Fencing Renewal Program - Deep Creek Nature Reserve - Vegetation Screen	30,000	0	30,000
8 Kerb Renewal Program - Domain Rd - Strathmore Dr to Sunset Strip	28,000	0	28,000
9 Kerb Renewal Program - The Esplanade - Zeally Bay Road to Beach Road	24,000	0	24,000
10 Soft Playing Surface / Irrigation Renewal - Community and Civic Precinct	16,000	0	16,000
11 Soft Playing Surface / Irrigation Renewal - Bob Pettitt Reserve	14,000	0	14,000
12 Soft Playing Surface / Irrigation Renewal - Quay Reserve	12,000	0	12,000
<b>Other Renewal Projects</b>	<b>207,000</b>	<b>0</b>	<b>207,000</b>
<b>Total Renewal Projects</b>	<b>1,228,600</b>	<b>210,000</b>	<b>1,438,600</b>

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



## Snapshot of new funding allocations

## WINCHELSEA WARD



## CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Widen Coombes Road (RD11)	195,000	355,000	550,000
2 Cape Otway Road Moriac Pathway	100,000	0	100,000
3 Newling Reserve Inclusive Basket Swing	25,353	2,727	28,080
4 Winchelsea Precinct Structure Plan	20,000	0	20,000
5 Road Safety Audit Cape Otway	19,600	0	19,600
6 Winchelsea Infrastructure Plan Allocation	10,000	0	10,000
<b>Total Capital and Operational Projects</b>	<b>369,953</b>	<b>357,727</b>	<b>727,680</b>

## RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Messmate Road Sealing	240,000	600,000	840,000
2 Horseshoe Bend Rd Bridge/Culvert	132,000	688,000	820,000
3 Coombes Road Rehabilitation (In Conjunction with DCP Widening)	258,000	475,000	733,000
4 Forrest Road (Larcombes to Grays Roads) Renewal	120,000	290,000	410,000
5 Hard Court Renewal Program - Mount Moriac	229,000	0	229,000
6 Barwon Park Road Bridge Rail (Contribution to Golden Plains Shire Works)	200,000	0	200,000
7 Unsealed Road Renewal - Blackgate Road	113,000	0	113,000
8 Gundrys Road - Road Safety Improvements	0	102,000	102,000
9 Unsealed Road Renewal - Flaxbournes Road	76,000	0	76,000
10 Soft Playing Surface / Irrigation Renewal - Mount Moriac Reserve	64,000	0	64,000
11 Sealed Road Renewal - Reseal Program - Buckley Rd North - Princes Hwy To End Of Road	62,000	0	62,000
12 Footpath Renewal Program - Austin St - Willis Street to Hopkins Street	47,000	0	47,000
13 Building Renewal - Barwon River Reserve Shade Structure	32,000	0	32,000
<b>Other Renewal Projects</b>	<b>498,000</b>	<b>0</b>	<b>498,000</b>
<b>Total Renewal Projects</b>	<b>2,071,000</b>	<b>2,155,000</b>	<b>4,266,000</b>

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





## Snapshot of new funding allocations SHIRE WIDE



### CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Digital Transformation	730,000	0	730,000
Annual Pathway Construction Program	337,182	0	337,182
Road Safety Program	321,500	0	321,500
Environmental Leadership	250,000	0	250,000
Municipal Emergency Management Program	0	240,000	240,000
Solar Installations on Council Buildings (Business Case)	157,270	0	157,270
Solar Compaction Litter Bins	132,000	0	132,000
Disability Discrimination Act Implementation Plan	100,000	0	100,000
Community Project Management Support	50,000	0	50,000
Winchelsea Health Club 24/7 Access Pilot	50,000	0	50,000
Surf Coast Community Litter Pilot	50,000	0	50,000
Mobile Site Hut (Business Case)	47,000	0	47,000
Solar Power at Anglesea Landfill	15,000	0	15,000
Other Capital and Operational Projects	1,159,153	107,524	1,266,677
<b>Total Capital and Operational Projects</b>	<b>3,399,105</b>	<b>347,524</b>	<b>3,746,629</b>

### RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant Renewal	1,130,000	0	1,130,000
Light Fleet Renewal	465,000	0	465,000
Unsealed Road Renewal - Shoulder and Reactive Resheeting	250,000	0	250,000
Asset Conditions Audits	149,000	0	149,000
Information Technology Renewal	104,000	0	104,000
Building Renewal	86,000	0	86,000
Small Plant Renewal	60,000	0	60,000
Playground Equipment Renewal Program	50,000	0	50,000
Building Renewal - Air Conditioner Unit Replacement	20,000	0	20,000
Sealed Road Renewal - Reseal Program - Crack Sealing Program	10,000	0	10,000
<b>Other Renewal Projects</b>	<b>248,000</b>	<b>0</b>	<b>248,000</b>
<b>Total Renewal Projects</b>	<b>2,572,000</b>	<b>0</b>	<b>2,572,000</b>

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

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

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

### Equity Considerations

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

#### Category 1: General

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



Category 2: Funding

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

Category 3: Services and Assets

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

Category 4: Funding Allocations

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

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

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

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

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

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

Budget 2019-20										
Ward	Rates*		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total Council Funding	
Anglesea	\$10,568,622	23%	\$247,290	6%	373,000	8%	\$0	0%	\$620,290	7%
Lorne	\$6,735,410	15%	\$521,000	13%	544,000	12%	\$0	0%	\$1,065,000	11%
Torquay	\$20,319,738	44%	\$2,850,480	70%	1,315,000	29%	\$675,016	100%	\$4,840,496	52%
Winchelsea	\$8,423,725	18%	\$448,873	11%	2,334,000	51%	\$0	0%	\$2,782,873	30%
<b>Total Ward Specific</b>	<b>\$46,047,495</b>	<b>100%</b>	<b>\$4,067,643</b>	<b>100%</b>	<b>4,566,000</b>	<b>100%</b>	<b>\$675,016</b>	<b>100%</b>	<b>\$9,308,659</b>	<b>100%</b>
Whole of Shire			\$3,791,392		2,091,800		\$1,388,007			

Percentages may not equal 100% due to rounding.

\*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest.

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

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

## 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 2019-20										
Ward	Rates*		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total Funding	
Anglesea	\$10,568,622	23%	\$251,290	3%	373,000	5%	\$0	0%	\$624,290	4%
Lorne	\$6,735,410	15%	\$3,795,500	49%	544,000	8%	\$0	0%	\$4,339,500	28%
Torquay	\$20,319,738	44%	\$2,906,730	37%	1,535,000	22%	\$675,016	100%	\$5,116,746	33%
Winchelsea	\$8,423,725	18%	\$806,600	10%	4,500,060	65%	\$0	0%	\$5,306,660	34%
<b>Total Ward Specific</b>	<b>\$46,047,495</b>	<b>100%</b>	<b>\$7,760,120</b>	<b>100%</b>	<b>\$6,952,060</b>	<b>100%</b>	<b>\$675,016</b>	<b>100%</b>	<b>\$15,387,196</b>	<b>100%</b>
Whole of Shire			4,138,916		\$2,572,000		\$1,388,007			

Percentages may not equal 100% due to rounding.

\*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest.

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

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

## Indicator 3 – Asset Distribution by Ward

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

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

As at 30 June 2018										
Ward	Rates		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$10,226,588	23%	4,931	23%	\$76,396,837	15%	\$22,257,388	16%	\$98,654,225	15%
Lorne	\$6,563,100	15%	2,902	13%	\$38,241,604	8%	\$11,470,375	8%	\$49,711,979	8%
Torquay	\$22,233,649	51%	10,838	50%	\$256,151,255	50%	\$72,395,168	51%	\$328,546,423	50%
Winchelsea	\$4,953,729	11%	3,093	14%	\$138,286,593	27%	\$36,768,883	26%	\$175,055,476	27%
<b>Total Ward Specific</b>	<b>\$43,977,065</b>	<b>100%</b>	<b>21,764</b>	<b>100%</b>	<b>\$509,076,289</b>	<b>100%</b>	<b>\$142,891,814</b>	<b>100%</b>	<b>\$651,968,103</b>	<b>100%</b>
Whole of Shire					\$0		\$8,653,323		\$8,653,323	
Land					\$53,046,036		\$150,035,536		\$203,081,572	
Council Corporate					\$0		\$12,804,000		\$12,804,000	
<b>Shire Total</b>					<b>\$562,122,325</b>		<b>\$314,384,673</b>		<b>\$876,506,998</b>	

Percentages may not equal 100% due to rounding.

The prior year table is provided for comparative purposes.

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	\$17,364,350	42%	10,440	49%	\$174,854,729	51%	\$52,291,024	45%	\$227,145,753	49%
Winchelsea	\$7,553,749	18%	3,033	14%	\$86,924,939	25%	\$30,438,256	26%	\$117,363,195	25%
<b>Total Ward Specific</b>	<b>\$41,182,128</b>	<b>100%</b>	<b>21,282</b>	<b>100%</b>	<b>\$345,434,536</b>	<b>100%</b>	<b>\$115,591,252</b>	<b>100%</b>	<b>\$461,025,788</b>	<b>100%</b>
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	
<b>Shire Total</b>					<b>\$349,034,043</b>		<b>\$276,114,957</b>		<b>\$625,149,000</b>	

Percentages may not equal 100% due to rounding.

#### Indicator 4 – Supplementary Rates by Ward

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

The table highlights in particular that the proportion of investment in new projects relative to the proportion of supplementary rates is higher in the Lorne ward for 2019-20. This is driven by the Stribling Reserve Pavilion Redevelopment in the budget.

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

Whole of Shire

\$3,791,392

\$4,138,916

Percentages may not equal 100% due to rounding.

The prior year table is provided for comparative purposes.

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	237,297	84%	\$7,467,000	81%	\$7,666,000	81%
Winchelsea	116,398	5%	\$653,060	6%	\$715,870	7%
<b>Total Ward Specific</b>	<b>\$398,465</b>	<b>100%</b>	<b>\$9,258,160</b>	<b>100%</b>	<b>\$9,523,970</b>	<b>100%</b>

Whole of Shire

\$5,311,787

\$5,626,865

## Appendix G – Long Term Financial Plan

	2018-19 Forecast \$'000	2019-20 Budget \$'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	2028-29 Forecast \$'000
<b>Recurrent EBITDA</b>											
Property Rates and Charges	44,648	46,429	48,372	50,382	52,463	54,617	56,846	59,151	61,537	64,005	66,558
Garbage Charges	7,482	7,766	8,091	8,426	8,773	9,133	9,504	9,889	10,538	10,960	11,396
Grants	7,863	5,513	8,029	8,237	8,449	8,665	8,887	9,113	9,345	9,581	9,823
Other Revenue	11,203	10,424	10,646	10,873	11,105	11,342	11,584	11,831	12,084	12,342	12,606
<b>Total Recurrent Income</b>	<b>71,196</b>	<b>70,132</b>	<b>75,138</b>	<b>77,918</b>	<b>80,790</b>	<b>83,757</b>	<b>86,821</b>	<b>89,985</b>	<b>93,504</b>	<b>96,888</b>	<b>100,382</b>
Employee Benefits	29,868	31,792	32,618	33,466	34,337	35,229	36,145	37,085	38,049	39,039	40,054
Materials and Services	22,502	21,822	22,368	22,927	23,500	24,088	24,690	25,307	32,148	32,952	33,776
<b>Total Expenditure - Existing Operations</b>	<b>52,370</b>	<b>53,614</b>	<b>54,986</b>	<b>56,394</b>	<b>57,837</b>	<b>59,317</b>	<b>60,835</b>	<b>62,392</b>	<b>70,198</b>	<b>71,991</b>	<b>73,829</b>
<b>Financial Recurrent Savings Target</b>	<b>-</b>	<b>-</b>	<b>550</b>	<b>1,000</b>	<b>1,450</b>	<b>1,900</b>	<b>2,350</b>	<b>2,800</b>	<b>3,250</b>	<b>3,700</b>	<b>4,150</b>
Compliance Costs	-	65	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Compliance Costs - Projects	-	-	500	500	500	500	500	500	500	500	500
Non-Discretionary Growth	-	250	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
Discretionary Growth Budget Year	-	247	698	715	733	751	770	789	809	829	850
Discretionary Growth	-	-	300	600	900	1,200	1,500	1,800	2,100	2,400	2,700
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>562</b>	<b>2,098</b>	<b>3,015</b>	<b>3,933</b>	<b>4,851</b>	<b>5,770</b>	<b>6,689</b>	<b>7,609</b>	<b>8,529</b>	<b>9,450</b>
<b>Total Recurrent EBITDA</b>	<b>18,826</b>	<b>15,956</b>	<b>18,604</b>	<b>19,510</b>	<b>20,471</b>	<b>21,489</b>	<b>22,566</b>	<b>23,703</b>	<b>18,947</b>	<b>20,068</b>	<b>21,253</b>
<b>Cash Adjustments:-</b>											
Balance Sheet Movements	389	253	(2)	(53)	(69)	(70)	(72)	(73)	(75)	(76)	(77)
Interest Revenue	1,402	1,200	1,109	1,031	959	892	830	772	718	667	621
Grants Commission funds received early	(170)	2,314	-	-	-	-	-	-	-	-	-
Asset sales - Plant/Fleet	439	480	370	380	390	401	407	405	341	341	341
Asset sales - Land	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Adjustments</b>	<b>2,059</b>	<b>4,247</b>	<b>1,477</b>	<b>1,359</b>	<b>1,280</b>	<b>1,223</b>	<b>1,165</b>	<b>1,103</b>	<b>984</b>	<b>933</b>	<b>884</b>
<b>Total Cash Available for Allocation</b>	<b>20,885</b>	<b>20,203</b>	<b>20,081</b>	<b>20,868</b>	<b>21,751</b>	<b>22,711</b>	<b>23,730</b>	<b>24,807</b>	<b>19,931</b>	<b>21,001</b>	<b>22,137</b>

	2018-19 Forecast \$'000	2019-20 Budget \$'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	2028-29 Forecast \$'000
<b>Allocations to Commitments</b>											
Debt Interest & Principal	1,707	1,704	2,130	2,118	2,118	2,118	2,115	2,118	2,118	2,117	2,117
Torquay/Jan Juc Developer Plan Allocation	2,254	2,349	2,448	2,551	2,658	2,770	2,886	3,007	3,133	3,265	3,402
Spring Creek Infrastructure Plan Allocation	-	-	751	774	797	821	845	871	897	924	951
Winchelsea Infrastructure Plan Allocation	200	206	212	219	225	232	239	246	253	261	269
Developer Contribution Interest Allocation	32	1	40	1	-	-	-	-	-	-	-
Waste Allocation	3,603	3,370	3,583	3,805	4,036	4,276	4,526	4,786	(902)	(767)	(625)
Asset Renewal Allocation	6,662	7,168	7,670	8,207	8,781	9,396	10,053	10,757	11,510	12,316	13,178
Business Case Investments	500	500	500	500	500	500	500	500	500	500	500
Growth and Compliance Costs (Non-Recurrent)	396	343	-	-	-	-	-	-	-	-	-
<b>Total Allocations to Commitments</b>	<b>15,352</b>	<b>15,640</b>	<b>17,334</b>	<b>18,173</b>	<b>19,115</b>	<b>20,113</b>	<b>21,165</b>	<b>22,285</b>	<b>17,509</b>	<b>18,615</b>	<b>19,792</b>
<b>Discretionary Cash Available</b>	<b>5,532</b>	<b>4,562</b>	<b>2,747</b>	<b>2,695</b>	<b>2,636</b>	<b>2,599</b>	<b>2,565</b>	<b>2,522</b>	<b>2,423</b>	<b>2,385</b>	<b>2,345</b>
<b>Discretionary Allocations</b>											
Discretionary Operating Projects	806	860	-	-	-	-	-	-	-	-	-
Discretionary Capital Works	1,124	1,671	2,949	3,065	3,185	3,312	3,445	3,583	3,677	3,826	3,982
Recreation & Open Space (to AUC)	-	825	-	-	-	-	-	-	-	-	-
Preallocated Community Projects	954	-	-	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	100	50	50	50	50	50	50	50	50	50	50
Gravel Pits Allocation	634	290	295	300	305	310	316	321	327	332	338
Aireys Inlet Aged Units	6	7	7	7	7	7	7	7	7	7	7
Towards Environmental Leadership	250	250	250	250	250	250	250	250	250	250	250
<b>Total Discretionary Allocations</b>	<b>3,875</b>	<b>3,952</b>	<b>3,551</b>	<b>3,672</b>	<b>3,797</b>	<b>3,930</b>	<b>4,068</b>	<b>4,211</b>	<b>4,310</b>	<b>4,465</b>	<b>4,627</b>
<b>Unallocated Cash Surplus / (Deficit)</b>	<b>1,657</b>	<b>610</b>	<b>(804)</b>	<b>(977)</b>	<b>(1,161)</b>	<b>(1,331)</b>	<b>(1,502)</b>	<b>(1,689)</b>	<b>(1,887)</b>	<b>(2,080)</b>	<b>(2,282)</b>
<b>Accumulated Unallocated Cash</b>											
Opening Balance	5,018	1,698	2,503	1,699	723	(438)	(1,769)	(3,271)	(4,960)	(6,848)	(8,928)
Annual Surplus/(Deficit)	1,657	610	(804)	(977)	(1,161)	(1,331)	(1,502)	(1,689)	(1,887)	(2,080)	(2,282)
Net Allocations During the Year	(1,911)	-	-	-	-	-	-	-	-	-	-
Project Budget Submission & Ellimatta Lighting	(566)	-	-	-	-	-	-	-	-	-	-
Transfer for Recreation & Open Space/LED	-	925	-	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(2,500)	(730)	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	<b>1,698</b>	<b>2,503</b>	<b>1,699</b>	<b>723</b>	<b>(438)</b>	<b>(1,769)</b>	<b>(3,271)</b>	<b>(4,960)</b>	<b>(6,848)</b>	<b>(8,928)</b>	<b>(11,209)</b>