



BUDGET REPORT 2022-23

We Acknowledge the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Maar nation, as the Traditional Owners and Protectors of the land we now call Surf Coast Shire.
We Acknowledge their Ancestors who cared for the land and waters for thousands of generations.
We pay our respects to their Elders past, present and future.

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Message from Mayor and CEO



Our community wants to protect its cherished natural environment – a message we heard loud and clear through our Council Plan consultation. So it is pleasing to introduce the 2022-23 Budget with a strong environmental focus.

It is the first budget based on the recently-adopted 2021-25 Council Plan, which features Environmental Leadership as one of seven themes. This budget demonstrates we are committed to continuing important work to address our climate emergency, including initiatives that have contributed to a proud, imminent achievement as a carbon neutral organisation.

The budget also aligns with the remaining Council Plan themes - First Nations Reconciliation, Healthy Connected Community, Sustainable Growth, Robust and Diverse Economy, Arts and Creativity, and Accountable and Viable Council.

This is highlighted through funding for initiatives aimed at developing stronger recognition of our Aboriginal heritage and relationships with Traditional Owners groups; a \$90,000 investment to expand the arts and culture program; and a \$35,000 increase to the much-loved and important community grants program. The latter will enable a greater and more diverse range of community-based projects to get up and running.

The 2022-23 budget has been developed with financial prudence, and attention to the long-term financial challenge of balancing the budget and prioritising funding of projects and services for our community.

A \$34.6 million capital works program lays the foundation for the budget, while \$14.5 million is allocated for renewing our existing assets – headlined by the \$2.1 million Winchelsea Pool renewal – and \$14.3 million for roads upgrades, maintenance and renewal.

The budget includes a proposed rate increase of 1.75 per cent, in line with the rate cap set by the Victorian Government. The annual increase in rate revenue is essential for Council's future viability, and ability to support the community and meet its aspirations.

As an organisation we are always searching for financial savings and we're pleased that these have been found for the seventh year. Our business reform programs will continue to further improve efficiency and service delivery across the organisation. These programs are projected to reduce the organisation's costs by \$320,000 in 2022-23.

It has been both challenging and rewarding to be involved in this budget process. Each allocation has been carefully considered, as has how Council can continue to demonstrate environmental leadership in a changing climate.

To staff and councillors, thank you for your invaluable work and input. You have helped shape the budget so that it can respond to the needs of our active and diverse community and our world-class natural environment, both now and into the future.

To our passionate community, I hope you can see how this budget aims to fulfil your vision of leaving the Surf Coast better than we found it.

Cr Libby Stapleton
Mayor

Robyn Seymour
CEO

Executive Summary

Council has prepared a Budget Report for the 2022-23 financial year which seeks to meet important demands for services and infrastructure yet remain affordable for our community. Key budget information is provided below.

Rates and Charges

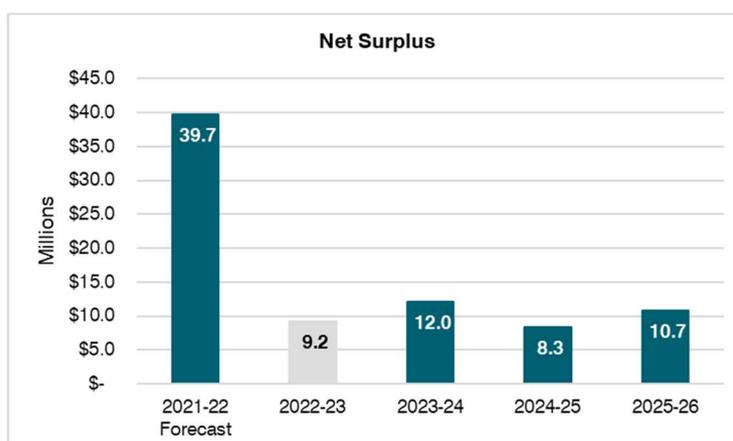
This budget proposes to increase rate revenue in line with the Fair Go Rates System cap, which is 1.75% for the 2022-23 financial year. The cap is set by the State Government and applies to the total revenue generated through general rates and the municipal charge. Council’s rate revenue also increases from supplementary rates, which are new rates that are created throughout the year from the building of new properties, subdivisions or existing property development. Supplementary rates are identified separately in the Four Year and Long Term Financial Plan as these funds are important to support the needs of a growing population.

As legislated, each property across the state is subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, but it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 1.75% rate cap increase because of changes to their property value relative to that of other ratepayers’ properties.

Council has a four-bin kerbside collection system including: FOGO (food organic and green organics), recycling, glass only and landfill. The four-bin system helps to divert materials from landfill and is in line with the state government’s circular economy policy for a cleaner greener Victoria with less waste and pollution. The urban garbage collection charge is budgeted to increase by 5% (to \$455) and the rural garbage collection by 8% (to \$388). The costs of waste disposal and managing the landfill have attributed to the waste charge being above the consumer price index. The rural garbage charge is being aligned to the urban garbage charge over a four year period, given that delivery costs and services provided to rural and urban are on a par.

Net Surplus

The budgeted net surplus for the 2022-23 year is \$9.2 million, a decrease of \$30.5 million. The net surplus represents all operating revenues less expenses and is further detailed in Council’s formal financial statements (section 3). The decrease in government capital grants of \$20.6 million and the recognition of water sensitive urban design assets for the first time in the 2021-22 year of \$10.5 million are the main reasons for the decrease in the net surplus from 2021-22 to 2022-23. The 2023-24 year includes an additional \$6.0 million worth of capital grants compared to 2024-25 and 2025-26 with the accounting for grants in the Comprehensive Income Statement for the Surf Coast Aquatic and Health Centre. Note only confirmed capital grants and contributions are included in the budget.

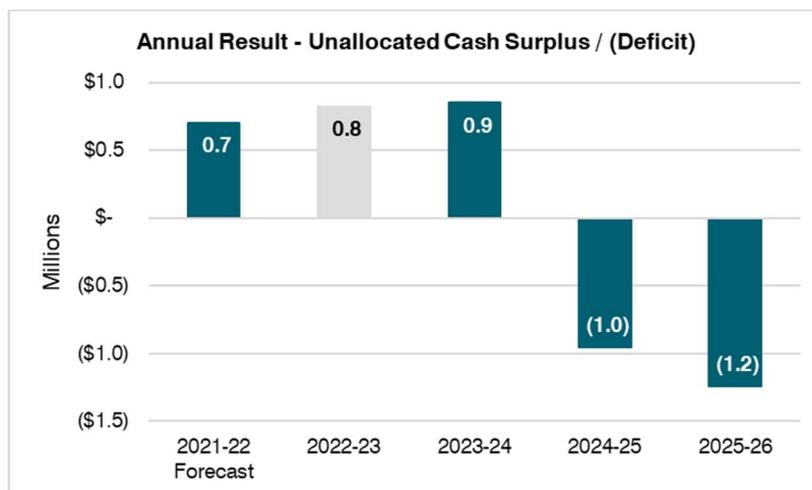


Annual Result

Local government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to understand Council’s 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) which excludes these items. 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), as reflected in the projected years post 2023-24 in the graph below. The surplus in the three years from 2021-22 to 2023-24 is relatively smooth with a \$1.81 million decrease in 2024-25 mainly driven by the increase in renewal, additional costs incurred in an election year and setup costs for the Surf Coast Aquatic and Health Centre prior to the opening in the following year. The 2025-26 year includes the first year of operational costs for the proposed Cultural Centre. Note the deficits in years 2024-25 and 2025-26 are funded by cash reserves held in the accumulated unallocated cash reserve.

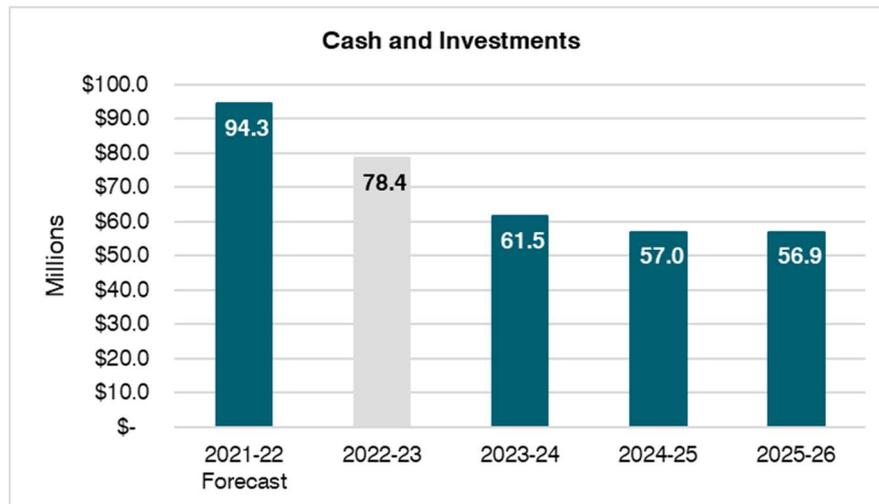
Council has continued its three business reform programs (Business Improvement, Business Case Investment and Digital Transformation) to improve efficiency and service, and importantly generate permanent savings that contribute to Council’s long term financial sustainability. Council has incorporated an additional \$0.32 million of ongoing savings generated from the program into the 2022-23 budget.

The Long Term Financial Plan in Appendix E shows the constrained revenue, cost of operations and anticipated level of financial allocations with a particular focus on maintaining our commitment to asset renewal by growing the annual allocation by 9%. The ten year financial plan shows an unallocated cash deficit between 2024-25 and 2028-29, then returning to surplus from 2029-30 with Council’s final commitment to the Torquay Jan Juc Developer Contribution Plan to be made in 2028-29.



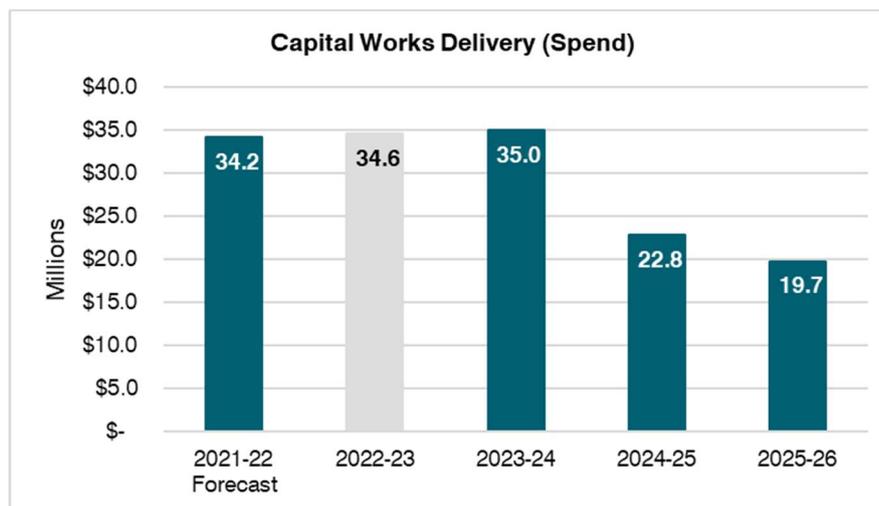
Cash and Investments

Cash and investments are expected to decrease by \$15.9 million during the year to \$78.4 million. Cash is committed for specific purposes such as carry forward capital works, waste and developer contribution plans. Of note in the 2021-22 year \$65.1 million relates to project funding. Section 4.4.4 lists the cash commitments with a reconciliation of cash held in the forecast and budget years. There is a downward trend in cash balances as Council delivers on its program of capital projects. This balance remains high, however the majority of these funds are already allocated to specific initiatives.



Capital Works

Council plans to deliver \$34.6 million of capital works in 2022-23.



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

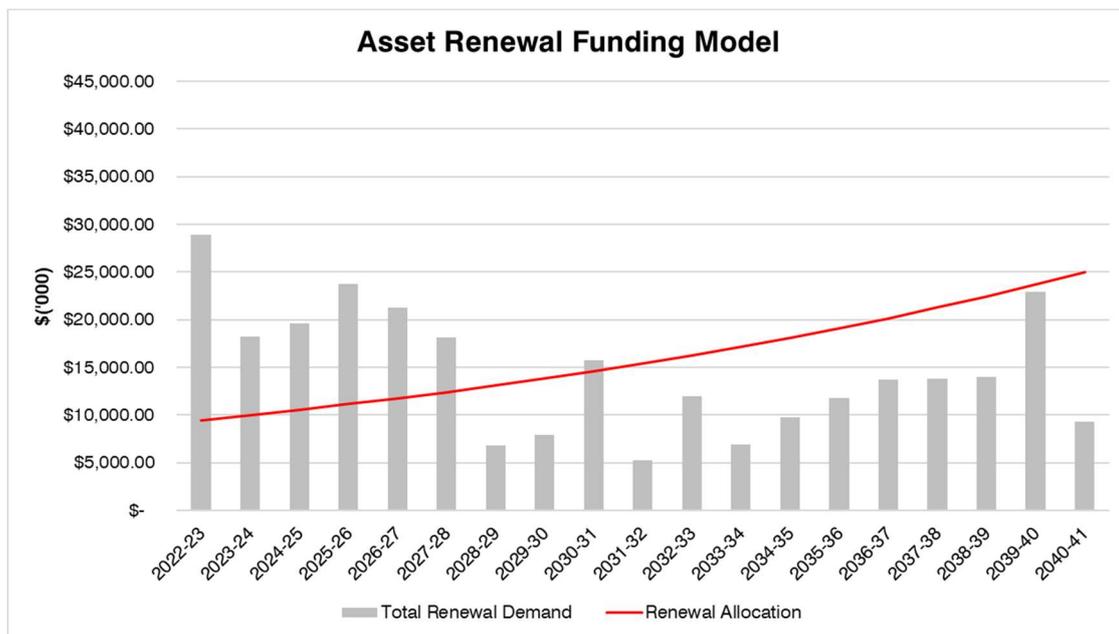
Council’s asset renewal funding strategy provides an overall allocation to asset renewal, rather than determining each year’s funding from the projects that are to be undertaken that year. This approach is based on estimating the level of asset renewal funding required over the next 20 years and smoothly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

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

Capital project allocations for each year are listed in section 3.9. The difference between the project allocations total and the capital works delivery in the above graph relate to carried forward budgets for unfinished projects. The fluctuations in capital spend in future years relate to programming of the Torquay/Jan Juc DCP and waste projects, along with the delivery of the Surf Coast Aquatic and Health Centre Project.

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

Asset Renewal Allocation



Council’s Asset Renewal Funding Strategy includes a 20 year asset renewal model that takes into account asset usage and condition data as well as new and decommissioned assets. The first ten years of allocations are incorporated in our financial plan. The asset renewal model highlights the challenge that Council faces in keeping up with demand for asset renewal expenditure. Where asset renewal demands exceed the amount available for asset renewal (when the red renewal allocation line is below the grey total renewal demand bar), as expected in coming years, a backlog results because asset renewal projects will need to be delayed. In later years, where the demand is less than the allocation in those years (when the red renewal allocation line is above the grey total renewal demand bar), Council will have financial capacity to then fund and renew backlog assets.

Although the above graph clearly shows a backlog in the first six years, the asset modelling is based on intervening to renew an asset when the asset is nearing the end of its useful life and not at the point where it fails. Therefore although Council has a backlog of assets requiring renewal as outlined in the following section these assets are still serviceable and maintained in a safe and functioning condition. The renewal of these assets are prioritised in order to ensure assets are renewed prior to failure and no risk to the community.

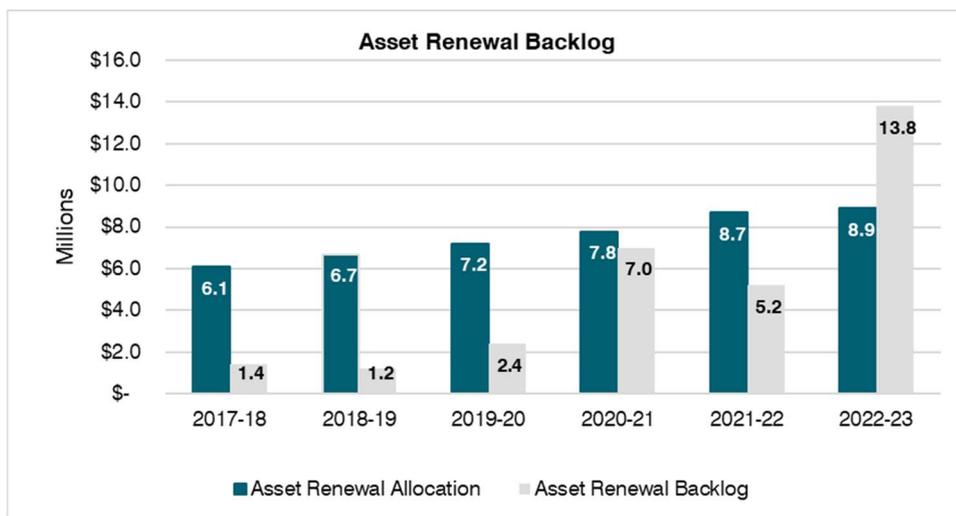
In a rate-capped environment Council cannot address significant peaks in demand through corresponding increases in rate revenue. This means that funding the renewal of assets in the year that they are first due would impact Council’s ability to fund other services, projects and initiatives in that year.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

Asset Renewal Backlog

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

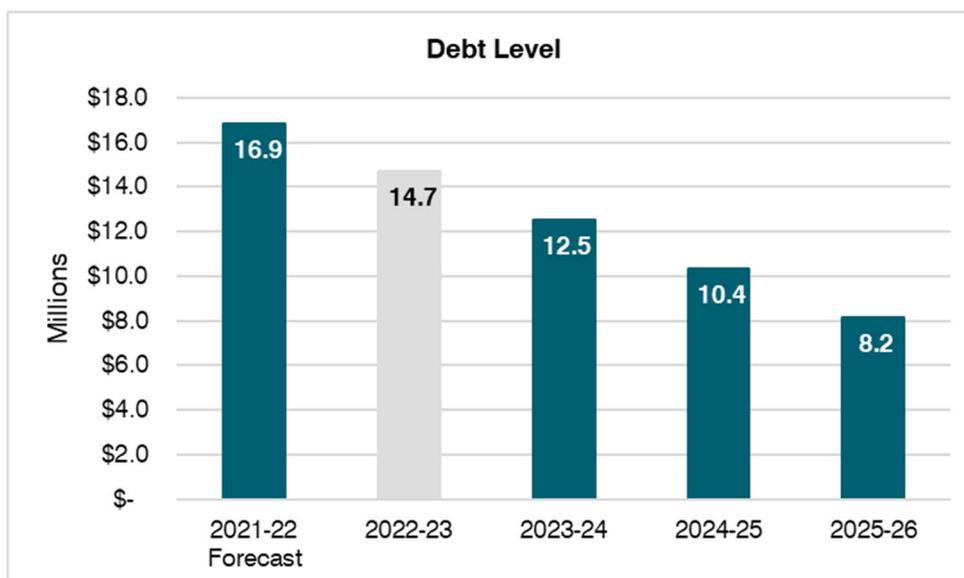
Council's currently identified backlog is \$13.8 million (listed in appendix B), and has increased by \$8.6 million compared to last year. The increase is due to the timing of delivery of the asset renewal program and reassessment of asset conditions through audits which Council undertakes on a three yearly rolling cycle. Council's high level of growth over the past few decades has increased our asset base and placed a greater demand on renewal requirements.

The asset renewal backlog as a percentage of Council's total property, infrastructure, plant and equipment asset base of \$916 million is 1.51%. This is a very low figure when considered across the local government sector.



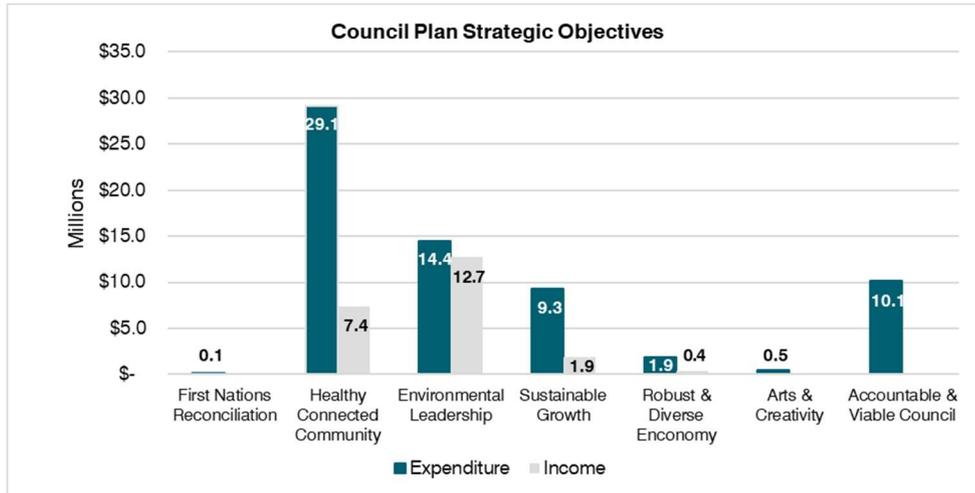
Debt Management

Council continues to maintain a manageable level of debt with borrowing levels well within local government prudential guidelines. There are no plans to take out new borrowings over the next four years



Strategic Objectives

The following graph outlines Council’s directly attributable non capital expenditure and income for each Council Plan theme (excluding for example rates and grants commission revenue). 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.



Our Financial Story

This budget is developed in the context of declining financial capacity. Council has presented its financial challenges to its community in 'Our Financial Story'.

Council has a responsibility to current and future communities that leads to significant demands on its finances, in particular:

- An asset renewal requirement that is increasingly falling due
- The expectations of a growing community for new initiatives and ongoing services The Victorian State Government introduced the “Fair Go Rates” legislation in 2016, and since then, rate revenue increases have been capped to State Government inflation forecasts.

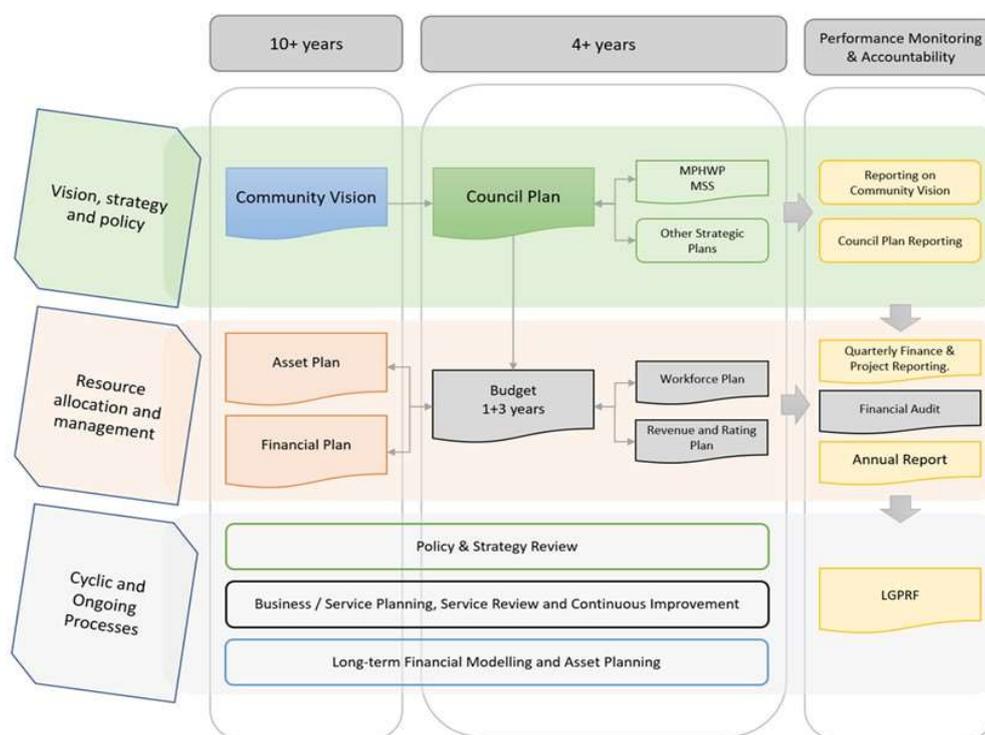
Whilst acknowledging that household affordability is important, the introduction of rate capping has significantly constrained revenue for local government authorities. Council must carefully consider the allocation of its financial resources in this environment and continue to pursue important efficiency reforms.

1. Link to the Integrated Planning and Reporting Framework

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

1.1 Legislative Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions.

Note from above, 'MPHWP' is Municipal Public Health and Wellbeing Plan. 'MSS' is Municipal Strategic Statement.

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.1 Key Planning Considerations

Service level planning

Although councils have a legal obligation to provide some services, such as animal management, local roads, food safety and statutory planning; most council services are not legally mandated, including some services closely associated with councils such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our Purpose

The Surf Coast Shire Council Purpose states that 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.***

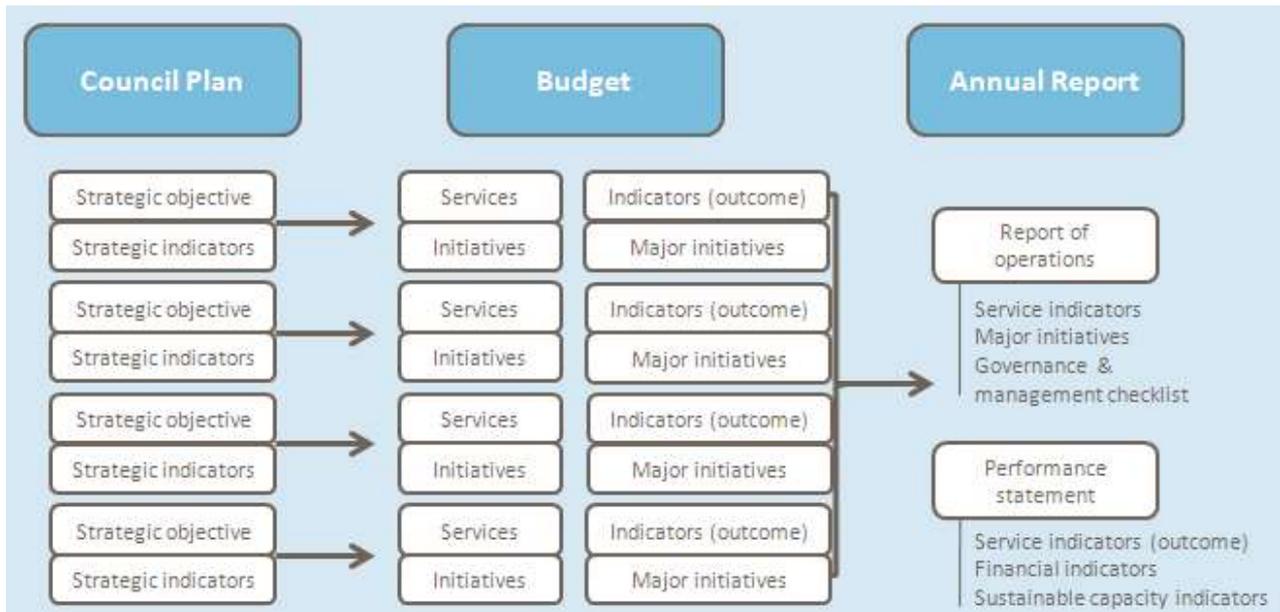
1.3 Strategic Objectives – Council Plan

The Council Plan Strategies listed below are from the Council Plan incorporating the Health and Wellbeing Plan 2021-25.

Council Plan Themes	Council Plan Strategies
First Nations Reconciliation	<ul style="list-style-type: none"> • Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation • Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge
Healthy Connected Community	<ul style="list-style-type: none"> • Facilitate the provision of social infrastructure and open space to enable healthy lifestyles • Improve access to local services and programs that support people to be healthy and well • Make it easier for people to move around our towns and in nature without relying on cars • Enable communities to strengthen their social connections and participate in community life
Environmental Leadership	<ul style="list-style-type: none"> • Protect significant habitats, landscapes and biodiversity • Reduce greenhouse gas emissions to limit the impacts of climate change • Divert more material from the waste stream • Adapt to a changing climate
Sustainable Growth	<ul style="list-style-type: none"> • Protect heritage and township character • Improve access to affordable residential accommodation • Support tourism and events that encourage people to stay longer and appreciate and care for this place
Robust and Diverse Economy	<ul style="list-style-type: none"> • Enable people to run successful local businesses that grow and create jobs in our changing economy • Foster businesses that reflect local character and values including ethical, social and sustainable principles
Arts and Creativity	<ul style="list-style-type: none"> • Foster an environment where people with clever and creative ideas can make a difference in their communities • Increase support for creative industries and arts
Accountable and Viable Council	<ul style="list-style-type: none"> • Establish a sustainable financial position • Improve Council's credibility as a trusted decision maker through meaningful engagement

2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022-23 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. Those services that Council is required to report a performance indicator on are underlined and bolded in the description of services e.g. **maternal and child health**. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions.

The Budget spends \$100 dollar of rates as follows: \$67 dollars on operational expenditure, \$28 on new capital project allocations and \$5 on new operational project allocations across the seven themes of the Council Plan as represented in the following chart.

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



2.1 Council Plan Theme One – First Nations Reconciliation

This theme's goal is reconciliation with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community through respectful engagement, acknowledgement and collaboration. As a result, Council is committed to the following strategies:

- Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation
- Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
Traditional Owners Engagement				
Surf Coast Shire sits within three Traditional Owner language groups – the Wadawurrung People, and the Guiljdan and Gadubanud Peoples. These groups are represented by two Registered Aboriginal Parties – Wadawurrung Traditional Owners Aboriginal Corporation and Eastern Maar Aboriginal Corporation. Our aim is to build strong relationships with Traditional Owners that are respectful of their culture and support their respective strategic goals. Our ultimate goal is to achieve reconciliation. Council is seeking to broaden its understanding of Traditional Owners' perspectives and to use this knowledge to make better decisions. This will apply widely across Council policy making and operations. Whilst this service leads this initiative, implementation of Traditional Owner Engagement is not limited to just this service, rather it is embedded in the other services, initiatives and projects listed within section 2 of this Budget Report.	Recurrent Operations			
	Expenditure	-	91	109
	Overheads	-	-	20
	Revenue	-	-	-
		-	91	129
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation			
		-	-	45
The 2021-22 forecast included a new recurrent position that was filled during the year. The 2022-23 budget reflects the full year expenditure of this position.				

Major Initiatives

1. Implement our Reconciliation Action Plan, to support the goal to achieve genuine reconciliation within our communities.
2. Continued strong partnerships with Traditional Owner groups in the management of Council land and the protection of cultural sites. Engage with Traditional Owner groups to include Aboriginal art and language on new township signage.

Other Initiatives – Operational Projects

1. Nil

Other Initiatives – New Recurrent Expenditure

1. Nil

2.2 Council Plan Theme Two – Healthy Connected Community

This theme's goal is to foster a thriving, connected, healthy community. As a result, Council is committed to the following strategies:

- Facilitate the provision of social infrastructure and open space to enable healthy lifestyles
- Improve access to local services and programs that support people to be healthy and well
- Make it easier for people to move around our towns and in nature without relying on cars
- Enable communities to strengthen their social connections and participate in community life

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2020-21	2021-22	2022-23	
		Actual \$'000	Forecast \$'000	Budget \$'000	
Community Emergency Management					
This service assists community and Council to plan for, respond to and recover from all potential emergencies and their consequences. This includes coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the CFA Act and community resilience outreach programs with high risk communities.	Recurrent Operations				
	Expenditure	558	593	663	
	Overheads	150	150	165	
	Revenue	<u>(12)</u>	<u>(2)</u>	<u>(2)</u>	
		696	741	826	
	Operating Projects				
	Expenditure	-	320	240	
	Revenue	<u>-</u>	<u>(240)</u>	<u>(240)</u>	
		-	80	-	
	Capital Allocation	-	-	-	
	The 2022-23 recurrent operations expenditure has increased from the 2021-22 forecast due to a community fire safety officer vacancy in 2021-22.				
	Community Health & Development				
	This program area aims to support communities to be resilient and empowered through creating inclusive communities where everyone can participate and contribute. They are responsible for implementing many Council Plan strategies under the pillar of Community Wellbeing, addressing issues such as: Preventing Violence Against Women, Gender Equity, Community Safety, Community Development, Healthy Eating and Physical Activity, Communities of Place and Interest, Volunteering and Alcohol, Tobacco and Other Drugs. The unit also focuses on community capacity building via community development activities and grants.	Recurrent Operations			
Expenditure		474	680	726	
Overheads		88	107	105	
Revenue		<u>-</u>	<u>(1)</u>	<u>-</u>	
		562	786	831	
Operating Projects					
Expenditure		7	73	15	
Revenue		<u>(3)</u>	<u>(25)</u>	<u>-</u>	
		4	48	15	
Capital Allocation		-	-	-	
The movement in 2022-23 recurrent operations expenditure from the forecast is due to the funding increase for the Small Grants Program. Recurrent operations expenditure increased in 2021-22 following the Former Winchelsea Shire Hall Management Contribution which commenced in January 2022.					

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
Early Years				
<p>This service aims to support families and children to achieve their full potential. This is achieved through the provision of family oriented support services including kindergartens, maternal and child health, family day care and occasional care programs. The unit also supports playgroups, toy libraries, visiting specialists and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.</p> <p>The movement in 2022-23 recurrent operations expenditure is due to increased kindergarten enrolment numbers. State Government early years funding is budgeted to increase based on this increase. Once off COVID grants received in 2021-22 related to cleaning and learning from home have not been budgeted for in 2022-23.</p>	Recurrent Operations			
	Expenditure	3,813	4,364	4,954
	Overheads	1,015	1,099	1,200
	Revenue	<u>(3,290)</u>	<u>(3,799)</u>	<u>(4,285)</u>
		1,538	1,664	1,869
	Operating Projects			
	Expenditure	-	224	86
	Revenue	<u>-</u>	<u>(118)</u>	<u>(86)</u>
		-	106	-
	Capital Allocation	15	1	-
Community Projects & Partnerships				
<p>This service is responsible for community project development and delivery, land use enquiries and liaison with Community Asset Committees.</p> <p>The 2021-22 forecast included staff vacancies that were partly offset by casual labour backfill and a six month pause to the Community Project Development Investigations program whilst delivery of current and pandemic stimulus funded projects were prioritised.</p>	Recurrent Operations			
	Expenditure	507	552	588
	Overheads	138	112	109
	Revenue	<u>(21)</u>	<u>(52)</u>	<u>(60)</u>
		624	612	637
	Operating Projects			
	Expenditure	69	75	-
	Revenue	<u>(10)</u>	<u>-</u>	<u>-</u>
		59	75	-
	Capital Allocation	3,816	9,565	829
Sports & Facilities Operations				
<p>This service is responsible for managing and programming several sports, community halls, community buses and multi-purpose community facilities including aquatic facilities and health and fitness club facilities. These services support the wellbeing of the community and provide a source of income through user fees.</p> <p>The 2022-23 recurrent operations reflects a return to normal facility hire and sports program operations following COVID restrictions. The 2021-22 forecast included reduced facility hire and sport programs revenue due to the pandemic restrictions, which also reduced contract agency labour expenditure as a result.</p>	Recurrent Operations			
	Expenditure	712	696	828
	Overheads	130	247	213
	Revenue	<u>(147)</u>	<u>(464)</u>	<u>(657)</u>
		695	479	384
	Operating Projects			
	Expenditure	20	18	-
	Revenue	<u>-</u>	<u>(12)</u>	<u>-</u>
		20	6	-
	Capital Allocation	-	-	-
Facilities Management				
<p>This service maintains a wide range of Council facilities and associated infrastructure (e.g. indoor sports facilities, kindergartens, recreation, early years, public toilets, community halls).</p>	Recurrent Operations			
	Expenditure	3,259	3,225	3,446
	Overheads	(912)	(932)	(971)
	Revenue	<u>(98)</u>	<u>(52)</u>	<u>(52)</u>
		2,249	2,241	2,423

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
The 2021-22 forecast reflects reduced utilities, reactive maintenance and cleaning expenditure as a result of site closures required during pandemic restrictions. These are expected to return to normal levels in 2022-23.	Operating Projects			
	Expenditure	44	-	-
	Revenue	-	-	-
		44	-	-
	Capital Allocation	6,638	465	1,660
Open Space Operations				
This service maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves).	Recurrent Operations			
	Expenditure	3,340	3,720	3,957
	Overheads	641	576	588
	Revenue	(10)	(3)	(4)
		3,971	4,293	4,541
The 2020-21 actual & 2021-22 forecast includes vacancies and water savings due to favourable weather conditions. These are expected to return to normal levels in 2022-23, which also includes the new recurrent Bike/Skate Park Safety Inspections.	Operating Projects			
	Expenditure	279	26	56
	Revenue	(281)	(9)	-
		(2)	17	56
	Capital Allocation	860	1,616	2,635
Advocacy and Library				
This service advocated on behalf of Council and the community on key strategic items in meeting our Council Plan objectives. This function is also responsible for the provision of library services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.	Recurrent Operations			
	Expenditure	721	733	746
	Overheads	-	-	-
	Revenue	-	-	-
		721	733	746
The movement from forecast to the 2022-23 budget reflects indexation of the Geelong Regional Library contribution.	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	152	2,320
Ageing, Youth & Access				
This service aims to support youth in achieving their full potential via youth development programs. The Aged and Access team continue to provide local in-home assessment services and support, along with Aged Friendly strategic initiatives. Revenue in this area is generated through government grants.	Recurrent Operations			
	Expenditure	1,304	1,006	1,067
	Overheads	219	179	185
	Revenue	(528)	(215)	(209)
		995	970	1,043
The movement from the 2020-21 actual for recurrent operations and operating projects to the 2021-22 forecast is a result of the Positive Ageing service exit completed during 2020-21. During 2021-22 staff vacancies lowered recurrent operations expenditure.	Operating Projects			
	Expenditure	916	94	-
	Revenue	(274)	(50)	-
		642	44	-
	Capital Allocation	-	47	-
Social Infrastructure & Open Space Planning				
This service supports, plans and advocates for the future development of key strategic recreation, open space and multi-purpose facility projects.	Recurrent Operations			
	Expenditure	583	679	629
	Overheads	112	127	133
	Revenue	(27)	-	-
		668	806	762

Description of Services Provided	Classification	2020-21	2021-22	2022-23	
		Actual \$'000	Forecast \$'000	Budget \$'000	
The 2021-22 forecast included the new recurrent Community Project Development Investigations program, which in 2022-23 will be delivered under the Community Projects and Partnerships service.	Operating Projects				
	Expenditure	-	-	213	
	Revenue	-	-	-	
		-	-	213	
	Capital Allocation	-	11	-	
Civil Works					
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	Recurrent Operations				
	Expenditure	4,843	5,020	5,171	
	Overheads	861	889	892	
	Revenue	(18)	(67)	(8)	
		5,686	5,842	6,055	
	Operating Projects				
	Expenditure	-	-	-	
	Revenue	-	-	-	
		-	-	-	
	Capital Allocation	6,909	15,565	8,440	
	Budgeted recurrent expenditure in 2022-23 reflects new recurrent expenditure for Civil Maintenance Development Growth.				
	Building & Ranger Services				
	These diverse services support the economy through overseeing issue and compliance with building development controls and enforcement, permits for footpath trading, local law enforcement and Victorian Government agencies enforcement activities. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It also provides animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area is generated mainly from the issuance of infringement notices.	Recurrent Operations			
Expenditure		2,138	2,427	2,424	
Overheads		632	665	680	
Revenue		(1,517)	(1,632)	(1,780)	
		1,253	1,460	1,324	
Operating Projects					
Expenditure		-	88	-	
Revenue		-	-	-	
		-	88	-	
Capital Allocation		110	59	9	
The 2020-21 actual and 2021-22 forecast reflects lower infringements and fine recoupsments during the pandemic. These are budgeted to return to normal levels in 2022-23.					

Major Initiatives

1. Ensure all new and redeveloped facility designs – including Torquay Multi-Arts Centre, Surf Coast Aquatic and Health Centre and Anglesea Netball Pavilion – meet best practice principles, such as universal design and gender impact assessment.
2. Expansion of Council's Maternal and Child Health service to meet growing demand.
3. Progress significant social infrastructure projects including Winchelsea Pool Renewal, Anglesea Netball Pavilion and Multi-Arts Centre Upgrade.
4. Social Infrastructure Plan to guide how we plan and invest in community places, spaces and services.

Other Initiatives – Operational Projects

1. Engage Youth Program
2. FReeZA Youth Project
3. Great Ocean Road Coast and Parks Authority Asset Transition Support
4. Health and Wellbeing Plan Year 2 Implementation
5. Housing / Transport Planning Program
6. Municipal Emergency Management Program

Other Initiatives – New Recurrent Expenditure

1. Bike/Skate Park Safety Inspections
2. Civil Maintenance Development Growth
3. Geelong Regional Library Membership Contribution Increase
4. Grants Program Funding Increase
5. Maternal & Child Health Service Growth
6. Winchelsea Leisure Time Centre Maintenance

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2020-21 Actual	2021-22 Forecast	2022-23 Budget
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	16%	18%	18%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	0.14	0.25	0.25
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	78%	78%	78%
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	85%	81%	83%

Section 2.8 provides information on the calculation of Service Performance Outcome Indicators.

2.3 Council Plan Theme Three – Environmental Leadership

This theme's goal is to protect our environment and help our community to thrive through environmental leadership. As a result, Council is committed to the following strategies:

- Protect significant habitats, landscapes and biodiversity
- Reduce greenhouse gas emissions to limit the impacts of climate change
- Divert more material from the waste stream
- Adapt to a changing climate

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Environment				
This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including: native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan	Recurrent Operations			
	Expenditure	987	1,079	1,413
	Overheads	259	284	263
	Revenue	-	(1)	-
		1,246	1,362	1,676

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
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.	Operating Projects			
	Expenditure	790	757	200
	Revenue	<u>(468)</u>	<u>(283)</u>	<u>(180)</u>
		322	474	20
	Capital Allocation	368	282	287

The increase in recurrent operations expenditure in the 2022-23 budget is a result of the Towards Environmental Leadership Program and the Council Carbon Neutrality Program being reclassified from operating projects in prior years.

Waste Management

The Waste Management function involves management of Council's landfill and transfer stations, **waste collection** including kerbside rubbish collection and street cleaning and maintenance of street litter bins. The Waste Management unit has a strong focus on community education and waste services planning. Revenue in this area is generated mainly from garbage collection fees and the municipal waste charge. In February 2021, Council expanded its waste kerbside collection service to include the FOGO and glass bins. These new bins will help to divert waste from landfill.

Recurrent Operations

Expenditure	6,999	11,524	12,164
Overheads	307	305	323
Revenue	<u>(10,890)</u>	<u>(12,000)</u>	<u>(12,543)</u>
	(3,584)	(171)	(56)

Operating Projects

Expenditure	1,053	-	81
Revenue	<u>(122)</u>	<u>-</u>	<u>-</u>
	931	-	81

Capital Allocation

	369	1,307	3,536
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The increase in recurrent expenditure from the forecast to the 2022-23 budget is a result of new urban and rural waste collection, litter collection and bin repairs and supply contract rates from November 2021. The growth in expenditure from 2020-21 is materially related to an increase in state government EPA landfill royalty levies.

Major Initiatives

1. Integrated water management plan for the north of Torquay and Karaaf Wetlands.

Initiatives – Operational Projects

1. Climate Resilient Community Facilities
2. Community Amenity Local Law Review
3. Council Carbon Neutrality Program
4. Litter Enforcement Program
5. Static Water Testing
6. Sustainable Water Use Feasibility Study

Initiatives – New Recurrent Expenditure

1. Additional Waste Vehicle
2. Waste Education & Communications Officer

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2020-21 Actual	2021-22 Forecast	2022-23 Budget
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)	64%	72%	75%

Section 2.8 provides information on the calculation of Service Performance Outcome Indicators.

2.4 Council Plan Theme Four – Sustainable Growth

This theme's goal is growth that is not at the expense of environmental values or the unique heritage and character of our townships. As a result, Council is committed to the following strategic objectives:

- Protect heritage and township character
- Improve access to affordable residential accommodation
- Support tourism and events that encourage people to stay longer and appreciate and care for this place

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Asset & Engineering				
This service is responsible for integrated and prioritised capital works planning. This includes development and implementation of asset management plans for planning for the expansion of Council's asset portfolio for the needs of a growing population, as well as planning the renewal management of Council's existing Infrastructure. In addition, the function manages and maintains Council's fleet of vehicles and plant as well as subdivision design approval and works inspections. This service is also responsible for the design of capital and renewal infrastructure projects relating to road and drainage assets, along with providing specialist engineering advice internally to Council and externally to community groups, local businesses, agencies and members of the public. This unit is also involved in development and implementation of road safety strategies and traffic and drainage policies. The service oversees traffic management, street lighting upgrades and public transport infrastructure improvements. Revenue in this area is generated mainly from government grants and user service fees.	Recurrent Operations			
	Expenditure	2,844	2,154	1,933
	Overheads	41	61	20
	Revenue	(656)	(633)	(708)
		2,229	1,582	1,245
	Operating Projects			
	Expenditure	635	406	65
	Revenue	-	(98)	-
		635	308	65
		Capital Allocation	1,390	3,751
Events & Tourism				
This services includes prioritising tourism that delivers increased length of stay and authentic experience over mass visitation and destination marketing to niche audiences. The tourism service provides four visitor centres, tells nationally significant stories via the Australian National Surfing Museum and Great Ocean	Recurrent Operations			
	Expenditure	1,363	1,600	1,744
	Overheads	351	362	369
	Revenue	(238)	(250)	(328)
		1,476	1,712	1,785

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Road Heritage Centre. It also supports events that help create a sense of place, inspiration, fun, pride, vibrancy and community connectedness in our townships. The curation and promotion of a calendar of events that balances the needs of community, showcases the Surf Coast and maximises the benefits to the broader region is a key focus. The service is guided by the Surf Coast Shire Economic Development Strategy 2021 – 2031.	Operating Projects			
	Expenditure	-	54	-
	Revenue	-	-	-
		-	54	-
	Capital Allocation	-	17	-
The 2021-22 forecast reflects the impact of the pandemic which limited events and associated supporting expenditure; and impacted trading at the Australian National Surfing Museum and Visitor Information Centre.				
Planning & Compliance				
This service is responsible for statutory planning 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 (VCAT) where necessary. Planning Compliance services actively encourage compliance with the planning scheme and planning permits, including being responsible for planning enforcement action through the Magistrates Court or VCAT enforcement orders when necessary. Revenue in this area is generated mainly from user service fees, some government grants and fines.	Recurrent Operations			
	Expenditure	3,149	3,105	3,219
	Overheads	749	745	707
	Revenue	(840)	(916)	(852)
		3,058	2,934	3,074
	Operating Projects			
	Expenditure	61	-	94
	Revenue	(4)	-	-
		57	-	94
	Capital Allocation	-	-	-
The 2021-22 forecast included vacancies which are budgeted in 2022-23. Revenue fluctuates between years based on the type of planning applications and the rate of development growth.				
Strategic Planning				
This service is responsible for land use planning (studies, strategies and planning scheme amendments). Strategic land use planning prepares council-led strategies and policies, monitors the performance of the planning scheme and prepares planning scheme amendments. The private requests for planning scheme amendments attract statutory fees for processing.	Recurrent Operations			
	Expenditure	629	661	753
	Overheads	147	149	146
	Revenue	-	-	-
		776	810	899
	Operating Projects			
	Expenditure	79	247	264
	Revenue	-	(46)	-
		79	201	264
	Capital Allocation	-	-	-
The recurrent operations movement from the forecast to the 2022-23 budget is due to staff vacancies in 2021-22. The 2022-23 operating projects budget includes an additional strategic planning resource and the Torquay Employment Land Strategy Panel project.				

Major Initiatives

1. Commence Surf Coast Shire Settlement Strategy, to guide future population growth and manage its impacts on environment and landscape.

Initiatives – Operational Projects

1. Aireys Inlet Track Rectification Investigation
2. Planning Matters Framework
3. Road Safety Officer

4. Strategic Planning Support
5. Torquay Employment Land Strategy Panel

Initiatives – New Recurrent Expenditure

1. Paraplanning Services
2. Wetlands Water Testing

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2020-21 Actual	2021-22 Forecast	2022-23 Budget
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)	69%	NA	NA

Section 2.8 provides information on the calculation of Service Performance Outcome Indicators.

2.5 Council Plan Theme Five – Robust and Diverse Economy

This theme's goal is a local economy that is sustainable and supports a diversity of local enterprises and people. As a result, Council is committed to the following strategies:

- Enable people to run successful local businesses that grow and create jobs in our changing economy
- Foster businesses that reflect local character and values including ethical, social and sustainable principles

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Economic Development				
The Economic Development service provides support for businesses to start up, adapt and thrive, particularly niche and emerging industries and those which share a strong value set based around social, ethical, corporate and environmental responsibility. The service delivers projects that create year round jobs for our community in the right places and sectors and seeks create opportunities for the next generation to develop careers locally. The service also seeks to connect business and provide up to date information to assist in business sustainability. Like the Tourism and Events, the service is guided by the Surf Coast Shire Economic Development Strategy 2021 – 2031	Recurrent Operations			
	Expenditure	792	771	813
	Overheads	134	139	136
	Revenue	-	-	-
		926	910	949
	Operating Projects			
	Expenditure	772	956	-
	Revenue	(314)	(472)	-
		458	484	-
	Capital Allocation			
		-	-	-
The 2020-21 actual & 2021-22 forecast operating projects includes the COVID Support Allocation initiatives. Also the pandemic limited events and associated supporting expenditure in 2021-22 which is budgeted to return through recurrent operations expenditure in 2022-23.				
Environmental Health				
This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: food safety – registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses;	Recurrent Operations			
	Expenditure	632	777	749
	Overheads	182	183	197
	Revenue	(104)	(343)	(376)
		710	617	570

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
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 (including the pandemic); Public health emergency response; and Childhood and School Immunisation Services. Revenue is generated mainly from health registration fees.	Operating Projects			
	Expenditure	3	35	-
	Revenue	-	(21)	-
		3	14	-
	Capital Allocation	-	-	-

The movement in recurrent operations expenditure from the forecast to the 2022-23 budget is driven by the organisation restructure which saw a role move from Environmental Health to Environment. Recurrent revenue has increased as food registration fees are expected to return to normal levels in 2022-23.

Major Initiative

1. Investigate business-based environmental initiatives including a commercial solar micro-grid and a responsible cafes program to reduce waste and carbon emissions.

Initiatives – Operational Projects

1. Nil

Initiatives – New Recurrent Expenditure

1. Nil

Service Performance Indicators

Service	Indicator	Performance Measure	2020-21 Actual	2021-22 Forecast	2022-23 Budget
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)	100%	100%	100%

Section 2.8 provides information on the calculation of Service Performance Outcome Indicators.

2.6 Council Plan Theme Six – Arts and Creativity

This theme's goal is to acknowledge the value of arts and creativity and seeks to nurture its growth. As a result, Council is committed to the following strategies:

- Foster an environment where people with clever and creative ideas can make a difference in their communities
- Increase support for creative industries and arts

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21	2021-22	2022-23
		Actual \$'000	Forecast \$'000	Budget \$'000
Arts & Culture				
This service provides a varied program of arts and cultural activities, events and arts facilities for the benefit of community well-being, connection, participation and pride, alongside sector development. It aims to increase recognition	Recurrent Operations			
	Expenditure	193	240	353
	Overheads	35	34	50
	Revenue	(1)	-	(3)
		227	274	400

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
across the region of the contribution made by the arts and the creative industries to the prosperity of our place. As a nationally recognised regional creative hotspot with many emerging and niche creative businesses, arts provides professional development opportunities in marketing and promotions, program development, events and grant-writing to support the aims of our many creatives, alongside a dedicated arts grant scheme and public art fund. Movement from forecast to the 2022-23 budget reflects the inclusion of a new recurrent Arts & Culture Coordinator.	Operating Projects			
	Expenditure	11	63	86
	Revenue	-	(9)	(4)
		11	54	82
	Capital Allocation	94	6	12

Major Initiatives

1. Pursue funding, and continue planning of Surf Coast Cultural Centre.
2. Increase arts and culture resources to deliver an expanded program and help grow the local creative sector.

Initiatives – Operational Projects

1. Anglesea Arts Space
2. Arts Program (2 Years)

Initiatives – New Recurrent Expenditure

1. Arts & Culture Service Expansion

2.7 Council Plan Theme Seven – Accountable and Viable Council

This theme's goal is to ensure Council has financial capacity to deliver services now and into the future and Decision making is informed by community views. As a result, Council is committed to the following strategies:

- Establish a sustainable financial position
- Improve Council's credibility as a trusted decision maker through meaningful engagement

This section outlines the activities and initiatives for Council services and key strategic activities. Whilst these services are fully funded, only direct attributable revenue is included in these tables.

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Corporate Strategy, Business Improvement & Benefits Realisation This service coordinates the development of organisational policy, strategy and systems, and provides support in the areas of corporate planning, performance measurement and reporting. This service also 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. As a Council support service, \$0.03 million is distributed as a corporate overhead to the primary services within Council. In 2022-23, the business improvement Officer role has been incorporated into the recurrent budget, previously in operating projects.	Recurrent Operations			
	Expenditure	170	-	223
	Overheads	66	69	32
	Revenue	-	-	-
		236	69	255
	Operating Projects			
	Expenditure	123	114	-
	Revenue	(75)	-	-
		48	114	-
	Capital Allocation			
		-	-	-

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Communications & Community Engagement				
<p>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 is led and supported by the unit.</p> <p>The 2021-22 forecast included a decrease in printing expenditure (Groundswell not produced during the pandemic) and community advertising expenditure being funded via grant funded projects during the pandemic to keep the with up to date information in line with restrictions. This was partly offset by additional expenditure to support Council's community engagement strategy development and training rollout.</p>	Recurrent Operations			
	Expenditure	1,209	1,113	1,121
	Overheads	238	246	234
	Revenue	(3)	-	-
		1,444	1,359	1,355
	Operating Projects			
	Expenditure	119	27	17
	Revenue	(93)	(20)	-
		26	7	17
	Capital Allocation	154	-	-
Customer Experience				
<p>This service includes the customer experience function that focuses on supporting and enhancing customer service across the organisation. This service is responsible for coordinating Council's front of house customer services activities, including attending to customer phone and face-to-face enquiries.</p> <p>The 2021-22 forecast included reduced casual expenditure and staff secondments whilst pandemic restrictions were in place.</p>	Recurrent Operations			
	Expenditure	829	1,047	1,157
	Overheads	211	242	308
	Revenue	-	-	-
		1,040	1,289	1,465
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	-	-
Councillors, Executive Services & Council Support				
<p>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 \$1.43 million that relate to Council administration and meeting support, a portion of governance, legal support, risk management and other corporate overheads.</p> <p>The 2021-22 forecast reflects reduced expenditure as a result of the pandemic limiting Council activities, travel and events.</p>	Recurrent Operations			
	Expenditure	2,282	2,494	2,536
	Overheads	1,334	1,445	1,425
	Revenue	-	-	-
		3,616	3,939	3,961
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	Capital Allocation	-	-	-
Digital Transformation				
<p>The Digital Transformation service is tasked with implementing Council's Digital Transformation Strategy. This strategy aims to implement new technology to improve the customer experience, build capability in the business, and achieve financial outcomes. Council has made a specific</p>	Recurrent Operations			
	Expenditure	-	-	-
	Overheads	198	155	130
	Revenue	-	-	-
		198	155	130

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
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.	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
	Capital Allocation	658	1,155	-
Finance				
This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties include managing creditors, payroll and financial reporting. The Financial Management unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from debt collection recoupments. As a Council support service, \$1.5 million is distributed as a corporate overhead to primary services within Council.	Recurrent Operations			
	Expenditure	2,583	2,567	2,668
	Overheads	(1,449)	(1,506)	(1,499)
	Revenue	(607)	(855)	(864)
		527	206	305
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
	Capital Allocation	-	-	-
	The 2021-22 recurrent operations forecast reflects staff vacancies during the year, and also lower merchant bank fees due to site closures during pandemic lockdown periods.			
Governance				
This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$1.21 million is distributed as a corporate overhead to the primary services within Council.	Recurrent Operations			
	Expenditure	1,265	1,169	1,202
	Overheads	(1,072)	(1,119)	(1,206)
	Revenue	(16)	-	-
		177	50	(4)
	Operating Projects			
	Expenditure	451	204	46
	Revenue	(1)	(59)	-
	Capital Allocation	60	-	-
	The 2021-22 forecast reflects reduced expenditure as a result of staff vacancies during the year. Capital spend in prior years reflects land acquisitions.			

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
Gherang Gravel Pits				
Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees. The net revenue generated supports the delivery of Council's operational services and projects.	Recurrent Operations			
	Expenditure	261	219	226
	Overheads	9	10	10
	Revenue	<u>(866)</u>	<u>(946)</u>	<u>(939)</u>
		(596)	(717)	(703)
The movement from the forecast to the 2022-23 budget is due to lower royalties received based on lower tonnages assumed in 2022-23.	Operating Projects			
	Expenditure	-	-	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		-	-	-
	Capital Allocation	-	-	-
Technology & Information				
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, \$3.68 million is distributed as a corporate overhead to the primary services within Council. Movement in costs between financial years reflects indexation and growth of Council services.	Recurrent Operations			
	Expenditure	3,420	3,611	3,830
	Overheads	(3,457)	(3,569)	(3,684)
	Revenue	<u>(40)</u>	<u>-</u>	<u>-</u>
		(77)	42	146
	Operating Projects			
	Expenditure	-	108	94
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		-	108	94
	Capital Allocation	91	84	400
People & Culture				
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, \$1.59 million is distributed as a corporate overhead to the primary services within Council. The 2021-22 forecast included organisation restructure costs and reduced learning and	Recurrent Operations			
	Expenditure	1,381	1,514	1,587
	Overheads	(1,393)	(1,527)	(1,591)
	Revenue	<u>(1)</u>	<u>-</u>	<u>-</u>
		(13)	(13)	(4)
	Operating Projects			
	Expenditure	38	171	80
	Revenue	<u>(40)</u>	<u>-</u>	<u>-</u>
		(2)	171	80
	Capital Allocation	-	-	-

Description of Services Provided	Classification	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000
development training for employees as a result of the pandemic.				
Program Delivery Management				
This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Reporting for all capital and operational projects. These are all key to implementing Council's strategies. The movement between financial years reflects indexation.	Recurrent Operations			
	Expenditure	174	183	191
	Overheads	50	54	47
	Revenue	-	-	-
		224	237	238
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		Capital Allocation	-	-
Project Management Team				
Provides project management services to Council to enable delivery of the Capital Works Program and many Operational Projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered. The 2021-22 forecast included reduced employee costs and recoveries due to staff vacancies.	Recurrent Operations			
	Expenditure	(305)	(167)	(223)
	Overheads	747	916	1,160
	Revenue	-	-	-
		442	749	937
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		Capital Allocation	-	123
Legal & Risk				
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, \$0.9 million is distributed as a corporate overhead to the primary services within Council. The increase in recurrent expenditure reflects an increase in Council's insurance premiums in 2022-23, and staff vacancies in 2021-22.	Recurrent Operations			
	Expenditure	768	851	895
	Overheads	(753)	(897)	(896)
	Revenue	(15)	(36)	(34)
		-	(82)	(35)
	Operating Projects			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		Capital Allocation	-	-

Major Initiatives

1. Re-engage with our People Place Future Community Panel to ensure that community members' input continues to contribute to strategic decision-making.
2. Implement business improvement program so that we can continue to deliver services most important for the community.

Initiatives – Operational Projects

1. Cloud Based Systems Review
2. Human Resources Support
3. People Place Future Panel Recall

Initiatives – New Recurrent Expenditure

1. Application Software Maintenance Growth
2. Audit & Risk Management - IT Systems
3. Business Improvement Officer
4. Council Liaison Support
5. IT Applications Support
6. Strategy & Benefits Realisation Service

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2020-21 Actual	2021-22 Forecast	2022-23 Budget
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	0	0	0
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)	54%	55%	60%
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)	63%	63%	65%

Section 2.8 provides information on the calculation of Service Performance Outcome Indicators.

2.8 Strategic Performance Outcome Indicators

The service performance indicators detailed on the following pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 98 of the Act and included in the 2022-23 Annual 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.

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 2018-19 Result: 54% Annual Report 2019-20 Result: 55% Annual Report 2020-21 Result: 54%
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 2018-19 Result: 46% Annual Report 2019-20 Result: 80% Annual Report 2020-21 Result: 69%

Service	Indicator	Performance Measure	Computation
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 2018-19 Result: 60% Annual Report 2019-20 Result: 58% Annual Report 2020-21 Result: 63%
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100 Annual Report 2018-19 Result: 19% Annual Report 2019-20 Result: 18% Annual Report 2020-21 Result: 16%
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 2018-19 Result: 53% Annual Report 2019-20 Result: 49% Annual Report 2020-21 Result: 64%
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 2018-19 Result: 0.30 Annual Report 2019-20 Result: 0.19 Annual Report 2020-21 Result: 0.14
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions Annual Report 2018-19 Result: 0 Annual Report 2019-20 Result: 0 Annual Report 2020-21 Result: 0
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 2018-19 Result: 95.00% Annual Report 2019-20 Result: 100% Annual Report 2020-21 Result: 100%
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Annual Report 2018-19 Result: 78% Annual Report 2019-20 Result: 77%

Service	Indicator	Performance Measure	Computation
			Annual Report 2020-21 Result: 78%
		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 2018-19 Result: 91%
			Annual Report 2019-20 Result: 86%
			Annual Report 2020-21 Result: 85%

2.9 Reconciliation with Budgeted Operating Result

	2022-23 Budget		
	Surplus / (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
Council Plan Strategic Theme			
Theme 1 - First Nations Reconciliation	(130)	130	-
Theme 2 - Healthy Connected Community	(21,723)	29,106	7,383
Theme 3 - Environmental Leadership	(1,720)	14,444	12,724
Theme 4 - Sustainable Growth	(7,426)	9,314	1,888
Theme 5 - Robust & Diverse Economy	(1,519)	1,896	376
Theme 6 - Arts & Creativity	(482)	489	7
Theme 7 - Accountable & Viable Council	(8,285)	10,122	1,837
Total Activities and Initiatives	(41,285)	65,500	24,215
Non-Attributable Items			
Asset Write Offs	(2,939)	2,939	-
Amortisation - Intangible Assets	(3,329)	3,329	-
Amortisation - Right of Use Assets	(389)	389	-
Bad & Doubtful Debts	(100)	100	-
Borrowing Costs	(326)	326	-
Carry Forward Adjustment Operating Program	(1,363)	1,363	-
Depreciation	(18,300)	18,300	-
Expensed Capital Works	(1,004)	1,004	-
Granted Assets	7,605	-	7,605
Grants Commission	4,940	-	4,940
Net Gain on Disposal of Property, Plant & Equipment	394	-	394
Volunteer Employees	-	744	744
Other Income	657	-	657
Non-Attributable Items	(14,154)	28,493	14,339
Surplus/(Deficit) before Funding Sources	(55,439)		
Funding Sources			
Rates Revenue & Municipal Charges	51,823		
Capital Works Program Grants	10,851		
Capital Works Program Contributions	500		
Contributions - Monetary	1,299		
Special Rates & Charges	188		
Total Funding Sources	64,662		
Operating Surplus/(Deficit) for the Year	9,223		

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2.10 Service Statistics

Service		Service	
Customer Experience		Australian National Surfing Museum	
Total calls taken	60,000	Visitation numbers	11,500
Rates queries responded to	11,500	Community Facilities	
Freedom of Information requests responded to	25	Recreation reserves maintained	13
Total customer requests	40,000	Halls maintained	12
Aged & Access		Playgrounds maintained	50
Residents supported by assessment team	565	Local Laws	
Early Years		Dog registrations	6,685
Kindergartens maintained	6	Cat registrations	990
Children enrolled in Council managed kindergarten:	578	Animal infringements	30
Family Day Care (hours provided)	10,500	Parking infringements	5,000
Infants enrolled in Maternal & Child Health service	451	After hours calls received	130
Children enrolled in occasional care	86	Statutory Planning	
Community Health and Development		Applications received and dealt with	650
Community groups supported via small grants	40	Planning permits audited	150
Volunteers supported	218	Complaints received and dealt with	170
Volunteer hours provided	20,397	Building	
Economic value of volunteers	\$ 744,082	Property information requests provided	800
Environmental Health		Reports and consents	150
Food Premises Inspections	700	Building notices Issued	140
Registered food businesses	600	Building permits lodged	1,100
Food sampling analyses	100	Swimming pools registered	1,700
Immunisation vaccinations	1,800	Road Services	
Library Services		Length of roads - sealed (km's)	612
Library visits	80,000	Length of roads - unsealed (km's)	477
Library loans	170,000	Gravel roads graded (km's)	1,491
Library collection items	23,500	Footpaths maintained (m2)	1,432
Library memberships	10,500	Potholes repaired (no.)	394
Winchelsea Pool		Road resealed (km's)	3
Attendance numbers	8,000	Road resheets (km's)	16
Event Grants Program		Street lights maintained	3,941
Number of tourism events supported	13	Waste Management	
Total contribution to tourism events	\$ 88,000	Fortnightly waste collections services (urban)	18,390
Community events supported	15	Fortnightly waste collections services (rural)	1,838
Total contribution to community events	\$ 36,500	Avg fortnightly household waste generation (kg)	11
Number of sponsorship events	2	Garbage collected kerbside (tonnes)	5,550
Total contribution to sponsorship events	\$ 75,000	Garbage collected transfer (tonnes)	3,585
		Garbage collected sweeper (tonnes)	1,040
		Recyclables collected (tonnes)	3,250
		Glass collected (tonnes)	1,600
		Food and organics collected (tonnes)	8,500

Unless indicated otherwise figures are annual

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022-23 has been supplemented with projections to 2025-26.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2026

		2021-22	2022-23	2023-24	2024-25	2025-26
	NOTES	Forecast	Budget		Projections	
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and Charges	4.1.1	59,142	61,487	63,288	65,712	68,220
Statutory Fees and Fines	4.1.2	1,946	2,052	2,098	2,151	2,205
User Charges	4.1.3	7,180	7,808	8,029	8,272	12,188
Grants - Operating	4.1.4	9,425	8,621	8,808	8,977	9,152
Grants - Capital	4.1.4	31,463	10,851	7,051	1,051	1,051
Contributions - Monetary	4.1.5	2,700	2,997	3,188	3,553	3,704
Contributions - Non-Monetary	4.1.6	7,692	7,605	11,800	14,475	17,550
Net Gain/(Loss) on Disposal of Property Infrastructure, Plant and Equipment	4.1.7	396	394	-	-	-
Other Income	4.1.8	11,383	1,401	1,749	1,594	1,735
Total Income		131,326	103,217	106,011	105,785	115,805
Expenses						
Employee Costs	4.1.9	34,800	37,692	38,636	39,240	40,382
Materials and Services	4.1.10	30,844	29,926	29,505	31,583	35,868
Depreciation	4.1.11	17,308	18,300	18,707	19,594	21,036
Amortisation - Intangible Assets	4.1.12	3,329	3,329	3,662	4,028	4,431
Amortisation - Right of Use Assets	4.1.12	385	389	397	405	413
Bad and Doubtful Debts	4.1.13	76	100	102	105	107
Borrowing Costs	4.1.14	371	326	281	234	188
Finance Costs Leases	4.1.15	28	15	15	15	15
Other Expenses	4.1.16	4,496	3,917	2,666	2,282	2,627
Total Expenses		91,637	93,993	93,972	97,486	105,068
Surplus/(Deficit) for the Year		39,689	9,223	12,039	8,299	10,737
Other Comprehensive Income						
Items that will not be reclassified to surplus or deficit in future periods						
Net Asset Revaluation Increment/(Decrement)	4.1.17	21,396	19,620	4,909	15,431	15,839
Total Comprehensive Result		61,085	28,844	16,947	23,731	26,576

3.2 Balance Sheet

For the four years ending 30 June 2026

		2021-22	2022-23	2023-24	2024-25	2025-26
	NOTES	Forecast	Budget		Projections	
		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current Assets						
Cash and Cash Equivalents		9,327	8,440	4,469	7,024	6,870
Trade and Other Receivables		5,677	5,516	5,456	5,546	5,636
Other Financial Assets		85,000	70,000	57,000	50,000	50,000
Inventories		313	254	194	194	194
Other Assets		892	892	892	892	892
Total Current Assets	4.2.1	101,210	85,102	68,011	63,656	63,592
Non-Current Assets						
Trade and Other Receivables		14	14	14	14	14
Property, Infrastructure Plant & Equipment		880,294	916,576	946,311	976,577	1,005,709
Investments in Associates and Joint Ventures		291	291	291	291	291
Right of Use Assets		447	828	581	781	944
Intangible Assets		26,196	22,867	19,205	15,177	10,746
Total Non-Current Assets	4.2.2	907,241	940,576	966,402	992,839	1,017,703
Total Assets		1,008,451	1,025,678	1,034,413	1,056,495	1,081,295
Liabilities						
Current Liabilities						
Trade and Other Payables		5,240	5,323	5,408	5,494	5,582
Unearned Income		13,000	6,000	-	-	-
Trust Funds and Deposits		8,305	8,305	8,305	8,305	8,305
Provisions	4.2.3	13,162	10,277	10,428	10,667	10,737
Interest Bearing Liabilities	4.2.4	2,160	2,171	2,183	2,195	2,207
Lease Liabilities		422	427	309	315	321
Total Current Liabilities	4.2.5	42,290	32,503	26,632	26,975	27,153
Non-Current Liabilities						
Provisions		8,149	8,149	8,149	8,063	8,063
Lease Liabilities		-	342	183	471	726
Interest Bearing Liabilities	4.2.4	14,711	12,539	10,356	8,162	5,955
Total Non-Current Liabilities	4.2.6	22,860	21,030	18,688	16,696	14,743
Total Liabilities		65,149	53,533	45,320	43,671	41,896
Net Assets		943,302	972,145	989,093	1,012,823	1,039,399
Equity						
Accumulated Surplus		523,716	548,826	577,837	590,580	601,471
Asset Revaluation Reserve		338,084	357,705	362,613	378,045	393,884
Other Reserves		81,501	65,614	48,643	44,198	44,044
Total Equity		943,302	972,145	989,093	1,012,823	1,039,399

3.3 Statement of Changes in Equity

For the four years ending 30 June 2026

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021-22 Forecast Actual				
Balance at Beginning of the Financial Year	882,217	495,752	316,689	69,777
Surplus/(Deficit) for the Year	39,689	39,689	-	-
Net Asset Revaluation Increment/(Decrement)	21,396	-	21,396	-
Transfers to Other Reserves	-	(54,789)	-	54,789
Transfers from Other Reserves	-	43,064	-	(43,064)
Balance at End of the Financial Year	943,302	523,716	338,084	81,501
2022-23 Budget				
Balance at Beginning of the Financial Year	943,302	523,716	338,084	81,501
Surplus/(Deficit) for the Year	9,223	9,223	-	-
Net Asset Revaluation Increment/(Decrement)	19,620	-	19,620	-
Transfers to Other Reserves	-	(40,068)	-	40,068
Transfers from Other Reserves	-	55,955	-	(55,955)
Balance at End of the Financial Year	972,145	548,826	357,705	65,614
2023-24 Projection				
Balance at Beginning of the Financial Year	972,145	548,826	357,705	65,614
Surplus/(Deficit) for the Year	12,039	12,039	-	-
Net Asset Revaluation Increment/(Decrement)	4,909	-	4,909	-
Transfers to Other Reserves	-	(17,000)	-	17,000
Transfers from Other Reserves	-	33,972	-	(33,972)
Balance at End of the Financial Year	989,093	577,837	362,613	48,643
2024-25 Projection				
Balance at Beginning of the Financial Year	989,093	577,837	362,613	48,643
Surplus/(Deficit) for the Year	8,299	8,299	-	-
Net Asset Revaluation Increment/(Decrement)	15,431	-	15,431	-
Transfers to Other Reserves	-	(16,851)	-	16,851
Transfers from Other Reserves	-	21,295	-	(21,295)
Balance at End of the Financial Year	1,012,823	590,580	378,045	44,198
2025-26 Projection				
Balance at Beginning of the Financial Year	1,012,823	590,580	378,045	44,198
Surplus/(Deficit) for the Year	10,737	10,737	-	-
Net Asset Revaluation Increment/(Decrement)	15,839	-	15,839	-
Transfers to Other Reserves	-	(18,722)	-	18,722
Transfers from Other Reserves	-	18,876	-	(18,876)
Balance at End of the Financial Year	1,039,399	601,471	393,884	44,044

3.4 Statement of Cash Flows

For the four years ending 30 June 2026

	2021-22	2022-23	2023-24	2024-25	2025-26
	Forecast	Budget		Projections	
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flow from Operating Activities					
Rates and Charges	59,292	61,641	63,341	65,615	68,123
Statutory Fees and Fines	1,931	2,052	2,098	2,151	2,205
User Charges	7,413	8,076	8,304	8,556	12,610
Grants - Operating	9,757	8,925	9,118	9,294	9,474
Grants - Capital	32,140	3,851	1,051	1,051	1,051
Contributions - Monetary	2,700	2,997	3,188	3,553	3,704
Interest Received	414	657	988	814	936
Trust Funds and Deposits Taken/(Repaid)	(157)	-	-	-	-
Net GST Refund/Payment	5,699	5,710	5,696	4,704	4,712
Employee Costs	(34,348)	(36,758)	(37,682)	(38,264)	(39,383)
Materials and Services	(38,297)	(37,176)	(36,782)	(37,968)	(42,433)
Net Cash Provided from Operating Activities	4.4.1	46,542	19,974	19,320	20,999
Cash Flows from Investing Activities					
Proceeds from Sale of Property, Plant & Equipment	543	652	585	599	614
Payments for Property, Plant, Equipment & Infrastructure Assets	(32,402)	(33,586)	(33,981)	(21,806)	(19,053)
Cash Flows from Investments	(2,992)	15,000	13,000	7,000	
Net Cash Used in Investing Activities	4.4.2	(34,850)	(17,934)	(14,207)	(18,439)
Cash Flows from Financing Activities					
Finance Costs	(373)	(327)	(282)	(235)	(189)
Repayment of Lease Liabilities	(408)	(424)	(427)	(309)	(315)
Interest Paid - Lease Liabilities	(28)	(15)	(15)	(15)	(15)
Repayment of Borrowings	(2,150)	(2,160)	(2,171)	(2,183)	(2,195)
Net Cash Provided from Financing Activities	4.4.3	(2,959)	(2,927)	(2,743)	(2,714)
Net Increase/(Decrease) in Cash & Cash Equivalents Held		8,733	(887)	2,556	(154)
Cash & Cash Equivalents at the Beginning of the Period		594	9,327	8,440	4,469
Cash & Cash Equivalents at the End of the Period		9,327	8,440	4,469	7,024
Investments (Current and Non-Current Financial Assets)		85,000	70,000	57,000	50,000
Total Cash & Investments at the End of the Period	4.4.4	94,327	78,440	61,469	57,024

3.5 Statement of Capital Works

For the four years ending 30 June 2026

		2021-22	2022-23	2023-24	2024-25	2025-26
	NOTES	Forecast	Budget		Projections	
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	5	-	-	-
Buildings		8,523	9,873	19,427	10,011	600
Total Property		8,523	9,878	19,427	10,011	600
Plant and Equipment						
Plant, Machinery & Equipment		1,979	2,463	710	1,320	1,830
Fixtures, Fitting & Furniture		-	393	-	-	-
Computers & Telecomms		1,257	1,634	2,125	4,125	4,125
Total Plant and Equipment		3,236	4,489	2,835	5,445	5,955
Infrastructure						
Bridges		69	500	3,300	50	50
Drainage & Sewerage		1,399	1,038	270	300	150
Footpaths & Cycleways		1,456	622	40	373	2,257
Parks, Open Space & Streetscapes		1,151	1,992	1,981	665	1,175
Recreation, Leisure & Communities		3,449	1,374	1,446	1,493	1,524
Roads		12,844	7,625	4,338	3,434	7,256
Offstreet Car Parks		28	180	-	-	-
Waste		197	2,856	345	35	-
Expensed Capital Works		1,804	1,004	1,033	969	670
Landfill Provision		49	3,033	-	-	86
Total Infrastructure		22,447	20,223	12,752	7,319	13,169
Total Capital Works Expenditure	4.5.1	34,206	34,590	35,014	22,775	19,724
Represented By:						
New Asset Expenditure		6,872	12,392	16,338	8,632	3,004
Asset Renewal Expenditure		11,616	11,465	15,787	12,122	13,161
Asset Expansion Expenditure		1,962	129	363	509	537
Asset Upgrade Expenditure		11,904	6,567	1,494	543	2,265
Expensed Capital Works		1,804	1,004	1,033	969	670
Landfill Provision Works		49	3,033	-	-	86
Total Capital Works Expenditure	4.5.1	34,206	34,590	35,014	22,775	19,724
Funding Sources Represented By:						
External						
Capital Grants		31,463	10,851	7,051	1,051	1,051
Contributions		264	500	-	-	-
Special Charges		-	188	-	-	-
Internal						
Asset Sales		-	652	585	599	614
Council Cash		2,479	22,399	27,378	21,125	18,058
Total Capital Works Funding Sources	4.5.1	34,206	34,590	35,014	22,775	19,724

Reconciliation of Net Movement in Property Plant and Equipment

	2021-22	2022-23	2023-24	2024-25	2025-26
	Forecast \$'000	Budget \$'000	\$'000	Projections \$'000	\$'000
Total Capital Works	34,206	34,590	35,014	22,775	19,724
Asset Revaluation Increment / (Decrement)	21,396	19,620	4,909	15,431	15,839
Depreciation	(17,308)	(18,300)	(18,707)	(19,594)	(21,036)
Written Down Value of Assets Sold	(148)	(258)	(585)	(599)	(614)
Assets Written Off	(3,579)	(2,939)	(1,664)	(1,254)	(1,574)
Expensed Capital Works	(1,804)	(1,004)	(1,033)	(969)	(670)
Landfill Provision Works	(49)	(3,033)	-	-	(86)
Found Assets	10,523	-	-	-	-
Granted Assets	7,692	7,605	11,800	14,475	17,550
Net Movement in Property, Plant and Equipment	50,930	36,282	29,735	30,266	29,132

3.6 Statement of Human Resources

For the four years ending 30 June 2026

	NOTES	2021-22	2022-23	2023-24	2024-25	2025-26
		Forecast \$'000	Budget \$'000	\$'000	Projections \$'000	\$'000
Staff Expenditure						
Employee Costs - Operating as per Income Statement	4.6.1	34,800	37,692	38,636	39,240	40,382
Employee Costs - Capital		1,818	2,765	2,855	2,940	3,014
Total Staff Expenditure		36,619	40,456	41,491	42,181	43,396
Staff Numbers (FTE)						
Employees		346.8	363.7	364.0	364.8	368.6
Total Staff Numbers (FTE)		346.8	363.7	364.0	364.8	368.6

A summary of human resources expenditure categorised according to the organisational structure of Council is included below for 2022-23.

Division	2022-23		
	Budget \$'000	Full Time \$'000	Part Time \$'000
Chief Executive Office	785	603	182
Community Life	17,268	10,881	6,387
Place Making & Environment	10,506	7,681	2,824
Strategy & Effectiveness	6,195	4,544	1,651
Total Staff Expenditure	34,753	23,708	11,045
Casuals	507		
Volunteers	744		
Operating Projects	624		
Other Employee Costs	1,064		
Employee Costs as per Income Statement	37,692		
Total Capitalised Labour	2,765		
Total Expenditure	40,456		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below for 2022-23.

Division	2022-23		
	Budget	Full Time	Part Time
Chief Executive Office	5.0	3.0	2.0
Community Life	169.9	100.5	69.3
Place Making & Environment	91.2	62.6	28.6
Strategy & Effectiveness	53.7	39.0	14.7
Total Staff (FTE)	319.8	205.1	114.7
Casuals and Other Employee Costs	5.3		
Volunteers	10.3		
Operating Projects	5.7		
Capitalised Labour	22.6		
Total Staff (FTE)	363.7		

3.7 Four Year Financial Plan

For the four years ending 30 June 2026

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 Projections \$'000	2025-26 \$'000
Recurrent EBITDA less Waste and Other Special Purposes					
Property Rates and Charges	49,765	51,373	52,529	53,843	55,189
Supplementary Property Rates and Charges	563	450	1,035	1,651	2,296
Grants	8,285	8,296	8,482	8,694	8,912
Other Revenue	6,908	7,592	7,807	8,047	8,294
Total Recurrent Income	65,521	67,712	69,854	72,234	74,691
Employee Benefits	32,790	34,343	35,459	36,523	37,436
Materials and Services	16,246	16,608	16,984	17,408	17,843
Total Expenditure - Existing Operations	49,036	50,951	52,443	53,931	55,279
Financial Recurrent Savings Target	-	-	307	629	967
Compliance Costs (Recurrent)	-	91	307	629	967
Growth	-	552	307	1,132	2,029
Future Years of Budget Year	-	-	797	820	840
Business Case	-	132	-	-	-
Total Expenditure - New Operations	-	775	1,411	2,580	3,836
Recurrent EBITDA less Waste and Other Special Purposes	16,485	15,986	16,306	16,351	16,542
Recurrent EBITDA Waste					
Garbage Charges	8,623	9,286	9,723	10,219	10,735
Other Revenue	3,377	3,257	3,331	3,414	3,499
Total Recurrent Income	12,000	12,543	13,054	13,633	14,235
Employee Benefits	859	965	997	1,027	1,052
Materials and Services	11,097	11,551	11,843	12,172	12,512
Total Expenditure - Existing Operations	11,956	12,517	12,839	13,199	13,565
Discretionary Growth	-	93	96	99	102
Total Expenditure - New Operations	-	93	96	99	102
Recurrent EBITDA Waste	45	(67)	118	335	568
Recurrent EBITDA Other Special Purposes					
Other Revenue	24	24	24	25	26
Total Recurrent Income	24	24	24	25	26
Materials and Services	17	17	17	17	18
Total Expenditure - Existing Operations	17	17	17	17	18
Recurrent EBITDA Other Special Purposes	7	7	7	8	8
Total Recurrent EBITDA	16,537	15,926	16,432	16,694	17,119

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 Projections \$'000	2025-26 \$'000
Total Recurrent EBITDA	16,537	15,926	16,432	16,694	17,119
Cash Adjustments:					
Balance Sheet Movements	(81)	415	325	246	252
Interest Revenue	604	847	988	814	936
Grants Commission Funds Received Early Adjustment	(28)	(42)	(43)	(44)	(44)
Asset Sales - Plant/Fleet	543	-	-	-	-
Total Cash Adjustments	1,039	1,220	1,270	1,016	1,144
Total Cash Available for Allocation	17,576	17,147	17,702	17,710	18,263
Allocations to Commitments					
Debt Interest & Principal	2,162	2,127	2,093	2,058	2,024
Torquay/Jan Juc Developer Plan Allocation	2,551	2,658	2,770	2,770	2,770
Winchelsea Infrastructure Plan Allocation	219	225	232	239	246
Waste Allocation	45	(67)	118	335	568
Asset Renewal Allocation	8,724	8,910	9,720	10,801	11,883
Towards Environmental Leadership (Moved to Recurrent EBITDA)	280	-	-	-	-
Business Case Investments	500	368	376	386	395
Council Election Year	-	-	-	500	-
Aireys Inlet Aged Units	7	7	7	8	8
Growth and Compliance Costs (Non-Recurrent)	383	165	511	524	537
Total Allocations to Commitments	14,870	14,393	15,829	17,620	18,432
Discretionary Cash Available	2,706	2,753	1,873	90	(169)
Discretionary Allocations					
Discretionary Operating Projects	752	862	-	-	-
Discretionary Capital Works	1,203	1,066	1,023	1,048	1,074
Defined Benefits Superannuation Allocation	50	-	-	-	-
Total Discretionary Allocations	2,005	1,928	1,023	1,048	1,074
Unallocated Cash Surplus / (Deficit)	701	825	851	(958)	(1,243)
Accumulated Unallocated Cash					
Opening Balance	3,493	4,539	5,649	6,500	5,352
Annual Surplus/(Deficit)	701	825	851	(958)	(1,243)
Net Allocations During the Year	810	-	-	(190)	(190)
Transfers for Project Funding	(465)	285	-	-	-
Closing Balance	4,539	5,649	6,500	5,352	3,918

3.8 Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2026

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 Projections \$'000	2025-26 \$'000
Recurrent EBITDA					
Property Rates and Charges	49,765	51,373	52,529	53,843	55,189
Supplementary Property Rates and Charges	563	450	1,035	1,651	2,296
Garbage Charges	8,623	9,286	9,723	10,219	10,735
Grants	8,285	8,296	8,482	8,694	8,912
Other Revenue	10,308	10,874	11,162	11,486	11,819
Total Recurrent Income	77,545	80,279	82,932	85,892	88,951
Employee Benefits	33,648	35,308	36,456	37,550	38,488
Materials and Services	27,360	28,176	28,844	29,598	30,374
Total Expenditure - Existing Operations	61,008	63,484	65,300	67,148	68,862
Financial Recurrent Savings Target	-	-	307	629	967
Compliance Costs	-	91	307	629	967
Non-Discretionary Growth	-	552	307	1,132	2,029
Growth Budget Year	-	-	894	919	942
Discretionary Growth	-	225	-	-	-
Total Expenditure - New Operations	-	868	1,507	2,680	3,938
Total Recurrent EBITDA	16,537	15,926	16,432	16,694	17,119
Reserve Transfers					
Developer Contributions (DCP Torquay)	1,119	662	903	913	636
Developer Contributions (Winchelsea)	101	202	357	235	564
Developer Contributions (Other)	26	286	554	1,000	1,067
Open Space Contributions	-	150	150	150	150
Cash Adjustment of Available Funds					
Interest Revenue	604	847	988	814	936
Finance Costs	(294)	(260)	(226)	(191)	(156)
Finance Costs DCP Loan	(77)	(66)	(55)	(44)	(32)
Projects					
Capital Projects Revenue	31,679	11,539	7,051	1,051	1,051
Sale of Plant	543	652	585	599	614
Expensed Capital Works	(1,804)	(1,004)	(1,033)	(969)	(670)
Operational Projects Expenses	(3,991)	(2,999)	(1,364)	(1,429)	(876)
Operational Projects Revenue	1,394	510	515	475	439
Non Cash Items					
Depreciation	(17,308)	(18,300)	(18,707)	(19,189)	(20,623)
Amortisation	(3,329)	(3,329)	(3,662)	(4,433)	(4,844)
Contributions - Non-Monetary	7,692	7,605	11,800	14,475	17,550
Assets Recognised for the First Time	10,523	-	-	-	-
WDV of Assets Sold	(148)	(258)	(585)	(599)	(614)
Asset Write Offs	(3,579)	(2,939)	(1,664)	(1,254)	(1,574)
Surplus/(Deficit) for the Year	39,689	9,223	12,039	8,299	10,737

3.9 Summary of Planned Capital Works

New Capital Allocations and Carry Forwards for the Year Ending 30 June 2023

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources							
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000		Direct Funded \$'000
Renewal Program															
Active Play Items Renewal Program	20						20							20	20
Asset Condition Audits					175		175							175	175
Asset Management Engineer - 50% Capitalised Labour	53						53							53	53
Bike Park Renewal Program	30						30							30	30
Building Renewal Program	305						305							305	305
Deans Marsh Community Hall - Redevelopment	1,144						1,144							1,144	1,144
Drainage Renewal Program	127						127							127	127
Eastern Reserve Netball Courts	302						302							302	302
Fencing Renewal Program	1						1							1	1
Footpath Renewal Program	339						339							339	339
Guardrail Renewal Program	44						44							44	44
Heavy Plant Replacement Program	803						803				466		337	803	803
Horseshoe Bend Road - Property 820 to Blackgate Road	70						70						70	70	70
I.T. Renewal Program	100						100						100	100	100
I.T. Software Renewal Program	300						300						300	300	300
Light Fleet Replacement Program	400						400				186		214	400	400
Park Furniture Renewal Program	38						38						38	38	38
Playground Renewal Program	20						20						20	20	20
Pollocksford Road Bridge	3,800						3,800	2,800	500				500	3,800	3,800
Sealed Road Renewal Program	1,276						1,276	301					975	1,276	1,276
Sealed Road Renewal Program - Barwon Park Rd Final Seal	65	65					130	130						130	130
Small Plant Replacement Program	80						80						80	80	80
Structures Renewal Program	100						100						100	100	100
Unsealed Road Renewal Program	1,980						1,980	300					1,680	1,980	1,980
Unsealed Shoulder Renewal Program	100						100						100	100	100
Winchelsea Swimming Pool	2,142						2,142						2,142	2,142	2,142
Contingency Allocation	662						662						662	662	662
Total Renewal	14,300	65			175		14,540	3,531	500		652		9,857	14,540	14,540
Torquay / Jan Juc DCP Projects															
Construct Regional Bike Route Along Great Ocean Road (PC08) - Strathmore Dr to Bellbrae					230		230						230	230	230
Extension to the Public Library Stage 2 (CY05c) (Subject to Successful Grant)				2,050			2,050						2,050	2,050	2,050
Torquay Central & North (OR01) - Deep Creek West and Contributions to Developer Works				475			475						475	475	475
Contingency Allocation				293	46		339						339	339	339
Total Torquay / Jan Juc DCP				2,818	276		3,094						3,094	3,094	3,094
Waste Management Projects															
Anglesea Landfill Battery Backup						33	33						33	33	33
Anglesea Landfill Stage 4 Rehabilitation						3,000	3,000						3,000	3,000	3,000
Contingency Allocation						503	503						503	503	503
Total Waste Management						3,536	3,536						3,536	3,536	3,536

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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000		Direct Funded \$'000
Discretionary Program															
Business Case															
Electric Vehicle Charging Infrastructure				70			70							70	70
Solar, Efficiency & Transition Program		57		134			191							191	191
Drainage															
Aireys Inlets / Anglesea Drainage Investigation Program		22		48			70							70	70
Drainage Discretionary Program		41		89			130							130	130
Environment															
Winchelsea Tree Planting Program					23		23							23	23
Pathways															
Dog Waste Bag Dispensers				8			8							8	8
Horseshoe Bend Road Pedestrian and Cycling Safety Improvements				103			103							103	103
Recreation and Open Space															
Community Project Management Support					40		40							40	40
Roads/Road Safety															
Aboriginal Language on Signs					41		41							41	41
Karaaf Stormwater Management		7		83			90							90	90
Road Improvement Works - Seal Gravel Roads		280					280	280						280	280
Road Safety Program		7		83			90							90	90
Sparrow Avenue Anglesea Drainage and Road Upgrade (Including Roads to Recovery)		228					228	40					188		228
Torquay North Traffic Improvements		115					115							115	115
Contingency Allocation		25		66	6		97							97	97
Total Discretionary Program		782		685	110		1,576	320					188	1,068	1,576
Growth and Compliance															
Anglesea Art House Drainage & Pathway Improvements		6		6			11							11	11
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					50		50							50	50
Contingency Allocation							1							1	1
Total Growth and Compliance		6		6	50		62							62	62
Total New Capital Works	14,300	852		3,509	611	3,536	22,808	3,851	500		652		188	17,617	22,808
Carried Forward Capital Projects															
Carried Forward Capital Projects	3,413	5,740	129	26,293	445		36,020	13,000				23,020			36,020
Contingency Allocation	235	838	35	517	19		1,645					1,645			1,645
Total Carried Forward Capital Projects	3,648	6,578	164	26,810	464		37,665	13,000				24,665			37,665
Total Capital Works Program	18,293	7,086	164	30,319	1,075	3,536	60,472	16,851	500			24,665	188	17,617	60,472

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New Capital Allocations for the Year Ending 30 June 2024

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources						
	Renewal	Upgrade	Expansion	New	Expensed	Landfill Provision	Total Expenditure	External Funds		Council Cash				Total Funding
								Grants	Contrib's	Asset Sales	Cash Reserve Funds	Special Rates	Direct Funded	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal Program														
Active Play Items Renewal Program	30						30						30	30
Active Play Renewal Program - Spring Creek Oval Including Irrigation & Drainage	1,881						1,881						1,881	1,881
Asset Condition Audits					125		125						125	125
Building Renewal Program	300						300						300	300
Deans Marsh Community Hall - Redevelopment	1,144						1,144						1,144	1,144
Drainage Renewal Program	100						100						100	100
Fencing Renewal Program	20						20						20	20
Footpath Renewal Program	40						40						40	40
Guardrail Renewal Program	75						75						75	75
Heavy Plant Replacement Program	450						450			339			111	450
Horseshoe Bend Road - Property 820 to Blackgate Road	530						530						530	530
I.T. Renewal Program	125						125						125	125
I.T. Software Renewal Program	2,000						2,000						2,000	2,000
Light Fleet Replacement Program	200						200			186			14	200
Park Furniture Renewal Program	30						30						30	30
Playground Renewal Program	20						20						20	20
Sealed Road Renewal Program	1,250						1,250						1,250	1,250
Skate Park Renewal Program	670						670						670	670
Small Plant Replacement Program	60						60			60			60	60
Structures Renewal Program	50						50						50	50
Unsealed Road Renewal Program	120						120						120	120
Unsealed Shoulder Renewal Program	50						50						50	50
Water Sensitive Urban Design Renewal Program	100						100						100	100
Winchelsea Swimming Pool	2,142						2,142						2,142	2,142
Contingency Allocation	413						413						413	413
Total Renewal	11,800				125		11,925			585			11,340	11,925
Torquay / Jan Juc DCP Projects														
Coombes / Messmate Road Intersection Upgrade (RD12) - Construction		768					768						768	768
Extension to the Public Library Stage 2 (CY05c) (Subject to Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) -		494		4,091		494	4,091						4,091	4,091
Contingency Allocation		161		582		99	841						841	841
Total Torquay / Jan Juc DCP		1,422		4,673		592	6,687						6,687	6,687
Waste Management Projects														
Torquay Transfer Station Facility Design				86			86						86	86
Waste Renewal Program	259						259						259	259
Contingency Allocation	20			14			34						34	34
Total Waste Management	279			100			379						379	379

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources						
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Direct Funded \$'000	
Discretionary Program														
Discretionary Capital Projects														
Aireys Inlets / Anglesea Drainage Investigation Program		22		48			70						70	70
Surf Coast Aquatic and Health Centre Project				4,750			4,750				4,750			4,750
Winchelsea Tree Planting Program					23		23						23	23
Discretionary Capital Projects			363	363			726						726	726
Business Cases														
Business Cases					292		292						292	292
Roads/Road Safety														
Roads to Recovery Projects	841	210					1,051	1,051						1,051
Contingency Allocation		2		3	2		7						7	7
Total Discretionary Program	841	234	363	5,164	317		6,919	1,051			4,750		1,118	6,919
Growth and Compliance														
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					100		100						100	100
Contingency Allocation														
Total Growth and Compliance					100		100						100	100
Total New Capital Works	12,920	1,656	363	9,937	1,134		26,010	1,051		585	4,750		19,624	26,010

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New Capital Allocations for the Year Ending 30 June 2025

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources							
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Direct Funded \$'000		
Renewal Program															
Active Play Items Renewal Program	50						50							50	50
Asset Condition Audits					150		150							150	150
Bike Park Renewal Program	30						30							30	30
Bridge Renewal Program	50						50							50	50
Building Renewal Program	300						300							300	300
Civic Centre Heating Pump Coil	550						550							550	550
Drainage Renewal Program	150						150							150	150
Extension to the Public Library Stage 2 (CY05c) (Subject to Successful Grant)	1,161						1,161							1,161	1,161
Facility Signage Renewal Program	15						15							15	15
Fencing Renewal Program	250						250							250	250
Footpath Renewal Program	250						250							250	250
Guardrail Renewal Program	100						100							100	100
Hard Court Renewal Program	300						300							300	300
Heavy Plant Replacement Program	820						820			413			407	820	820
I.T. Renewal Program	125						125						125	125	125
I.T. Software Renewal Program	4,000						4,000						4,000	4,000	4,000
Kerb Renewal Program	50						50						50	50	50
Light Fleet Replacement Program	420						420			186			234	420	420
Lighting Renewal Program	75						75						75	75	75
Park Furniture Renewal Program	150						150						150	150	150
Playground Renewal Program	20						20						20	20	20
Sealed Road Renewal Program	900						900						900	900	900
Small Plant Replacement Program	80						80						80	80	80
Structures Renewal Program	250						250						250	250	250
Unsealed Road Renewal Program	900						900						900	900	900
Unsealed Shoulder Renewal Program	100						100						100	100	100
Water Sensitive Urban Design Renewal Program	150						150						150	150	150
Contingency Allocation															
Total Renewal	11,246				150		11,396			599			10,797	11,396	11,396
Torquay / Jan Juc DCP Projects															
Construct Pathways Along Spring and Deep Creeks (PC01) - Deep Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) -		333		123	333		666							666	666
Contingency Allocation		75		13	75		163							163	163
Total Torquay / Jan Juc DCP		408		136	408		952							952	952
Waste Management Projects															
Waste Renewal Program	35						35							35	35
Contingency Allocation	5						5							5	5
Total Waste Management	40						40							40	40

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources							
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Direct Funded \$'000		
Discretionary Program															
Discretionary Capital Projects															
Discretionary Capital Projects			509	509			1,018							1,018	1,018
Business Cases															
Business Cases					386		386							386	386
Roads/Road Safety															
Roads to Recovery Projects	841	210					1,051	1,051							1,051
Contingency Allocation															
Total Discretionary Program	841	210	509	509	386		2,455	1,051						1,404	2,455
Growth and Compliance															
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					100		100							100	100
Contingency Allocation															
Total Growth and Compliance					100		100							100	100
Total New Capital Works	12,127	618	509	645	1,044		14,943	1,051			599			13,292	14,943

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New Capital Allocations for the Year Ending 30 June 2026

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources							
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000	Direct Funded \$'000		
Renewal Program															
Active Play Items Renewal Program	150						150							150	150
Asset Condition Audits					175		175							175	175
Bike Park Renewal Program	30						30							30	30
Bridge Renewal Program	50						50							50	50
Building Renewal Program	600						600							600	600
Drainage Renewal Program	150						150							150	150
Facility Signage Renewal Program	15						15							15	15
Fencing Renewal Program	150						150							150	150
Footpath Renewal Program	400						400							400	400
Guardrail Renewal Program	150						150							150	150
Heavy Plant Replacement Program	1,200						1,200			428				772	1,200
I.T. Renewal Program	125						125							125	125
I.T. Software Renewal Program	4,000						4,000							4,000	4,000
Irrigation Renewal Program	100						100							100	100
Kerb Renewal Program	50						50							50	50
Light Fleet Replacement Program	550						550			186				364	550
Lighting Renewal Program	150						150							150	150
Park Furniture Renewal Program	150						150							150	150
Playground Renewal Program	20						20							20	20
Sealed Road Renewal Program	2,350						2,350							2,350	2,350
Small Plant Replacement Program	80						80							80	80
Structures Renewal Program	250						250							250	250
Unsealed Road Renewal Program	1,200						1,200							1,200	1,200
Unsealed Shoulder Renewal Program	250						250							250	250
Water Sensitive Urban Design Renewal Program	150						150							150	150
Contingency Allocation															
Total Renewal	12,320				175		12,495			614				11,881	12,495
Torquay / Jan Juc DCP Projects															
Construct Pathways Along Spring and Deep Creeks (PC01) - Ocean Views & Deep Creek				1,009			1,009							1,009	1,009
Construct Regional Bike Route Along GOR (PC08) - Duffields Rd to Strathmore Dr				524			524							524	524
Torquay Central & North (OR01) - Contributions to Developer Works				610			610							610	610
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works				324			324							324	324
Widen Coombes Road (RD11) Stage 2 - Ghazepoore Rd to Messmate Rd		1,199					1,199							1,199	1,199
Widen Coombes Road (RD11) Stage 3 - Messmate Rd to Coombes Rd		856					856							856	856
Contingency Allocation		314		267			581							581	581
Total Torquay / Jan Juc DCP		2,369		2,734			5,103							5,103	5,103
Waste Management Projects															
Anglesea Landfill Stage 5 Rehabilitation Design						86	86							86	86
Contingency Allocation						14	14							14	14
Total Waste Management						100	100							100	100

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources						
	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Special Rates \$'000		Direct Funded \$'000
<u>Discretionary Program</u>														
<u>Discretionary Capital Projects</u>														
Discretionary Capital Projects			537	537			1,074						1,074	1,074
<u>Business Cases</u>														
Business Cases					395		395						395	395
<u>Roads/Road Safety</u>														
Roads to Recovery Projects	841	210					1,051	1,051						1,051
Contingency Allocation														
Total Discretionary Program	841	210	537	537	395		2,521	1,051					1,470	2,521
<u>Growth and Compliance</u>														
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					100		100						100	100
Contingency Allocation														
Total Growth and Compliance					100		100						100	100
Total New Capital Works	13,161	2,579	537	3,271	670	100	20,319	1,051		614			18,653	20,319

3.10 Summary of Planned Operational Works

New Operational Allocations for the Year Ending 30 June 2023

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	
Operational Projects (Program Management Office Delivered)												
Aireys Inlet Track Rectification Investigation	36					36					36	36
Climate Resilient Community Facilities					20	20					20	20
Cloud Based Systems Review					85	85					85	85
Council Carbon Neutrality Program					180	180		180				180
Sustainable Water Use Feasibility Study					45	45					45	45
Contingency Allocation	4				13	17					17	17
Total Operational Projects (Program Management Office Delivered)	40				344	384		180			204	384
Operational Projects (Non Program Projects)												
Anglesea Arts Space	36					36		4			32	36
Arts Program (2 Years)					50	50					50	50
Community Amenity Local Law Review					42	42					42	42
Engage Youth Program					50	50	50					50
FReeZA Youth Project					36	36	36					36
Great Ocean Road Coast and Parks Authority Asset Transition Support					81	81					81	81
Health and Wellbeing Plan Year 2 Implementation					15	15					15	15
Housing / Transport Planning Program					132	132					132	132
Human Resources Support					80	80					80	80
Litter Enforcement Program					81	81					81	81
Municipal Emergency Management Program					240	240	240					240
People Place Future Panel Recall					15	15					15	15
Planning Matters Framework					85	85					85	85
Road Safety Officer					25	25					25	25
Static Water Testing					6	6					6	6
Strategic Planning Support					214	214					214	214
Torquay Employment Land Strategy Panel			50			50					50	50
Contingency Allocation					15	15					15	15
Total Operational Projects (Non Program Projects)	36		50		1,167	1,253	326	4			923	1,253
Total Operational Program	76		50		1,511	1,637	326	184			1,127	1,637
Carried Forward Operational Projects												
Carried Forward Operational Projects	8		194	233	686	1,120				1,120		1,120
Contingency Allocation	5		31	19	187	243				243		243
Total Carried Forward Operational Projects	13		225	252	873	1,363				1,363		1,363
Total Operational Works Program	89		275	252	2,384	2,999	326	184		1,363	1,127	2,999

New Recurrent Operational Allocations for the Year Ending 30 June 2023

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	Cash Reserve Funds \$'000	Direct Funded \$'000	
<u>New Recurrent Operational Expenditure</u>											
Additional Waste Vehicle					12	12			12		12
Application Software Maintenance Growth					85	85				85	85
Arts & Culture Service Expansion					88	88				88	88
Audit & Risk Management - IT Systems					40	40				40	40
Bike/Skate Park Safety Inspections					15	15				15	15
Business Improvement Officer					132	132				132	132
Civil Maintenance Development Growth					68	68				68	68
Council Liaison Support					80	80				80	80
Geelong Regional Library Membership Contribution Increase					9	9				9	9
Grants Program Funding Increase					35	35				35	35
IT Applications Support					55	55				55	55
Maternal & Child Health Service Growth					31	31				31	31
Paraplanning Services					18	18				18	18
Strategy & Benefits Realisation Service					91	91				91	91
Waste Education & Communications Program					82	82			82		82
Wetlands Water Testing					18	18				18	18
Winchelsea Leisure Time Centre Maintenance				10		10				10	10
Total Recurrent Operational Expenditure				10	858	868			93	775	868

New Business Case Allocations for the Year Ending 30 June 2023

Description - New Funding	Expenditure		Funding		
	Shire Wide \$'000	Total Expenditure \$'000	Council Cash		Total Funding \$'000
			Cash Reserve Funds \$'000	Direct Funded \$'000	
<u>Business Cases</u>					
Electric Vehicle Charging Infrastructure	70	70		70	70
Great Ocean Road Coast and Parks Authority Asset Transition Support	81	81		81	81
Solar, Efficiency & Transition Program	191	191		191	191
Contingency Allocation	25	25		25	25
Total Business Cases	368	368		368	368

Multi Year Operational Works Program for the Four Years Ending 30 June 2026

t	2022-23	2023-24	2024-25	2025-26
	Budget \$'000	\$'000	Projections \$'000	\$'000
<u>Operational Projects (Program Management Office Delivered)</u>				
Aireys Inlet Track Rectification Investigation	36			
Climate Resilient Community Facilities	20			
Cloud Based Systems Review	85			
Council Carbon Neutrality Program	180	186	192	199
EPA Act Change Implementation		45		
Growth & Compliance		411	424	437
Sustainable Water Use Feasibility Study	45			
Contingency Allocation	17			
Total Operational Projects (Program Management Office Delivered)	384	642	616	636
<u>Operational Projects (Non Program Projects)</u>				
Anglesea Arts Space	36	37		
Arts Program (2 Years)	50			
Council Election Year			500	
Engage Youth Program	50	50	25	
FReeZA Youth Project	36	36	18	
Great Ocean Road Coast and Parks Authority Asset Transition Support	81	84		
Health and Wellbeing Plan Year 2 Implementation	15			
Health and Wellbeing Plan Year 3 Implementation		30		
Health and Wellbeing Plan Year 4 Implementation			30	
Housing / Transport Planning Program	132	134		
Human Resources Support	80			
Litter Enforcement Program	81	107		
Municipal Emergency Management Program	240	240	240	240
People Place Future Panel Recall	15			
Planning Matters Framework	85			
Community Amenity Local Law Review	42			
Road Safety Officer	25			
Static Water Testing	6			
Strategic Planning Support	214			
Torquay Employment Land Strategy Panel	50			
Contingency Allocation	15			
Total Operational Projects (Non Program Projects)	1,253	717	813	240
Total Multi Year Operational Works Program	1,637	1,359	1,429	876

4. Notes to the Financial Statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

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

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 2022-23 the FGRS cap has been set at 1.75%. 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.

For 2022-23, Council has limited the municipal charge to 10% of total rates revenue. Total rates and charges including the Municipal Charge will increase by 1.75% on average.

The Valuer-General re-values 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 1.75% 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:

	2021-22	2022-23	Change	
	Forecast \$'000	Budget \$'000	\$'000	%
General Rates ¹	44,788	46,245	1,457	3.25%
Municipal Charge ¹	4,977	5,128	151	3.03%
Waste Management Charge	8,554	9,286	732	8.55%
Special Rates and Charges	-	188	188	-
New Supplementary Rates and Rate Adjustments	632	450	(182)	28.81%
Interest on Rates and Charges	190	190	-	
Total rates and charges	59,142	61,487	2,346	3.97%

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

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

Type of Property	2021-22	2022-23	Change	
	cents/\$CIV	cents/\$CIV	\$	%
General Rate Land	0.19588	0.14666	(0.0492)	(25.13%)
Farm Rate Land	0.14692	0.11000	(0.0369)	(25.13%)
Commercial/Industrial Rate Land	0.37221	0.27867	(0.0935)	(25.13%)

Although the Cents/\$CIV have decreased the average rate charge increase per property is 1.75% as the decrease is offset by the increase in average valuations per property.

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

Type of Property	2021-22	2022-23	Change	
	\$	\$	\$	%
General Rate Land	39,076,260	41,006,025	1,929,765	4.94%
Farm Rate Land	2,218,928	2,168,708	(50,220)	(2.26%)
Commercial/Industrial Rate Land	3,492,731	3,070,489	(422,242)	(12.09%)
Total amount to be raised by general rates	44,787,919	46,245,221	1,457,303	3.25%

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	2021-22	2022-23	Change	
			\$	%
General Rate Land	21,296	21,658	362	1.70%
Farm Rate Land	954	950	(4)	(0.42%)
Commercial/Industrial Rate Land	1,160	1,177	17	1.47%
Total number of assessments	23,410	23,785	375	1.60%

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	2021-22	2022-23	Change	
	\$	\$	\$	%
General Rate Land	19,949,081,000	27,959,924,000	8,010,843,000	40.16%
Farm Rate Land	1,510,296,500	1,971,552,500	461,256,000	30.54%
Commercial/Industrial Rate Land	938,376,500	1,101,837,001	163,460,501	17.42%
Total Value	22,397,754,000	31,033,313,501	8,635,559,501	38.56%

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

	Per Rateable Property	Per Rateable Property	Change	
	2021-22	2022-23	\$	%
	\$	\$	\$	%
Municipal Charge	215	218	3	1.4%

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

	2021-22	2022-23	Change	
	\$	\$	\$	%
Municipal Charge	4,977,465	5,128,232	150,767	3.03%

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:

	2021-22	2022-23	Change	
	\$	\$	\$	%
Urban Garbage (All Residential Tenements)	433	455	22	5.08%
Rural Garbage (Optional)	359	388	29	8.08%

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:

	2021-22	2022-23	Change	
	\$	\$	\$	%
Urban Garbage (All Residential/Commercial Tenements)	7,930,789	8,555,881	625,092	7.88%
Rural Garbage (Optional)	623,500	730,072	106,572	17.09%
Total	8,554,289	9,285,953	731,664	8.55%

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:

	2021-22	2022-23	Change	
	\$	\$	\$	%
General Rates Revenue	44,787,919	46,245,221	1,457,303	3.25%
Municipal Charge	4,977,465	5,128,232	150,767	3.03%
Kerbside Collection and Recycling	8,554,289	9,285,953	731,664	8.55%
Total	58,319,673	60,659,406	2,339,734	4.01%

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.

	2021-22 Budget	2022-23 Budget
Forecast Annualised Rate Revenue	\$ 49,033,680	\$ 50,491,472
Forecast Number of Assessments	23,410	23,785
Forecast Base Average Rate per Assessment	\$ 2,094.56	\$ 2,122.83
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$ 2,125.98	\$ 2,159.98
Maximum General Rates and Municipal Charges Revenue	\$ 49,769,185	\$ 51,375,073
Budgeted General Rates and Municipal Charges Revenue	\$ 49,765,384	\$ 51,373,453

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 (2022-23: estimated \$450 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% (0.14666 cents in the dollar of CIV) for all rateable residential properties.
- A farm rate of 75% (0.11000 cents in the dollar of CIV) for all rateable farm properties.
- A commercial/industrial rate of 190% (0.27867 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 rate land is any rateable land which does not have the characteristics of Farm Rate land or 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), and the kerbside collection on processing of recyclable materials. This charge is not subject to the rate cap, and the increase for the budget year has been set at a 5% (to \$455) for urban garbage collection and 8% (to \$388) for rural garbage collection. The costs of waste disposal and managing the landfill have attributed to the waste charge being above the consumer price index. The higher rural garbage collection increase is to align the two garbage collection charges over the next four years.

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 collection made in the rural collection area (optional) within the municipality.

4.1.2 Statutory Fees and Charges

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Building Compliance	288	293	5	1.8%
Infringements and Costs	568	638	70	12.3%
Land information Certificates	48	48		0.0%
Other Statutory Fees and Fines	100	91	(9)	(8.6%)
Subdivision Supervision, Certification and Plan Checking	207	275	68	32.6%
Town Planning Fees	735	707	(28)	(3.8%)
Total Statutory Fees and Charges	1,946	2,052	106	5.5%

Statutory fees and charges 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 and charges are budgeted to increase by 5.5% or \$0.11 million compared to 2021-22. Infringement revenue is budgeted to increase by \$0.07 million with the opening up of our borders to international visitors. Subdivision Supervision, Certification and Plan Checking are budgeted to increase by \$0.07 million mainly due to timing of subdivision activity with a reduction to the 2021-22 revenue. Town planning fees are budgeted to decrease by \$0.03 million mainly driven by a spike in large applications in the 2021-22 year.

4.1.3 User Charges

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Aged Services	27	24	(3)	(9.9%)
Animal Control	442	478	36	8.1%
Child Care/Childrens Programs	621	995	374	60.3%
Gravel Pit Fees	161	174	13	8.1%
Health Services	20	39	19	93.6%
Lease Rentals	106	136	31	29.2%
Leisure Centre and Recreation	700	959	259	37.0%
Other Fees	122	109	(13)	(10.3%)
Registration and Other Permits	719	722	3	0.4%
Royalties	754	734	(20)	(2.7%)
Waste Management Services	3,509	3,437	(72)	(2.0%)
Total User Charges	7,180	7,808	628	8.7%

User charges relate mainly to the recovery of service delivery costs through the charging of fees for Council services. Individual user charges have generally increased around 1.75% in the 2022-23 budget. The overall revenue from user charges is budgeted to increase by 8.7% or \$0.63 million compared to 2021-22. This is mainly driven by increases in children's program which received government grant funding in 2021-22 that replaced user charges in addition to increased kindergarten enrolments budgeted for in the 2022-23 year. Leisure centre and recreation is budgeted to increase by 37% or \$0.26 million with an increase in facility hire, visitor information centre sales and sports programs with the expectation of no major lock downs occurring. Waste management services are budgeted to decrease by 2.0% or \$0.07 million with an expected reduction in levels of waste at landfill through gate fees. Animal registration fees are budgeted to increase by 8.1% or \$0.04 million, registration charges have increased by 1.4% to 2.4% with the balance of increased revenue relating to growth. Lease rentals are budgeted to increase by 29.2% or \$0.03 million with an additional lease for telecommunications. Royalties are budgeted to decrease by 2.7% or \$0.02 million with a spike in demand during the 2021-22 year.

4.1.4 Grants Operating and Capital

Operating and capital government grants include all monies received from Victorian and Commonwealth Government sources for the purposes of funding the delivery of Council's services and projects. Total operating grants are budgeted to decrease by \$0.8 million for 2022-23. The main drivers of this are the government pandemic support packages in 2021-22 coming to an end, including the COVID Safe Outdoor Activation Program \$0.44 million, Business Concierge and Hospitality Support Program \$0.03 million. Non-recurrent Kindergarten COVID support payments (which offset recurrent funding) ceased from January 2022, with recurrent grant funding budgeted across the full 2022-23 budget year. Half of the 2023-24 Grants Commission allocation is budgeted to be received in the 2022-23 year and half of the 2022-23 allocation is budgeted to be received in the 2021-22 year in line with the current Commonwealth Government payment practices. The non-recurrent grants reduction in 2022-23 is a reflection of Council not budgeting for grants or corresponding project budgets until the grant is confirmed with a signed grant agreement.

	2021-22 Forecast \$'000	2022-23 Budget \$'000	Change	
			\$'000	%
Commonwealth Funded Grants	27,607	15,966	(11,641)	(42.2%)
State Funded Grants	13,280	3,506	(9,775)	(73.6%)
Total Grants	40,888	19,472	(21,415)	(52.4%)

Operating Grants	2021-22 Forecast \$'000	2022-23 Budget \$'000	Change	
			\$'000	%
Recurrent - Commonwealth Government				
Environmental Health	3	3	-	-
Grants Commission	4,914	4,940	26	0.5%
Occasional Care	126	137	11	8.9%
Transport	36	36	-	-
Recurrent - State Government				
Aged Care	177	175	(2)	(1.2%)
Community Emergency Management	240	240	-	-
Early Years	46	-	(46)	(100.0%)
Environmental Health	34	41	7	19.2%
Kindergartens	1,814	2,467	654	36.0%
Maternal and Child Health Services	433	400	(33)	(7.6%)
School Crossings	62	62	-	0.5%
Seniors Festival	3	3	-	-
Youth Services	80	118	37	46.3%
Total Recurrent Operating Grants	7,966	8,621	654	8.2%

Operating Grants	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Non-Recurrent - Commonwealth Government				
Nil	-	-	-	
Non-Recurrent - State Government				
Arts & Culture	12	-	(12)	(100.0%)
Asset & Engineering	60	-	(60)	(100.0%)
Communications & Community Engagement	8	-	(8)	(100.0%)
Community Health & Development	26	-	(26)	(100.0%)
Early Years	22	1	(21)	(96.8%)
Economic Development	393	-	(393)	(100.0%)
Environment	269	-	(269)	(100.0%)
Events & Tourism	6	-	(6)	(100.0%)
Facilities Management & Open Space Operations	9	-	(9)	(100.0%)
Kindergartens	627	-	(627)	(100.0%)
Maternal & Child Health	15	-	(15)	(100.0%)
Sports & Facilities Operations	10	-	(10)	(100.0%)
Youth Services	2	-	(2)	100.0%
Total Non-Recurrent Operating Grants	1,458	1	(1,458)	(100.0%)
Total Operating Grants	9,425	8,621	(803)	(8.5%)

Note, in accordance with Australian Accounting Standards, income is recognised in the Comprehensive Income Statement in the year it is earned, which may differ to the year it is received.

Capital Grants	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Recurrent - Commonwealth Government				
Roads to Recovery Program	1,051	1,051	-	-
Total Recurrent Capital Grants	1,051	1,051	-	-
Non-Recurrent - Commonwealth Government				
Asset & Engineering	1,048	2,800	1,752	167.2%
Black Spot Program	2,620	-	(2,620)	(100.0%)
Facilities Management & Open Space Operations	25	-	(25)	(100.0%)
Integrated Planning	17,786	7,000	(10,786)	(60.6%)
Non-Recurrent - State Government				
Advocacy & Library	240	-	(240)	(100.0%)
Asset & Engineering	900	-	(900)	(100.0%)
Economic Development	131	-	(131)	(100.0%)
Environment	70	-	(70)	(100.0%)
Integrated Planning	7,556	-	(7,556)	(100.0%)
Kindergartens	36	-	(36)	(100.0%)
Total Non-Recurrent Capital Grants	30,412	9,800	(20,612)	(67.8%)
Total Capital Grants	31,463	10,851	(20,612)	(65.5%)

4.1.5 Contributions Monetary

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Community Contributions	25	25		1.8%
Developer Contributions	1,246	1,299	54	4.3%
Family Day Care	193	245	52	26.8%
Fleet Contributions	183	200	17	9.3%
Pensioner Rate Concession	502	506	4	0.8%
Project Contributions	359	500	141	39.2%
Recoupments - Statutory	76	101	24	31.5%
State Revenue Office (Fire Service Levy)	54	55	1	1.8%
Sundry	61	66	5	7.5%
Total Monetary Contributions	2,700	2,997	297	11.0%

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in relation to new subdivision works. Contributions are budgeted to increase by 11.0% or \$0.30 million compared to 2021-22. The main driver of the increase are the project contributions. In the 2022-23 year Golden Plains Shire will be contributing \$0.50 million towards the renewal of the Pollocksford Road Bridge. In the 2021-22 year several smaller contributions are being made towards projects including Ballanlea Road Upgrade and sealing of Allenvale Road. Developer contributions are budgeted to increase by \$0.05 million with contributions for Briody Drive West DCP and Winchelsea Developer Contributions as well as the Torquay Jan Juc Developer Contributions. There are no project contributions budgeted for in 2022-23, this is due to the changing nature of the project program and the fact that Council does not budget for contributions unless a signed funding agreement has been made.

4.1.6 Contributions Non-Monetary

Non-monetary contributions relate to new subdivision works being handed over to Council from developers (granted assets) and volunteer employees. Non-monetary contributions are budgeted to decrease by 1.1% or \$0.09 million to \$7.6 million compared to 2021-22 in line with assets expected to be handed to Council from developers. Granted assets budgeted to be handed over in 2022-23 include parts of Stretton Estate stages 6 and 7, Strathmore Drive stage 2, Westcoast Business Park stage 5, Surf View Estate stage 7, Glenmore stage 1, 135-235 Austin St Winchelsea Stage 1 and 2, and Briody Drive West stage 1.

4.1.7 Net (Gain)/Loss on Disposal of Property Infrastructure, Plant and Equipment

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Proceeds From Sale Plant and Equipment	543	652	109	20.0%
Written Down Value Plant and Equipment	(148)	(258)	(111)	(74.9%)
Total Net Loss on Disposal	396	394	(2)	0.5%

The net gain on disposal of property infrastructure, plant and equipment relates to sale of assets. The net gain on disposal of property infrastructure, plant and equipment is budgeted to decrease by 0.5%.

4.1.8 Other Income

Other income mainly relates to water sensitive urban design assets recognised for the first time and interest on investments. Other Income is budgeted to decrease by 87.7% or \$10 million compared to 2021-22. During 2021-22 Council recognised \$10.5 million of found assets with the recognition of Wetland assets for the first time. With the current economic climate interest on investments has been calculated at a budgeted rate of 1.00%.

4.1.9 Employee Costs

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and Salaries	29,491	31,773	2,281	7.74%
Superannuation	3,211	3,502	291	9.07%
WorkCover	451	456	5	1.07%
Casual Staff	553	507	(46)	(8.32%)
Training	173	337	164	94.95%
Volunteer Employees	446	744	298	66.89%
Other	336	283	(53)	(15.67%)
Fringe Benefits Tax	140	90	(50)	(35.64%)
Total Employee Costs	34,800	37,692	2,891	8.3%

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and workers compensation insurance. Employee costs in the Comprehensive Income Statement do not include capitalised labour costs. Employee costs are budgeted to increase by 8.3% or \$2.9 million compared to 2021-22.

This net increase comprises both increases and decreases in employee costs which are summarised below:

Material items decreasing Council's employee costs include:

- Once off organisation restructure costs \$0.42 million in the 2021-22 year

Material items increasing Council's employee costs include:

- Annual wage indexation using the Consumer Price Index forecast (1.75%) and position level increments \$0.74 million
- Vacancy savings within the forecast are budgeted at full employment \$0.59 million
- New recurrent employees \$0.56 million
- Carried forward operational project employees \$0.46 million
- Increase enrolment demand for kindergarten services requires additional teachers and educators to meet legislated ratios of 'children to supervisors' \$0.39 million. Increased revenue generated from the additional enrolments covers this additional employee expenditure
- Increased volunteer hours anticipated \$0.30 million (non-cash item) following the reduced volunteer hours in the forecast due to COVID restrictions and closed facilities
- Legislated increase to Superannuation Guarantee of 0.5%
- Employee learning and development returning to pre-COVID levels \$0.15 million, which was reduced in the forecast due to working arrangements during COVID

4.1.10 Materials and Services

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Consultants	644	592	(53)	(8.2%)
Contract Payments	9,337	10,421	1,083	11.6%
Expensed Capital Works	1,804	1,004	(800)	(44.4%)
Fuel	580	614	34	5.9%
General Maintenance	580	783	204	35.1%
Grants, Contributions and Sponsorship	1,208	1,302	94	7.8%
Information Technology	1,208	1,390	182	15.1%
Insurances	828	877	49	6.0%
Legal Costs	517	416	(101)	(19.6%)
Materials	1,428	1,241	(187)	(13.1%)
Office Administration	963	1,053	90	9.3%
Operating Projects	3,353	1,921	(1,432)	(42.7%)
Other Sundry	202	171	(31)	(15.2%)
Royalties	2,561	2,538	(23)	(0.9%)
Sub-Contractors	4,488	4,380	(109)	(2.4%)
Utilities	1,142	1,223	81	7.1%
Total Materials and Services	30,844	29,926	(918)	(3.0%)

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 3.0% or \$0.92 million compared to 2021-22.

Expensed capital works are budgeted to decrease by \$0.80 million to \$1.00 million compared to 2021-22. 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 \$1.43 million to \$1.92 million with the changing nature of one-off projects. Excluding the expensed capital works and operational projects, the underlying materials and services expenditure has increased by 5.1% or \$1.31 million. This is mainly driven by waste collection and disposal services costs, which have increased by \$0.46 million. The forecast also includes once off cost reductions due to pandemic restrictions. Such operations that operated at reduced capacity in 2021-22 are budgeted for in 2022-23 at normal capacity (i.e. visitor information centres, events, facilities operations etc.). New recurrent activities are budgeted for at \$0.27 million.

4.1.11 Depreciation

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Infrastructure	11,587	12,015	428	3.7%
Plant and Equipment	1,707	2,073	366	21.5%
Property	3,367	3,565	198	5.9%
Waste	646	646	-	-
Total Depreciation	17,308	18,300	992	5.7%

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment (including infrastructure assets such as roads and drains) as a result of delivering

services to the community. The increase of \$0.99 million or 5.7% is due mainly to the completion of the 2022-23 capital works program, granted assets and the full year effect of depreciation on the 2021-22 capital program. Refer to section 4.5 notes on Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2022-23 year.

4.1.12 Amortisation

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Intangible Assets - Landfill	3,329	3,329	-	-
Right of Use Assets - Leases	385	389	4	1.1%
Total Amortisation	3,714	3,718	4	0.1%

Amortisation measures the allocation of an intangible asset over its useful life for the landfill air space and leases (right of use assets). Amortisation of the Anglesea Landfill air space has been budgeted over the life of the asset at an even consumption. The landfill is expected to reach capacity by the end of 2027-28. Amortisation of right of use assets is expected to increase by 1.1% compared to 2021-22.

4.1.13 Bad and Doubtful Debts

Bad and doubtful debts are budgeted to increase by 1.1% to \$0.1 million as issuing of infringements is expected to increase.

4.1.14 Borrowing Costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The decrease of \$0.05 million or 12.2% compared to the 2021-22 relates to ongoing repayments reducing balance of existing loans.

4.1.15 Finance Costs Leases

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

4.1.16 Other Expenses

	2021-22	2022-23	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000		
Asset Write Offs	3,579	2,939	(640)	(17.9%)
Councillors' Allowances	313	360	47	15.0%
Auditors' Remuneration - Internal Audit	124	124	-	-
Auditors' Remuneration - VAGO	50	50	1	1.5%
Lease Rentals	430	443	13	3.1%
Total Other Expenses	4,496	3,917	(579)	(12.9%)

Asset write offs relate to assets written off as part of the renewal program. Asset write offs are budgeted to decrease by \$0.64 million in the 2022-23 financial year. Councillors' Allowances are budgeted to increase by \$0.47 million or 15.0% in line with the Victorian Independent Remuneration Tribunal determination for councillor allowances and includes a higher rate for the deputy mayor and the 0.5% Superannuation Guarantee increase.

4.1.17 Net Asset Revaluation Increment

Revaluation movements are budgeted at an assumed 3.0% increase. Asset classes due to be revalued in 2022-2023 are roads, bridges and land.

4.2 Balance Sheet

4.2.1 Current Assets

Cash and cash equivalents include cash held in the bank, petty cash and investments with short term maturities of three months or less. Other financial assets include investments with maturities greater than three months. The balance of cash and cash equivalents are budgeted to decrease by \$0.9 million to \$8.4 million in 2022-23. The decrease is attributable to the net cash provided from operating activities being lower than the payments for capital assets and financing costs.

4.2.2 Non-Current Assets

Property, infrastructure, plant and equipment is the largest component of Council's balance sheet and represents the value of all the land, buildings, roads, drainage, recreation facilities and plant and equipment assets owned by Council. The increase of \$36.3 million in this balance is attributable to the total capital works program, excluding expensed capital works \$30.6 million, granted assets \$7.6 million, cyclical revaluation of assets \$19.6 million, less depreciation of assets \$18.3 million, asset write-offs \$3.0 million, and written down value of assets disposed \$0.2 million.

4.2.3 Provisions

The current provision decrease from forecast of \$2.9 million materially relates to the \$3.0 million Anglesea Landfill Stage 4 rehabilitation capital works during 2022-23.

4.2.4 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 \$2.16 million, total debt will reduce to \$14.7 million as at 30 June 2023.

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).

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2021-22	-	2,150	371	16,871
2022-23	-	2,160	326	14,711
2023-24	-	2,171	281	12,539
2024-25	-	2,183	234	10,356
2025-26	-	2,195	188	8,162

The following table shows information on borrowings specifically required by the Local Government (Planning and Reporting) Regulations 2020.

	2021-22 \$'000	2022-23 \$'000
Total amount borrowed as at 30 June of the prior year	19,021	16,871
Total amount to be borrowed	-	-
Less total amount projected to be redeemed	2,150	2,160
Total amount proposed to be borrowed as at 30 June	16,871	14,711

4.2.5 Current Liabilities

Current liabilities are budgeted to reduce in 2022-23 by \$9.8 million. This movement is mainly attributable to the movement in unearned income of \$7 million and the provisions movement of \$2.9

million. Unearned income includes grants for the Surf Coast Aquatic Centre and the Local Roads and Community Infrastructure Program. Provisions include accrued long service leave and annual leave for employees as well as future landfill rehabilitation. Interest bearing liabilities represent borrowings to be redeemed in the following year and will increase by \$0.01 million in line with Council's borrowings portfolio.

4.2.6 Non-Current Liabilities

The decrease of \$1.8 million in 2022-23 is due to \$2.2 million for loan repayments due, offset by a \$0.34 million increase in lease liabilities.

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.

4.3.1 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

4.3.2 Reserve Transfers

During the 2022-23 year a net amount of \$15.9 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 \$19.6 million reflects the anticipated increase in value of Council assets in the 2022-23 year. The following table outlines the proposed movements through the cash reserves during 2022-23. The carried forward amounts for capital works and operational projects reflect funds that will be cash backed at the end of the year.

Reserve	Opening Balance \$'000 01-07-2022	Transfer To Reserve \$'000	Transfer From Reserve \$'000	Closing Balance \$'000 30-06-2023
Accumulated Unallocated Cash	4,539	1,110	-	5,649
Adopted Strategy Implementation	4,439	42	-	4,481
Aireys Inlet Units	331	7	-	338
Annual Leave	326	-	-	326
Asset Renewal	2,534	8,910	9,857	1,587
Carried Forward Capital Works	37,665	25,883	37,665	25,883
Carried Forward Operational Projects	1,363	-	1,363	-
Defined Benefits Superannuation	1,224	-	-	1,224
Developer Contributions	360	286	-	646
Gherang Gravel Pits	1,334	-	-	1,334
Main Drainage	210	-	-	210
Open Space	2,844	150	-	2,994
Torquay Jan Juc DCP Contributions	6,517	3,320	3,453	6,384
Trust and Deposits	8,305	-	-	8,305
Waste	8,134	(67)	3,617	4,450
Winchelsea Infrastructure Plan Allocation	1,377	427	-	1,804
Total:	81,501	40,068	55,955	65,614

4.4 Statement of Changes in Cash Flows

		2021-22 Forecast \$'000	2022-23 Budget \$'000	Variance Fav/(Unfav) \$'000
	NOTES			
Cash Flow from Operating Activities				
Rates and Charges		59,292	61,641	2,349
Statutory Fees and Fines		1,931	2,052	121
User Charges		7,413	8,076	663
Grants - Operating		9,757	8,925	(832)
Grants - Capital		32,140	3,851	(28,289)
Contributions - Monetary		2,700	2,997	297
Interest Received		414	657	243
Trust Funds and Deposits Taken/(Repaid)		(157)	-	157
Net GST Refund/Payment		5,699	5,710	11
Employee Costs		(34,348)	(36,758)	(2,410)
Materials and Services		(38,297)	(37,176)	1,121
Net Cash Provided from Operating Activities	4.4.1	46,542	19,974	(26,568)
Cash Flows from Investing Activities				
Proceeds from Sale of Property, Plant & Equipment		543	652	109
Payments for Property, Plant, Equipment & Infrastructure Assets		(32,402)	(33,586)	(1,184)
Cash Flows from Investments		(2,992)	15,000	17,992
Net Cash Used in Investing Activities	4.4.2	(34,850)	(17,934)	16,916
Cash Flows from Financing Activities				
Finance Costs		(373)	(327)	46
Repayment of Lease Liabilities		(408)	(424)	(16)
Interest Paid - Lease Liabilities		(28)	(15)	12
Repayment of Borrowings		(2,150)	(2,160)	(11)
Net Cash Provided from Financing Activities	4.4.3	(2,959)	(2,927)	31
Net Increase/(Decrease) in Cash & Cash Equivalents Held		8,733	(887)	(9,620)
Cash & Cash Equivalents at the Beginning of the Period		594	9,327	8,733
Cash & Cash Equivalents at the End of the Period		9,327	8,440	(887)
Investments (Current and Non-Current Financial Assets)		85,000	70,000	(15,000)
Total Cash & Investments at the End of the Period	4.4.4	94,327	78,440	(15,887)

4.4.1 Net Cash Provided from Operating Activities

The decrease in net cash provided from operating activities of \$26.6 million is mainly driven by the unfavourable movement of capital grants of \$28.3 million which is a reflection of the changing nature of the capital program. Additionally grants are only budgeted for once funding agreements are signed. When this happens throughout the year Council recognises the grant revenue and related expenditure via a project budget adjustment report that is moved at a Council meeting. Other unfavourable movements include employee costs of \$2.4 million and operating grants \$0.83 million, these are partially offset by favourable movements in rates and charges of \$2.3 million (budgeting to reduce outstanding rates by \$0.15 million) and materials and services \$1.1 million.

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

	2021-22 Forecast \$'000	2022-23 Budget \$'000	Variance \$'000
Surplus for the Year	39,689	9,223	(30,466)
Add Depreciation and Amortisation	21,021	22,018	996
Less Granted Assets	(7,692)	(7,605)	87
Assets Recognised for the First Time	(10,523)	-	10,523
Add Debt Servicing	371	326	(45)
Add Lease Interest	28	15	(13)
Add Net Loss/(Gain) on Disposal of Property Infrastructure, Plant and Equipment	(396)	(394)	2
Add Asset Write Offs	3,579	2,939	(640)
Add Net Movement in Current Assets and Liabilities	465	(6,548)	(7,013)
Cash Flows Available from Operating Activities	46,542	19,974	(26,568)

4.4.2 Cash Flows from Investing Activities

The budgeted favourable movement in cash from investing activities of \$16.9 million compared to the forecast predominately relates to a movement of cash from 2021-22 to 2022-23 of investment activities of \$18.0 million partially offset by an unfavourable movement in the capital program of \$1.1 million. The cash movement from investment activities relates to transfers 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 (section 4.5) for a more detailed analysis of the capital works program.

4.4.3 Cash Flows from Financing Activities

The favourable movement cash flows from financing activities of \$0.03 million compared to the forecast is mainly driven by the decreasing cost of debt with the annual debt redemption.

4.4.4 Total Cash and Investments

Total cash and investments (including current and non-current financial assets) are budgeted to decrease by \$15.9 million to \$78.4 million.

Much of Council's cash and cash equivalents are held for specific purposes, and as such are not available to fund Council's operations. The following table shows the cash and cash equivalents as at 30 June 2023 which have been set aside for specific purposes in the future:

	2021-22 Forecast \$'000	2022-23 Budget \$'000
Accumulated Unallocated Cash	4,539	5,649
Adopted Strategy Implementation	4,439	4,481
Aireys Inlet Units	331	338
Annual Leave	326	326
Asset Renewal	2,534	1,587
Carried Forward Capital Works	37,665	25,883
Carried Forward Operational Projects	1,363	-
Defined Benefits Superannuation	1,224	1,224
Developer Contributions	360	646
Gherang Gravel Pits	1,334	1,334
Main Drainage	210	210
Open Space	2,844	2,994
Torquay Jan Juc DCP Contributions	6,517	6,384
Trust and Deposits	8,305	8,305
Waste	8,134	4,450
Winchelsea Infrastructure Plan Allocation	1,377	1,804
Reserve Offset	-	-
Total Reserves	81,501	65,614
Reserve Based Debtors and Project Creditors	12,826	12,826
Total Cash and Investments	94,327	78,440

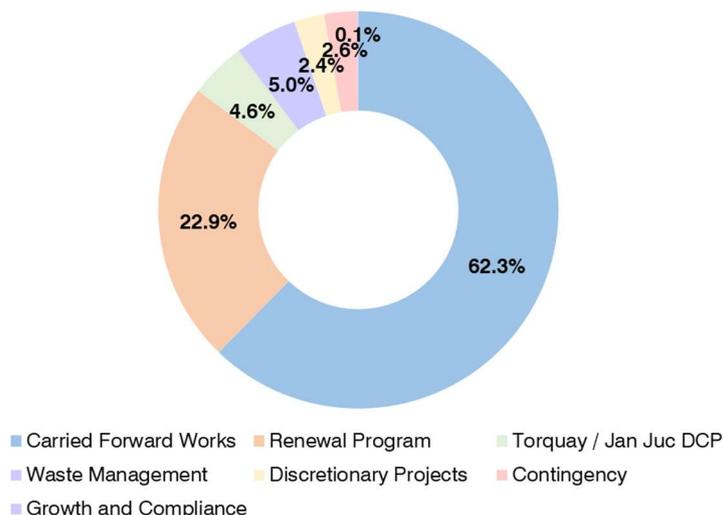
4.5 Statement of Capital Works

This section provides a summary of the planned capital expenditure and funding for the 2022-23 year.

		2022-23 Budget Allocation \$'000	2022-23 Budget Spend \$'000
	NOTES		
Carried Forward Capital Works			
Buildings		23,061	8,061
Computers & Telecomms		1,154	1,154
Digital Transformation		104	104
Fixtures, Fitting & Furniture		393	393
Footpaths & Cycleways		200	200
Renewal Program		3,413	3,413
Land		5	5
Offstreet Car Parks		79	79
Parks, Open Space & Streetscapes		1,410	1,410
Recreation, Leisure & Communities		344	344
Roads		2,946	2,946
Waste Management		2,911	2,911
Contingency		1,645	-
Total Carried Forward Works	4.5.2	37,665	21,020
New Works			
Renewal Program	4.5.3	13,878	8,292
Torquay / Jan Juc DCP	4.5.4	2,755	705
Waste Management	4.5.5	3,033	3,033
Business Cases	4.5.6	261	261
Drainage	4.5.7	200	200
Pathways	4.5.8	103	103
Environment	4.5.9	23	23
Recreation and Open Space	4.5.10	48	48
Roads / Road Safety	4.5.11	844	844
Growth and Compliance	4.5.12	61	61
Contingency	4.5.13	1,602	-
Total New Capital Works	4.5.1	22,808	13,569
Total Capital Works		60,472	34,590
Represented by			
New Asset Expenditure		30,319	12,392
Asset Renewal Expenditure		17,948	11,465
Asset Expansion Expenditure		164	129
Asset Upgrade Expenditure		7,431	6,567
		55,862	30,553
Expensed Capital Works		1,075	1,004
Landfill Provision Works		3,536	3,033
Total Capital Works		60,472	34,590

4.5.1 New Capital Works Spend and Allocation

2022-23 Capital Program Allocation by Category



Following the 2021-22 forecast spend on capital works of \$34.21 million, the 2022-23 budget spends \$34.59 million on capital works. Of the 2022-23 capital works spend, \$21.02 million relates to existing projects being carried forward from 2021-22, and \$13.57 million relates to new capital works spend.

The variance in allocation and spend timing on projects varies due to project implementation and cash flow timing. Importantly, allocated project funds are retained on the project budget until spent or formally reallocated by Council. The variance between the 2022-23 new capital works allocation and spend of \$9.24 million relates to the timing and delivery of multi-year projects for Pollocksford Road Bridge \$3.30 million, the Extension to the Public Library Stage 2 (Subject to successful grant) \$2.05 million, Winchelsea Swimming Pool \$1.64 million and the Deans Marsh Community Hall Redevelopment \$0.64 million. The capital program contingency of \$1.60 million is also included in the variance as it is not budgeted to be spent.

	2021-22 Forecast	2022-23 Budget	Change	Change
Budget Spend	\$'000	\$'000	\$'000	%
Property	8,523	9,878	1,354	16%
Plant and equipment	3,236	4,489	1,253	39%
Infrastructure	22,447	20,223	(2,224)	10%
Total Capital Program Spend (section 3.5)	34,206	34,590	383	1%

4.5.2 Carried Forward Works Allocation

Carried forward capital works represent projects that are underway but not complete. Carried forward project allocations for 2022-23 totals \$37.67 million, and include:

- Surf Coast Aquatic and Health Centre \$21.4 million
- Surf Coast Hwy / Coombes Rd Intersection \$2.2 million
- Lorne Transfer Station Upgrade \$1.59 million
- Anglesea Netball Pavilion Redevelopment \$1.18 million
- Anglesea Landfill Stage 3E Liner \$1.01 million
- Digital Transformation Customer View \$0.93 million
- Point Roadknight Drainage Outfall \$0.55 million
- Torquay Central & North (OR01) - Contributions to Developer Works \$0.44 million
- Contingency of \$1.64 million

4.5.3 Renewal Program Allocation

The renewal program includes the renewal of existing roads, drains, pathways, parks assets, active recreation facilities, buildings, stairways and retaining structures. The 2022-23 \$13.88 million allocation relates to renewal projects such as:

- Pollocksford Road Bridge \$3.80 million
- Winchelsea Swimming Pool \$2.14 million
- Unsealed Road Renewal Program \$2.08 million
- Sealed Road Renewal Program \$1.41 million
- Deans Marsh Community Hall Redevelopment \$1.14 million
- Heavy Plant Replacement Program \$0.80 million
- Light Fleet Replacement Program \$0.4 million
- Building Renewal Program \$0.3 million
- Eastern Reserve Netball Courts \$0.3 million
- Footpath Renewal Program \$0.3 million

4.5.4 Torquay / Jan Juc DCP Allocation

The Torquay / Jan Juc DCP program allocation of \$2.76 million includes:

- Extension to the Public Library Stage 2 (CY05c) (Subject to Successful Grant) \$2.05 million
- Torquay Central & North (OR01) - Deep Creek West and Contributions to Developer Works \$0.48 million
- Bike Route Construction Along Great Ocean Road (PC08) - Strathmore Dr to Bellbrae \$0.23 million

4.5.5 Waste Management Allocation

The 2022-23 Waste program includes:

- Anglesea Landfill Stage 4 Rehabilitation \$3.0 million
- Anglesea Landfill Battery Backup \$0.03 million

4.5.6 Business Cases Allocation

In 2022-23, the capital Business Case projects are:

- Solar, Efficiency & Transition Program \$0.19 million
- Electric Vehicle Charging Infrastructure \$0.07 million

4.5.7 Drainage Allocation

Drainage projects in the 2022-23 program includes:

- Drainage Discretionary Program \$0.13 million
- Aireys Inlets / Anglesea Drainage Investigation Program \$0.07 million

4.5.8 Pathways Allocation

Pathways projects in the 2022-23 program includes:

- TAC 2022-23 Grant Program - Horseshoe Bend Road Pedestrian and Cycling Safety Improvements \$0.1 million
- Dog bag dispensers \$0.01 million

4.5.9 Environment

Included in the capital 2022-23 program is the Winchelsea Tree Planting Program \$0.02 million.

4.5.10 Recreation and Open Space Allocation

The Recreation and Open Space program includes an allocation to:

- Community Project Management Support \$0.04 million

4.5.11 Roads / Road Safety Allocation

Roads and Road Safety includes an allocation of \$0.84 million which includes:

- Road Improvements Works – Seal Gravel Roads \$0.28 million
- Sparrow Avenue Anglesea Drainage and Road Upgrade \$0.23 million
- Torquay North Traffic Improvements \$0.12 million
- Karaaf Stormwater Management \$0.09 million
- Road Safety Program \$0.09 million
- Aboriginal Language on Signs \$0.04 million

4.5.12 Growth and Compliance Allocation

An allocation of \$0.06 million to Growth and Compliance projects for 2022-23 includes:

- Disability Discrimination Act Facility Improvements Annual Implementation Plan \$0.05 million
- Anglesea Art House Drainage & Pathway Improvements \$0.01 million

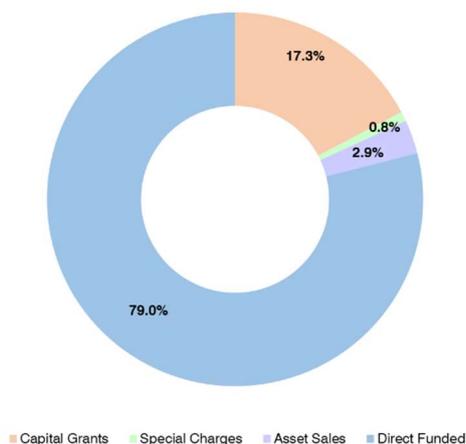
4.5.13 Contingency Allocation

The new contingency allocation to the capital works program is \$1.60 million in 2022-23. The contingency allocation is developed through an 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 funding source for further allocation by Council.

Capital Program Funding Sources

		2021-22 Forecast \$'000	2022-23 Budget \$'000
	NOTES		
Carried Forward Capital Works			
Funded by Carry Forwards	4.5.14	25,240	37,665
Total Carried Forward Capital Works		25,240	37,665
New Capital Works Allocation			
External			
Capital Grants	4.5.15	31,463	3,851
Contributions	4.5.16	264	500
Special Charges	4.5.17	-	188
		31,727	4,539
Internal			
Asset Sales	4.5.18	-	652
Cash Reserves	4.5.19	(37,665)	-
Direct Funded	4.5.20	14,904	17,617
		(22,761)	17,617
Total New Capital Works Allocation		8,966	22,808
Total Funding Sources		34,206	60,472

2022-23 New Capital Program Allocation Funding Sources



4.5.14 Carried Forward Grant Funding

For multi-year projects, grant income not yet received is carried forward into 2022-23. This includes:

- Surf Coast Aquatic and Health Centre \$12.6 million
- Local Roads and Community Infrastructure Program \$0.4 million

4.5.15 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 2022-23 are for Pollocksford Road Bridge \$2.80 million and Roads to Recovery funding of \$1.05 million that will be spent on the Unsealed and Sealed Road Renewal Backlog Programs \$0.60 million, Road Improvement Works \$0.28 million, Barwon Park Final Seal \$0.13 million and Sparrow Avenue Anglesea \$0.04 million.

4.5.16 Contributions

Contributions relate to contributions to capital works projects. During 2022-23, \$0.5 million in contributions from Golden Plains Shire are budgeted for the shared Pollocksford Road Bridge works.

4.5.17 Special Charge 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 2022-23 \$0.19 million in special charge income is budgeted for the Sparrow Avenue Anglesea Drainage and Road Upgrade project.

4.5.18 Asset Sales Funding

Asset sales form part of the heavy and light fleet renewal programs. The sales from these items being renewed go towards funding their renewal costs. During 2022-23 \$0.65 million in asset sales income is budgeted.

4.5.19 Cash Reserve Funding

Council's cash reserves are held to meet cash flow requirements and future capital works commitments. Ongoing capital works are carried forward in the forecast.

4.5.20 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) for information on recurrent EBITDA.

4.6 Statement of Human Resources

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

Division	2022-23	2023-24	2024-25	2025-26
	Budget \$'000	\$'000	Projections \$'000	\$'000
Chief Executive Office	785	810	835	856
Community Life	17,268	17,829	18,364	18,823
Place Making & Environment	10,506	10,847	11,173	11,452
Strategy & Effectiveness	6,195	6,396	6,588	6,753
Total Staff Expenditure	34,753	35,883	36,959	37,883
Unallocated New Compliance and Non Discretionary Employees	-	153	566	1,015
Operating Projects	624	-	-	-
Casuals, Volunteers and Other Expenditure	2,315	2,600	1,715	1,484
Employee Costs as per Income Statement	37,692	38,636	39,240	40,382
Capitalised Labour Costs	2,765	2,855	2,940	3,014
Total Employee Costs	40,456	41,491	42,181	43,396
FTE Employee Numbers				
Full-time	227.8	228.5	229.3	233.1
Part-time	135.9	135.5	135.5	135.5
Total FTE Employee Numbers	363.7	364.0	364.8	368.6

4.6.1 Operating Employee Costs

From the Statement of Human Resources (Section 3.6), operating employee costs are budgeted to increase by 8.3% or \$2.89 million compared to the 2021-22 forecast.

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

- Greater compliance commitments and responding to growth demands within the Surf Coast Shire
- Anticipated superannuation guarantee increase (Superannuation Guarantee Act) increasing from 10% in 2021-22, to 10.5% in 2022-23, to 11% in 2023-24
- An assumed Enterprise Agreement increase in line with CPI forecasts

4.6.2 Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2026

	2022-23 Budget \$'000	2023-24 \$'000	2024-25 Projections \$'000	2025-26 \$'000
Staff Expenditure by Division				
Chief Executive Office				
Full Time				
Women	601	620	639	655
Men	-	-	-	-
Vacant Role	-	-	-	-
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	103	106	110	112
Men	-	-	-	-
Vacant Role	79	82	84	86
Persons of Self-Described Gender	-	-	-	-
Total Chief Executive Office	783	809	833	854
Community Life				
Full Time				
Women	2,756	2,846	2,931	3,005
Men	7,380	7,620	7,848	8,045
Vacant Role	739	763	786	805
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	5,888	6,079	6,262	6,418
Men	372	384	396	406
Vacant Role	127	131	135	138
Persons of Self-Described Gender	-	-	-	-
Total Community Life	17,262	17,823	18,358	18,817
Place Making & Environment				
Full Time				
Women	2,948	3,044	3,135	3,214
Men	4,642	4,793	4,937	5,060
Vacant Role	133	137	142	145
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	1,864	1,924	1,982	2,032
Men	572	591	609	624
Vacant Role	298	308	317	325
Persons of Self-Described Gender	-	-	-	-
Total Place Making & Environment	10,457	10,797	11,121	11,399
Strategy & Effectiveness				
Full Time				
Women	2,504	2,586	2,663	2,730
Men	2,742	2,831	2,916	2,989
Vacant Role	623	643	662	679
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	1,439	1,486	1,531	1,569
Men	214	221	228	234
Vacant Role	88	91	93	96
Persons of Self-Described Gender	-	-	-	-
Total Strategy & Effectiveness	7,610	7,857	8,093	8,296
Total Staff Expenditure	36,113	37,287	38,405	39,365
Other Employee Expenditure				
Casuals	507	523	539	553
Volunteers	744	768	791	811
Capitalised Operational Labour (Included in Divisional FTE)	(2,031)	(2,097)	(2,160)	(2,214)
Other Employee Costs and Project Staff	2,358	2,001	1,098	852
Unallocated New Compliance and Non Discretionary Employees	-	153	566	1,015
Employee Costs as per Income Statement	37,692	38,636	39,240	40,382
Total Capitalised Labour (Incl. Capital Program)	2,765	2,855	2,940	3,014
Civil Capitalised Labour	566	584	602	617
Capitalised Project Management Labour	1,365	1,410	1,452	1,488
Other Employee Capitalised Labour	100	103	106	109
Capital Program - Digital Transformation and Assets Engineer	734	758	780	800
Total Expenditure	40,456	41,491	42,181	43,396

4.6.2 Summary of Planned Human Resources Full Time Equivalent (FTE)

For the four years ending 30 June 2026

Staff Number by Division	2022-23	2023-24	2024-25	2025-26
	Budget FTE	FTE	Projections FTE	FTE
Chief Executive Office				
Full Time				
Women	3.0	3.0	3.0	3.0
Men	-	-	-	-
Vacant Role	-	-	-	-
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	1.3	1.3	1.3	1.3
Men	-	-	-	-
Vacant Role	0.8	0.8	0.8	0.8
Persons of Self-Described Gender	-	-	-	-
Total Chief Executive Office	5.0	5.0	5.0	5.0
Community Life				
Full Time				
Women	25.8	25.8	25.8	25.8
Men	74.0	74.0	74.0	74.0
Vacant Role	7.0	7.0	7.0	7.0
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	63.5	63.5	63.5	63.5
Men	4.2	4.2	4.2	4.2
Vacant Role	1.6	1.6	1.6	1.6
Persons of Self-Described Gender	-	-	-	-
Total Community Life	176.1	176.1	176.1	176.1
Place Making & Environment				
Full Time				
Women	26.0	26.0	26.0	26.0
Men	37.0	37.0	37.0	37.0
Vacant Role	1.0	1.0	1.0	1.0
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	18.8	18.8	18.8	18.8
Men	5.9	5.9	5.9	5.9
Vacant Role	3.1	3.1	3.1	3.1
Persons of Self-Described Gender	-	-	-	-
Total Place Making & Environment	91.8	91.8	91.8	91.8
Strategy & Effectiveness				
Full Time				
Women	21.0	21.0	21.0	21.0
Men	21.5	21.5	21.5	21.5
Vacant Role	5.0	5.0	5.0	5.0
Persons of Self-Described Gender	-	-	-	-
Part Time				
Women	13.9	13.9	13.9	13.9
Men	1.7	1.7	1.7	1.7
Vacant Role	0.8	0.8	0.8	0.8
Persons of Self-Described Gender	-	-	-	-
Total Strategy & Effectiveness	63.9	63.9	63.9	63.9
Total Staff Numbers by Division	336.8	336.8	336.8	336.8
Other Employee Expenditure				
Casuals	5.3	5.3	5.3	5.3
Volunteers	10.3	10.3	10.3	10.3
Capitalised Operational Labour (Included in Divisional FTE)	(17.0)	(17.0)	(17.0)	(17.0)
Other Employee Costs and Project Staff	5.7	4.6	1.9	1.9
Unallocated New Compliance and Non Discretionary Employees	-	1.4	5.0	8.8
Employee FTE	341.1	341.4	342.3	346.0
Total Capitalised Labour (Incl. Capital Program)	22.6	22.6	22.6	22.6
Civil Capitalised Labour	6.3	6.3	6.3	6.3
Capitalised Project Management Labour	8.8	8.8	8.8	8.8
Other Employee Capitalised Labour	1.9	1.9	1.9	1.9
Capital Program - Digital Transformation and Assets Engineer	5.6	5.6	5.6	5.6
Total FTE as per Statement of Human Resources	363.7	364.0	364.8	368.6

4.7 Proposals to Lease Council Land

In accordance with Section 115 of the Local Government Act 2020, Council must include any proposals to lease Council land in a financial year in the budget where the lease is either:

- For 10 years or more; or
- The rent for any period of the lease is \$100,000 or more a year, or the current market rental value of the land is \$100,000 or more a year

Council is not budgeting to enter into any such leases.

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	2020-21 Actual \$'000	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 Projections \$'000	2024-25 \$'000	2025-26 \$'000	Trend +/-
Operating Position									
Adjusted Underlying Result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-9.5%	-10.2%	-10.2%	-6.5%	-6.8%	-6.9%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	231.0%	239.3%	261.8%	255.4%	236.0%	234.2%	-
Unrestricted Cash	Unrestricted cash/current liabilities	3	-55.4%	-94.7%	-91.1%	-94.9%	-59.4%	-66.3%	-
Unrestricted Cash Adjusted for Other Financial Assets	Unrestricted cash & other financial assets/current liabilities	4	116.7%	106.3%	124.3%	119.2%	125.9%	117.9%	o
Obligations									
Loans and Borrowings	Interest bearing loans and borrowings / rate revenue	5	33.5%	28.5%	23.9%	19.8%	15.8%	12.0%	+
Loans and Borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.5%	4.3%	4.0%	3.9%	3.7%	3.5%	+
Indebtedness	Non-current liabilities / own source revenue		43.3%	32.9%	28.8%	24.7%	21.3%	17.4%	+
Asset Renewal	Asset renewal and upgrade expenses / Asset depreciation	6	75.8%	135.9%	98.5%	92.4%	64.6%	73.3%	-
Stability									
Rates Concentration	Rate revenue / adjusted underlying revenue	7	71.7%	70.9%	71.1%	71.2%	70.8%	67.7%	o
Rates Effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Expenditure Level	Total expenses / number of property assessments		\$ 3,708	\$ 3,898	\$ 3,952	\$ 3,897	\$ 3,988	\$ 4,240	+
Revenue Level	Total rate revenue / Number of property assessments		\$ 2,072	\$ 2,141	\$ 2,160	\$ 2,202	\$ 2,228	\$ 2,253	+
Workforce Turnover	Number of permanent staff resignations & terminations / average number of permanent staff for the financial year		14.5%	11.6%	16.0%	9.5%	9.5%	9.5%	-

Notes to Indicators:

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

2. Working Capital – The proportion of current liabilities represented by current assets. Cash is declining over the periods shown; years 2021-22 and 2022-23 include unearned revenue of \$13 million & \$6 million and in 2021-22 funds for planned expenditure of waste provision funds increases current liabilities by \$3.0 million.

3. Unrestricted Cash – Unrestricted cash equals cash and cash equivalents less trust deposits, carried forward capital works and restricted cash reserves. It does not include other financial assets which include term deposits maturing between 3 and 12 months.

4. Unrestricted Cash Adjusted for Other Financial Assets – This ratio has been included as a comparison to the unrestricted cash ratio. The difference between the two ratios is that this one includes term deposits maturing between 3 and 12 months in the numerator. The ratio indicates a favourable position remaining positive and over 100% over the 4 year horizon.

5. Loans and Borrowings – This ratio indicates reducing reliance on debt against annual rate revenue through loan repayments.

6. 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.

7. Rates Concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The higher the ratio the more reliant Council is on rate revenue compared to all other revenue sources. Note In 2024-25 the new Aquatic Centre is budgeted to be operational increasing the adjusted underlying revenue.

Appendix A – Fees and Charges Schedule

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2022-23. Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
STRATEGY & EFFECTIVENESS							
Information Services							
Freedom of Information							
Freedom of Information Fee	Each	\$30.10	\$30.60	1.7%	\$0.50	N	Statutory
Administration Cost for FOI Searches	1.5 fee units	\$22.50	\$22.90	1.8%	\$0.40	N	Statutory
Financial Services							
Rate Administration							
Rate Searches – Hard Copy	Hour	\$127.00	\$127.00	0.0%	\$0.00	N	Council
Rate Searches – Computer Records	Each	\$27.00	\$35.00	29.6%	\$8.00	N	Council
Sales Register (Issued Quarterly not Including Names and Addresses)		\$257.00	Service no longer available			N	Council
Payment Rejection Administration Fee - Rates and Debtors		\$45.00	\$30.00	(33.3%)	(\$15.00)	N	Council
Land Information Certificate	1.82 fee units	\$27.40	\$27.90	1.8%	\$0.50	N	Statutory
Recovery Referral Fee	Each	\$38.00	\$38.00	0.0%	\$0.00	N	Council
Interest on Deferred Rates		Cash rate plus 1% set at 1 July	Cash rate plus 1% set at 1 July			N	Council
Interest on Sundry Debtors (Penalty Interest Act)		10.00%	10.00%	0.0%	\$0.00	N	Statutory
PLACE MAKING & ENVIRONMENT							
Infrastructure Administration							
Vehicle Crossings (Non-Utilities)	Each	\$195.00	\$200.00	2.6%	\$5.00	N	Council
Additional Inspection	Each	\$85.00	\$85.00	0.0%	\$0.00	N	Council
Asset Protection Permit	Each	\$190.00	\$195.00	2.6%	\$5.00	N	Council
Building over Easement	Each	\$300.00	\$300.00	0.0%	\$0.00	N	Council
Road Works Permits (Fee Per Unit Set By State Government)							
Road Safety - Traffic Management Plans (No Traffic Lane Closures)	fee units	4.76 fee units	4.76 fee units			N	Statutory
Road Safety - Traffic Management Plans (One or More Traffic Lane Closures)	fee units	15.46 fee units	15.46 fee units			N	Statutory
Road Safety - Traffic Management Plans (Road Closure)	fee units	40.43 fee units	40.43 fee units			N	Statutory
Developer Levies							
Non-Standard Public Lighting Levy		\$340.00	\$350.00	2.9%	\$10.00	N	Council
Subdivision Supervision Fees	Percentage	2.50%	2.50%	0.0%	\$0.00	N	Statutory
Subdivisions Plan - Checking Fees	Percentage	0.75%	0.75%	0.0%	\$0.00	N	Statutory
Statutory Planning							
Town Planning Application Fees		Various	Various			N	Statutory
Advertising of Application – Up to first 15 Properties.		\$138.50	\$141.00	1.8%	\$2.50	N	Council
Advertising of Application - Subsequent Properties.		\$10.50	\$10.50	0.0%	\$0.00	N	Council
Erect Public Notice on a Property (Per Notice)		\$215.50	\$219.50	1.9%	\$4.00	N	Council
Request Extension of Time to Planning Permit - First		\$337.00	\$300.00	(11.0%)	(\$37.00)	N	Council
Request Extension of Time to Planning Permit - Second	Unit		\$350.00	New		N	Council
Request Extension of Time to Planning Permit - Third	Unit		\$500.00	New		N	Council
Secondary Consent Applications		\$329.50	\$335.50	1.8%	\$6.00	N	Council
Subdivision Certification		Various	Various			N	Statutory
Plans for Approval/ Plans to Comply		\$329.50	\$335.00	1.7%	\$5.50	N	Council
Statutory Planning Written Advice		\$145.50	\$148.00	1.7%	\$2.50	Y	Council
Copy of Plans							
Copy of Planning Permit - A3 or A4 size	Each	\$13.00	N/A	Included in Copy of Planning Permit and Endorsed Plans		N	Council
Copy of Planning Permit - A0 or A1 size	Each	\$25.00	N/A			N	Council
Copy of Planning Permit and Endorsed Plans	Each	\$52.50	\$100.00	90.5%	\$47.50	N	Council
Strategic Planning							
Strategic Planning Written Advice	Each	\$145.50	\$145.50	0.0%	\$0.00	Y	Council
Strategic Planning Publications - Surf Coast Environmental History	Each	\$20.00	\$20.00	0.0%	\$0.00	N	Council
Strategic Planning Publications - Sustainable Design Guide	Each	\$20.00	\$20.00	0.0%	\$0.00	N	Council
Strategic Planning Publications - Farmland Forest and Surf Environmental History	Each	\$20.00	\$20.00	0.0%	\$0.00	N	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Environment Protection Act 2017							
On-site Wastewater Management Systems (OWMS)							
Construct, install or alter OWMS	48.88 fee units	\$734.70	\$747.40	1.7%	\$12.70	N	Statutory
Minor alterations to OWMS	37.25 fee units	\$559.90	\$569.60	1.7%	\$9.70	N	Statutory
Transfer a permit	9.93 fee units	\$149.20	\$151.80	1.7%	\$2.60	N	Statutory
Amend a permit	10.38 fee units	\$156.00	\$158.70	1.7%	\$2.70	N	Statutory
Renew a permit	8.31 fee units	\$124.90	\$127.10	1.8%	\$2.20	N	Statutory
Exemption	14.67 - 61.41 fee units	\$220.50 - \$923.00	\$224.30 - \$940			N	Statutory
Septic Tank File Request	Each	\$36.00	\$37.00	2.8%	\$1.00	N	Council
Urgent Septic Tank File Request	Each	\$142.00	\$145.00	2.1%	\$3.00	N	Council
Food Act 1984							
New Registration							
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)	Each	\$1,401.00	\$1,426.00	1.8%	\$25.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)	Each	\$952.00	\$969.00	1.8%	\$17.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)	Each	\$758.00	\$771.00	1.7%	\$13.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises	Each	\$120.00	\$122.00	1.7%	\$2.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)	Each	\$445.00	\$453.00	1.8%	\$8.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises	Each	\$63.00	\$64.00	1.6%	\$1.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)	Each	\$212.00	\$216.00	1.9%	\$4.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)	Each	\$131.00	\$133.00	1.5%	\$2.00	N	Council
Mobile and Temporary Food Premises - Once Off Event	Each	25% of New Registration Fee	Monthly Pro-rata Fee			N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)	Each	No Charge	No Charge			N	Council
Renewal of Registration							
Class 1 Premises (Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)	Each	\$931.00	\$947.00	1.7%	\$16.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)	Each	\$638.00	\$649.00	1.7%	\$11.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)	Each	\$508.00	\$517.00	1.8%	\$9.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises	Each	\$120.00	\$122.00	1.7%	\$2.00	N	Council
Class 3/3A Premises & Class 2 Small Premises (includes mobile & temporary food premises)	Each	\$293.00	\$298.00	1.7%	\$5.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises	Each	\$63.00	\$64.00	1.6%	\$1.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)	Each	\$140.00	\$142.00	1.4%	\$2.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)	Each	\$83.00	\$84.00	1.2%	\$1.00	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 single events per year)	Each	No Charge	No Charge			N	Council
Mobile and Temporary Food Premises - Once Off Event	Each	25% of New Registration Fee	Monthly Pro-rata Fee			N	Council
<i>Note: Food premises are classed in accordance with section 19c of the Food Act 1984</i>							
Public Health & Wellbeing Act 2008							
Registered Premises – New Application:							
Hairdressing and/or Temporary Make Up							
New Application Once off Application	Each	\$167.00	\$170.00	1.8%	\$3.00	N	Council
Transfer	Each	\$167.00	\$170.00	1.8%	\$3.00	N	Council
Beauty Therapy (excl. Temporary Make Up)							
New Application	Each	\$167.00	\$170.00	1.8%	\$3.00	N	Council
Renewal	Each	\$167.00	\$170.00	1.8%	\$3.00	N	Council
Transfer	Each	\$89.00	\$91.00	2.2%	\$2.00	N	Council
Aquatic Facilities							
New Application	Each	\$188.00	\$191.00	1.6%	\$3.00	N	Council
Renewal	Each	\$188.00	\$191.00	1.6%	\$3.00	N	Council
Transfer	Each	\$94.00	\$96.00	2.1%	\$2.00	N	Council
Skin Penetration, Tattooing, Colonic Irrigation							
New Application	Each	\$230.00	\$234.00	1.7%	\$4.00	N	Council
Renewal	Each	\$230.00	\$234.00	1.7%	\$4.00	N	Council
Transfer	Each	\$110.00	\$112.00	1.8%	\$2.00	N	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Prescribed Accommodation – New Application / Renewal							
6-15 people	Each	\$324.00	\$330.00	1.9%	\$6.00	N	Council
16-25 people	Each	\$460.00	\$468.00	1.7%	\$8.00	N	Council
26-50 people	Each	\$586.00	\$596.00	1.7%	\$10.00	N	Council
> 50 people	Each	\$784.00	\$798.00	1.8%	\$14.00	N	Council
Prescribed Accommodation – Transfer		50% of new application / renewal fee	50% of new application / renewal fee			N	Council
<i>Bi-annual pro-rata rates apply</i>							
Caravan Parks (Fee Per Unit Set By State Government)							
Transfer of Caravan Park Registration	fee units	5 fee units	N/A			N	Statutory
Caravan Park Registration - Maximum fee set under the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	Each	1849.2	\$2,000.00	New	\$150.80	N	Statutory
Fire Prevention (Fee Per Unit Set By State Government)							
CFA Act Infringement Notice (legislated fee)	10 Penalty Units	\$1,817.40	\$1,849.20	1.7%	\$31.80	N	Statutory
Block Clearing	Each	Cost + \$175	Cost + \$175			N	Council
Waste Disposal							
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$101.00	\$103.00	2.0%	\$2.00	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$101.00	\$103.00	2.0%	\$2.00	Y	Council
Commercial Garbage – Compacted Waste	Tonne	\$223.00	\$246.00	10.3%	\$23.00	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$101.00	\$103.00	2.0%	\$2.00	Y	Council
Commercial Hard Waste – Uncompacted Waste	Cubic Metre	\$101.00	\$103.00	2.0%	\$2.00	Y	Council
Clean Fill (Anglesea Only - Subject to Demand)	Tonne	\$24.50	\$25.00	2.0%	\$0.50	Y	Council
Construction & Demolition – Waste Mixed	Tonne	\$223.00	\$246.00	10.3%	\$23.00	Y	Council
Construction & Demolition – Recycle Clean Plaster (Anglesea)	Tonne	\$34.00	\$45.00	32.4%	\$11.00	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Anglesea)	Tonne	\$67.00	\$68.00	1.5%	\$1.00	Y	Council
Construction & Demolition – Recyclable Concrete/Bricks (Lorne & Winchelsea)	Cubic Metre	\$101.00	\$90.00	(10.9%)	(\$11.00)	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$15.00	\$15.50	3.3%	\$0.50	Y	Council
Green Waste	Cubic Metre	\$33.00	\$35.00	6.1%	\$2.00	Y	Council
Tree stumps (Anglesea only)	Tonne	\$44.00	\$45.00	2.3%	\$1.00	Y	Council
General Items							
Motorcycle Tyres	Each	\$5.00	\$5.50	10.0%	\$0.50	Y	Council
Car Tyres	Each	\$9.50	\$10.00	5.3%	\$0.50	Y	Council
Light Truck/4wd Tyres	Each	\$11.00	\$11.50	4.5%	\$0.50	Y	Council
Truck Tyres	Each	\$22.50	\$25.00	11.1%	\$2.50	Y	Council
Car Bodies & Caravans	Each	\$63.00	\$65.00	3.2%	\$2.00	Y	Council
Mattresses (& Bases)	Each	\$24.50	\$25.00	2.0%	\$0.50	Y	Council
Sale of Mulch (Subject to Availability)	Cubic Metre	\$16.00	\$16.50	3.1%	\$0.50	Y	Council
Sale of Second Hand Bins (Anglesea only – Subject to Availability)	Each	\$16.50	\$17.00	3.0%	\$0.50	Y	Council
Sale of Reusable Items - Fee for Items to be Determined by Coordinator Waste Management	Each	Various	Various			Y	Council
Sale of Crushed Masonry (subject to availability)	Cubic Metre	\$16.00	\$16.50	3.1%	\$0.50	Y	Council
Sale of Ground Plaster (subject to availability)	Cubic Metre		Free	New		Y	Council
E Waste - All sites -free	Max 20 items	Free	Free			N/A	Council
Clean Sand - Anglesea landfill - free		Free	Free			N/A	Council
Waste auto oil recycling - Anglesea, Lorne, Winchelsea - free	<20 litres	Free	Free			N/A	Council
drumMUSTER drums - Winchelsea - free		Free	Free			N/A	Council
Auto and marine batteries, white goods, metal, e-waste - All sites - free		Free	Free			N/A	Council
Recycled televisions - All sites - free		Free	Free			N/A	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Kerbside Waste Collection							
Residential Garbage Service Upgrade - each additional 120L capacity	Year	\$71.00	\$72.00	1.4%	\$1.00	N	Council
Additional Residential Recycle Service – 120L, 240L or 360L Bin	Year	\$71.00	\$67.00	(5.6%)	(\$4.00)	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$66.00	\$67.00	1.5%	\$1.00	N	Council
Additional Residential FOGO Waste Service – 120L, 240L or 360L Bin	Year	\$91.00	\$92.00	1.1%	\$1.00	N	Council
Upgrade Residential FOGO Waste Service to 360L Bin	Occasion	\$66.00	\$67.00	1.5%	\$1.00	N	Council
Additional Residential Glass Waste Service – 140L or 240L Bin	Year	\$41.00	\$42.00	2.4%	\$1.00	N	Council
Upgrade Residential Glass Waste Service to 240L Bin	Occasion	\$66.00	\$67.00	1.5%	\$1.00	N	Council
Event Bin Hire	Each	\$20.50	\$21.00	2.4%	\$0.50	Y	Council
Infrequently Occupied Residence Bin Placement Fee	Occasion	\$7.30	Service no longer available			N	Council
Safe Waste bin strap	Each	\$4.50	\$4.50	0.0%	\$0.00	Y	Council
Bin Latch	Each	\$10.00	\$10.00	0.0%	\$0.00	Y	Council
Replacement Kitchen Caddy	Each	\$10.00	\$10.00	0.0%	\$0.00	Y	Council
Compostable Kitchen Caddy Liners - Free. Limit 150 per transaction.	Each	Free	Free			N	Council
Visitor Centres							
Marketing display fee - Lorne Visitor Centre A3 Display	Week	\$10.00	\$10.00	0.0%	\$0.00	Y	Council
Marketing display fee - Lorne Visitor Centre Light Box	Week	\$23.00 - \$37.00	\$30.00			Y	Council
Marketing display fee - Lorne Visitor Centre Floor Display	Week	\$26.00 - \$74.00	\$30.00			Y	Council
Marketing display fee - Lorne Visitor Centre Local Arts Display	Week	\$13.00	\$13.00	0.0%	\$0.00	Y	Council
Tourism							
Commercial Tour Operator Licenses							
Annual Fee – Standard One Year Licence	Licence	\$307.80	\$312.30	1.5%	\$4.50	N	Statutory
Annual Fee – More than One Year Licence (Currently 3 year)	Licence	\$241.40	\$245.00	1.5%	\$3.60	N	Statutory
Use Fee – General Visitor	Visitor	\$2.40	\$2.40	0.0%	\$0.00	N	Statutory
Use Fee – School Student and Child	Visitor	\$1.60	\$1.60	0.0%	\$0.00	N	Statutory
Australian National Surfing Museum							
Theatre Hire Day Rate	Hour	\$73.00	\$73.00	0.0%	\$0.00	Y	0
Theatre Hire Night Rate	Hour	\$134.00	\$134.00	0.0%	\$0.00	Y	Council
Whole Facility (Day or Night)	Hour	\$158.00	\$158.00	0.0%	\$0.00	Y	Council
Bond (Only for Whole Facility and Dependent on Group)	Booking	\$1,000.00	\$1,000.00	0.0%	\$0.00	N	Council
Bond (for Hiring of Theatre Room Alone)	Booking	\$400.00	\$400.00	0.0%	\$0.00	N	Council
Adult Entry	Visit	\$12.00	\$12.00	0.0%	\$0.00	Y	Council
Child Entry	Visit	\$8.00	\$8.00	0.0%	\$0.00	Y	Council
Children Under 5yrs	Visit	Free	Free				Council
Concession Entry	Visit	\$8.00	\$8.00	0.0%	\$0.00	Y	Council
Family Entry	Visit	\$25.00	\$25.00	0.0%	\$0.00	Y	Council
School Groups Entry	Visit	\$6.50	\$6.50	0.0%	\$0.00	Y	Council
Bells Tour School Groups	Visit	\$9.00	\$9.00	0.0%	\$0.00	Y	Council
Theatre Hire Day Rate (Community Group)	Hour	\$52.00	\$52.00	0.0%	\$0.00	Y	Council
Theatre Hire Night Rate (Community Group)	Hour	\$109.00	\$109.00	0.0%	\$0.00	Y	Council
Research Fee without Museum Officer	Hour	\$12.00	\$12.00	0.0%	\$0.00	Y	Council
Research Fee with Museum Officer	Hour	\$45.00	\$45.00	0.0%	\$0.00	Y	Council
Promotional Rate							
Up to 50% off promotional campaigns for up to one month period	NA	NA	50% Off	New		Y	Council
Copying / Image Reproduction							
Books, Magazines, Newspapers and Journals (PDF)	Per 10 Pages	\$20.00	\$20.00	0.0%	\$0.00	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$17.00	\$17.00	0.0%	\$0.00	Y	Council
Pictures and Photographs	Each	\$22.00	\$22.00	0.0%	\$0.00	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Arts							
Arts Space Room Hire	Week	\$120.00	\$130.00	8.3%	\$10.00	Y	Council
Arts Space Room Hire	Day	\$25.00	\$28.00	12.0%	\$3.00	Y	Council
Arts Space Sales Commission	per sales	20% of sales when sales exceed \$2,000	10% when sales exceed \$1,000. 20% when sales exceed \$2,000			Y	Council
Arts Trail							
Registration Fee for Arts Trail - Individual	Annum	\$55.00	\$60.00	9.1%	\$5.00	Y	Council
Registration Fee for Arts Trail - Community Group	Annum	\$170.00	\$175.00	2.9%	\$5.00	Y	Council
Registration Fee for Arts Trail - Organisations with 10 Artists or more	Annum	\$525.00	\$550.00	4.8%	\$25.00	Y	Council
COMMUNITY LIFE							
Customer Service							
Black & White Photocopying/Printing	Page	\$1.20	\$1.30	8.3%	\$0.10	N	Council
Colour Photocopying/Printing	Page	\$2.70	\$2.80	3.7%	\$0.10	N	Council
Black & White Photocopying/Printing - Charity Groups	Page	\$0.70	\$0.80	14.3%	\$0.10	N	Council
Council Operations							
Minutes are available free of charge from Council's website – www.surfcoast.vic.gov.au							
Ranger Services - Local Laws							
Dog & Cat Registrations							
Dog or Cat Eligible for Reduced Rate Under the Domestic Animals Act 1994. Includes:							
- Sterilised Dog & Cat	Each	\$70.00	\$71.00	1.4%	\$1.00	N	Council
- Dog or Cat kept for Breeding in Registered Domestic Business							
- Cat Registered with Prescribed Feline Association							
- Dogs Registered with Prescribed Canine Association							
- Dogs that have Undergone Obedience Training which Complies with Regulations							
- Working Dog							
- Dogs Older than 10 Years Old							
Dangerous, Menacing or Restricted Breed Dogs	Each	\$505.00	\$515.00	2.0%	\$10.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs that have Undergone Protective Training or is a Guard Dog	Each	\$210.00	\$215.00	2.4%	\$5.00	N	Council
All Other Dogs & Cats (e.g. Non Desexed Animal)	Each	\$210.00	\$215.00	2.4%	\$5.00	N	Council
Late Payment Surcharge		\$9.75	\$9.90	1.5%	\$0.15	N	Council
Dog & Cat Fees							
Cat Cage Hire	Week	\$40.00	N/A			Y	Council
Cat Cage Deposit	Each	\$65.00	\$65.00	0.0%	\$0.00	N	Council
Domestic Animal Business	Each	\$578.00	\$588.00	1.7%	\$10.00	N	Council
Excess Dog Application and Inspection Fee	Each	\$250.00	\$255.00	2.0%	\$5.00	N	Council
Pound Release Fee	Each	\$183.00	\$186.00	1.6%	\$3.00	Y	Council
Pound release (Unregistered Animal Surcharge)	Each	\$29.00	\$30.00	3.4%	\$1.00	N	Council
Replacement Dog/Cat Tags	Each	\$3.50	\$3.60	2.9%	\$0.10	N	Council
Impounding of Livestock (Other Than Dogs/Cats)							
Impounding of Livestock	Head	\$240.00	\$244.00	1.7%	\$4.00	Y	Council
After Hours Call Out		\$370.00	\$375.00	1.4%	\$5.00	N	Council
Sustenance	Head	\$82.00	\$83.50	1.8%	\$1.50	N	Council
Penalties							
Parking for a period longer than fixed in a Council controlled area	fee units	\$182.00	\$185.00	1.6%	\$3.00	N	Statutory
Road Safety Act Parking Enforcement	Various	Various	Various			N	Statutory
Release fee for impounded goods	Each	\$110.00	\$112.00	1.8%	\$2.00	N	Council
Towing of Abandoned Vehicles	Each	\$215.00	\$220.00	2.3%	\$5.00	N	Council
Permits							
Shopfront 'Street' Trading Permits							
A Frame Permit	Each	\$238.00	\$242.00	1.7%	\$4.00	N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$58.50	\$59.50	1.7%	\$1.00	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$78.50	\$80.00	1.9%	\$1.50	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$113.50	\$115.00	1.3%	\$1.50	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$148.00	\$150.00	1.4%	\$2.00	N	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Miscellaneous Permits							
Disabled Parking Permits		No Charge	No Charge			N	Council
Open for Inspection Signage Permit	Each	\$259.00	\$263.00	1.5%	\$4.00	N	Council
Camping Permit Fee (Private Property)	Each	\$215.00	\$219.00	1.9%	\$4.00	N	Council
Occupy Temp Accommodation on Land	6 Months	\$287.00	\$292.00	1.7%	\$5.00	N	Council
Occupy Road	Day	\$215.00	\$219.00	1.9%	\$4.00	N	Council
Waste Bin (Regardless of Size) < 30 Days	Each	\$113.00	\$115.00	1.8%	\$2.00	N	Council
Wedding Application Permit Fee - Conduct a Wedding on Council Land and Reserves	Each	\$216.00	\$220.00	1.9%	\$4.00	N	Council
Immunisations							
Immunisation History Search	Each	25.50	25.95	1.8%	\$0.45	N	Council
Building Services - Building Charges							
Copy of Plans		\$183.00	\$186.00	1.6%	\$3.00	N	Council
Copy of Building Approval/Certificate of Occupancy		\$78.00	\$80.00	2.6%	\$2.00	N	Council
Variation of Regulations	Fee Units	\$294.70	\$299.80	1.7%	\$5.10	N	Statutory
Lodgement Fee	Fee Units	\$123.70	\$125.80	1.7%	\$2.10	N	Statutory
Property Information Request	Fee Units	\$47.90	\$48.80	1.9%	\$0.90	N	Statutory
Council Consultation Fee	Hour	\$150.00	\$153.00	2.0%	\$3.00	N	Council
Hoarding Application Fee	Each	\$294.70	\$299.80	1.7%	\$5.10	N	Statutory
Hoarding (fence of barrier) Permit Fee	per m2 per week	\$3.95	\$4.00	1.3%	\$0.05	N	Council
Council Comments (if Report and Consent not obtained)		\$415.00	\$425.00	2.4%	\$10.00	N	Council
Place of Public Entertainment	Each	\$625.00	\$635.00	1.6%	\$10.00	N	Council
Temporary Structure (Siting) Permit	Each	\$315.00	\$320.00	1.6%	\$5.00	N	Council
Swimming Pool and/or Spa registration	Each	\$32.31	\$32.31	0.0%	\$0.00	N	Statutory
Swimming Pool and/or Spa archive search fee	Each	\$47.95	\$47.95	0.0%	\$0.00	N	Statutory
Lodgement of Certificate of Compliance (Pool and/or Spa)	Each	\$20.45	\$20.45	0.0%	\$0.00	N	Statutory
Lodgement of Certificate of Non-Compliance (Pool and/or Spa)	Each	\$385.10	\$385.10	0.0%	\$0.00	N	Statutory
Demolition Consent Permit	Each	\$86.40	\$87.90	1.7%	\$1.50	N	Statutory
Shipping Container on Private Land	Each		\$153.00	New		N	Council
Stormwater Application (Legal Point of Discharge)	Each	\$146.80	\$149.40	1.8%	\$2.60	N	Statutory
Legal Point of Discharge, additional data request	Each	\$45.00	\$46.00	2.2%	\$1.00	Y	Council
Stormwater Connection Permit	Each	\$135.00	\$138.00	2.2%	\$3.00	Y	Council
Water Permits							
Water Permits - Minimum Charge Includes First 3,000 Litres	First 3,000 Litres	\$23.55	\$24.00	1.9%	\$0.45	N	Council
Water Permits - Cost per Kiloitre Above 3,000 litres	Per Kiloitre Above 3,000 Litres	\$2.85	\$2.70	1.9%	\$0.05	N	Council
Building Hire							
Public Hall Hire							
Shire Based Community Group / Not for Profit	Hour	\$11.15	\$11.35	1.8%	\$0.20	Y	Council
Bellbrae Heartspace	Hour	\$6.60	\$6.70	1.6%	\$0.10	Y	Council
Commercial and Non-Shire Community Group	Hour	\$22.30	\$22.70	1.8%	\$0.40	Y	Council
Functions, Weddings, Parties & Major Events							
Bellbrae Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$177.50	\$180.50	1.7%	\$3.00	Y	Council
Bellbrae Hall - Shire Based Community Group/Not for Profit Standard Function (6pm-12am)	Block		\$90.00	New		Y	Council
Bellbrae Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$142.00	\$144.50	1.8%	\$2.50	Y	Council
Bellbrae Hall - Shire Based Community Group/Not for Profit Half Day Function Rate (2-5 hours)	Block		\$72.00	New		Y	Council
Moriac Community Centre - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$177.50	\$180.50	1.7%	\$3.00	Y	Council
Moriac Community Centre - Shire Based Community Group/Not for Profit Standard Function Rate (6pm-12am)	Block		\$90.00	New		Y	Council
Moriac Community Centre - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$142.00	\$144.50	1.8%	\$2.50	Y	Council
Moriac Community Centre - Shire Based Community Group/Not for Profit Half Day Function Rate (2-5 hours)	Block		\$72.00	New		Y	Council
Freshwater Creek Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$177.50	\$180.50	1.7%	\$3.00	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Freshwater Creek Hall - Shire Based Community Group/Not for Profit Standard Function Rate (6pm-12am)	Block		\$90.00	New		Y	Council
Freshwater Creek Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$142.00	\$144.50	1.8%	\$2.50	Y	Council
Freshwater Creek Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block		\$72.00	New		Y	Council
The Quay Pavilion - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$292.00	\$297.00	1.7%	\$5.00	Y	Council
The Quay Pavilion - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block		\$148.50	New		Y	Council
The Quay Pavilion - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$188.25	\$191.50	1.7%	\$3.25	Y	Council
The Quay Pavilion - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block		\$96.00	New		Y	Council
Bob Pettit Pavilion - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$292.00	\$297.00	1.7%	\$5.00	Y	Council
Bob Pettit Pavilion - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block		\$148.50	New		Y	Council
Bob Pettit Pavilion - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$188.25	\$191.50	1.7%	\$3.25	Y	Council
Bob Pettit Pavilion - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block		\$96.00	New		Y	Council
Wurdale Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$177.50	\$180.50	1.7%	\$3.00	Y	Council
Wurdale Hall - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block		\$90.00	New		Y	Council
Wurdale Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$142.00	\$144.50	1.8%	\$2.50	Y	Council
Wurdale Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block		\$72.00	New		Y	Council
Anglesea Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$292.00	\$297.00	1.7%	\$5.00	Y	Council
Anglesea Hall - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block		\$148.50	New		Y	Council
Anglesea Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$188.25	\$191.60	1.8%	\$3.35	Y	Council
Anglesea Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block		\$96.00	New		Y	Council
Security Bonds – No Alcohol	Booking	\$366.00	\$372.50	1.8%	\$6.50	N	Council
Security Bonds – With Alcohol	Booking	\$730.00	\$742.50	1.7%	\$12.50	N	Council
Cleaning Fee - per clean	Booking	\$207.00	\$210.50	1.7%	\$3.50	Y	Council
Winchelsea Swimming pool							
Family Season Pass	Season	\$209.00	\$212.50	1.7%	\$3.50	Y	Council
Family Season Pass (Early Bird)	Season	\$182.50	\$185.70	1.8%	\$3.20	Y	Council
Adult Swim	Visit	\$6.10	\$6.25	2.5%	\$0.15	Y	Council
Adult Swim - Concession	Visit	\$5.50	\$5.60	1.8%	\$0.10	Y	Council
Child Swim	Visit	\$5.00	\$5.10	2.0%	\$0.10	Y	Council
School Student Swim	Visit	\$3.85	\$3.95	2.6%	\$0.10	Y	Council
Spectator (Non Swim)	Visit	\$1.00	\$1.00	0.0%	\$0.00	Y	Council
School Carnival (plus entry fee person)	Hour	\$81.20	\$82.50	1.6%	\$1.30	Y	Council
Regional Carnival	Visit	\$1,255.00	\$1,277.00	1.8%	\$22.00	Y	Council
Season Swim Pass - Single	Season	\$83.75	\$85.25	1.8%	\$1.50	Y	Council
Season Swim Pass - Single Concession	Season	\$76.15	\$77.50	1.8%	\$1.35	Y	Council
Season Swim Pass - Single (Early Bird)	Season	\$62.00	\$63.10	1.8%	\$1.10	Y	Council
Winchelsea Health Club							
Membership - Individual							
3 month	Membership	\$228.88	\$232.89	1.8%	\$4.01	Y	Council
12 month	Membership	\$743.49	\$756.50	1.8%	\$13.01	Y	Council
Fortnightly Direct Debit	Membership	\$29.50	\$30.01	1.7%	\$0.51	Y	Council
Membership - Concession							
3 month	Membership	\$207.06	\$210.68	1.7%	\$3.62	Y	Council
12 month	Membership	\$668.89	\$680.59	1.7%	\$11.71	Y	Council
Fortnightly Direct Debit	Membership	\$23.90	\$24.32	1.8%	\$0.42	Y	Council
Casual Single Visit - Health Club or Group Fitness	Visit	\$14.75	\$15.00	1.7%	\$0.25	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Personal Training (Member Rates)							
1 X 30min session	Visit	\$30.45	\$31.00	1.8%	\$0.55	Y	Council
1 X 45min session	Visit	\$50.75	\$51.65	1.8%	\$0.90	Y	Council
2 X 30min session/week	Visit	\$50.75	\$51.65	1.8%	\$0.90	Y	Council
2 X 45min session/week	Visit	\$81.20	\$82.65	1.8%	\$1.45	Y	Council
Personalised Program (Includes 30 minute PT Session)	Visit	\$50.75	\$51.65	1.8%	\$0.90	Y	Council
Update Personalised Program	Visit	\$30.45	\$31.00	1.8%	\$0.55	Y	Council
Personal Training (Non Member Rates)							
1 X 30min session	Visit	\$40.45	\$41.20	1.9%	\$0.75	Y	Council
1 X 45min session	Visit	\$60.75	\$61.85	1.8%	\$1.10	Y	Council
2 X 30min session/week	Visit	\$60.75	\$61.85	1.8%	\$1.10	Y	Council
2 X 45min session/week	Visit	\$91.20	\$92.80	1.8%	\$1.60	Y	Council
Group Booking Rate							
For non-regular bookings of registered sporting and medical/rehabilitation groups to attend the gym. • Min 8 - Max 15 participants • Staffed hours only • One payment only	Per Person	\$11.00	\$11.20	1.8%	\$0.20	Y	Council
Promotional Rate							
For new members only, for a 6 month period during promotional periods - Fortnightly direct debit.	Membership	\$26.30	\$26.80	1.9%	\$0.50	Y	Council
Family Rate - Limited to 2 Adults 2 Children							
• Children aged between 16 – under 18 • Direct debit only • Valid only while children are in the age bracket limits.							
Fortnightly Direct Debit - 2 Members	Membership	\$53.10	\$54.05	1.8%	\$0.95	Y	Council
Fortnightly Direct Debit - 3 Members	Membership	\$75.23	\$76.55	1.8%	\$1.32	Y	Council
Fortnightly Direct Debit - 4 Members (4th Membership Free)	Membership	\$75.23	\$76.55	1.8%	\$1.32	Y	Council
Wurdli Baierr Stadium Fees							
Sport							
Adults Netball	Team	\$82.00	\$83.50	1.8%	\$1.50	Y	Council
Junior Netball	Team	\$61.50	\$62.50	1.6%	\$1.00	Y	Council
Indoor Soccer - Juniors	Team	\$47.00	\$48.00	2.1%	\$1.00	Y	Council
Indoor Soccer - Seniors	Team	\$61.50	\$62.50	1.6%	\$1.00	Y	Council
Kinder Gym - Casual (1 Child)	Visit	\$15.70	\$16.00	1.9%	\$0.30	Y	Council
Kinder Gym - Casual (2 Children)	Visit	\$20.30	\$20.70	2.0%	\$0.40	Y	Council
Kinder Gym - Casual (3 Children)	Visit	\$26.50	\$27.00	1.9%	\$0.50	Y	Council
10 Visit Pass							
Kinder Gym	Membership	\$141.00	\$143.50	1.8%	\$2.50	Y	Council
Fit Forever	Membership	\$112.70	\$114.70	1.8%	\$2.00	Y	Council
Team Registrations & Insurance							
Adult Registration per Season (All Sports)	Team	\$69.00	\$70.00	1.4%	\$1.00	Y	Council
Junior Registration per Season (All Sports)	Team	\$57.00	\$58.00	1.8%	\$1.00	y	Council
Fitness Classes							
Casual	Visit	\$16.20	\$16.50	1.9%	\$0.30	Y	Council
10 Visit Casual Card	Membership		\$124.00	New		Y	Council
Concession	Visit	\$15.20	\$15.50	2.0%	\$0.30	Y	Council
Fit Forever	Visit	\$12.20	\$12.50	2.5%	\$0.30	Y	Council
10 Visit Concession Card	Membership	\$122.30	\$124.50	1.8%	\$2.20	Y	Council
1 Month Membership	Membership	\$102.50	\$104.50	2.0%	\$2.00	Y	Council
3 Month Membership	Membership	\$221.00	\$225.00	1.8%	\$4.00	Y	Council
6 Month Membership	Membership	\$410.00	\$418.00	2.0%	\$8.00	Y	Council
12 Month Membership	Membership	\$614.00	\$625.00	1.8%	\$11.00	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Sport - Court Hire							
Full Court							
Commercial Group	Hour	\$66.50	\$67.70	1.8%	\$1.20	Y	Council
Registered Team	Hour	\$40.60	\$41.30	1.7%	\$0.70	Y	Council
Community Group / Not-for-Profit	Hour	\$40.60	\$41.30	1.7%	\$0.70	Y	Council
Half Court							
Commercial Group	Hour	\$49.25	\$50.20	1.9%	\$0.95	Y	Council
Registered Team	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council
Community Group / Not-for-Profit	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council
Individual Hire 1/2 Court	Booking	\$6.00	\$6.10	1.7%	\$0.10	Y	Council
Badminton Court							
Badminton Single Court Hire	Hour	\$13.70	\$13.95	1.8%	\$0.25	Y	Council
Function/Event - Court Hire							
Commercial Group							
Friday (6pm - 11pm) - 5 Hours	Block	\$564.50	\$574.50	1.8%	\$10.00	Y	Council
Saturday & Sunday (6pm - 10pm) - 4 Hours	Block	\$451.70	\$460.00	1.8%	\$8.30	Y	Council
Monday - Friday (8am - 11pm)	Hour	\$120.80	\$123.00	1.8%	\$2.20	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$120.80	\$123.00	1.8%	\$2.20	Y	Council
Community Group / Not for Profit							
Friday (6pm - 11pm) - 5 Hours	Block	\$375.50	\$382.00	1.7%	\$6.50	Y	Council
Saturday & Sunday (6pm - 10pm) - 4 Hours	Block	\$299.50	\$305.00	1.8%	\$5.50	Y	Council
Monday - Friday (8am - 11pm)	Hour	\$81.20	\$82.50	1.6%	\$1.30	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$81.20	\$82.50	1.6%	\$1.30	Y	Council
Function Fees							
Bonds - No Alcohol	Booking	\$366.00	\$373.00	1.9%	\$7.00	N	Council
Bonds - With Alcohol	Booking	\$730.00	\$744.00	1.9%	\$14.00	N	Council
Cleaning Fee - per clean (cleaning requirements to be determined at time of booking)	Booking	\$207.00	\$211.00	1.9%	\$4.00	Y	Council
Wurdi Baierr Stadium Rooms							
Wurdi Baierr Stadium Multi Purpose Room (Room Only)							
Commercial Group - Room Hire							
Monday - Friday (8am - 11pm)	Hour	\$36.50	\$37.20	1.9%	\$0.70	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$55.80	\$56.80	1.8%	\$1.00	Y	Council
Kitchen Hire (attached to Multi Purpose Room)	Hour	\$19.30	\$19.65	1.8%	\$0.35	Y	Council
Community Group / Not-for-Profit - Room Hire							
Monday - Friday (8am - 11pm)	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council
Community Group / Not-for-Profit - Half Room Hire							
Monday - Friday (8am - 11pm)	Hour	\$13.20	\$13.45	1.9%	\$0.26	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$13.20	\$13.45	1.9%	\$0.26	Y	Council
Function/Event - Multi Purpose Room Hire							
Commercial Group							
Saturday & Sunday (6pm - 10pm) - 4 Hours	Block	\$198.00	\$201.50	1.8%	\$3.50	Y	Council
Saturday & Sunday (6pm - 10pm)	Hour	\$55.80	\$56.80	1.8%	\$1.00	Y	Council
Mon/Fri (8am - 11pm Hourly Rate)	Hour	\$36.50	\$37.20	1.9%	\$0.70	Y	Council
Community Group / Not-for-Profit - Room Hire							
Monday - Friday (8am - 11pm)	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$26.40	\$26.90	1.9%	\$0.50	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Community Group / Not-for-Profit - Half Room Hire							
Monday - Friday (8am - 11pm)	Hour	\$13.20	\$13.45	1.9%	\$0.26	Y	Council
Saturday & Sunday (8am - 10pm)	Hour	\$13.20	\$13.45	1.9%	\$0.26	Y	Council
Kitchen Hire (attached to Multi Purpose Room)	Hour	\$19.30	\$19.65	1.8%	\$0.35	Y	Council
Wurdi Baierr Stadium Meeting Rooms (Per Room)							
Commercial Group	Hour		\$18.60	New		Y	Council
Community Group / Not-for-Profit	Hour		\$13.40	New		Y	Council
Function Fees (per booking)							
Bonds - No Alcohol	Booking	\$366.00	\$373.00	1.9%	\$7.00	N	Council
Bonds - With Alcohol	Booking	\$730.00	\$744.00	1.9%	\$14.00	N	Council
Cleaning Fee - per clean (cleaning requirements to be determined at time of booking)	Booking	\$207.00	\$211.00	1.9%	\$4.00	Y	Council
Recreation Reserves							
Recreation Reserve Licence Fees	Min Fee	\$139.00	\$142.00	2.2%	\$3.00	N	Council
Community & Civic Precinct Recreation Facility (Banyul-Warri Fields)							
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):							
Oval or Synthetic/Grass Pitch	Half Day	\$332.40	\$338.00	1.7%	\$5.60	Y	Council
Oval or Synthetic/Grass Pitch	Full Day	\$528.80	\$538.00	1.7%	\$9.20	Y	Council
Oval or Synthetic/Grass Pitch	Hour	\$37.50	\$38.00	1.3%	\$0.50	Y	Council
Oval or Synthetic/Grass Pitch with lights	Night/4 Hours	\$460.00	\$468.00	1.7%	\$8.00	Y	Council
Oval or Synthetic/Grass Pitch with lights	Night / Hour	\$68.00	\$69.00	1.5%	\$1.00	Y	Council
Netball Court	Half Day	\$136.00	\$138.50	1.8%	\$2.50	Y	Council
Netball Court	Full Day	\$244.60	\$249.00	1.8%	\$4.40	Y	Council
Netball Court	Hour	\$37.50	\$38.00	1.3%	\$0.50	Y	Council
Community & Civic Precinct Recreation Facility (Banyul-Warri Fields)							
Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)							
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Cleaning Fee	\$67.00	\$68.50	2.2%	\$1.50	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Cleaning Fee	\$203.00	\$206.50	1.7%	\$3.50	Y	Council
Grant Pavilion - Peter Troy and China Gilbert Meeting Rooms							
Community Group/Not for Profit - Based in Surf Coast Shire	Hour	\$13.20	\$13.40	1.6%	\$0.21	Y	Council
Community Group/Not for Profit - Based in Surf Coast Shire	Half Day / 4 Hours	\$53.80	\$54.80	1.9%	\$1.01	Y	Council
Community Group/Not for Profit - Based in Surf Coast Shire	Full Day / 8 Hours	\$92.40	\$94.00	1.7%	\$1.60	Y	Council
Commercial Use and Non Surf Coast Shire	Hour	\$48.20	\$49.00	1.7%	\$0.80	Y	Council
Commercial Use and Non Surf Coast Shire	Half Day / 4 Hours	\$157.80	\$161.00	2.0%	\$3.20	Y	Council
Commercial Use and Non Surf Coast Shire	Full Day / 8 Hours	\$303.50	\$309.00	1.8%	\$5.50	Y	Council
Grant Pavilion - Tantau and Cooper Function Rooms							
Note Whole 2nd Level Available by Booking Both Rooms							
Community Group/Not for Profit - Based in Surf Coast Shire	Hour	\$26.90	\$27.40	1.9%	\$0.50	Y	Council
Community Group/Not for Profit - Based in Surf Coast Shire	Half Day	\$78.20	\$79.60	1.8%	\$1.40	Y	Council
Community Group/Not for Profit - Based in Surf Coast Shire	Full Day	\$146.20	\$148.80	1.8%	\$2.60	Y	Council
Commercial Use or Non Surf Coast Shire	Hour	\$67.00	\$68.00	1.5%	\$1.00	Y	Council
Commercial Use or Non Surf Coast Shire	Half Day	\$266.00	\$270.00	1.5%	\$4.00	Y	Council
Commercial Use or Non Surf Coast Shire	Full Day	\$459.00	\$467.00	1.7%	\$8.00	Y	Council
Grant Pavilion							
Grant Pavilion Function Cleaning	Booking	\$207.00	\$211.00	1.9%	\$4.00	Y	Council
Event Logistics Crew - Staff Member	Hour	\$38.60	\$39.50	2.3%	\$0.90	Y	Council
Waste Removal 240L Recycling Bin	Each	\$25.40	\$26.00	2.4%	\$0.60	Y	Council

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Community Transport							
Community Bus hire only (Petrol by User)	Km	\$1.02	\$1.03	1.8%	\$0.02	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth activities	Day	\$58.90	\$60.00	1.9%	\$1.10	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities up to 400 km round trip	Day	\$147.20	\$150.00	1.9%	\$2.80	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult activities over 400 km round trip	Day	\$294.50	\$300.00	1.9%	\$5.50	Y	Council
Family & Children Services							
Family Day Care							
Family Day Care Administration Levy	Hour	\$3.05	\$3.05	0.0%	\$0.00	N	Council
Occasional Care (from 1 July 2022)							
Torquay Children's Hub Occasional Care 4 Hour Session	Session	\$49.20	\$51.50	4.7%	\$2.30	N	Council
Kurrambee Myaring Occasional care 4 hour session	Session	\$49.20	\$51.50	4.7%	\$2.30	N	Council
Kindergarten (Effective from January 2023)							
4 Year Old Program : 15 Hours per Week (Jan Juc, Torquay, Kurrambee Myaring, Lorne, Anglesea and Winchelsea)	Term	\$410.00	\$420.00	2.4%	\$10.00	N	Council
Funded 3 Year Old Program 15 hours (From January 2023, 15 Hours of 3 Year Old Kindergarten will be Funded)	Term	N/A	\$420.00	New		N	Council
Funded 3 Year Old Program 5 hours (From January 2023)	Term	\$195.00	\$200.00	2.6%	\$5.00	N	Council
Additional Funded 3 & 4 Year Old Program (Where Available)	Per Hour	N/A	\$28.00	New		N	Council
Torquay Children's Hub Room hire: Commercial Rates							
Playgroup / Multi Purpose Room / Occasional Care Room							
Commercial rate - Business Hours (8.30 - 5.00 pm)	Hour	\$34.50	\$35.00	1.4%	\$0.50	Y	Council
Commercial rate - After Hours (5.30 - 11 pm and Weekends)	Hour	\$50.50	\$51.30	1.6%	\$0.80	Y	Council
Commercial rate - Daily rate - (8.30 - 5.00 pm)	Day	\$113.50	\$115.40	1.7%	\$1.90	Y	Council
Bond for Multi Purpose Room Hire Afterhours Only	Booking	\$300.00	\$300.00	0.0%	\$0.00	Y	Council
Cleaning Fee	Booking	\$124.00	\$126.00	1.6%	\$2.00	Y	Council
Torquay Children's Hub Room hire: Non- Profit Organisation Rates							
Playgroup / Multipurpose Room/ Occasional Care Room							
Non- Profit Rate - Business Hours (8.30 - 5.00 pm)	Hour	\$17.25	\$17.25	0.0%	\$0.00	Y	Council
Non- Profit Rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$27.40	\$27.40	0.0%	\$0.00	Y	Council
Non- Profit Rate - Daily rate - (8.30 - 5.00 pm)	Day	\$81.00	\$82.40	1.7%	\$1.40	Y	Council
Playgroups	Hour	\$8.80	\$9.00	2.3%	\$0.20	Y	Council
Bond for Multi Purpose Room Hire After Hours Only	Booking	\$300.00	\$300.00	0.0%	\$0.00	Y	Council
Cleaning Fee	Booking	\$124.00	\$126.00	1.6%	\$2.00	Y	Council
Family & Children Services							
Kurrambee Myaring Community Centre Room Hire: Commercial Rates							
Consulting Room/ Multipurpose Room (charged per room)							
Commercial rate - Business Hours (8.30 - 5.00 pm)	Hour	\$34.50	\$35.00	1.4%	\$0.50	Y	Council
Commercial rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$50.50	\$51.30	1.6%	\$0.80	Y	Council
Commercial rate - Daily rate - (8.30 - 5.00 pm)	Day	\$113.50	\$115.40	1.7%	\$1.90	Y	Council
Bond for Multi Purpose Room Hire After Hours Only	Booking	\$300.00	\$300.00	0.0%	\$0.00	Y	Council
Cleaning Fee	Booking	\$124.00	\$126.00	1.6%	\$2.00	Y	Council
Kurrambee Myaring Community Centre Room Hire : Non- Profit Organisation Rates							
Consulting Room/ Multipurpose Room (charged per room)							
Non- Profit Rate - Business Hours (8.30 - 5.00 pm)	Hour	\$17.25	\$17.25	0.0%	\$0.00	Y	Council
Non- Profit Rate - After Hours (5.30 - 11 pm and weekends)	Hour	\$27.40	\$27.40	0.0%	\$0.00	Y	Council
Non- Profit Rate - Daily rate - (8.30 - 5.00 pm)	Day	\$81.00	\$82.40	1.7%	\$1.40	Y	Council
Playgroups	Hour	\$8.80	\$9.00	2.3%	\$0.20	Y	Council
Bond for Multi Purpose Room Hire After Hours Only	Booking	\$300.00	\$300.00	0.0%	\$0.00	Y	Council
Cleaning Fee	Booking	\$124.00	\$126.00	1.6%	\$2.00	Y	Council

Community Asset Committees - Fees and Charges

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Community Asset Committee Fees and Charges							
Anderson Roadknight Reserve							
Main Hall - Use of Kitchen with Booking	Hour	\$15.00	\$17.00	13.3%	\$2.00	Yes	Community Asset Committee
Meeting Room - Community	Hour	\$15.00	\$17.00	13.3%	\$2.00	Yes	Community Asset Committee
Courtyard (Deck) with Access to Toilets	Hour	\$10.00	\$10.00	0.0%	\$0.00	Yes	Community Asset Committee
Kitchen Only	Hour	\$15.00	\$17.00	13.3%	\$2.00	Yes	Community Asset Committee
Major Functions - Private	Day	\$200.00	\$200.00	0.0%	\$0.00	Yes	Community Asset Committee
Major Functions Private (up to 4 hours)	Half Day	\$100.00	\$100.00	0.0%	\$0.00	Yes	Community Asset Committee
Major Functions - Community	Day	\$100.00	\$100.00	0.0%	\$0.00	Yes	Community Asset Committee
Connewarre Reserve							
Main Hall - 2-5 hours	Half Day	\$77.00	\$77.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - 5-8 hours	Day	\$154.00	\$154.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - 5pm-midnight	Evening	\$275.00	\$275.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval	Half Day	\$55.00	\$55.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval	Day	\$99.00	\$99.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Night Function without Alcohol		\$300.00	\$300.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Night Function with Alcohol		\$600.00	\$600.00	0.0%	\$0.00	Yes	Community Asset Committee
Deans Marsh Memorial Park							
Main Hall - Community	Hour	\$16.50	\$16.50	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Commercial	Hour	\$22.00	\$22.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Community	Half Day	\$165.00	\$165.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Commercial	Half Day	\$275.00	\$275.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Community	Day	\$330.00	\$330.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Commercial	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Wedding	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes	Community Asset Committee
Kitchen Only	Hour	\$16.50	\$16.50	0.0%	\$0.00	Yes	Community Asset Committee
Football Shed	Day	\$110.00	\$110.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval	Day	\$110.00	\$110.00	0.0%	\$0.00	Yes	Community Asset Committee
Pavilion/Stage - Community	Hour		\$16.50	New		Yes	Community Asset Committee
Pavilion/Stage - Community	Half Day		\$165.00	New		Yes	Community Asset Committee
Pavilion/Stage - Community	Day		\$330.00	New		Yes	Community Asset Committee
Pavilion/Stage - Commercial	Hour		\$22.00	New		Yes	Community Asset Committee
Pavilion/Stage - Commercial	Half Day		\$275.00	New		Yes	Community Asset Committee
Pavilion/Stage - Commercial	Day		\$550.00	New		Yes	Community Asset Committee
Eastern Reserve							
Members Room Only - Community - Non Catered	Hour	\$12.50	\$12.50	0.0%	\$0.00	Yes	Community Asset Committee
Members Room Only - Commercial - Non Catered	Hour	\$25.00	\$25.00	0.0%	\$0.00	Yes	Community Asset Committee
Members Room Only - Community - Catered	Half Day	\$130.00	\$130.00	0.0%	\$0.00	Yes	Community Asset Committee
Members Room Only - Commercial - Catered	Half Day	\$210.00	\$210.00	0.0%	\$0.00	Yes	Community Asset Committee
Members Room Only - Community - Catered	Day	\$160.00	\$160.00	0.0%	\$0.00	Yes	Community Asset Committee
Members Room Only - Commercial - Catered	Day	\$260.00	\$260.00	0.0%	\$0.00	Yes	Community Asset Committee
Multipurpose Room Only - Community	Hour	\$10.50	\$10.50	0.0%	\$0.00	Yes	Community Asset Committee
Multipurpose Room Only - Commercial	Hour	\$10.50	\$10.50	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Non Catered	Half Day	\$220.00	\$220.00	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Non Catered	Day	\$330.00	\$330.00	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Community - Catered	Half Day	\$340.00	\$340.00	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Commercial - Catered	Half Day	\$450.00	\$450.00	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Community - Catered	Day	\$450.00	\$450.00	0.0%	\$0.00	Yes	Community Asset Committee
Bendigo Bank Room - Commercial - Catered	Day	\$660.00	\$660.00	0.0%	\$0.00	Yes	Community Asset Committee
Room Set Up / Pack Up		\$120.00	\$120.00	0.0%	\$0.00	Yes	Community Asset Committee
Administration	Hour	\$50.00	\$50.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval Only	Hour	\$35.00	\$35.00	0.0%	\$0.00	Yes	Community Asset Committee
Ground - Community (including change rooms, training lights)	Hour	\$90.00	\$90.00	0.0%	\$0.00	Yes	Community Asset Committee
Ground - Commercial (including change rooms, training lights)	Hour	\$225.00	\$225.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval Lighting Hire - 75 Lux (Training) - Community	Hour	\$55.00	\$55.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval Lighting Hire - 75 Lux (Training) - Commercial	Hour	\$137.50	\$137.50	0.0%	\$0.00	Yes	Community Asset Committee
Oval Lighting Hire - 200 Lux (Training) - Community	Hour	\$88.00	\$88.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval Lighting Hire - 200 Lux (Training) - Commercial	Hour	\$220.00	\$220.00	0.0%	\$0.00	Yes	Community Asset Committee

Description	Unit	2021-22	2022-23	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Globe Theatre							
Main Hall - Community	Hour	\$10.00	\$10.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Commercial	Hour	\$20.00	\$20.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - 2 hours	Quarter Day	\$70.00	\$70.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - 2-5 hours	Half Day	\$120.00	\$120.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - 5-8 hours	Day	\$200.00	\$200.00	0.0%	\$0.00	Yes	Community Asset Committee
Cleaning Fee		\$180.00	\$180.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Function without Alcohol		\$200.00	\$200.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Functions with Alcohol		\$400.00	\$400.00	0.0%	\$0.00	Yes	Community Asset Committee
Modewarre Hall & Reserve							
Main Hall - Community	Hour	\$30.00	\$30.00	0.0%	\$0.00	Yes	Community Asset Committee
Kids Parties							
Main Hall & Playground - Morning	Half Day	\$66.00	\$66.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall & Playground - Afternoon	Half Day	\$88.00	\$88.00	0.0%	\$0.00	Yes	Community Asset Committee
Functions up to 50 People							
Main Hall - Afternoon	Half Day	\$132.00	\$132.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Evening	Half Day	\$275.00	\$275.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Hall - Wedding	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Function without Alcohol		\$150.00	\$150.00	0.0%	\$0.00	Yes	Community Asset Committee
Bond - Functions with Alcohol		\$300.00	\$300.00	0.0%	\$0.00	Yes	Community Asset Committee
Stribling Reserve							
Meeting Room - Community Usage (for profit)	Quarter Day	\$15.00	\$15.00	0.0%	\$0.00	Yes	Community Asset Committee
Kitchen	Half Day	\$50.00	\$50.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Room - Function	Half Day	\$400.00	\$400.00	0.0%	\$0.00	Yes	Community Asset Committee
Main Room - Children's Birthday Party	Half Day	\$50.00	\$50.00	0.0%	\$0.00	Yes	Community Asset Committee
Oval	Hour	\$66.00	\$66.00	0.0%	\$0.00	Yes	Community Asset Committee
Netball Court	Hour	\$66.00	\$66.00	0.0%	\$0.00	Yes	Community Asset Committee

Appendix B – Renewal Backlog

The asset renewal backlog lists assets that have reached the point in their useful life (or intervention) at which Council renews assets, but at this stage have not been allocated funding. These items will be prioritised for consideration with any savings or additional capacity in Council's 2022-23 Renewal Program or in future budgets.

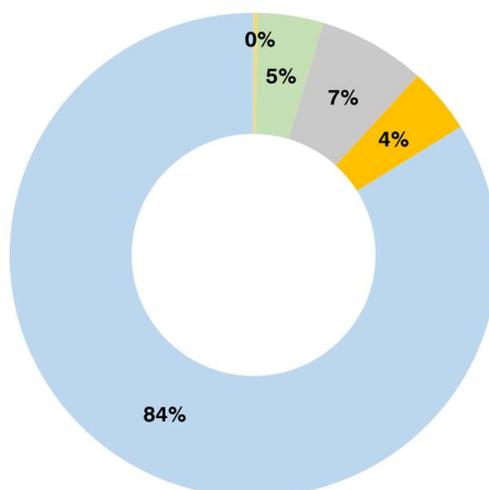
Council continually assesses and ensures all assets are safe for the community. Council's asset renewal backlog has been increasing over the past few years. Council's high level of growth over the past few decades, which in turn has increased our asset base, has placed a greater demand on renewal requirements. This increase is in line with the timing of a large number of assets approaching renewal intervention that became Council assets at the start of our increased growth. It is anticipated that we will continue to see an increase in the backlog in the short to medium term, however Council have programmed and modelled the assets over a long term period to be able to ensure, to the best of our ability, that assets are renewed within a few years of intervention being reached.

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
Unsealed Roads				
Aireys Inlet	Gilbert Street, Aireys Inlet - Unnamed Rd RHS To Ch 5000m	Gravel Resheet	27,000	Service Decision Needed
Aireys Inlet	Aireys Street - 0006	Gravel Resheet	21,000	Delivery Capacity Constraint
Anglesea	Anglesea - Reserves	Gravel Resheet	118,932	
Bambra	Bambra Cemetery Road - 0058	Gravel Resheet	203,292	
Bambra	Bambra School Road - 0060	Gravel Resheet	63,288	
Bambra	Bambra-Boonah Road - 0057	Gravel Resheet	303,276	
Modewarre	Batsons Road - 0076	Gravel Resheet	43,200	
Bellbrae	Bellbrae - Reserves	Gravel Resheet	20,724	
Bells Beach	Bells Road - 0092	Gravel Resheet	64,296	
Benwerrin	Benwerrin-Mt Sabine Road - 0097	Gravel Resheet	240,300	
Connewarre	Blackgate Road - 0106	Gravel Resheet	211,716	
Moggs Creek	Boyd Avenue - 0122	Gravel Resheet	45,576	
Buckley	Buckley School Road - 0141	Gravel Resheet	173,580	
Deans Marsh	Carrong Track - 0428	Gravel Resheet	36,000	
Winchelsea South	Casboults Road - 0160	Gravel Resheet	72,000	
Bellbrae	Cemetery Road - 0170	Gravel Resheet	24,288	
Winchelsea South	Centre Road - 0173	Gravel Resheet	40,800	
Bellbrae	Charas Road - 0174	Gravel Resheet	54,000	
Anglesea	Charles Street, Anglesea - 0177	Gravel Resheet	11,856	
Winchelsea South	Clarkes Road - 0185	Gravel Resheet	70,560	
Anglesea	Coalmine Road, Anglesea - 0192	Gravel Resheet	209,100	
Gherang	Crafters Road - 0207	Gravel Resheet	25,200	
Winchelsea	Cressy Road, Winchelsea - 0209	Gravel Resheet	12,636	
Bellbrae	Cunningham Drive - 0215	Gravel Resheet	12,960	
Winchelsea	Dicksons Road - 0235	Gravel Resheet	49,200	
Bambra	Draytons Road - 0243	Gravel Resheet	43,200	
Winchelsea South	Dysons Lane - 0255	Gravel Resheet	18,720	
Anglesea	First Avenue - 0291	Gravel Resheet	13,824	
Bambra	Fords Outlet Road - 0301	Gravel Resheet	63,696	
Bambra	Fultons Lane - 0313	Gravel Resheet	171,600	
Winchelsea	Gladman Street - 0332	Gravel Resheet	41,028	
Eastern View	Golf Links Road, Eastern View - 0337	Gravel Resheet	24,300	
Anglesea	Greeves Street - 0356	Gravel Resheet	10,872	
Winchelsea	Gullan Lane - 1130	Gravel Resheet	10,080	
Wensleydale	Gum Flats Road - 0361	Gravel Resheet	360,480	
Barrabool	Haines Road - 0365	Gravel Resheet	46,980	
Anglesea	Harvey Street, Anglesea - 0377	Gravel Resheet	19,440	
Winchelsea	Holes Lane - 0401	Gravel Resheet	44,496	
Winchelsea South	Holloways Road - 0404	Gravel Resheet	17,760	
Winchelsea	Ingleby Road - 0423	Gravel Resheet	105,468	
Winchelsea	Ingleby Road Service Road - 0977	Gravel Resheet	15,960	
Bambra	Jinda Park Lane - 0440	Gravel Resheet	35,520	
Winchelsea	Kellys Lane, Winchelsea - 0453	Gravel Resheet	123,360	
Lorne	Lorne - Reserves	Gravel Resheet	12,024	
Modewarre	Lyons Street - 0512	Gravel Resheet	26,016	
Big Hill	Mair Road - 0516	Gravel Resheet	52,920	
Winchelsea	Mawsons Lane - 0529	Gravel Resheet	14,436	
Winchelsea	McCallums Lane - 0531	Gravel Resheet	59,556	
Aireys Inlet	McConachy Road - 0397	Gravel Resheet	18,900	
Winchelsea	McDonalds Lane - 0539	Gravel Resheet	82,080	
Winchelsea South	McGilvrays Lane - 0542	Gravel Resheet	41,280	
Freshwater Creek	McIntyres Road, Anglesea - 0543	Gravel Resheet	22,140	
Inverleigh	McIntyres Road, Inverleigh - 0544	Gravel Resheet	259,860	
Barrabool	McMullans Road - 0549	Gravel Resheet	12,960	
Deans Marsh	Millards Road - 0922	Gravel Resheet	14,400	
Anglesea	Minifie Avenue - 0564	Gravel Resheet	17,100	
Connewarre	Minya Lane - 0566	Gravel Resheet	49,500	
Bellbrae	Moores Road - 0571	Gravel Resheet	49,800	
Winchelsea	Mousley Road - 0577	Gravel Resheet	25,680	
Buckley	Mt Pollock Road - 0579	Gravel Resheet	34,320	

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog	
Bambra	Paddys Swamp Road - 0631	Gravel Resheet	27,840	Delivery Capacity Constraint	
Modewarre	Panmure Street - 0637	Gravel Resheet	11,088		
Winchelsea	Parishs Lane - 0641	Gravel Resheet	30,600		
Deans Marsh	Parkers Road - 0645	Gravel Resheet	49,500		
Torquay	Parkside Crescent - 0647	Gravel Resheet	10,440		
Inverleigh	Peels Road - 0654	Gravel Resheet	409,680		
Pennyroyal	Pennyroyal Station Road - 0658	Gravel Resheet	99,180		
Pennyroyal	Pennyroyal-Wymbooliel Road - 0660	Gravel Resheet	250,380		
Gherang	Pinewood Road - 0673	Gravel Resheet	15,552		
Barrabool	Polleys Road - 0677	Gravel Resheet	42,720		
Winchelsea	Prices Lane - 0685	Gravel Resheet	71,640		
Deans Marsh	Railway Terrace, Deans Marsh - 0698	Gravel Resheet	14,496		
Aireys Inlet	Reserve Road - 0709	Gravel Resheet	14,280		
Boonah	Retreat Road - 0711	Gravel Resheet	32,640		
Aireys Inlet	River Reserve Road, Aireys Inlet - 0935	Gravel Resheet	11,280		
Winchelsea South	Seaches Outlet - 0755	Gravel Resheet	33,000		
Winchelsea	Shelford Road - 0768	Gravel Resheet	403,200		
Mount Moriac	Simmonds Road - 0774	Gravel Resheet	34,080		
Deans Marsh	Smiths Lane - 0781	Gravel Resheet	69,600		
Deans Marsh	Splatts Road - 0789	Gravel Resheet	28,800		
Winchelsea	Stephenson Road - 0797	Gravel Resheet	68,160		
Buckley	Swabys Lane - 0813	Gravel Resheet	117,300		
Inverleigh	Thomas Road - 0830	Gravel Resheet	148,680		
Torquay	Torquay - Reserves	Gravel Resheet	40,800		
Barrabool	Wedgetail Lane - 1282	Gravel Resheet	100,812		
Winchelsea South	Westis Road - 0883	Gravel Resheet	72,600		
Mount Duneed	Williams Road - 0889	Gravel Resheet	116,496		
Freshwater Creek	Willowite Road - 0891	Gravel Resheet	94,056		
Winchelsea South	Wurdale Road - 0910	Gravel Resheet	87,000		
Various	Various Small Gravel Resheet Segments	Gravel Resheet	162,468		
Unsealed Shoulders					
Bellbrae	Addiscott Road - 0003	Shoulder Resheet	37,500		Delivery Capacity Constraint
Lorne	Albert Street - 0009	Shoulder Resheet	19,380		
Lorne	Allenvale Road - 0015	Shoulder Resheet	11,100		
Barrabool	Andersons Road - 0027	Shoulder Resheet	291,600		
Winchelsea	Armytage Road - 0037	Shoulder Resheet	115,080		
Barrabool	Barrabool Road - 0066	Shoulder Resheet	120,900		
Connnewarre	Blackgate Road - 0106	Shoulder Resheet	310,500		
Modewarre	Buckley Road South - 0140	Shoulder Resheet	99,900		
Modewarre	Cape Otway Road, Winchelsea - 0154	Shoulder Resheet	264,600		
Connnewarre	Charlemont Road - 0175	Shoulder Resheet	97,800		
Lorne	Charles Street, Lorne - 0178	Shoulder Resheet	22,410		
Modewarre	Considines Road - 0200	Shoulder Resheet	113,400		
Winchelsea	Cressy Road, Winchelsea - 0209	Shoulder Resheet	346,200		
Mount Duneed	Dickins Road - 0234	Shoulder Resheet	103,260		
Jan Juc	Duffields Road - 0245	Shoulder Resheet	114,780		
Inverleigh	Flemings Road - 0296	Shoulder Resheet	111,300		
Paraparap	Forest Road - 0304	Shoulder Resheet	29,640		
Lorne	Francis Street - 0309	Shoulder Resheet	25,200		
Mount Duneed	Ghazeeepore Road - 0327	Shoulder Resheet	16,200		
Gnarwarre	Gnarwarre Road - 0336	Shoulder Resheet	78,300		
Jan Juc	Great Ocean Rd Service Rd, Jan Juc - 0843	Shoulder Resheet	15,360		
Torquay	Grossmans Road - 0357	Shoulder Resheet	127,320		
Wensleydale	Gum Flats Road - 0361	Shoulder Resheet	108,600		
Mount Duneed	Horseshoe Bend Road - 0412	Shoulder Resheet	134,100		
Moriac	Hunts Road - 0416	Shoulder Resheet	100,440		
Winchelsea	Mercer Street - 0557	Shoulder Resheet	13,860		
Jan Juc	Ocean Boulevard - 0610	Shoulder Resheet	18,540		
Lorne	Otway Street - 0629	Shoulder Resheet	38,880		
Gherang	Prices Road - 0686	Shoulder Resheet	18,000		
Lorne	Smith Street, Lorne - 0782	Shoulder Resheet	37,680		
Bellbrae	Vickerys Road - 0858	Shoulder Resheet	274,200		
Barrabool	Wedgetail Lane - 1282	Shoulder Resheet	15,000		
Various	Various Small Shoulder Resheet Segments	Shoulder Resheet	103,860		
Sealed Roads					
Torquay	Anderson Street, Torquay - 0026	Surface Renewal	38,139	Delivery Capacity Constraint	
Torquay	Beach Road, Torquay - 0931	Surface Renewal	97,875		
Jan Juc	Camrose Court - 0152	Surface Renewal	26,460		
Torquay	Cowrie Road - 0206	Surface Renewal	16,830		
Winchelsea	Cressy Road, Winchelsea - 0209	Surface Renewal	221,636		
Torquay	Darian Road - 0224	Surface Renewal	168,015		
Jan Juc	Duffields Road - 0245	Surface Renewal	21,159		
Mount Duneed	Ghazeeepore Road - 0327	Surface Renewal	27,528		
Mount Duneed	Horseshoe Bend Road - 0412	Surface Renewal	40,695		
Anglesea	Hyland Court - 0418	Surface Renewal	25,368		
Anglesea	Inverlochy Street - 0429	Surface Renewal	59,820		
Torquay	Kooringa Place - 0470	Surface Renewal	37,560		
Torquay	Lydia Court - 0511	Surface Renewal	17,550		
Mount Duneed	McCanns Road - 0532	Surface Renewal	32,662		
Torquay	Nestor Court - 0593	Surface Renewal	22,800		
Torquay	Norfolk Boulevard - 0607	Surface Renewal	60,984		
Aireys Inlet	Panorama Drive - 0638	Surface Renewal	65,472		
Torquay	Pimelea Way - 1159	Surface Renewal	32,448		
Mount Moriac	Reservoir Road - 0710	Surface Renewal	76,494		
Gnarwarre	Volum Road - 0861	Surface Renewal	40,435		
Various	Various Small Surface Renewal Segments	Surface Renewal	39,459		
Torquay	Grossmans Road - 0357	Pavement Rehabilitation	11,700		

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
Kerb				
	Nil at intervention			
Guardrail				
Torquay	Alleyne Avenue - 0016	Guardrail Renewal	33,000	Delivery Capacity Constraint
Freshwater Creek	Bogans Lane - 0111	Guardrail Renewal	13,500	
Lorne	Erskine Falls Road - 0276	Guardrail Renewal	59,850	
Gnarwarre	Gnarwarre Road - 0336	Guardrail Renewal	12,285	
Barrabool	Pollocksford Road - 0678	Guardrail Renewal	81,885	
Freshwater Creek	Willowite Road - 0891	Guardrail Renewal	22,500	
Shirewide	Various Small Guardrail Segments	Guardrail Renewal	46,424	
Water Sensitive Urban Design Assets				
Torquay	Deep Creek Catchment	Renewal of Swale	90,454	Service Decision Pending
Torquay	Deep Creek Catchment	Renewal of Wetland	408,440	Delivery Capacity Constraint
Aireys Inlet	Painkalac Creek Catchment	Renewal of Wetland	105,258	Delivery Capacity Constraint
Buildings				
Buckley	Buckley Tennis Courts - Open Shelter	Removal of Building	17,714	Service Decision Pending
Moriac	Moriac & District Lions Park - Toilet	Renewal of Building	16,431	
Footpaths (Roads and Parks)				
Aireys Inlet	Aireys Inlet - Open Space Reserves	Footpath Replacement	53,565	Delivery Capacity Constraint
Anglesea	Anglesea - Open Space Reserves	Footpath Replacement	241,755	
Bellbrae	Bellbrae - Open Space Reserves	Footpath Replacement	11,145	
Bells Beach	Bells Beach - Open Space Reserves	Footpath Replacement	63,150	
Connewarre	Connewarre - Open Space Reserves	Footpath Replacement	39,480	
Lorne	Deans Marsh-Lorne Road, Lorne - 2024	Footpath Replacement	30,625	
Fairhaven	Fairhaven - Open Space Reserves	Footpath Replacement	11,835	
Lorne	Lorne - Open Space Reserves	Footpath Replacement	106,170	
Moggs Creek	Moggs Creek - Open Space Reserves	Footpath Replacement	12,390	
Moriac	Moriac - Open Space Reserves	Footpath Replacement	12,360	
Mount Duneed	Mount Duneed - Open Space Reserves	Footpath Replacement	13,470	
Torquay	Torquay - Open Space Reserves	Footpath Replacement	275,690	
Winchelsea	Winchelsea - Open Space Reserves	Footpath Replacement	84,165	
Various	Various Small Pathway Segments	Footpath Replacement	25,035	
Open Space				
Anglesea	Anglesea Lions Park	Renewal of Open Space Items	322,500	Delivery Capacity Constraint
Winchelsea	Barwon River Reserve	Renewal of Open Space Items	42,970	
Jan Juc	Bob Pettitt Reserve	Renewal of Open Space Items	17,975	
Mount Moriac	Mount Moriac Reserve	Renewal of Open Space Items	55,825	
Torquay	Spring Creek Recreation Reserve	Renewal of Open Space Items	35,085	
Various	Various Other Reserves	Renewal of Open Space Items	130,520	
Total Assets			13,792,334	

Asset Renewal Backlog as at 1 July 2022

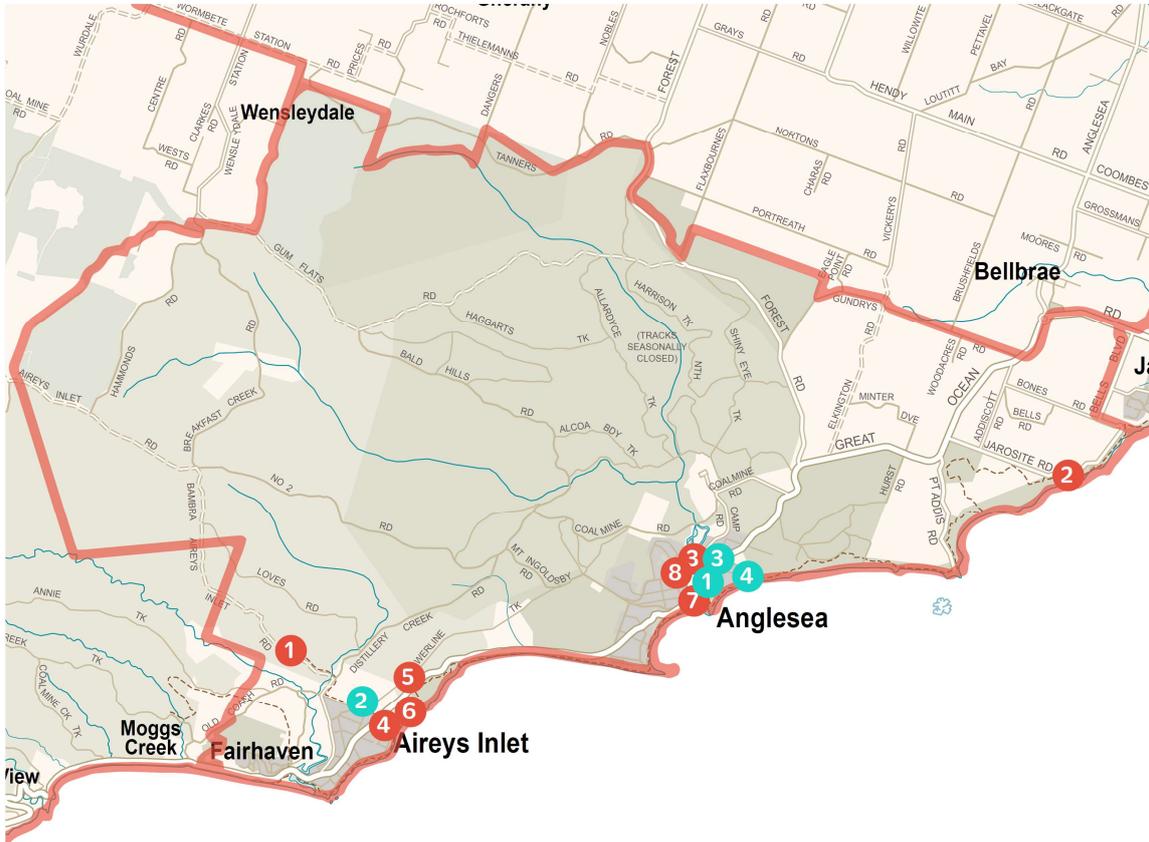


■ Buildings (\$0.03 million)
 ■ Open Space (\$0.60 million)
 ■ Pathways (\$0.98 million)
 ■ Drainage (\$0.6 million)
 ■ Roads (\$11.57 million)

Appendix C – Budget Highlights by Ward

Snapshot of new funding allocations

ANGLESEA WARD



CAPITAL AND OPERATIONAL PROJECTS

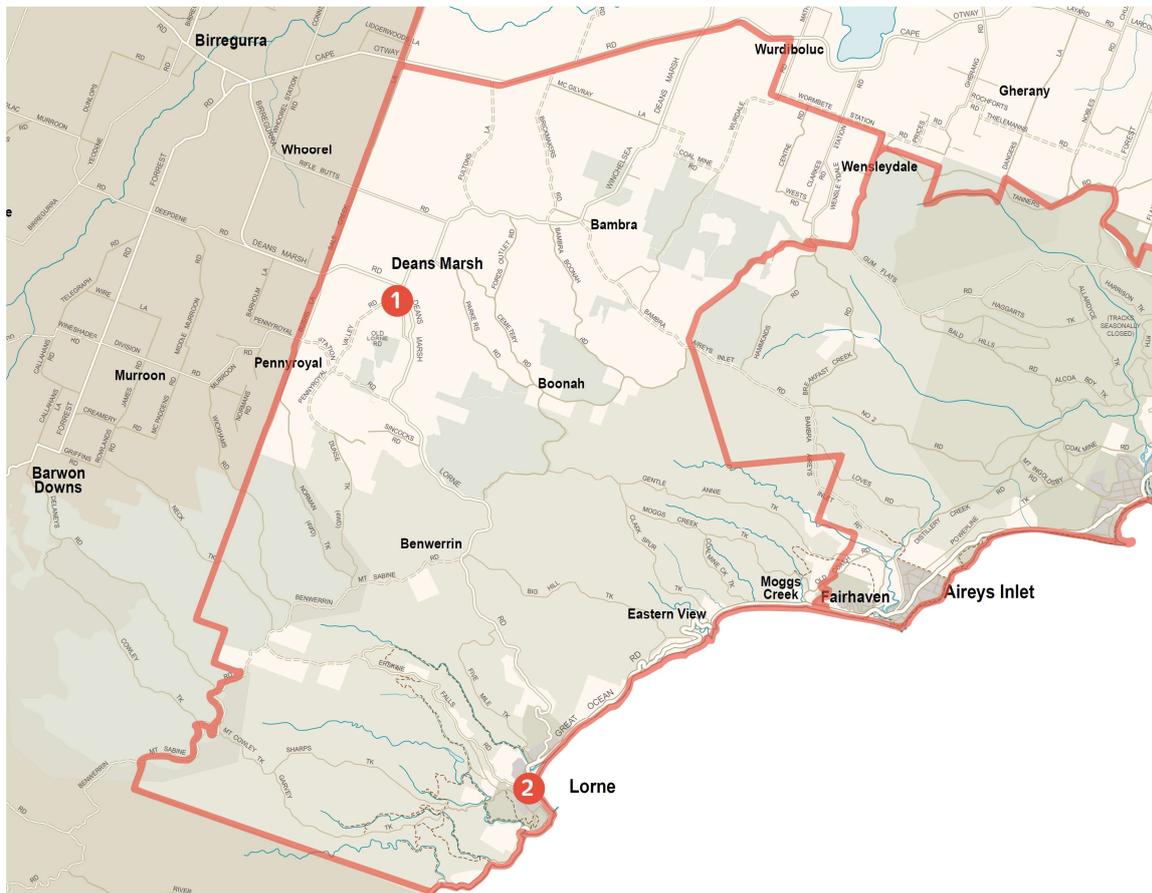
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Sparrow Avenue, Anglesea Drainage and Road Upgrade (including Roads to Recovery)	0	228,000	228,000
2 Aireys Inlet Track Rectification Investigation	36,250	0	36,250
3 Anglesea Arts Space	32,000	4,000	36,000
4 Anglesea Art House Drainage & Pathway	11,000	0	11,000
Total Capital and Operational Projects	79,250	232,000	311,250

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Unsealed Road Renewal - Bamba - Aireys Inlet Road	0	170,100	170,100
2 Drainage Renewal - Bells Beach Recreation Reserve	40,000	0	40,000
3 Anglesea McMillian Precinct Demolition of Garage Structure and Construction of Standalone Storage Shed	35,000	0	35,000
4 Unsealed Road Renewal - Beach Road, Aireys Inlet	19,000	0	19,000
5 Unsealed Road Renewal - Boundary Road, Aireys Inlet	18,000	0	18,000
6 Unsealed Road Renewal - Hartley Street, Aireys Inlet	18,000	0	18,000
7 Building Renewal - Great Ocean Road, Anglesea - Bus Stop Shelter in Front of No. 187A	17,000	0	17,000
8 Unsealed Road Renewal - Fernald Avenue, Anglesea	16,000	0	16,000
Other	10,000	0	10,000
Total Renewal Projects	173,000	170,100	343,100

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

Snapshot of new funding allocations
LORNE WARD

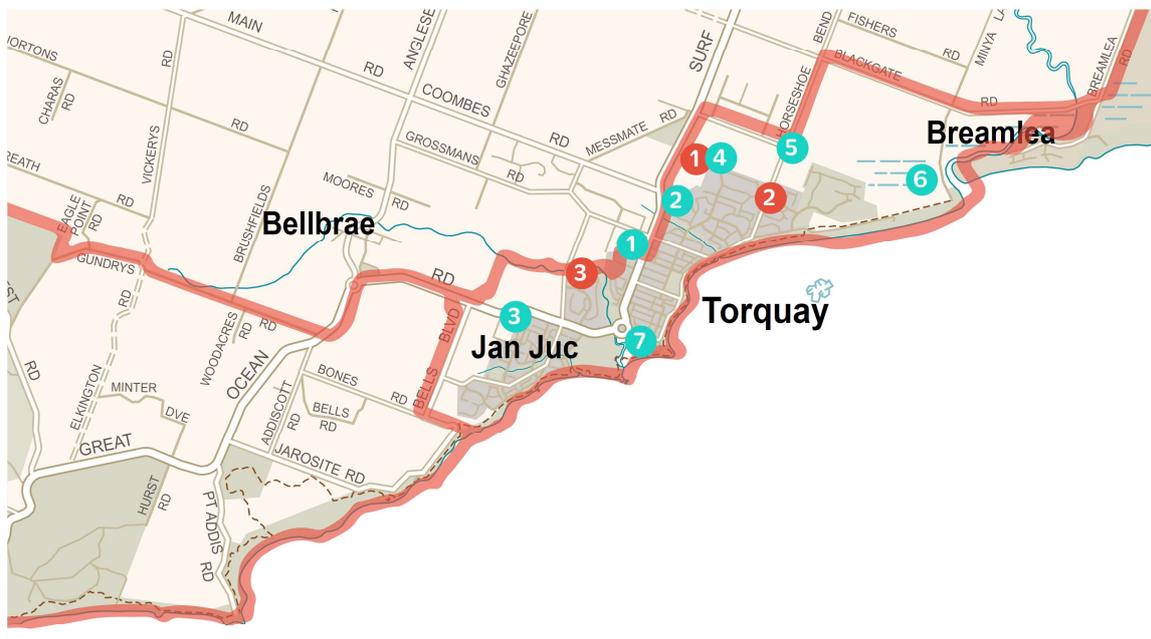


RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Deans Marsh Community Hall - Redevelopment	1,144,000	0	1,144,000
2 Drainage Renewal - Seymour St, Lorne	75,000	0	75,000
Other	130,100	0	130,100
Total Renewal Projects	1,349,100	0	1,349,100

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

Snapshot of new funding allocations
TORQUAY WARD



CAPITAL AND OPERATIONAL PROJECTS

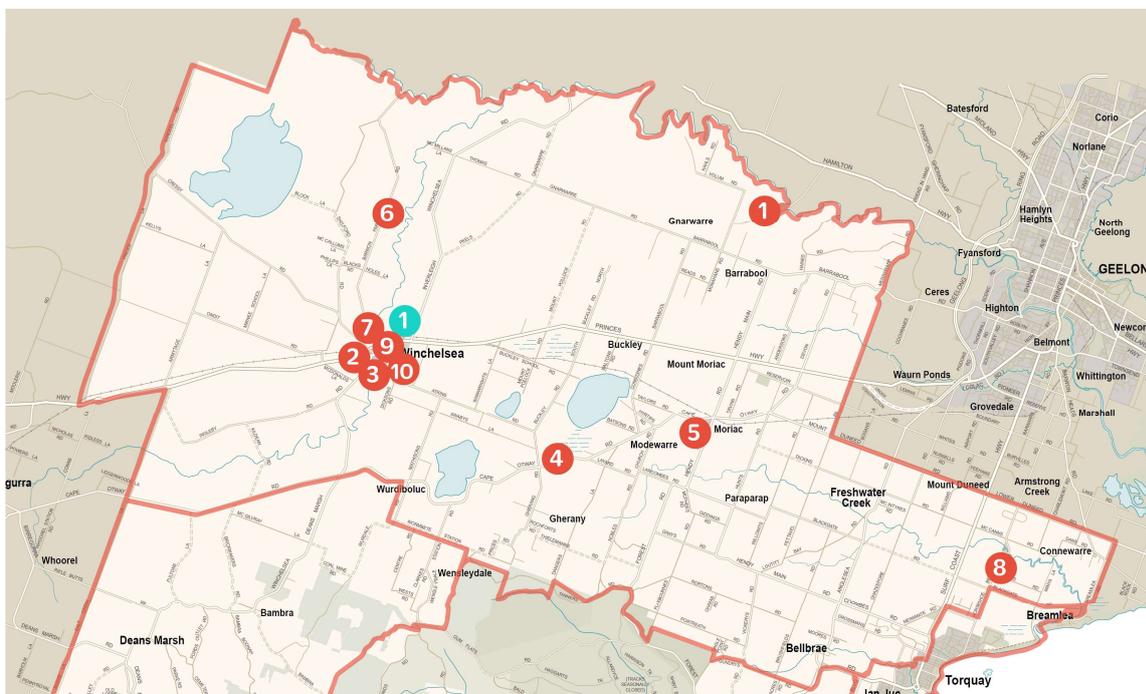
PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Extension to the Public Library Stage 2 (CY05c) (Subject to Successful Grant)	2,050,000	0	2,050,000
2 Torquay Central & North (OR01) - Deep Creek West and Contributions to Developer Works	475,000	0	475,000
3 Construct Regional Bike Route Along Great Ocean Road (PC08) - Strathmore Dr to Bellbrae	230,000	0	230,000
4 Torquay North Traffic Improvements	115,000	0	115,000
5 TAC 2022-23 Grant Program - Horseshoe Bend Road Pedestrian and Cycling Safety Improvements	103,000	0	103,000
6 Karaaf Stormwater Management	90,000	0	90,000
7 Torquay Employment Land Strategy Panel	50,000	0	50,000
Total Capital and Operational Projects	3,113,000	0	3,113,000

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Sealed Road Renewal - Pavement Rehabilitation Program	322,000	0	322,000
2 Sealed Road Renewal - Horseshoe Bend Road - South Beach Road to Pacific Drive	300,000	0	300,000
3 Guardrail Renewal Program - Duffields Road, Torquay	28,000	0	28,000
Other	136,450	0	136,450
Total Renewal Projects	786,450	0	786,450

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 Winchelsea Tree Planting Program	22,500	0	22,500
Total Capital and Operational Projects	22,500	0	22,500

RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Pollocksford Road Bridge	500,000	3,300,000	3,800,000
2 Winchelsea Swimming Pool	2,142,000	0	2,142,000
3 Eastern Reserve Netball Courts	302,000	0	302,000
4 Sealed Road renewal - Cape Otway Road	0	241,005	241,005
5 Footpath Renewal - Hendy Main Road, Moriac - 802 Hendy Main Road to Newling Reserve	131,000	0	131,000
6 Barwon Park Road Final Seal	0	130,000	130,000
7 Footpath Renewal - Willis Street - Replace Existing Asphalt with Concrete	74,000	0	74,000
8 Horseshoe Bend Road - Property 820 to Blackgate Road	70,000	0	70,000
9 Winchelsea Visitor Information Centre Underpinning of Existing Foundations	51,000	0	51,000
10 Eastern Reserve Synthetic Turf Pad Renewal	9,300	0	9,300
Other	1,681,024	189,955	1,870,979
Total Renewal Projects	4,960,324	3,860,960	8,821,284

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



Snapshot of new funding allocations

SHIRE WIDE**CAPITAL AND OPERATIONAL PROJECTS**

Projects	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Anglesea Landfill Stage 4 Rehabilitation	3,000,000	0	3,000,000
Solar, Efficiency & Transition Program	191,415	0	191,415
Council Carbon Neutrality Program	0	180,000	180,000
Litter Enforcement Officer (2 Years)	81,344	0	81,344
Great Ocean Road Coast and Parks Authority Asset Transition Support (18 Months)	81,125	0	81,125
Aireys Inlets / Anglesea Drainage Discretionary Program	70,000	0	70,000
Electric Vehicle Charging Infrastructure	70,000	0	70,000
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan	50,000	0	50,000
Arts Program (2 Years)	50,000	0	50,000
Sustainable Water Use Feasibility Study	45,000	0	45,000
Aboriginal Language on Signs	41,000	0	41,000
Anglesea Landfill Battery Backup	32,500	0	32,500
Climate Resilient Community Facilities	20,000	0	20,000
Other	967,607	605,500	1,573,107
Total Capital and Operational Projects	4,699,991	785,500	5,485,491

RENEWAL PROJECTS

Projects	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant	803,000	0	803,000
Information Technology Software	400,000	0	400,000
Light Fleet	400,000	0	400,000
Asset Condition Audits	175,000	0	175,000
Building Renewal	164,500	0	164,500
Structures Renewal	100,000	0	100,000
Small Plant Renewal	80,000	0	80,000
Footpath Renewal Program	30,900	0	30,900
Drainage Renewal Program	11,500	0	11,500
Other	398,156	0	398,156
Total Renewal Projects	2,563,056	0	2,563,056

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

Appendix D – 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 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, across budget years. Council recognises its responsibility to the Shire as a whole, and to both current and future generations. 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. Council acknowledges the community desire to understand budget equity and provides the following tables of equity indicators for this and past budgets.

Indicator 1 – 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 2022-23										
Ward	Rates*		Council Funding							
			New Projects (excl. Loans)		Renewal		Year Loan Costs (P&I)		Total Council Funding	
Anglesea	\$12,875,510	25%	83,625	2%	\$173,000	2%	\$0	0%	\$256,625	2%
Lorne	\$7,245,672	14%	-	0%	\$1,465,100	19%	\$375,124	36%	\$1,840,224	15%
Torquay	\$21,254,260	41%	3,489,000	97%	\$786,450	10%	\$652,824	64%	\$4,928,274	40%
Winchelsea	\$9,998,011	19%	24,750	1%	\$5,207,324	68%	\$0	0%	\$5,232,074	43%
Total Ward Specific	\$51,373,453	100%	\$3,597,375	100%	\$7,631,874	100%	\$1,027,948	100%	\$12,257,197	100%
Shire Wide	-	-	5,289,631		2,224,994		\$1,458,478		\$8,973,103	
Total	\$51,373,453		\$8,887,006		\$9,856,868		\$2,486,426		\$21,230,300	

Percentages may not equal 100% due to rounding.

*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest. Ward boundaries were redistributed in 2020 (Oct) by the VEC.

Budget Year	Ward	Rates	Council Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2022-23	Anglesea	25%	2%	2%	0%	2%
	Lorne	14%	0%	19%	36%	15%
	Torquay	41%	97%	10%	64%	40%
	Winchelsea	19%	1%	68%	0%	43%
2021-22	Anglesea	23%	28%	4%	0%	11%
	Lorne	15%	4%	13%	36%	12%
	Torquay	42%	57%	25%	64%	39%
	Winchelsea	20%	12%	57%	0%	38%
2020-21	Anglesea	23%	4%	30%	0%	13%
	Lorne	14%	24%	10%	36%	20%
	Torquay	44%	58%	29%	64%	48%
	Winchelsea	19%	15%	32%	0%	20%
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%

Indicator 2 – 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 2022-23										
Ward	Rates*		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total Funding	
Anglesea	\$12,875,510	25%	315,625	8%	343,100	3%	\$0	0%	658,725	4%
Lorne	\$7,245,672	14%	-	0%	\$1,465,100	13%	\$375,124	36%	\$1,840,224	11%
Torquay	\$21,254,260	41%	3,489,000	91%	\$786,450	7%	\$652,824	64%	\$4,928,274	30%
Winchelsea	\$9,998,011	19%	24,750	1%	\$9,068,284	78%	\$0	0%	\$9,093,034	55%
Total Ward Specific	\$51,373,453	100%	3,829,375	100%	\$11,662,934	100%	\$1,027,948	100%	\$16,520,257	100%
Whole of Shire			6,075,131		\$2,876,914		\$1,458,478			
Total	\$51,373,453		9,904,506		\$14,539,848		\$2,486,426		\$16,520,257	

Percentages may not equal 100% due to rounding.

*Rates figure excludes Supplementary Rates, Garbage Charges and Rates Penalty Interest. Ward boundaries were redistributed in 2020 (Oct) by the VEC.

Budget Year	Ward	Rates	Total Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2022-23	Anglesea	25%	8%	3%	0%	4%
	Lorne	14%	0%	13%	36%	11%
	Torquay	41%	91%	7%	64%	30%
	Winchelsea	19%	1%	78%	0%	55%
2021-22	Anglesea	23%	28%	4%	0%	10%
	Lorne	15%	5%	11%	36%	12%
	Torquay	42%	56%	22%	64%	35%
	Winchelsea	20%	12%	63%	0%	43%
2020-21	Anglesea	23%	5%	30%	0%	13%
	Lorne	14%	21%	10%	36%	18%
	Torquay	44%	51%	29%	64%	44%
	Winchelsea	19%	23%	32%	0%	24%
2019-20	Anglesea	23%	3%	5%	0%	4%
	Lorne	15%	49%	8%	0%	28%
	Torquay	44%	37%	22%	100%	33%
	Winchelsea	18%	10%	65%	0%	34%
2018-19	Anglesea	23%	10%	5%	0%	8%
	Lorne	15%	2%	13%	0%	6%
	Torquay	44%	80%	39%	100%	67%
	Winchelsea	18%	8%	43%	0%	19%

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 2021										
Ward	Rates & Municipal Charge		Rate Assessments		Asset Valuation			Total Assets		
					Road Assets	Non Road Assets				
Anglesea	\$11,041,053	23%	5,236	22%	\$91,833,912	16%	\$27,587,521	15%	\$119,421,433	15%
Lorne	\$7,027,690	14%	3,164	14%	\$48,408,656	8%	\$16,480,286	9%	\$64,888,942	8%
Torquay	\$21,630,455	44%	10,211	44%	\$253,700,053	43%	\$86,334,039	46%	\$340,034,092	44%
Winchelsea	\$9,074,935	19%	4,799	20%	\$192,550,190	33%	\$56,148,039	30%	\$248,698,229	32%
Total Ward Specific	\$48,774,133	100%	23,410	100%	\$586,492,811	100%	\$186,549,885	100%	\$773,042,696	100%
Whole of Shire					\$0		\$20,998,988		\$31,361,988	
Land					\$56,593,995		\$172,592,500		\$229,186,495	
Council Corporate					\$0		\$14,650,483		\$14,650,483	
Shire Total					\$643,086,806		\$394,791,856		\$1,048,241,662	

Percentages may not equal 100% due to rounding.

The prior year table is provided for comparative purposes.

As at 30 June 2020										
Ward	Rates & Municipal Charge		Rate Assessments		Asset Valuation			Total Assets		
					Road Assets	Non Road Assets				
Anglesea	\$10,758,170	23%	4,981	22%	\$83,251,653	14%	\$24,871,263	15%	\$108,122,916	15%
Lorne	\$6,856,209	15%	2,915	13%	\$46,138,813	8%	\$14,972,141	9%	\$61,110,954	8%
Torquay	\$20,684,173	44%	10,435	45%	\$253,419,845	44%	\$75,552,563	49%	\$328,972,408	44%
Winchelsea	\$8,574,805	18%	4,605	20%	\$192,067,804	33%	\$50,108,813	32%	\$242,176,617	33%
Total Ward Specific	\$46,873,358	100%	22,936	100%	\$574,878,115	100%	\$165,504,780	105%	\$740,382,895	100%
Whole of Shire					\$0		\$27,968,280		\$27,968,280	
Land					\$53,940,875		\$158,869,795		\$212,810,670	
Council Corporate					\$0		\$14,797,000		\$14,797,000	
Shire Total					\$628,818,990		\$367,139,855		\$995,958,845	

Percentages may not equal 100% due to rounding.

Indicator 4 – Supplementary Rates by Ward

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. 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 during the budget year. The table highlights in particular that the proportion of investment in new projects relative to the proportion of supplementary rates is higher in the Torquay ward for 2022-23.

Budget 2022-23						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	11,460	3%	\$83,625	2%	\$315,625	8%
Lorne	7,640	2%	\$0	0%	\$0	0%
Torquay	261,290	58%	\$3,489,000	97%	\$3,489,000	91%
Winchelsea	169,610	38%	\$24,750	1%	\$24,750	1%
Total Ward Specific	\$450,000	100%	\$3,597,375	100%	\$3,829,375	100%
Whole of Shire			\$5,289,631		\$6,075,131	
Total	\$450,000		\$8,887,006		\$9,904,506	

Percentages may not equal 100% due to rounding.

The prior year table is provided for comparative purposes.

Budget 2021-22						
Ward	Supplementary Rates		Council Funding		Total Funding	
			New Projects (excl. Loan)		New Projects (excl. Loan)	
Anglesea	11,460	3%	\$881,875	28%	\$885,875	28%
Lorne	7,640	2%	\$111,122	4%	\$161,122	5%
Torquay	261,290	58%	\$1,789,791	57%	\$1,789,791	56%
Winchelsea	169,610	38%	\$371,000	12%	\$371,000	12%
Total Ward Specific	\$450,000	100%	\$3,153,788	100%	\$3,207,788	100%
Whole of Shire			\$3,787,001		\$4,236,809	
Total	\$450,000		\$6,940,789		\$7,444,597	

Percentages may not equal 100% due to rounding.

Appendix E – Long Term Financial Plan

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 Projections \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Recurrent EBITDA											
Property Rates and Charges	49,765	51,373	52,529	53,843	55,189	56,568	57,983	59,432	60,918	62,441	64,002
Supplementary Property Rates and Charges	563	450	1,035	1,651	2,296	2,973	3,682	4,425	5,203	6,016	6,868
Garbage Charges	8,623	9,286	9,723	10,219	10,735	11,223	11,734	12,208	12,701	13,214	13,748
Grants	8,285	8,296	8,482	8,694	8,912	9,135	9,363	9,597	9,837	10,083	10,335
Other Revenue	10,308	10,874	11,162	11,486	11,819	12,163	12,517	10,494	10,810	11,135	11,471
Total Recurrent Income	77,545	80,279	82,932	85,892	88,951	92,062	95,278	96,156	99,468	102,889	106,423
Employee Benefits	33,648	35,308	36,456	37,550	38,488	39,451	40,437	41,448	42,484	43,546	44,635
Materials and Services	27,360	28,176	28,844	29,598	30,374	31,181	32,001	32,173	32,441	33,302	34,189
Total Expenditure - Existing Operations	61,008	63,484	65,300	67,148	68,862	70,632	72,438	73,620	74,925	76,848	78,824
Financial Recurrent Savings Target	-	-	307	629	967	1,321	1,693	2,082	2,490	2,917	3,364
Compliance Costs (Recurrent)	-	91	307	629	967	1,321	1,693	2,082	2,490	2,917	3,364
Growth	-	552	307	1,132	2,029	2,270	2,559	2,895	3,249	3,616	4,040
Future Years of Budget Year	-	-	894	919	942	965	989	1,014	1,039	1,065	1,092
Business Case	-	225	-	-	-	-	-	-	-	-	-
Total Expenditure - New Operations	-	868	1,507	2,680	3,938	4,557	5,241	5,992	6,778	7,599	8,495
Total Recurrent EBITDA	16,537	15,926	16,432	16,694	17,119	18,195	19,292	18,626	20,255	21,359	22,468
Cash Adjustments:-											
Balance Sheet Movements	(81)	415	325	246	252	259	266	274	282	289	296
Interest Revenue	604	847	988	814	936	913	886	832	918	1,009	1,009
Grants Commission funds received early	(28)	(42)	(43)	(44)	(44)	(45)	(46)	(47)	(48)	(48)	(49)
Asset sales - Plant/Fleet	543	-	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	1,039	1,220	1,270	1,016	1,144	1,127	1,106	1,059	1,152	1,250	1,256
Total Cash Available for Allocation	17,576	17,147	17,702	17,710	18,263	19,322	20,399	19,685	21,407	22,609	23,724

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	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 Projections \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Total Cash Available for Allocation	17,576	17,147	17,702	17,710	18,263	19,322	20,399	19,685	21,407	22,609	23,724
Allocations to Commitments											
Debt Interest & Principal	2,162	2,127	2,093	2,058	2,024	1,989	1,955	1,920	1,886	-	-
Torquay/Jan Juc Developer Plan Allocation	2,551	2,658	2,770	2,770	2,770	2,770	2,770	1,211	-	-	-
Winchelsea Infrastructure Plan Allocation	219	225	232	239	246	253	261	269	277	285	294
Waste Allocation	45	(67)	118	335	568	763	971	(585)	122	269	424
Asset Renewal Allocation	8,724	8,910	9,720	10,801	11,883	12,966	14,145	15,430	16,828	18,352	20,011
Towards Environmental Leadership (Moved to Recurrent EBITDA)	280	-	-	-	-	-	-	-	-	-	-
Business Case Investments	500	368	376	386	395	405	415	426	436	447	458
Council Election Year	-	-	-	500	-	-	-	500	-	-	-
Aireys Inlet Aged Units	7	7	7	8	8	8	9	9	9	10	10
Growth and Compliance Costs (Non-Recurrent)	383	165	511	524	537	551	564	578	593	608	623
Total Allocations to Commitments	14,870	14,393	15,829	17,620	18,432	19,706	21,090	19,757	20,152	19,971	21,820
Discretionary Cash Available	2,706	2,753	1,873	90	(169)	(384)	(691)	(72)	1,255	2,638	1,904
Discretionary Allocations											
Discretionary Operating Projects	752	862	-	-	-	-	-	-	-	-	-
Discretionary Capital Works	1,203	1,066	1,023	1,048	1,074	1,101	1,129	1,157	1,186	1,215	1,246
Defined Benefits Superannuation Allocation	50	-	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	2,005	1,928	1,023	1,048	1,074	1,101	1,129	1,157	1,186	1,215	1,246
Unallocated Cash Surplus / (Deficit)	701	825	851	(958)	(1,243)	(1,485)	(1,820)	(1,229)	70	1,422	658
Accumulated Unallocated Cash											
Opening Balance	3,493	4,539	5,649	6,500	5,352	3,918	2,243	1,234	215	205	927
Annual Surplus/(Deficit)	701	825	851	(958)	(1,243)	(1,485)	(1,820)	(1,229)	70	1,422	658
Net Allocations During the Year	810	-	-	(190)	(190)	(190)	(190)	(190)	(190)	(190)	(190)
Transfers for Project Funding	(465)	285	-	-	-	-	1,000	400	110	(510)	-
Closing Balance	4,539	5,649	6,500	5,352	3,918	2,243	1,234	215	205	927	1,395