

SURF COAST SHIRE COUNCIL

# Draft Budget Report 2024-25

*'A Day in Winch' - Lauren Green artist.  
Community Development Project.*





Pilk Purriyn (Used with Permission)

## Acknowledgement of Country

Surf Coast Shire Council acknowledges the Wadawurrung People, and Gulidjan and Gadubanud Peoples of the Eastern Maar, their Elders and leaders past, present and emerging as the Traditional Owners of the skies, land, waters and sea country across our municipality.

We acknowledge their care and custodianship for more than 60,000 years, which continues today. We walk with them as we respectfully care for and tread lightly on these lands.

We also extend that respect to all First Nations people who are part of the community.

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## Message from Mayor and CEO

With a strong focus on our core services and investing in key facilities, our 2024-25 Budget tackles today's needs while working towards a sustainable future.



Across our local roads and footpaths network, we are allocating more than \$13 million to make it easier and safer for people to move in and around their communities. These road upgrades are spearheaded by the widening of Coombes Road in Torquay from Ghazepoore Road to Messmate Road (\$2.2m).

Council is also committed to protecting and enhancing our world-class natural environment, so the coast and hinterland can be enjoyed by many generations to come.

We're proud to invest in local initiatives that respond to the climate emergency, including the inaugural year of the Growing Our Urban Forest program which will adapt our townships to help withstand our changing climate through tree planting and canopy cover.

As a carbon-neutral organisation, we'll add to the 316kW of solar and 64kWh of battery storage installed on Council facilities, further reducing emissions and our energy costs.

An ambitious \$52.4m capital expenditure program lays the foundation for this budget, \$11m of which is on new projects such as a Great Ocean Road bike route from Duffields Road to Strathmore Drive in Jan Juc, and beautification of the Aireys Inlet top shops area.

The remaining \$41.4m is ongoing capital works, headlined by two exciting facilities: Winchelsea Pool and Surf Coast Aquatic and Health Centre.

Our community assets and facilities will continue to be renewed with \$19.59m planned to be spent in this year's budget. This includes the Winchelsea Pool redevelopment mentioned above and renewal of our roads. Renewing our growing asset base will continue to need our attention in coming years.

We're pleased to deliver the next stage of the Multi Arts Centre redevelopment in Torquay and our Safer Cycling Strategy.

From the arts to recreation, cherished facilities enable people to come together, aligning with our goal to foster a thriving, connected, healthy community.

A foundational goal is having the financial capacity to deliver services now and into the future.

Inflation has been rising much faster than our revenue base and much higher than the 2.75% Victorian rate cap set for 2024-25. Council's three business reform programs (Business Improvement, Business Case Investment and Digital Transformation) have generated \$0.54 million of savings to support the challenge of the gap between our revenue and inflation.

We're facing longer term challenges that require sound financial planning. Population growth is increasing demand for services and infrastructure, and this is challenged by constraints on our ability to grow revenue.

A net surplus of \$8.8m is forecast for 2024-25 - an increase of \$18.2 million compared to 2023-24 - driven by the transition of parcels of public land to Great Ocean Road Coast and Parks Authority in 2023-24 and an increase in government grants.

To community members, thank you for your unrivalled passion and knowledge about what matters most on the Surf Coast.

Whether it's through our grants program or community-led projects program, we hope to continue empowering local people to make a difference.

To staff and Councillors, thank you for your work in developing this budget.

**Cr Liz Pattison**  
Mayor

**Robyn Seymour**  
CEO

## Executive Summary

The Surf Coast Shire Council Budget is one of many strategic plans created by Council to develop a sustainable financial future for our community. Council is currently in a financially sustainable position and seeks to remain so into the future as its highest financial priority. This is particularly challenging in the current economic environment with persistent inflation increasing costs for Council and our community. Cash and investments remain high with deferral or delays to completion of planned capital works. Over the longer term, constraints on our ability to increase revenue with rate-capping, balancing asset renewal requirements, and providing services for our growing community are our main challenges.

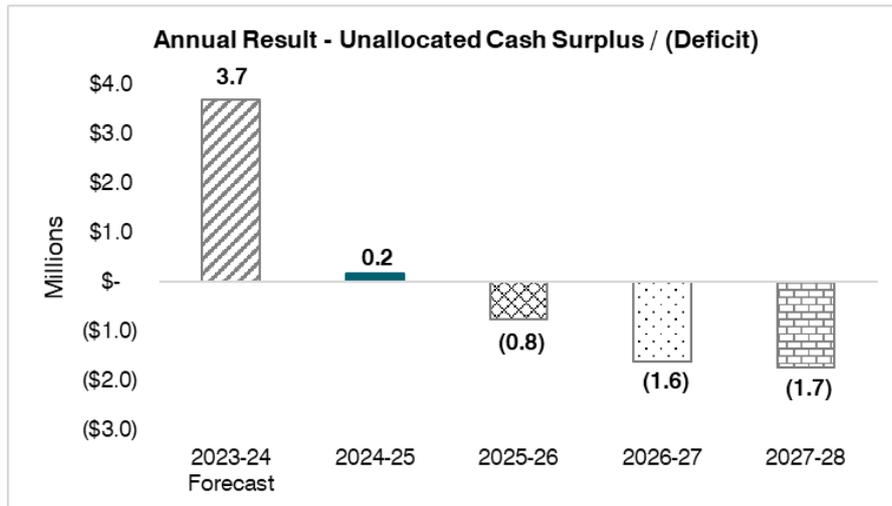
### Annual Result

Local government annual financial reporting often includes a number of items that can make it difficult for readers to compare and understand Council's underlying performance year on year (i.e. variable contributions, grants and once-off project funding). 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 graph below. The favourable 2023-24 forecast result is driven by the high returns of interest on investments with high cash balances and reasonable interest rates. The declining results in the 2024-25 to the 2027-28 years are largely driven by Council's increasing investment in renewing our asset, along with additional costs incurred in a Council election year (\$0.3 million in 2024-25) and start-up costs for the Surf Coast Aquatic and Health Centre in 2025-26 prior to the opening in the following year. Within the Long Term Financial Plan (Appendix E), the 2028-29 year includes the first year of operational costs for the proposed Cultural Centre.

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 \$0.54 million of ongoing savings generated from the program into the 2024-25 budget, of which \$0.30 million was embedded into the 2023-24 forecast.

The Long Term Financial Plan (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 an average of \$1.0 million a year. The ten-year financial plan shows a surplus in the 2023-24 and the 2024-25 years which is needed to support the following five year deficits.

Council's final commitment to the Torquay Jan Juc Development Contribution Plan and Council's borrowings portfolio will be made in 2029-30. The return to deficits is due to increasing our asset renewal allocation at a rate higher than our increase to our cash available for allocation. The annual unallocated cash deficits will be funded through Council's Accumulated Unallocated Cash Reserve.



### Rates and Charges

This budget proposes to increase rate revenue in line with the Fair Go Rates System cap, which is 2.75% for the 2024-25 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 2.75% rate cap increase because of changes to their property value relative to that of other ratepayers’ properties. For any ratepayers experiencing difficulty meeting rates payments, Council’s Hardship Policy offers some relief measures with payment plan options.

Council’s waste service charge, levied as part of the annual rates notice, funds the provision of waste services for the community, including kerbside collections, waste disposal and recyclable material processing, public litter management and the operation of Council’s resource recovery centres as well as the Anglesea landfill.

The waste service charge is not subject to the rate cap, and the increase for the 2024-2025 budget year has been set at 0.8% (to \$491) for urban garbage collection and 8.0% (to \$461) for rural garbage collection. The costs of waste disposal, managing the landfill and future landfill rehabilitation have been considered in setting these charges and the charges respond to increasing waste service costs.

The Victorian Government has recently released Minister’s Good Practice Guidelines Relating to Service Rates and Charges, setting out what constitutes good practice by councils in the setting of service rates and charges. According to the guidelines, ‘good practice’ is about directly linking waste service charges with the waste services related to the property. This essentially means that Council waste initiatives such as litter management, maintaining public waste infrastructure, circular economy initiatives and waste education are not considered ‘good practice’ for inclusion in a service charge. Covering these waste services through general rates will have a significant financial impact on Council.

Over the coming 12 months, Council will be reviewing its waste service charge to work towards complying with the Guidelines. It is vital that Council is able to continue providing efficient and effective waste services for the benefit of the community and environment. Council will also work with the state government and the local

government sector to develop an approach that ensures continuity of service to the community and the financial sustainability of local government.

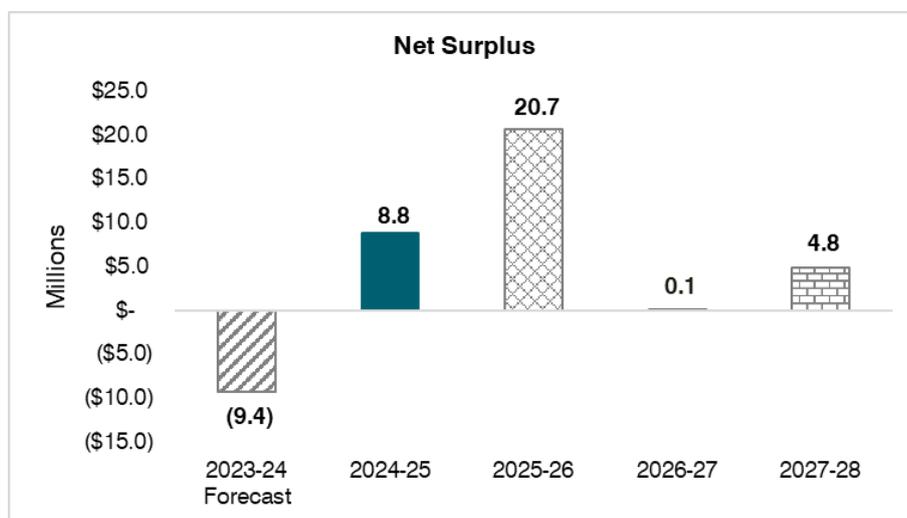
In the meantime, Council has made an attempt in this draft budget to interpret the guidelines when proposing increases to the service charge for waste and the recovery of costs for new waste-related initiatives. Further detail is provided in section 4.1.1(n) Differential rates under service charges.

The total rates and charges budgeted for 2024-25 is \$66.24 million.

### Net Surplus

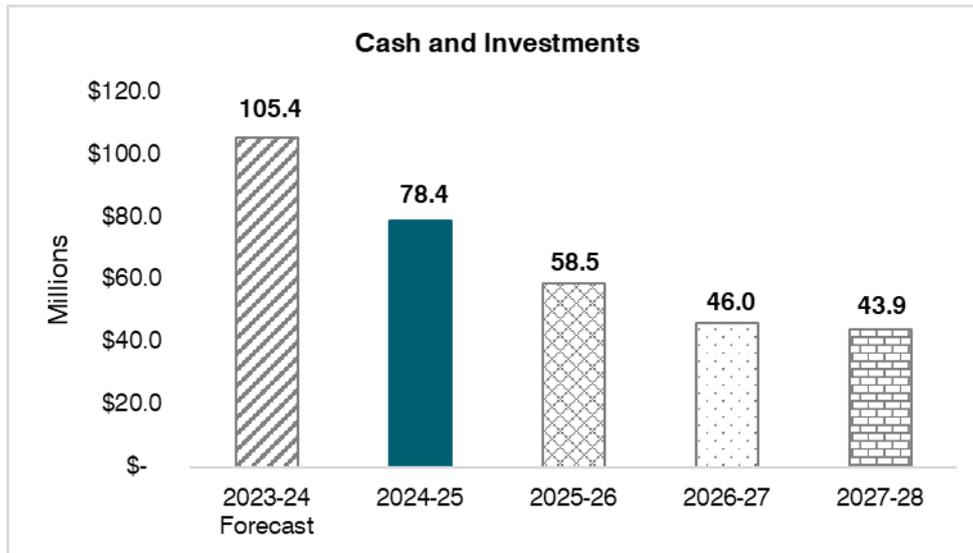
The net surplus/deficit represents all operating revenues less expenses, which includes the annual consumption of Council’s assets in the form of depreciation and amortisation and is further detailed in Council’s formal financial statements (section 3). The significant movements of the surplus/deficit year on year are attributable to changes in capital grants dependant on the capital program; the timing of developer contributions both monetary and non-monetary including the recognition of assets handed to Council from developers and receipt of developer contributions in line with anticipated developments; changes to project expenditure including expensed capital works which is dependent on the nature of the capital program, and operating projects. Below describes the main drivers of the movements in the surplus/deficit year on year.

- The increase of \$18.2 million of the budgeted net surplus in 2024-25 compared to 2023-24 is mainly due to the planned Victorian Government legislated transition of assets to the Great Ocean Road Coast and Parks Authority (GORCAPA) creating a loss on the disposal of \$20.5 million in 2023-24, and an increase in government grants of \$3.9 million in the 2024-25 year mainly driven by the return of a full year’s allocation of the Federal Assistance grant funding (the 2023-24 allocation was received in 2022-23). The \$20.5 million loss on disposal is not a cash loss, it represents the value of the assets that are being transferred to GORCAPA.
- The increase of \$17.9 million of the budgeted net surplus in 2025-26 compared to 2024-25 year is mainly due to the increase in 2025-26 of capital grants of \$8.9, non-monetary contributions of \$5.6 million and the reduction in project expenditure of \$2.2 million.
- The decrease of \$20.6 million of the budgeted net surplus in 2026-27 compared to 2025-26 is mainly due to the decrease in capital funding of \$18.9 million.
- The increase of \$4.7 million of the budgeted net surplus in 2027-28 year compared to 2026-27 is mainly due to the increase in the monetary and non-monetary contributions of \$4.7 million.



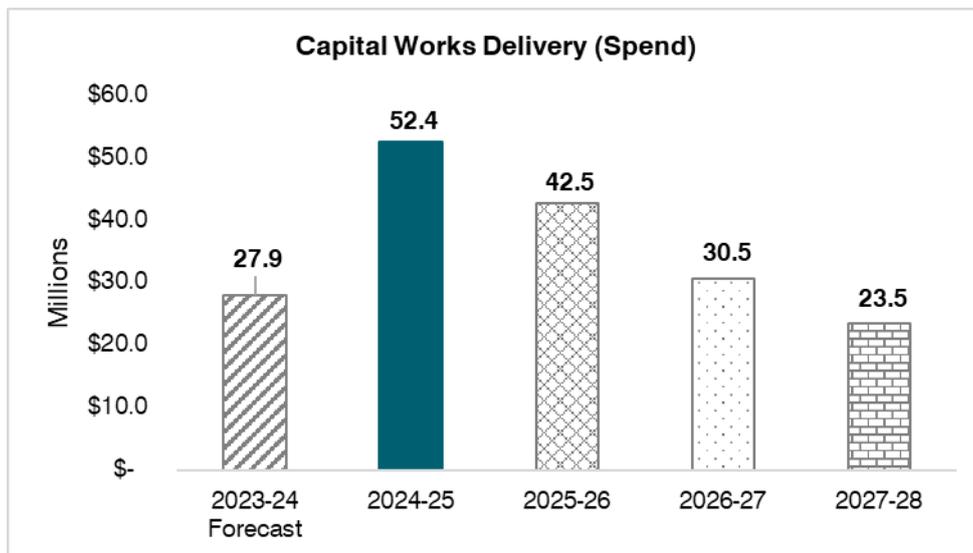
## Cash and Investments

Cash is committed for specific purposes such as carry forward capital works, waste and developer contribution plans and is held in specific reserves. Cash and investments are expected to decrease by \$30.0 million during the year to \$75.4 million. Of note in 2023-24, \$74.5 million of cash and investments 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.



## Capital Works

Council plans to spend \$52.4 million of capital works in 2024-25, reflecting ongoing capital works from 2023-24 that will be spent in 2024-25 of \$41.4 million, and new capital works spend of \$11.0 million.



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 capital works program includes asset renewal and exciting projects that contribute to goals in the Council Plan. 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 Development Contribution Plan to fund community projects from growth and development.

Council's asset renewal funding strategy provides an overall allocation to asset renewal, rather than determining each year's funding for 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 maintaining existing facilities and infrastructure 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. Funding is allocated to projects that may be spent over multiple years, whereas the capital works delivery in the above graph relate to project spend for the listed years. The fluctuations in capital spend in future years relate to timing 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 has undertaken modelling of its asset portfolio to take into consideration asset usage, estimated life and condition data as well as new and decommissioned assets. The asset renewal modelling highlights the challenge that Council faces in keeping up with demand for asset renewal expenditure. Where asset renewal demands exceed the amount available for asset renewal as expected in coming years, a backlog results because asset renewal projects will need to be delayed. Council have acknowledged that with other demands on Council to responsibly manage its finances it is not feasible to achieve an asset backlog of zero resulting in asset renewal projects needing to be delayed.

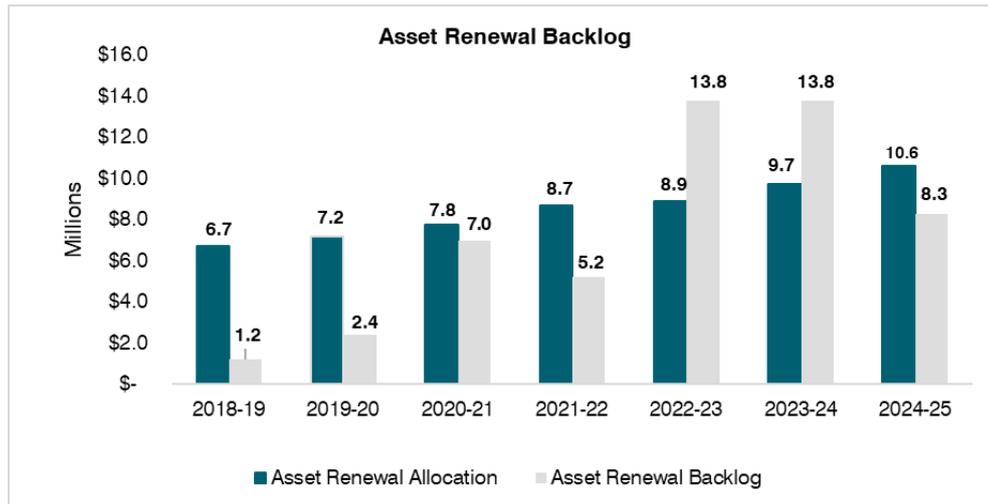
The asset modelling is based on intervening to renew an asset when the asset is nearing the end of its useful life and not at the point where it fails. Therefore, although Council has a backlog of assets requiring renewal as outlined in the following section, these assets are still serviceable and maintained in a safe and functioning condition. The renewal of these assets are prioritised in order to ensure assets are renewed prior to failure and there is 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 indicates the asset requires intervention (generally in Very Poor condition) 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).

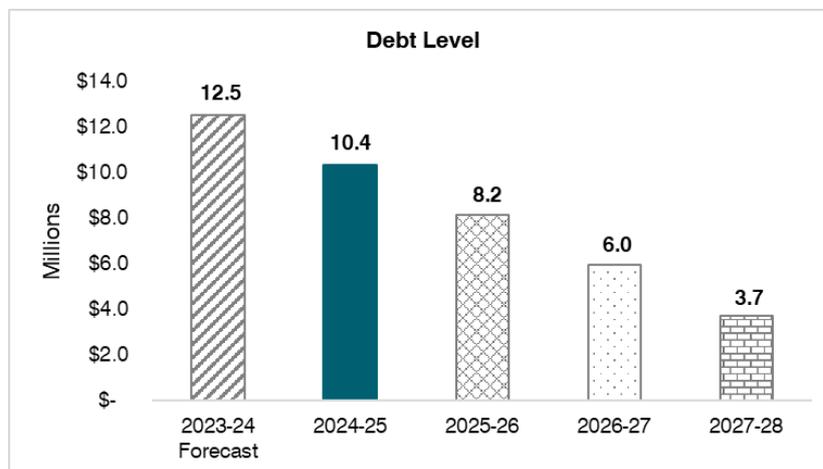
Council's high level of growth over the past few decades has increased our asset base and placed a greater demand on renewal requirements. Council's currently identified backlog is \$8.3 million (listed in appendix B). Reassessment of asset conditions occurs through audits which Council undertakes on a three yearly rolling cycle.

The current asset renewal backlog as a percentage of Council's total property, infrastructure, plant and equipment asset base of \$1.3 billion is 0.6%. This is a very low figure when considered across the local government sector.



### Debt Management

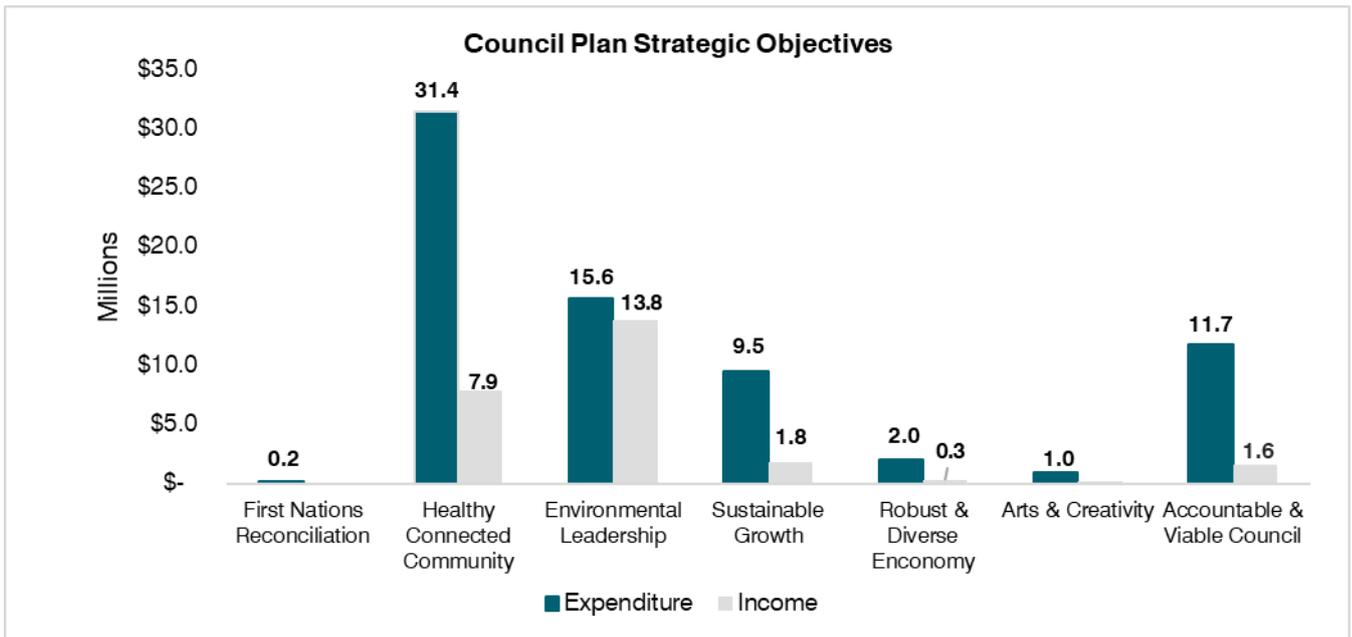
Council continues to maintain a manageable level of debt with borrowing levels well within local government prudential guidelines. Whilst there are no confirmed plans to take out new borrowings over the next four years, at its February 2023 meeting, Council resolved to consider borrowings for the Surf Coast Aquatic and Health Centre Project as a last resort if the project has a funding shortfall which cannot be met any other way. These borrowings would be considered as part of the 2025-26 Budget Report. The graph below represents Council's approach to reducing debt in future years. It should be noted that borrowing for capital facilities for the community can be seen as an appropriate funding approach as it spreads the cost of building a facility across multiple years from people who will benefit from the asset.



### 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 Victorian councils.

See section 2.9 for the reconciliation of the expenditure and income by strategic objectives.



## Our Financial Story

This budget is developed in the context of declining financial capacity. Council has presented its financial challenges previously to its community in 'Our Financial Story' which is being reviewed and updated and will be presented to Council for adoption concurrently with the budget. 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; and
- The expectations of a growing community for new initiatives and ongoing services in the context of the Victorian State Government "Fair Go Rates" legislation, introduced from 2016, which has seen rate revenue increases capped.

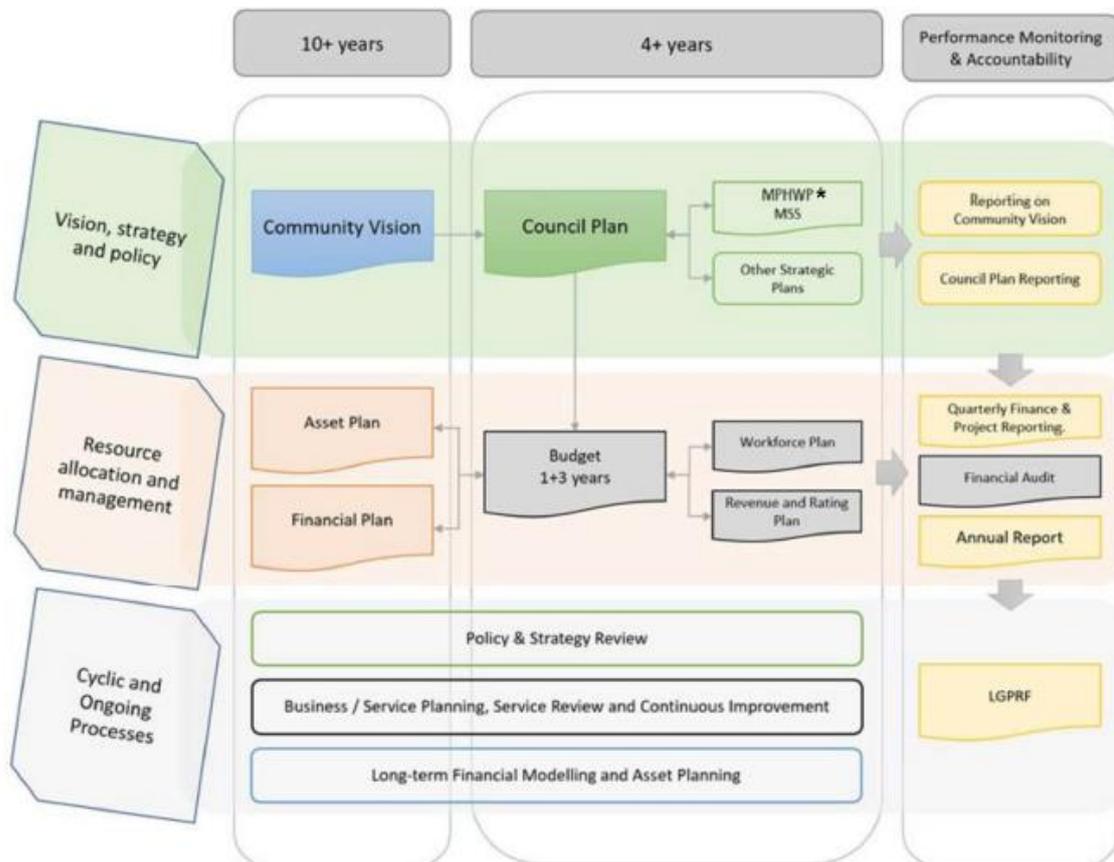
Whilst acknowledging that household affordability is important, the introduction of rate capping has significantly constrained revenue for local government authorities. Council must carefully consider the allocation of its financial resources in this environment and continue to pursue important efficiency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



Source: Department of Jobs, Precincts and Regions.

\* 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 services such as libraries, building permits and sporting facilities. 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

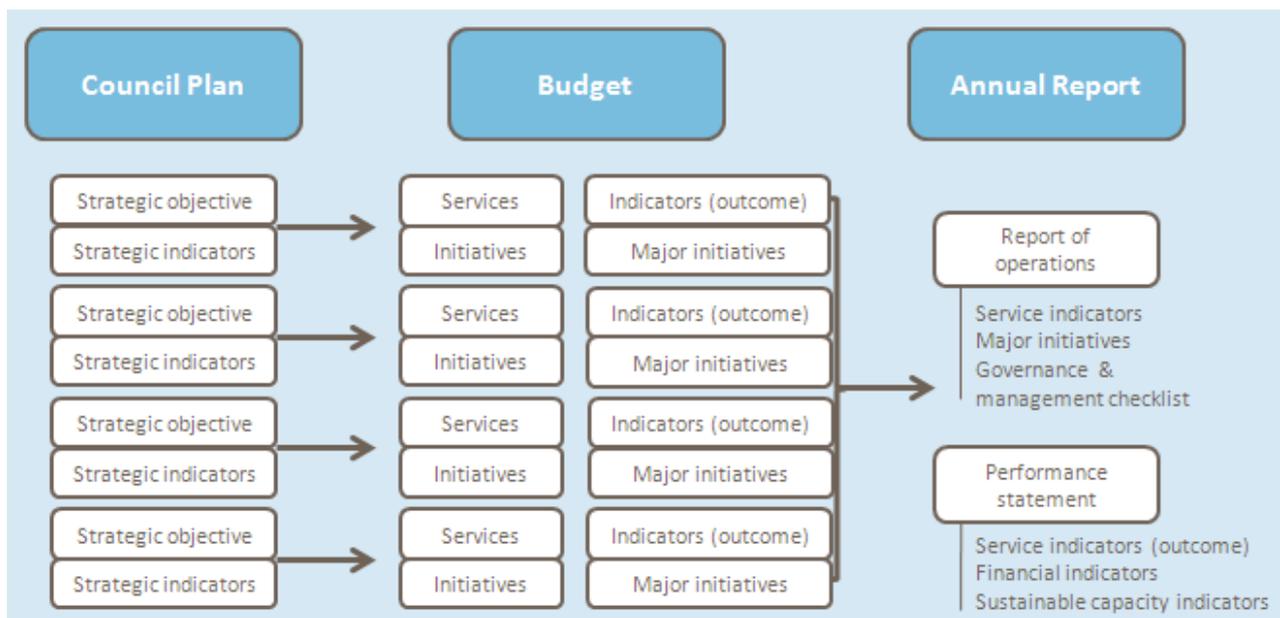
The Council Plan Strategies listed below are from the Council Plan incorporating the Health and Wellbeing Plan 2021-25.

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

Council Plan Themes	Council Plan Strategies
<b>Arts and Creativity</b>	<ul style="list-style-type: none"> <li>Foster an environment where people with clever and creative ideas can make a difference in their communities</li> <li>Increase support for creative industries and arts</li> </ul>
<b>Accountable and Viable Council</b>	<ul style="list-style-type: none"> <li>Establish a sustainable financial position</li> <li>Improve Council’s credibility as a trusted decision maker through meaningful engagement</li> </ul>

## 2. Services and Service Performance Indicators

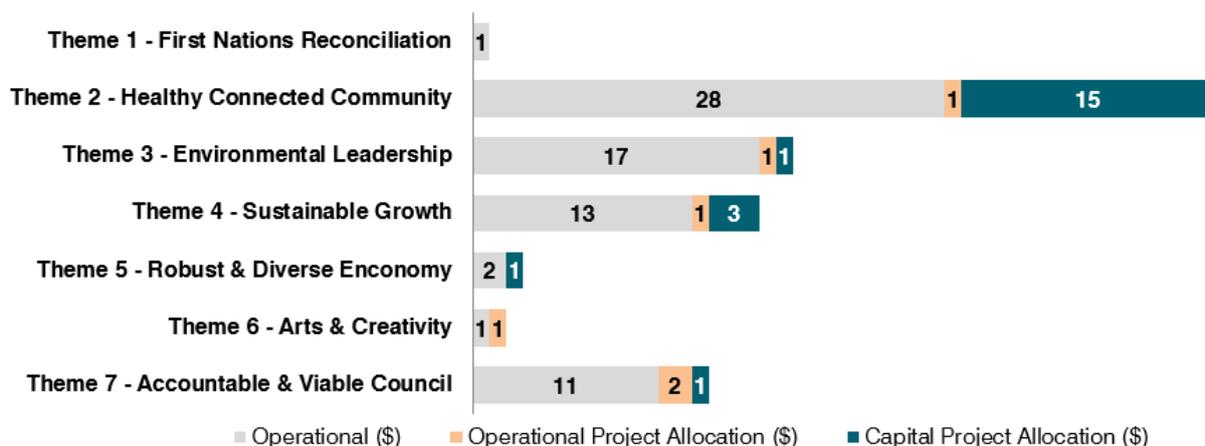
This section provides a description of the services and initiatives to be funded in the Budget for the 2024-25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key 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.

If Council's budget described how \$100 of rates was spent, it would be spent as follows: \$73 dollars on operational expenditure, \$21 on new capital project allocations and \$6 on new operational project allocations as represented in the following chart across the seven themes of the Council Plan.

**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	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
<b>First Nations Reconciliation</b>				
Surf Coast Shire sits within three Traditional Owner 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 across Council.	<b>Recurrent Operations</b>			
	Expenditure	139	158	181
	Overheads	20	20	28
	Revenue	-	-	-
		<b>159</b>	<b>178</b>	<b>209</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
	<b>Capital Allocation</b>			
	-	-	-	

The 2024-25 recurrent operations expenditure budget has increased from the 2023-24 forecast to support the delivery of actions outlined in the 2021-25 Council Plan, including the First Nations Acknowledgment held on January 26.

### Major Initiatives

1. Reflect Reconciliation Action Plan implementation

### Other Initiatives – Operational Projects

1. Nil.

### Other Initiatives – New Recurrent Expenditure

1. Pilk Purriyn First Nations Led January 26 Acknowledgement

## 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	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
<b>Child &amp; Family Health</b>				
This program area supports the health and wellbeing of families with children from birth to preschool age. The unit delivers <b>maternal, child and family health</b> (MCH) services, including the Universal and Enhanced MCH programs, and sleep/settling support program. These services are funded through a Memorandum of Understanding between Surf Coast Shire Council, Municipal Association of Victoria and the Victorian State Government. Other services include parent education, playgroups, and community strengthening activities.  The operating project budget in 2023-24 is in relation to the Maternal and Child Health Sleep and Settling program.	<b>Recurrent Operations</b>			
	Expenditure	960	975	1,022
	Overheads	187	179	199
	Revenue	<u>(454)</u>	<u>(484)</u>	<u>(501)</u>
		<b>693</b>	<b>670</b>	<b>720</b>
	<b>Operating Projects</b>			
	Expenditure	55	39	-
	Revenue	<u>(24)</u>	<u>(24)</u>	<u>-</u>
		<b>31</b>	<b>15</b>	<b>-</b>
	<b>Capital Allocation</b>	-	-	-
<b>Community Emergency Management</b>				
This service assists community and Council to plan for, respond to and recover from potential emergencies and their consequences. This includes coordinating arrangements for the utilisation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. With the increasing impacts of climate change, severe weather events are becoming more prevalent and there is an increased need for a climate resilience program. 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	<b>Recurrent Operations</b>			
	Expenditure	647	593	698
	Overheads	156	158	178
	Revenue	<u>(31)</u>	<u>(2)</u>	<u>(2)</u>
		<b>772</b>	<b>749</b>	<b>874</b>
	<b>Operating Projects</b>			
	Expenditure	245	367	240
	Revenue	<u>(459)</u>	<u>(262)</u>	<u>(240)</u>
		<b>(214)</b>	<b>105</b>	<b>-</b>
	<b>Capital Allocation</b>	14	-	-

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000

under the CFA Act and community resilience outreach programs with high risk communities.

The lower recurrent operations expenditure in 2023-24 is in relation to vacancies. The revenue in 2022-23 relates to reimbursement of staff on secondment to other councils in relation storm events.

The operating project budget for 2024-25 is in relation to the Municipal Emergency Resourcing Program.

### 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	711	751	818
Overheads	105	102	107
Revenue	<u>(3)</u>	<u>(2)</u>	<u>-</u>
	<b>813</b>	<b>851</b>	<b>925</b>

#### Operating Projects

Expenditure	64	74	87
Revenue	<u>(2)</u>	<u>-</u>	<u>-</u>
	<b>62</b>	<b>74</b>	<b>87</b>

#### Capital Allocation

	-	-	-
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The movement from forecast to the 2024-25 recurrent operations budget is due to reduced expenditure for a staff vacancy during 2023-24, along with increased expenditure in 2024-25 for Health & Wellbeing Advisor Growth.

The 2024-25 operating projects allocation reflects expenditure towards a Gender Equity Advisor, year four of the Health and Wellbeing Plan Implementation and a Winchelsea Shire Hall contribution.

### Early Years

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 and occasional care programs. The unit also supports toy libraries and the provision of access to facilities and services. Revenue in this area is generated mainly from government grants received and user service fees.

#### Recurrent Operations

Expenditure	3,874	4,063	4,086
Overheads	1,013	1,028	1,132
Revenue	<u>(3,776)</u>	<u>(4,204)</u>	<u>(4,201)</u>
	<b>1,111</b>	<b>887</b>	<b>1,017</b>

#### Operating Projects

Expenditure	65	304	-
Revenue	<u>(266)</u>	<u>(79)</u>	<u>-</u>
	<b>(201)</b>	<b>225</b>	<b>-</b>

#### Capital Allocation

	-	-	-
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The movement in recurrent operations reflects favourable three and four year-old kindergarten enrolment numbers, which has resulted in favourable kindergarten fees and State grant funding, offset in part by additional teacher/educator expenditure for those enrolments. The overheads movements relates to the variability in staff numbers.

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
<b>Community Facilities, Projects &amp; Partnerships</b>				
This service is responsible for community project development and delivery, land use enquiries and liaison with Community Asset Committees.	<b>Recurrent Operations</b>			
	Expenditure	567	679	830
	Overheads	109	109	218
	Revenue	(81)	(200)	(201)
		<b>595</b>	<b>588</b>	<b>847</b>
The increase in recurrent operations expenditure in 2024-25 is due to increased community led project support. The increase in revenue in 2023-24 is mainly due to the redistribution of community recreation reserve utilities reimbursements from buildings.	<b>Operating Projects</b>			
	Expenditure	44	31	-
	Revenue	-	(21)	-
		<b>44</b>	<b>10</b>	<b>-</b>
The Capital project budget for 2024-25 is in relation to the Torquay Central & North Playgrounds, Parking and Landscaping project and pathways around Deep Creek.	<b>Capital Allocation</b>	<b>2,910</b>	<b>3,356</b>	<b>1,634</b>
<b>Stadium Operations &amp; Recreation Development</b>				
This service is responsible for managing and programming several sports, community halls, community buses and multi-purpose community facilities including <b>aquatic</b> facilities and health and fitness club facilities. These services support the wellbeing of the community and provide a source of income through user fees.	<b>Recurrent Operations</b>			
	Expenditure	932	761	883
	Overheads	213	201	181
	Revenue	(657)	(516)	(572)
		<b>488</b>	<b>446</b>	<b>492</b>
2024-25 recurrent operations reflect increased expenditure due to the re-opening of the Winchelsea swimming pool following renewal in 2023-24.	<b>Operating Projects</b>			
	Expenditure	1	-	-
	Revenue	-	-	-
		<b>1</b>	<b>-</b>	<b>-</b>
	<b>Capital Allocation</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Facilities Management</b>				
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).	<b>Recurrent Operations</b>			
	Expenditure	3,272	3,804	3,826
	Overheads	(971)	(990)	(1,347)
	Revenue	(72)	(46)	(44)
		<b>2,229</b>	<b>2,768</b>	<b>2,435</b>
The 2023-24 forecast reflects additional expenditure with higher reactive maintenance including septic system failures at Bellbrae Tennis and Freshwater Creek Hall/Toilet.	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		<b>-</b>	<b>-</b>	<b>-</b>
Capital projects relate to facility renewal.	<b>Capital Allocation</b>	<b>341</b>	<b>3,478</b>	<b>515</b>
<b>Open Space Operations</b>				
This service maintains and develops Council's parks and open space assets (e.g. recreation reserves, playgrounds, skate parks, trees, nature reserves).	<b>Recurrent Operations</b>			
	Expenditure	4,078	4,021	4,207
	Overheads	588	660	574
	Revenue	(24)	(23)	(32)
		<b>4,642</b>	<b>4,658</b>	<b>4,749</b>
The capital projects allocation includes open space renewal.				

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
	<b>Operating Projects</b>			
	Expenditure	18	71	-
	Revenue	-	-	-
		<b>18</b>	<b>71</b>	<b>-</b>
	<b>Capital Allocation</b>	<b>650</b>	<b>636</b>	<b>1,290</b>
<b>Advocacy &amp; Library</b>				
This service advocates 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 <b>library</b> services and manages a service agreement with the Geelong Regional Library Corporation. Library services are provided at the Torquay branch and across the municipality with a mobile service.	<b>Recurrent Operations</b>			
	Expenditure	749	764	826
	Overheads	-	-	-
	Revenue	-	-	-
		<b>749</b>	<b>764</b>	<b>826</b>
The movement from forecast to the 2024-25 Budget reflects an increase to the Geelong Regional Library contribution.	<b>Operating Projects</b>			
	Expenditure	-	-	40
	Revenue	-	-	-
		-	-	<b>40</b>
	<b>Capital Allocation</b>	-	-	-
The 2024-25 operating project allocation reflects funding for the Surf Coast Shire Library Strategy Review.				
<b>Age, Youth &amp; Access</b>				
This service aims to support young people achieving their full potential via youth development programs. The Aged and Access team support strategic initiatives and will support a part time Positive Ageing navigator position to assist clients re-direct to new service providers as Council exits this service.	<b>Recurrent Operations</b>			
	Expenditure	1,029	1,032	996
	Overheads	185	182	176
	Revenue	(224)	(193)	(35)
		<b>990</b>	<b>1,021</b>	<b>1,137</b>
The reduction in recurrent revenue in 2024-25 reflects the Regional Assessment Services (RAS) service exit from 1 July 2024.	<b>Operating Projects</b>			
	Expenditure	111	93	43
	Revenue	(96)	(98)	(43)
		<b>15</b>	<b>(5)</b>	<b>-</b>
	<b>Capital Allocation</b>	-	-	-
<b>Social Infrastructure &amp; Open Space Planning</b>				
This service supports, plans and advocates for the future development of key strategic recreation, open space and multi-purpose facility projects.	<b>Recurrent Operations</b>			
	Expenditure	574	720	863
	Overheads	133	105	195
	Revenue	-	-	-
		<b>707</b>	<b>825</b>	<b>1,058</b>
The increase in 2024-25 recurrent operations expenditure is due to the inclusion of a Strategic Initiatives Housing Coordinator previously funded through operating projects.	<b>Operating Projects</b>			
	Expenditure	166	410	-
	Revenue	(230)	-	-
		<b>(64)</b>	<b>410</b>	<b>-</b>
The 2024-25 capital project allocation relates to the Anglesea Community and Health Hub (Planning and Design) projects.	<b>Capital Allocation</b>	-	-	<b>250</b>

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
<b>Civil Works</b>				
This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed <b>road</b> network, ensuring that it can support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices.	<b>Recurrent Operations</b>			
	Expenditure	5,915	5,412	5,667
	Overheads	892	861	876
	Revenue	(60)	(16)	-
		<b>6,747</b>	<b>6,257</b>	<b>6,543</b>
	<b>Operating Projects</b>			
	Expenditure	-	77	-
	Revenue	-	-	-
		-	<b>77</b>	-
	<b>Capital Allocation</b>	<b>8,736</b>	<b>11,221</b>	<b>7,319</b>
The recurrent operations in 2022-23 expenditure includes costs in relation to October 2022 storm event.				
The 2024-25 capital allocation refers to a range of renewal programs including Sealed and Unsealed Road renewal, the 2024-25 Roads to Recovery program and Stage 3 of Coombes Road widening (Ghazepoore Rd to Surf Coast Highway).				

#### Building & Ranger Services

These diverse services support the economy through overseeing 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 improve pedestrian safety. 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 issuing of infringement notices.

The recurrent operations in 2023-24 includes building surveying reform works.

The 2024-25 Operating projects refers to allocations towards a Ranger Services Pilot program & a Building Services Compliance IT System.

<b>Recurrent Operations</b>			
Expenditure	2,560	2,722	2,698
Overheads	680	669	849
Revenue	(1,864)	(1,873)	(1,882)
	<b>1,376</b>	<b>1,518</b>	<b>1,665</b>
<b>Operating Projects</b>			
Expenditure	46	82	190
Revenue	(51)	-	(120)
	<b>(5)</b>	<b>82</b>	<b>70</b>
<b>Capital Allocation</b>	-	-	-

#### Major Initiatives

1. Winchelsea Swimming Pool completion
2. Surf Coast Aquatic & Health Centre Year 1 Construction
3. Implementation of actions identified in the Unsealed Road Network Review

#### Other Initiatives – Operational Projects

1. Building Services Compliance - IT System
2. Engage Youth Program
3. FReeZA Youth Project
4. Gender Equity Advisor - Impact Assessments (Two Years)

5. Health and Wellbeing Plan Year Four Implementation
6. Municipal Emergency Management Program
7. Ranger Services Pilot
8. Surf Coast Shire Library Strategy Review
9. Winchelsea Shire Hall Management Support Contribution

#### Other Initiatives – New Recurrent Expenditure

1. Annual Termite Treatment of Buildings
2. Civil Operations Maintenance Water Sensitive Urban Design Growth
3. Community Led Project Support Resource
4. Health & Wellbeing Growth
5. Increased Library Contribution
6. Open Space Operations Maintenance Growth
7. Positive Ageing Initiatives
8. Program Engineer
9. Strategic Initiatives Housing Coordinator

#### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	0	0	0
Libraries	Participation	Active library borrowers. (Percentage of the population that are registered library members that have accessed the service within the last 36 months))	14.0%	26%	27%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	0.17	0.00	0.30
Child & Family Health (i.e. Maternal & Child Health)	Participation	Participation in the Maternal and Child Health (MCH) service (Percentage of children enrolled who participate in the MCH service)	75.31%	75%	80%
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	77.1%	85%	85%

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. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2022-23	2023-24	2024-25	
		Actual \$'000	Forecast \$'000	Budget \$'000	
<b>Climate Action &amp; Environment</b>					
These services are responsible for protecting and enhancing the local environment and leading Council's climate action. The services ensure that Council complies with Victorian and Commonwealth Government legislative requirements regarding climate action and the environment, including native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan strategies related to sustainability, environmental leadership and climate change are delivered. The units provide expertise in the management of Council's many nature reserves, rural roadsides, some waterways as well as coordinate climate mitigation and adaptation initiatives. The units provide specialist environmental and climate advice internally to Council and externally to community groups, local businesses, agencies, and members of the public.	<b>Recurrent Operations</b>				
	Expenditure	1,349	1,415	1,463	
	Overheads	272	293	275	
	Revenue	(4)	(1)	-	
		<b>1,617</b>	<b>1,707</b>	<b>1,738</b>	
	<b>Operating Projects</b>				
	Expenditure	203	335	492	
	Revenue	(145)	(257)	(204)	
		<b>58</b>	<b>78</b>	<b>288</b>	
	<b>Capital Allocation</b>	<b>440</b>	<b>843</b>	<b>370</b>	
	The operating projects allocation in 2024-25 refers to a number of initiatives, including the Council Carbon Neutrality Program, Growing Our Urban Forest - Planning & Implementation Program (Year 1 of 5) and Resilient Relief Centres Assessment.				
	The capital projects allocation for 2024-25 includes the Solar, Efficiency and Transition Program.				
	<b>Waste Management</b>				
The Waste Management function involves management of Council's landfill and transfer stations, <b>waste collection</b> including kerbside waste collection and street cleaning, maintenance of street litter bins and community education and engagement. The Waste Management unit has a strong focus on community education and waste services planning. Revenue in this area is generated mainly from waste disposal fees and the municipal kerbside waste charge. In February 2021, Council expanded its kerbside waste collection service to include the Food Organics and Green Organics	<b>Recurrent Operations</b>				
	Expenditure	11,638	12,646	12,875	
	Overheads	323	371	440	
	Revenue	(12,097)	(13,271)	(13,605)	
		<b>(136)</b>	<b>(254)</b>	<b>(290)</b>	
	<b>Operating Projects</b>				
	Expenditure	169	480	50	
	Revenue	(213)	(26)	-	
		<b>(44)</b>	<b>454</b>	<b>50</b>	
	<b>Capital Allocation</b>	<b>656</b>	<b>2,492</b>	-	

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000

(FOGO) and glass bins. These new bins help to reduce the amount of waste sent to landfill and maximise resource recovery.

Capital program spend reflects the ongoing waste capital program including Anglesea E-Waste Facility, Anglesea Landfill Rehabilitation Stage 4 and Anglesea Landfill Stage 3 Liner projects.

### Major Initiatives

1. Growing our Urban Forest
2. Waste Service Review

### Initiatives – Operational Projects

1. Waste Service Review
2. Council Alliance for Sustainable Built Environment (CASBE) Membership (Two Years)
3. Council Carbon Neutrality Program
4. Growing Our Urban Forest - Planning & Implementation Program (Year One of Five)

### Initiatives – New Recurrent Expenditure

1. Litter Prevention Officer
2. Resilient Relief Centres Assessment

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-23	2023-24	2024-25
			Actual	Forecast	Budget
Waste Management	Waste Diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	73.6%	73%	75%
Roads	Condition	Sealed local roads below the intervention level. (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	97.6%	97.5%	97.5%

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	2022-23	2023-24	2024-25	
		Actual \$'000	Forecast \$'000	Budget \$'000	
<b>Assets &amp; Engineering</b>					
<p>This service is responsible for integrated and prioritised capital works planning, particularly in the renewal of Council assets, fleet and roads and drains. This includes development and implementation of asset management plans for Council's asset portfolio, as well as planning the renewal management of Council's existing infrastructure. 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, pathway 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.</p> <p>The increase in recurrent operations expenditure is due to additional resources in infrastructure planning and delivery.</p> <p>The capital projects allocation reflects the delivery of asset renewal programs such as the heavy plant and light fleet replacement programs, and the Critical Drainage Rectification Program.</p>	<b>Recurrent Operations</b>				
	Expenditure	2,362	2,410	2,654	
	Overheads	20	(102)	(60)	
	Revenue	<u>(557)</u>	<u>(588)</u>	<u>(412)</u>	
		<b>1,825</b>	<b>1,720</b>	<b>2,182</b>	
	<b>Operating Projects</b>				
	Expenditure	47	66	-	
	Revenue	<u>(75)</u>	<u>(30)</u>	<u>-</u>	
		<b>(28)</b>	<b>36</b>	<b>-</b>	
	<b>Capital Allocation</b>	<b>2,349</b>	<b>5,214</b>	<b>2,155</b>	
	<b>Events &amp; Tourism</b>				
	<p>This service 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, and works closely with Great Ocean Road Regional Tourism on tourism campaigns and visitor servicing. 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.</p> <p>The 2024-25 operating project allocation reflects funding for Major Event Support - 2025 UCI Gran Fondo World Championships Lorne.</p>	<b>Recurrent Operations</b>			
		Expenditure	1,369	1,503	1,542
Overheads		369	265	314	
Revenue		<u>(444)</u>	<u>(447)</u>	<u>(447)</u>	
		<b>1,294</b>	<b>1,321</b>	<b>1,409</b>	
<b>Operating Projects</b>					
Expenditure		-	21	50	
Revenue		<u>-</u>	<u>-</u>	<u>-</u>	
		<b>-</b>	<b>21</b>	<b>50</b>	
<b>Capital Allocation</b>		<b>-</b>	<b>-</b>	<b>-</b>	

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
<b>Planning &amp; Compliance</b>				
<p>This service is responsible for <b>statutory planning</b> 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.</p> <p>The 2023-24 recurrent operations forecast reflects staff vacancies and the 2024-25 revenue includes a new statutory fee for pre-application meetings for assessment of application prior to lodgement.</p>	<b>Recurrent Operations</b>			
	Expenditure	3,146	3,052	3,141
	Overheads	707	705	911
	Revenue	<u>(823)</u>	<u>(829)</u>	<u>(901)</u>
		<b>3,030</b>	<b>2,928</b>	<b>3,151</b>
	<b>Operating Projects</b>			
	Expenditure	1	10	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		<b>1</b>	<b>10</b>	<b>-</b>
	<b>Capital Allocation</b>	-	-	-
<hr/>				
<b>Strategic Planning</b>				
<p>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.</p> <p>The 2023-24 recurrent operations forecast reflects staff vacancies and staff secondments, the 2022-23 expenditure includes additional legal costs in relation to the Distinctive Area and Landscapes program.</p> <p>The 2023-24 operating project spend includes an Environmental Management Plan for The Sands, the Planning Scheme Review and Strategic Planning Support projects.</p>	<b>Recurrent Operations</b>			
	Expenditure	963	737	786
	Overheads	146	145	147
	Revenue	<u>(1)</u>	<u>-</u>	<u>-</u>
		<b>1,108</b>	<b>882</b>	<b>933</b>
	<b>Operating Projects</b>			
	Expenditure	343	562	-
	Revenue	<u>(65)</u>	<u>(16)</u>	<u>-</u>
		<b>278</b>	<b>546</b>	<b>-</b>
	<b>Capital Allocation</b>	-	-	-

### Major Initiatives

1. Urban Futures Strategy

### Initiatives – Operational Projects

1. Major Event Support - 2025 UCI Gran Fondo World Championships Lorne

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Statutory Planning	Service Standard	Planning applications decided within required timeframes. (Percentage of regular and VicSmart planning application decisions made within legislated timeframes)	69.1%	70%	75%

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. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
<b>Economic Development</b>				
The Economic Development service provides support for businesses to start up, adapt and thrive, particularly niche and emerging industries with a focus on innovation 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 to create opportunities for the next generation to develop careers locally. The service also seeks to connect businesses and provide up to date information to assist in business sustainability. Like Tourism and Events, the service is guided by the Surf Coast Shire Economic Development Strategy 2021 – 2031	<b>Recurrent Operations</b>			
	Expenditure	701	761	852
	Overheads	136	142	135
	Revenue	-	(2)	-
		<b>837</b>	<b>901</b>	<b>987</b>
	<b>Operating Projects</b>			
	Expenditure	215	1	-
	Revenue	(109)	-	-
		<b>106</b>	<b>1</b>	<b>-</b>
	<b>Capital Allocation</b>			
		-	-	<b>80</b>
The recurrent operations 2023-24 forecast reflects lower expenditure due to a staff vacancies and secondment.				
The 2024-25 Capital Allocation includes the Aireys Inlet Top Shops Beautification Planning Project.				
<b>Environmental Health</b>				
This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services include: <b>food safety</b> – registration and monitoring compliance of food, accommodation, caravan parks and health	<b>Recurrent Operations</b>			
	Expenditure	698	763	793
	Overheads	197	183	202
	Revenue	(368)	(342)	(332)
		<b>527</b>	<b>604</b>	<b>663</b>

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
(hairdressers, tattooist, beauty etc.) businesses; Inspection and issuing permits for wastewater treatment systems and septic tanks; Investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos, water quality; Customer Services/Expert Advice on public and environmental health matters (including agricultural infectious diseases); Public health emergency response; and Childhood and School Immunisation Services. Revenue is generated mainly from health registration fees.	<b>Operating Projects</b>			
	Expenditure	10	54	-
	Revenue	(110)	(18)	-
		<b>(100)</b>	<b>36</b>	-
	<b>Capital Allocation</b>	-	-	-

The movement in recurrent operations expenditure from 2022-23 to the 2023-24 forecast is due to staff vacancies in 2022-23.

Recurrent operations revenue in 2022-23 included cyclical three yearly caravan park registration fees.

### Major Initiatives

- Eco Destination Accreditation

### Initiatives – New Recurrent Expenditure

- Christmas Carols Funding Increase

### Service Performance Indicators

Service	Indicator	Performance Measure	2022-23 Actual	2023-24 Forecast	2024-25 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 acknowledges 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	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
<b>Arts &amp; Creative Economy</b>				
This service provides a varied program of arts and cultural activities, events, grant programs and arts facilities for the benefit of community well-being, connection, participation, professional development and pride, alongside sector development. It aims to increase	<b>Recurrent Operations</b>			
	Expenditure	689	708	756
	Overheads	50	141	145
	Revenue	(146)	(118)	(126)
		<b>593</b>	<b>731</b>	<b>775</b>

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
recognition 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. The Creative Places Strategy 2023-2031 will direct service provisions.	<b>Operating Projects</b>			
	Expenditure	67	45	52
	Revenue	(41)	(4)	(12)
		<b>26</b>	<b>41</b>	<b>40</b>
	<b>Capital Allocation</b>	<b>30</b>	<b>16</b>	<b>-</b>

The 2024-25 operating projects reflect budget allocation for the Anglesea Arts Space Program.

## Major Initiatives

1. Delivery of Multi Arts Centre Redevelopment Project

### Initiatives – Operational Projects

1. Anglesea Arts Space

## 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. The net costs are funded through Council's general revenue including rate revenue.

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
<b>Corporate Strategy, Business Improvement &amp; Benefits Realisation</b>				
This service coordinates the development of organisational 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. The realising of financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.	<b>Recurrent Operations</b>			
	Expenditure	233	270	270
	Overheads	32	62	64
	Revenue	-	-	-
		<b>265</b>	<b>332</b>	<b>334</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	408
	Revenue	-	-	-
		-	-	<b>408</b>
	<b>Capital Allocation</b>	-	-	-

The 2024-25 Operating Projects includes budget for the Council Plan and Municipal Health & Wellbeing Plan 2025 to 2029, and Operational Service Reviews.

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
<b>Communications &amp; Community Engagement</b>				
<p>This service is responsible for coordinating Council communications, including strategic communications, media liaison, formulating media releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors including speech writing and media liaison. Council's community engagement is led and supported by the unit.</p> <p>The increase in recurrent operations expenditure in the 2024-25 budget reflects increased community engagement resourcing.</p>	<b>Recurrent Operations</b>			
	Expenditure	1,128	1,155	1,339
	Overheads	234	232	265
	Revenue	-	-	-
		<b>1,362</b>	<b>1,387</b>	<b>1,604</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	-
<b>Customer Experience</b>				
<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, digital and face-to-face enquiries.</p> <p>The movement in recurrent operations expenditure from 2022-23 to the 2023-24 forecast is due to reduced casual expenditure and staff secondments in 2022-23.</p>	<b>Recurrent Operations</b>			
	Expenditure	1,036	1,221	1,269
	Overheads	308	310	304
	Revenue	-	-	-
		<b>1,344</b>	<b>1,531</b>	<b>1,573</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	-
<b>Executive Services &amp; Council Support</b>				
<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 <b>governance</b>, legal support, risk management and other corporate overheads.</p> <p>The 2023-24 recurrent operations forecast reflects advocacy services related to Councils advocacy priorities along with a re-distribution of overheads.</p>	<b>Recurrent Operations</b>			
	Expenditure	2,675	2,794	2,807
	Overheads	1,425	1,678	1,806
	Revenue	-	-	-
		<b>4,100</b>	<b>4,472</b>	<b>4,613</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	-
<b>Digital Transformation</b>				
<p>The Digital Transformation service is tasked with implementing Council's Digital Transformation Strategy. This strategy aims to implement new technology to improve the customer experience, build capability in the business, and achieve financial outcomes. Council has made a specific capital allocation to the implementation of the strategy.</p>	<b>Recurrent Operations</b>			
	Expenditure	-	-	-
	Overheads	130	129	91
	Revenue	-	-	-
		<b>130</b>	<b>129</b>	<b>91</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	-

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Capital projects reflects the ongoing Digital Transformation program including the Customer Relationship Management program.	<b>Capital Allocation</b>	6	420	-
<b>Finance</b>				
This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies with its statutory obligations regarding 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. Finance 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, \$1.62 million is distributed as a corporate overhead to primary services within Council.	<b>Recurrent Operations</b>			
	Expenditure	2,692	2,715	2,820
	Overheads	(1,499)	(1,513)	(1,621)
	Revenue	<u>(1,006)</u>	<u>(807)</u>	<u>(763)</u>
		<b>187</b>	<b>395</b>	<b>436</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		-	-	-
	<b>Capital Allocation</b>	-	-	-
The 2024-25 recurrent operations revenue reduction is due to changes to legislation affecting payment plans and penalty interest charges.				
<b>Integrity &amp; Governance</b>				
This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, management of procurement and contracts, Council property administration, maintenance of public registers, Council election services and management of delegations and authorisations. As a Council support service, \$1.07 million is distributed as a corporate overhead to the primary services within Council.	<b>Recurrent Operations</b>			
	Expenditure	1,115	1,050	1,074
	Overheads	(1,206)	(1,023)	(1,065)
	Revenue	<u>(1)</u>	<u>(1)</u>	<u>-</u>
		<b>(92)</b>	<b>26</b>	<b>9</b>
	<b>Operating Projects</b>			
	Expenditure	58	92	325
	Revenue	<u>(6)</u>	<u>(20)</u>	<u>(30)</u>
		<b>52</b>	<b>72</b>	<b>295</b>
	<b>Capital Allocation</b>	5	-	-
The 2023-24 recurrent operations forecast reflects reduced expenditure due to staff vacancies during the year, and a re-distribution of overheads.				
2024-25 operating projects allocation reflects expenditure towards the 2024 Council Elections which councils are required to fund under legislation.				

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
<b>Gherang Gravel Pits</b>				
Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees. The net revenue generated supports the delivery of Council's operational services and projects.	<b>Recurrent Operations</b>			
	Expenditure	194	208	240
	Overheads	10	8	9
	Revenue	<u>(970)</u>	<u>(765)</u>	<u>(783)</u>
		<b>(766)</b>	<b>(549)</b>	<b>(534)</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		-	-	-
The recurrent operations revenue has reduced in 2023-24 due to lower gravel extraction rates.	<b>Capital Allocation</b>	-	-	-
<b>Technology &amp; Information</b>				
This service includes two main sections, Information Technology and Records Management. The Information Technology area supports the organisations requirements for computer services technology, communications and geospatial mapping facilities for Council and external uses. The Records Management team manages document compliance, and processing of incoming and outgoing correspondence. The Information Technology team 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, \$3.93 million is distributed as a corporate overhead to the primary services within Council.	<b>Recurrent Operations</b>			
	Expenditure	3,444	3,792	3,991
	Overheads	(3,684)	(3,827)	(3,930)
	Revenue	<u>-</u>	<u>(31)</u>	<u>(8)</u>
		<b>(240)</b>	<b>(66)</b>	<b>53</b>
	<b>Operating Projects</b>			
	Expenditure	31	84	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		<b>31</b>	<b>84</b>	<b>-</b>
	<b>Capital Allocation</b>	<b>212</b>	<b>153</b>	<b>430</b>
The movement in recurrent operations from the forecast to the 2024-25 budget is due to Digital Transformation Software Growth.				
Capital projects relate to the ongoing I.T. Renewal and software renewal programs, with new allocation provided for in 2024-25 including teams calling and Councillor Portal Replacement.				
<b>People &amp; Culture</b>				
This service is responsible for supporting the organisation with strategic and operational human resources management which includes learning and development and workplace health and safety. The activities of the unit include developing and implementing policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in recruitment, retention and the development of new skills and capabilities within Council's work	<b>Recurrent Operations</b>			
	Expenditure	1,641	1,842	1,838
	Overheads	(1,591)	(1,654)	(1,686)
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		<b>50</b>	<b>188</b>	<b>152</b>
	<b>Operating Projects</b>			
	Expenditure	97	101	-
	Revenue	<u>-</u>	<u>-</u>	<u>-</u>
		<b>97</b>	<b>101</b>	<b>-</b>

Description of Services Provided	Classification	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
force. As a Council support service, \$1.69 million is distributed as a corporate overhead to the primary services within Council.	<b>Capital Allocation</b>	-	3	-
The recurrent operations movement from the forecast to the 2024-25 budget is due to higher recruitment costs and consultancy expenditure in 2023-24.				
<b>Program Delivery Management</b>				
This service manages the delivery of 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 and Program Status Reporting for all capital and operational projects. These are all key to implementing Council's strategies.	<b>Recurrent Operations</b>			
	Expenditure	241	387	459
	Overheads	47	95	86
	Revenue	-	-	-
		<b>288</b>	<b>482</b>	<b>545</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	20
The increase in the recurrent operations 2024-25 expenditure relates to additional corporate recovery costs which are charged out to projects under the project management team budget.				
<b>Project Management Team</b>				
Provides project management services to Council to enable delivery of the Capital Works Program and many Operational Projects in accordance with defined scope, financial and quality standards. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. All direct project costs are cost recovered. Recurrent expenditure varies due to project management vacancies.	<b>Recurrent Operations</b>			
	Expenditure	(43)	(293)	(554)
	Overheads	1,160	1,112	1,088
	Revenue	-	-	-
		<b>1,117</b>	<b>819</b>	<b>534</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-
		<b>Capital Allocation</b>	-	-
<b>Legal &amp; Risk</b>				
This service involves developing and monitoring Council's risk management system, including provision of support to the organisation in relation to managing risk, insurance policies and business continuity. As a Council support service, \$1.3 million is distributed as a corporate overhead to the primary services within Council. The recurrent operations forecast reflects the re-allocation of organisation wide legal expenditure to this service area, with higher expenditure	<b>Recurrent Operations</b>			
	Expenditure	1,044	1,422	1,286
	Overheads	(896)	(1,050)	(1,286)
	Revenue	(60)	(41)	(42)
		<b>88</b>	<b>331</b>	<b>(42)</b>
	<b>Operating Projects</b>			
	Expenditure	-	-	-
	Revenue	-	-	-
		-	-	-

Description of Services Provided	Classification	2022-23	2023-24	2024-25
		Actual \$'000	Forecast \$'000	Budget \$'000
incurred in 2023-24 related to the Distinctive Areas and Landscapes representation.	<b>Capital Allocation</b>	-	-	-

### Major Initiatives

1. Council Plan 2025 to 2029 Incorporating the Municipal Health & Wellbeing Plan

### Initiatives – Operational Projects

1. 2024 Council Elections - Including Councillor Induction
2. Council Plan 2025 to 2029 Incorporating the Municipal Health & Wellbeing Plan
3. Operational Service Reviews

### Initiatives – New Recurrent Expenditure

1. Community Engagement Growth - Communications & Community Engagement
2. Revenue Officer Part-Time – Finance
3. Recruitment Advisor - People & Culture
4. Software Licence Growth (Digital Transformation Initiatives & Contracts) - Technology & Information

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Governance	Consultation and Engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	52%	51%	55%

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 *Local Government Act 2020* and included in the 2024-25 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	Consultation and Engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.  Annual Report 2020-21 Result: 54% Annual Report 2021-22 Result: 54% Annual Report 2022-23 Result: 52%
Statutory Planning	Service Standard	Planning applications decided within required timeframes. (Percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x 100  Annual Report 2020-21 Result: 86.9% Annual Report 2021-22 Result: 78.2% Annual Report 2022-23 Result: 69.1%

Service	Indicator	Performance Measure	Computation
Roads	Condition	Sealed local roads below the intervention level. (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100  Annual Report 2020-21 Result: 97.0% Annual Report 2021-22 Result: 96.4% Annual Report 2022-23 Result: 97.6%
Libraries	Participation	Active library borrowers. (Percentage of the population that are registered library members)	[Number of registered library members / Population] x 100  Annual Report 2020-21 Result: 16.5% Annual Report 2021-22 Result: 14.8% Annual Report 2022-23 Result: 14.0%
Waste Management	Waste Diversion	Kerbside collection waste diverted from landfill. (Percentage of 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] x 100  Annual Report 2020-21 Result: 64.3% Annual Report 2021-22 Result: 71.1% Annual Report 2022-23 Result: 73.6%
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 2020-21 Result: 0.14 Annual Report 2021-22 Result: 0.21 Annual Report 2022-23 Result: 0.17
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions / Total number of animal management prosecutions  Annual Report 2020-21 Result: 0 Annual Report 2021-22 Result: 0 Annual Report 2022-23 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] x 100  Annual Report 2020-21 Result: 100% Annual Report 2021-22 Result: 100% Annual Report 2022-23 Result: 100%
Child & Family Health (i.e. Maternal & Child Health)	Participation	Participation in the Maternal and Child Health (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] x 100  Annual Report 2020-21 Result: 77.9%

Service	Indicator	Performance Measure	Computation
			Annual Report 2021-22 Result: 76.1% Annual Report 2022-23 Result: 75.3%
		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] x 100  Annual Report 2020-21 Result: 85.2% Annual Report 2021-22 Result: 82.9% Annual Report 2022-23 Result: 77.1%

## 2.9 Reconciliation with Budgeted Operating Result

	2024-25 Budget		
	Surplus / (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
<b>Council Plan Strategic Theme</b>			
Theme 1 - First Nations Reconciliation	(209)	209	-
Theme 2 - Healthy Connected Community	(23,485)	31,357	7,872
Theme 3 - Environmental Leadership	(1,787)	15,596	13,809
Theme 4 - Sustainable Growth	(7,725)	9,486	1,761
Theme 5 - Robust & Diverse Economy	(1,650)	1,981	332
Theme 6 - Arts & Creativity	(815)	953	138
Theme 7 - Accountable & Viable Council	(10,072)	11,698	1,625
	<b>(45,743)</b>	<b>71,279</b>	<b>25,536</b>
<b>Non-Attributable Items</b>			
Asset Write Offs	(2,094)	2,094	-
Amortisation - Intangible Assets	(4,264)	4,264	-
Depreciation - Right of Use Assets	(448)	448	-
Bad & Doubtful Debts	(108)	108	-
Borrowing Costs	(234)	234	-
Carry Forward Adjustment Operating Program	(1,454)	1,454	-
Depreciation	(21,755)	21,755	-
Expensed Capital Works	(2,146)	2,146	-
Granted Assets	5,081	-	5,081
Grants Commission	5,645	-	5,645
Net Gain (Loss) on Disposal of Property, Plant & Equipment	274	-	274
Volunteer Employees	-	497	497
Other Income	2,447	-	2,447
<b>Non-Attributable Items</b>	<b>(19,057)</b>	<b>33,001</b>	<b>13,943</b>
<b>Surplus/(Deficit) before Funding Sources</b>	<b>(64,800)</b>		
<b>Funding Sources</b>			
Rates Revenue & Municipal Charges	55,773		
Capital Works Program Grants	17,039		
Developer Contributions - Monetary	820		
<b>Total Funding Sources</b>	<b>73,632</b>		
<b>Operating Surplus/(Deficit) for the Year</b>	<b>8,831</b>		

2.10 Service Statistics 2024-25

Service Statistics			
<b>Customer Experience</b>			
Total calls taken		60,000	
Rates queries responded to		9,000	
Freedom of Information requests		35	
Total customer requests		45,000	
<b>Aged &amp; Access</b>			
Residents supported by assessment team		717	
<b>Early Years</b>			
Number of kindergartens		6	
Children enrolled in Council kindergartens		555	
Children enrolled in Occasional Care		108	
<b>Child &amp; Family Health</b>			
Infants enrolled in Maternal & Child Health service (births)		403	
<b>Community Health and Development</b>			
Community groups supported via small grants		50	
Volunteers supported		219	
Volunteer hours provided		14,692	
Economic value of volunteers		\$ 492,113	
<b>Environmental Health</b>			
Food premises inspections		600	
Registered food businesses		475	
Food sampling analyses		100	
Immunisation vaccinations		1,700	
<b>Library Services</b>			
Library visits		95,000	
Library loans		175,000	
Library collection items		30,000	
Library memberships		11,000	
<b>Winchelsea Pool</b>			
Attendance numbers		8,000	
<b>Event Grants Program</b>			
Number of tourism events supported		18	
Total contribution to tourism events		\$ 88,000	
Community events supported		12	
Total contribution to community events		\$ 17,500	
Number of sponsorship events		4	
Total contribution to sponsorship events		\$ 90,000	
<b>Australian National Surfing Museum</b>			
Visitation numbers			17,000
<b>Community Facilities</b>			
Recreation reserves maintained			13
Halls maintained			12
Playgrounds maintained			58
<b>Local Laws</b>			
Dog registrations			6,684
Cat registrations			924
Animal infringements			30
Parking infringements			5,000
After hours calls received			130
<b>Statutory Planning</b>			
Applications received and dealt with			550
Complaints received and dealt with			5
<b>Building</b>			
Property information requests provided			900
Reports and consents			115
Building notices Issued			120
Building permits lodged			1,000
Swimming pools registered			1,100
<b>Road Services</b>			
Length of roads - sealed (km's)			612
Length of roads - unsealed (km's)			477
Gravel roads graded (km's)			1,430
Footpaths maintained (m2)			1,492
Potholes repaired (no.)			740
Road resealed (km's)			14
Road resheets (km's)			12
Street lights maintained			4,078
<b>Waste Management</b>			
Fortnightly waste collections services (urban)			19,412
Fortnightly waste collections services (rural)			1,926
Avg fortnightly household waste generation (kg)			9
Garbage collected kerbside (tonnes)			5,000
Garbage collected transfer (tonnes)			3,320
Garbage collected sweeper (tonnes)			1,000
Recyclables collected (tonnes)			3,100
Glass collected (tonnes)			1,200
Food and organics collected (tonnes)			8,200

Note: 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 2024-25 has been supplemented with projections to 2027-28.

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 2028

		2023-24	2024-25	2025-26	2026-27	2027-28
	NOTES	Forecast	Budget		Projections	
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income / Revenue</b>						
Rates and Charges	4.1.1	64,385	66,240	68,564	71,093	73,808
Statutory Fees and Fines	4.1.2	2,148	2,141	2,041	2,092	2,144
User Charges	4.1.3	6,766	6,973	7,616	11,393	11,805
Grants - Operating	4.1.4	5,640	10,631	10,847	11,112	11,384
Grants - Capital	4.1.4	18,165	17,039	19,985	1,051	1,051
Contributions - Monetary	4.1.5	1,828	1,788	4,104	4,023	2,955
Contributions - Non-Monetary	4.1.6	7,363	5,081	8,421	8,199	14,008
Net Gain/(Loss) on Disposal of Property Infrastructure, Plant and Equipment	4.1.7	(20,163)	274	313	482	427
Other Income	4.1.8	5,386	2,943	1,928	1,878	1,775
<b>Total Income / Revenue</b>		<b>91,518</b>	<b>113,111</b>	<b>123,818</b>	<b>111,324</b>	<b>119,357</b>
<b>Expenses</b>						
Employee Costs	4.1.9	39,053	41,290	42,368	43,587	44,598
Materials and Services	4.1.10	32,195	33,080	31,289	35,647	36,695
Depreciation	4.1.11	21,072	21,755	22,014	24,271	25,223
Amortisation - Intangible Assets	4.1.12	4,264	4,264	4,264	4,264	4,264
Depreciation - Right of Use Assets	4.1.13	312	448	457	466	475
Allowance for Impairment Losses	4.1.14	115	108	105	108	111
Borrowing Costs	4.1.15	281	234	188	141	94
Finance Costs Leases	4.1.16	32	137	133	129	122
Other Expenses	4.1.17	3,548	2,964	2,303	2,563	2,927
<b>Total Expenses</b>		<b>100,872</b>	<b>104,280</b>	<b>103,122</b>	<b>111,176</b>	<b>114,509</b>
<b>Surplus/(Deficit) for the Year</b>		<b>(9,354)</b>	<b>8,831</b>	<b>20,696</b>	<b>148</b>	<b>4,848</b>
<b>Other Comprehensive Income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net Asset Revaluation Gain	4.1.18	19,777	61,248	48,289	46,113	26,533
<b>Total Comprehensive Result</b>		<b>10,423</b>	<b>70,080</b>	<b>68,984</b>	<b>46,260</b>	<b>31,382</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2028

	2023-24	2024-25	2025-26	2026-27	2027-28
NOTES	Forecast \$'000	Budget \$'000	\$'000	Projections \$'000	\$'000
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	2,363	2,443	2,451	3,022	2,868
Trade and Other Receivables	6,132	6,327	6,460	6,598	6,739
Other Financial Assets	103,000	73,000	53,000	43,000	41,000
Inventories	30	30	30	30	30
Other Assets	1,827	1,827	1,827	1,827	1,827
<b>Total Current Assets</b>	4.2.1	<b>113,352</b>	<b>83,627</b>	<b>63,769</b>	<b>52,465</b>
<b>Non-Current Assets</b>					
Trade and Other Receivables	158	100	44	3	
Property, Infrastructure Plant & Equipment	1,214,000	1,304,103	1,378,992	1,436,855	1,472,573
Investments in Associates and Joint Ventures	276	276	276	276	276
Right of Use Assets	769	1,471	1,314	1,598	1,423
Intangible Assets	21,321	17,057	12,792	8,528	4,264
<b>Total Non-Current Assets</b>	4.2.2	<b>1,236,524</b>	<b>1,323,007</b>	<b>1,447,260</b>	<b>1,478,535</b>
<b>Total Assets</b>		<b>1,349,876</b>	<b>1,406,634</b>	<b>1,457,187</b>	<b>1,531,000</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade and Other Payables	5,103	5,137	5,172	5,208	5,244
Contract and Other Liabilities	26,838	17,230	946	946	946
Trust Funds and Deposits	5,035	5,035	5,035	5,035	5,035
Provisions	4.2.3	10,387	8,114	8,276	8,384
Interest Bearing Liabilities	4.2.4	2,183	2,195	2,207	2,220
Lease Liabilities		345	392	397	403
<b>Total Current Liabilities</b>	4.2.5	<b>49,892</b>	<b>38,104</b>	<b>22,033</b>	<b>22,195</b>
<b>Non-Current Liabilities</b>					
Provisions	20,223	20,167	20,111	20,111	14,711
Lease Liabilities	356	1,073	975	1,323	1,222
Interest Bearing Liabilities	4.2.4	10,356	8,162	5,955	3,735
<b>Total Non-Current Liabilities</b>	4.2.6	<b>30,935</b>	<b>29,401</b>	<b>27,041</b>	<b>17,800</b>
<b>Total Liabilities</b>		<b>80,827</b>	<b>67,505</b>	<b>49,074</b>	<b>45,245</b>
<b>Net Assets</b>		<b>1,269,049</b>	<b>1,339,129</b>	<b>1,408,113</b>	<b>1,485,755</b>
<b>Equity</b>					
Accumulated Surplus	823,383	862,135	902,822	912,589	919,781
Asset Revaluation Reserve	336,465	397,714	446,002	492,115	518,648
Other Reserves	109,201	79,281	59,289	49,670	47,326
<b>Total Equity</b>		<b>1,269,049</b>	<b>1,339,129</b>	<b>1,408,113</b>	<b>1,485,755</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2028

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023-24 Forecast Actual</b>					
Balance at Beginning of the Financial Year		1,258,626	841,507	316,689	100,430
Surplus/(Deficit) for the Year		(9,354)	(9,354)	-	-
Net Asset Revaluation Gain		19,777	-	19,777	-
Transfers to Other Reserves		-	(96,325)	-	96,325
Transfers from Other Reserves		-	87,554	-	(87,554)
<b>Balance at End of the Financial Year</b>		<b>1,269,049</b>	<b>823,383</b>	<b>336,465</b>	<b>109,201</b>
<b>2024-25 Budget</b>					
Balance at Beginning of the Financial Year		1,269,049	823,383	336,465	109,201
Surplus/(Deficit) for the Year		8,831	8,831	-	-
Net Asset Revaluation Gain		61,248	-	61,248	-
Transfers to Other Reserves	4.3.2	-	(57,495)	-	57,495
Transfers from Other Reserves	4.3.2	-	87,416	-	(87,416)
<b>Balance at End of the Financial Year</b>	4.3.1	<b>1,339,129</b>	<b>862,135</b>	<b>397,714</b>	<b>79,281</b>
<b>2025-26 Projection</b>					
Balance at Beginning of the Financial Year		1,339,129	862,135	397,714	79,281
Surplus/(Deficit) for the Year		20,696	20,696	-	-
Net Asset Revaluation Gain		48,289	-	48,289	-
Transfers to Other Reserves		-	(18,227)	-	18,227
Transfers from Other Reserves		-	38,218	-	(38,218)
<b>Balance at End of the Financial Year</b>		<b>1,408,113</b>	<b>902,822</b>	<b>446,002</b>	<b>59,289</b>
<b>2026-27 Projection</b>					
Balance at Beginning of the Financial Year		1,408,113	902,822	446,002	59,289
Surplus/(Deficit) for the Year		148	148	-	-
Net Asset Revaluation Gain		46,113	-	46,113	-
Transfers to Other Reserves		-	(18,960)	-	18,960
Transfers from Other Reserves		-	28,579	-	(28,579)
<b>Balance at End of the Financial Year</b>		<b>1,454,373</b>	<b>912,589</b>	<b>492,115</b>	<b>49,670</b>
<b>2027-28 Projection</b>					
Balance at Beginning of the Financial Year		1,454,373	912,589	492,115	49,670
Surplus/(Deficit) for the Year		4,848	4,848	-	-
Net Asset Revaluation Gain		26,533	-	26,533	-
Transfers to Other Reserves		-	(18,777)	-	18,777
Transfers from Other Reserves		-	21,121	-	(21,121)
<b>Balance at End of the Financial Year</b>		<b>1,485,755</b>	<b>919,781</b>	<b>518,648</b>	<b>47,326</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2028

	2023-24 Forecast \$'000	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
<b>Cash Flow from Operating Activities</b>					
Rates and Charges	63,782	66,099	68,483	70,993	73,666
Statutory Fees and Fines	2,134	2,141	2,041	2,092	2,144
User Charges	7,006	7,208	7,873	11,783	12,209
Grants - Operating	5,839	11,006	11,229	11,504	11,785
Grants - Capital	19,201	7,432	3,701	1,051	1,051
Contributions - Monetary	1,828	1,788	4,104	4,023	2,955
Interest Received	5,335	2,447	1,419	1,356	1,240
Trust Funds and Deposits Taken/(Repaid)	(363)	-	-	-	-
Net GST Refund/(Payment)	5,389	7,601	6,574	5,671	5,065
Employee Costs	(38,300)	(40,621)	(41,683)	(42,886)	(43,880)
Materials and Services	(39,024)	(42,243)	(39,584)	(43,208)	(43,702)
<b>Net Cash Provided from Operating Activities</b>	<b>32,829</b>	<b>22,857</b>	<b>24,157</b>	<b>22,379</b>	<b>22,533</b>
<b>Cash Flows from Investing Activities</b>					
Proceeds from Sale of Property, Plant & Equipment	593	428	472	594	642
Payments for Property, Plant, Equipment & Infrastructure Assets	(26,540)	(50,264)	(41,712)	(29,528)	(22,490)
Cash Flows from Investments	(5,500)	30,000	20,000	10,000	2,000
<b>Net Cash Used in Investing Activities</b>	<b>(31,448)</b>	<b>(19,836)</b>	<b>(21,240)</b>	<b>(18,933)</b>	<b>(19,848)</b>
<b>Cash Flows from Financing Activities</b>					
Finance Costs	(284)	(235)	(189)	(142)	(95)
Repayment of Lease Liabilities	(373)	(386)	(392)	(397)	(403)
Interest Paid - Lease Liabilities	(32)	(137)	(133)	(129)	(122)
Repayment of Borrowings	(2,171)	(2,183)	(2,195)	(2,207)	(2,220)
<b>Net Cash Provided from Financing Activities</b>	<b>(2,860)</b>	<b>(2,941)</b>	<b>(2,909)</b>	<b>(2,875)</b>	<b>(2,839)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents Held</b>	<b>(1,479)</b>	<b>80</b>	<b>8</b>	<b>571</b>	<b>(154)</b>
Cash & Cash Equivalents at the Beginning of the Period	3,842	2,363	2,443	2,451	3,022
<b>Cash &amp; Cash Equivalents at the End of the Period</b>	<b>2,363</b>	<b>2,443</b>	<b>2,451</b>	<b>3,022</b>	<b>2,868</b>
<b>Investments (Current and Non-Current Financial Assets)</b>	<b>103,000</b>	<b>73,000</b>	<b>53,000</b>	<b>43,000</b>	<b>41,000</b>
<b>Total Cash &amp; Investments at the End of the Period</b>	<b>105,363</b>	<b>75,443</b>	<b>55,451</b>	<b>46,022</b>	<b>43,868</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2028

	NOTES	2023-24 Forecast \$'000	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
<b>Property</b>						
Land			72	-	-	-
Buildings		6,579	23,189	20,008	13,037	5,179
<b>Total Property</b>		<b>6,579</b>	<b>23,261</b>	<b>20,008</b>	<b>13,037</b>	<b>5,179</b>
<b>Plant and Equipment</b>						
Plant, Machinery & Equipment		1,837	1,661	1,771	1,754	1,926
Fixtures, Fitting & Furniture		3		135	-	-
Computers & Telecomms		651	1,455	275	300	2,300
<b>Total Plant and Equipment</b>		<b>2,491</b>	<b>3,117</b>	<b>2,181</b>	<b>2,054</b>	<b>4,226</b>
<b>Infrastructure</b>						
Bridges		99	288	3,050	50	50
Drainage & Sewerage		1,108	1,803	3,969	379	470
Footpaths & Cycleways		869	1,643	1,059	350	1,768
Parks, Open Space & Streetscapes		744	865	1,512	480	480
Recreation, Leisure & Communities		739	3,649	3,802	2,644	3,489
Roads		12,118	11,393	5,984	7,727	6,828
Offstreet Car Parks			26	-	-	-
Waste		1,294	1,733	90	2,750	-
Expensed Capital Works		1,311	2,146	825	948	986
Landfill Provision		500	2,487	56	56	-
<b>Total Infrastructure</b>		<b>18,782</b>	<b>26,033</b>	<b>20,347</b>	<b>15,384</b>	<b>14,070</b>
<b>Total Capital Works Expenditure</b>	<b>4.5.1</b>	<b>27,851</b>	<b>52,410</b>	<b>42,537</b>	<b>30,475</b>	<b>23,475</b>
<b>Represented By:</b>						
New Asset Expenditure		5,399	21,153	21,925	12,713	5,854
Asset Renewal Expenditure		13,612	19,592	16,434	15,565	15,052
Asset Expansion Expenditure		41	140	418	508	604
Asset Upgrade Expenditure		6,988	6,891	2,879	685	980
Expensed Capital Works		1,311	2,146	825	948	986
Landfill Provision Works		500	2,487	56	56	-
<b>Total Capital Works Expenditure</b>	<b>4.5.1</b>	<b>27,851</b>	<b>52,410</b>	<b>42,537</b>	<b>30,475</b>	<b>23,475</b>
<b>Funding Sources Represented By:</b>						
<b>External</b>						
Capital Grants		18,165	17,039	19,985	1,051	1,051
Special Charges		188	-	-	-	-
<b>Internal</b>						
Asset Sales		564	428	472	594	642
Council Cash		8,935	34,943	22,079	28,830	21,782
<b>Total Capital Works Funding Sources</b>	<b>4.5.1</b>	<b>27,851</b>	<b>52,410</b>	<b>42,537</b>	<b>30,475</b>	<b>23,475</b>

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

	2023-24 Forecast \$'000	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
Total Capital Works	27,851	52,410	42,537	30,475	23,475
Asset Revaluation Increment / (Decrement)	19,777	61,248	48,289	46,113	26,533
Depreciation	(21,072)	(21,755)	(22,014)	(24,271)	(25,223)
Written Down Value of Assets Sold	(20,756)	(154)	(159)	(112)	(214)
Assets Written Off	(2,631)	(2,094)	(1,303)	(1,538)	(1,876)
Expensed Capital Works	(1,311)	(2,146)	(825)	(948)	(986)
Landfill Provision Works	(500)	(2,487)	(56)	(56)	-
Found Assets	78	-	-	-	-
Granted Assets	7,363	5,081	8,421	8,199	14,008
<b>Net Movement in Property, Plant and Equipment</b>	<b>8,799</b>	<b>90,103</b>	<b>74,889</b>	<b>57,862</b>	<b>35,718</b>

### 3.6 Statement of Human Resources

For the four years ending 30 June 2028

		2023-24	2024-25	2025-26	2026-27	2027-28
	NOTES	Forecast	Budget		Projections	
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff Expenditure</b>						
Employee Costs - Operating as per Income Statement	4.6.1	39,053	41,290	42,368	43,587	44,598
Employee Costs - Capital		2,897	3,071	3,180	3,259	3,341
<b>Total Staff Expenditure</b>		<b>41,950</b>	<b>44,362</b>	<b>45,548</b>	<b>46,847</b>	<b>47,938</b>
<b>Staff Numbers (FTE)</b>						
Employees		357.9	368.0	366.7	368.1	369.1
<b>Total Staff Numbers (FTE)</b>		<b>357.9</b>	<b>368.0</b>	<b>366.7</b>	<b>368.1</b>	<b>369.1</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below for 2024-25.

Division	2024-25		
	Budget	Full Time	Part Time
	\$'000	\$'000	\$'000
Chief Executive Office	901	653	248
Community Life	18,966	11,911	7,055
Place Making & Environment	12,069	8,536	3,533
Strategy & Effectiveness	7,076	4,700	2,376
<b>Total Staff Expenditure</b>	<b>39,013</b>	<b>25,801</b>	<b>13,212</b>
Casuals	643	-	643
Volunteers	497	-	497
Operating Projects	529	312	217
Other Employee Costs	608	-	-
<b>Employee Costs as per Income Statement</b>	<b>41,290</b>		
<b>Total Capitalised Labour</b>	<b>3,024</b>		
<b>Total Expenditure</b>	<b>41,290</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below for 2024-25.

Division	2024-25		
	Budget	Full Time	Part Time
Chief Executive Office	4.4	3.0	1.4
Community Life	170.3	99.5	70.8
Place Making & Environment	97.1	64.3	32.8
Strategy & Effectiveness	58.7	41.0	17.7
<b>Total Staff (FTE)</b>	<b>330.6</b>	<b>207.8</b>	<b>122.8</b>
Casuals and Other Employee Costs	6.2	-	6.2
Volunteers	6.4	-	6.4
Operating Projects	3.9	3.0	0.9
Capitalised Labour	20.8	19.3	1.5
<b>Total Staff (FTE)</b>	<b>368.0</b>		

### 3.7 Four Year Financial Plan

For the four years ending 30 June 2028

	2023-24	2024-25	2025-26	2026-27	2027-28
	Forecast \$'000	Budget \$'000	Projections \$'000	Projections \$'000	Projections \$'000
<b>Recurrent EBITDA less Waste and Other Special Purposes</b>					
Property Rates and Charges	53,525	55,531	56,920	58,343	59,802
Supplementary Property Rates and Charges	395	241	642	1,244	1,980
Grants	5,086	10,348	10,607	10,872	11,144
Other Revenue	6,506	6,478	7,107	7,305	7,509
<b>Total Recurrent Income</b>	<b>65,513</b>	<b>72,599</b>	<b>75,276</b>	<b>77,764</b>	<b>80,434</b>
Employee Benefits	36,742	38,316	39,438	40,424	41,434
Materials and Services	17,498	17,201	17,742	18,177	18,622
<b>Total Expenditure - Existing Operations</b>	<b>54,240</b>	<b>55,517</b>	<b>57,180</b>	<b>58,601</b>	<b>60,056</b>
<b>Financial Recurrent Savings Target</b>	-	-	<b>323</b>	<b>662</b>	<b>1,018</b>
Compliance Costs (Recurrent)	-	85	323	662	1,018
Growth	-	870	894	1,312	1,163
Future Years of Budget Year	-	-	985	1,009	1,035
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>955</b>	<b>2,202</b>	<b>2,984</b>	<b>3,216</b>
<b>Total</b>	<b>11,273</b>	<b>16,127</b>	<b>16,218</b>	<b>16,842</b>	<b>18,181</b>
<b>Recurrent EBITDA Waste</b>					
Garbage Charges	10,116	10,388	10,942	11,446	11,966
Other Revenue	3,155	3,212	3,292	3,374	3,459
<b>Total Recurrent Income</b>	<b>13,271</b>	<b>13,600</b>	<b>14,234</b>	<b>14,820</b>	<b>15,425</b>
Employee Benefits	1,302	1,353	1,401	1,436	1,472
Materials and Services	11,843	11,942	12,279	12,313	12,713
<b>Total Expenditure - Existing Operations</b>	<b>13,146</b>	<b>13,295</b>	<b>13,680</b>	<b>13,749</b>	<b>14,185</b>
Discretionary Growth	-	67	70	71	73
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>67</b>	<b>70</b>	<b>71</b>	<b>73</b>
<b>Recurrent EBITDA Waste</b>	<b>125</b>	<b>237</b>	<b>484</b>	<b>1,000</b>	<b>1,167</b>
<b>Recurrent EBITDA Other Special Purposes</b>					
Other Revenue	21	21	21	22	23
<b>Total Recurrent Income</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>23</b>
Materials and Services	17	18	18	19	19
<b>Total Expenditure - Existing Operations</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>
<b>Recurrent EBITDA Other Special Purposes</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Recurrent EBITDA</b>	<b>11,402</b>	<b>16,366</b>	<b>16,705</b>	<b>17,845</b>	<b>19,350</b>

	2023-24	2024-25	2025-26	2026-27	2027-28
	Forecast	Budget		Projections	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total Recurrent EBITDA</b>	<b>11,402</b>	<b>16,366</b>	<b>16,705</b>	<b>17,845</b>	<b>19,350</b>
<b>Cash Adjustments:</b>					
Balance Sheet Movements	218	116	184	172	138
Interest Revenue	4,958	2,527	1,479	1,416	1,300
Interest Committed to Projects	(1,183)	(284)			
Grants Commission Funds Received Early Adjustmen	5,490				
<b>Total Cash Adjustments</b>	<b>9,483</b>	<b>2,359</b>	<b>1,662</b>	<b>1,589</b>	<b>1,438</b>
<b>Total Cash Available for Allocation</b>	<b>20,884</b>	<b>18,726</b>	<b>18,367</b>	<b>19,434</b>	<b>20,789</b>
<b>Allocations to Commitments</b>					
Debt Interest & Principal	2,093	2,058	2,024	1,989	1,955
Torquay/Jan Juc Developer Plan Allocation	2,770	2,770	2,770	2,770	2,770
Winchelsea Infrastructure Plan Allocation	232	239	246	253	261
Briody Drive DCP Allocation	333	-	-	-	-
Waste Allocation	125	237	484	1,000	1,167
Asset Renewal Allocation	9,720	10,601	11,558	12,828	13,994
Business Case Investments	376	370	395	405	415
Council Election Year	-	295	-	-	-
Aireys Inlet Aged Units	3	3	3	3	3
Growth and Compliance Costs (Non-Recurrent)	156	358	537	551	564
<b>Total Allocations to Commitments</b>	<b>15,809</b>	<b>16,930</b>	<b>18,017</b>	<b>19,799</b>	<b>21,129</b>
<b>Discretionary Cash Available</b>	<b>5,075</b>	<b>1,796</b>	<b>350</b>	<b>(366)</b>	<b>(341)</b>
<b>Discretionary Allocations</b>					
Discretionary Operating Projects	668	-	-	-	-
Discretionary Projects	710	1,627	1,125	1,256	1,401
<b>Total Discretionary Allocations</b>	<b>1,378</b>	<b>1,627</b>	<b>1,125</b>	<b>1,256</b>	<b>1,401</b>
<b>Unallocated Cash Surplus / (Deficit)</b>	<b>3,697</b>	<b>169</b>	<b>(774)</b>	<b>(1,621)</b>	<b>(1,742)</b>
<b>Accumulated Unallocated Cash</b>					
Opening Balance	7,157	10,764	10,933	10,159	8,347
Annual Surplus/(Deficit)	3,697	169	(774)	(1,621)	(1,742)
Net Allocations During the Year	(91)	-	-	-	-
Transfers for Project Funding	-	-	-	(190)	(190)
<b>Closing Balance</b>	<b>10,764</b>	<b>10,933</b>	<b>10,159</b>	<b>8,347</b>	<b>6,416</b>

### 3.8 Reconciliation of Recurrent EBITDA to Income Statement

For the four years ending 30 June 2028

	2023-24 Forecast \$'000	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
<b>Recurrent EBITDA</b>					
Property Rates and Charges	53,525	55,531	56,920	58,343	59,802
Supplementary Property Rates and Charges	395	241	642	1,244	1,980
Garbage Charges	10,116	10,388	10,942	11,446	11,966
Grants	5,086	10,348	10,607	10,872	11,144
Other Revenue	9,682	9,711	10,421	10,702	10,990
<b>Total Recurrent Income</b>	<b>78,804</b>	<b>86,219</b>	<b>89,531</b>	<b>92,607</b>	<b>95,882</b>
Employee Benefits	38,044	39,669	40,839	41,860	42,906
Materials and Services	29,358	29,161	30,039	30,509	31,354
<b>Total Expenditure - Existing Operations</b>	<b>67,403</b>	<b>68,830</b>	<b>70,878</b>	<b>72,369</b>	<b>74,261</b>
<b>Financial Recurrent Savings Target</b>	<b>-</b>	<b>-</b>	<b>323</b>	<b>662</b>	<b>1,018</b>
Compliance Costs	-	85	323	662	1,018
Non-Discretionary Growth	-	870	894	1,312	1,163
Growth Budget Year	-	-	1,054	1,081	1,108
Discretionary Growth	-	67	-	-	-
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>1,023</b>	<b>2,271</b>	<b>3,055</b>	<b>3,289</b>
<b>Total Recurrent EBITDA</b>	<b>11,402</b>	<b>16,366</b>	<b>16,705</b>	<b>17,845</b>	<b>19,350</b>
<b>Reserve Transfers</b>					
Developer Contributions (DCP Torquay)	239	48	1,053	1,861	677
Developer Contributions (Winchelsea)	213	510	734	567	533
Developer Contributions (Other)	5	11	1,175	429	552
Open Space Contributions	250	250	150	150	150
Sale of Plant - Renewal Reserve	564	428	472	594	642
Sale of Land - Reserve	29	-	-	-	-
Interest Revenue	4,958	2,527	1,479	1,416	1,300
Finance Costs	(226)	(191)	(156)	(122)	(87)
Finance Costs DCP Loan	(55)	(44)	(32)	(19)	(7)
<b>Projects</b>					
Capital Projects Revenue	18,355	17,039	19,985	1,051	1,051
Expensed Capital Works	(1,311)	(2,146)	(825)	(948)	(986)
Operational Projects Expenses	(3,398)	(3,430)	(1,188)	(1,158)	(1,215)
Operational Projects Revenue	906	649	463	467	457
<b>Non Cash Items</b>					
Depreciation	(21,072)	(21,755)	(22,014)	(24,271)	(25,223)
Amortisation	(4,264)	(4,264)	(4,264)	(4,264)	(4,264)
Contributions - Non-Monetary	7,363	5,081	8,421	8,199	14,008
Assets Recognised for the First Time	78	-	-	-	-
Written Down Value of Assets Sold	(20,756)	(154)	(159)	(112)	(214)
Asset Write Offs	(2,631)	(2,094)	(1,303)	(1,538)	(1,876)
<b>Surplus/(Deficit) for the Year</b>	<b>(9,354)</b>	<b>8,831</b>	<b>20,696</b>	<b>148</b>	<b>4,848</b>

### 3.9 Summary of Planned Capital Works

#### New Capital Allocations and Carry Forwards 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	Direct Funded \$'000	
<b>Renewal Program</b>													
Active Play Items Renewal Program	100						100				100		100
Asset Condition Audits					150		150				150		150
Asset Management Engineers	72						72				72		72
Bridge Renewal Program	50						50				50		50
Building Renewal Program	500						500				500		500
Drainage Renewal Program	160						160				160		160
Facility Signage Renewal Program	15						15				15		15
Fencing Renewal Program	150						150				150		150
Footpath Renewal Program	350						350				350		350
Hard Court Renewal Program	1,500						1,500				1,500		1,500
Heavy Plant Replacement Program	850						850			276	575		850
I.T. Renewal Program	100						100				100		100
I.T. Software Renewal Program	330						330				330		330
Kerb Renewal Program	100						100				100		100
Light Fleet Replacement Program	420						420			143	278		420
Park Furniture Renewal Program	100						100				100		100
Playground Renewal Program	900						900				900		900
Sealed Road Renewal Program	1,100						1,100				1,100		1,100
Skate Park Renewal Program	40						40				40		40
Small Plant Replacement Program	80						80			10	70		80
Unsealed Road Renewal Program	1,025						1,025				1,025		1,025
Unsealed Shoulder Renewal Program	100						100				100		100
Water Sensitive Urban Design Renewal Program	150						150				150		150
Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Rd	1,105						1,105				1,105		1,105
Contingency Allocation	103						103				103		103
<b>Total Renewal Program</b>	<b>9,400</b>				<b>150</b>		<b>9,550</b>			<b>428</b>	<b>9,122</b>		<b>9,550</b>
<b>DCP / Infrastructure Development Program</b>													
Construct Regional Bike Route Along Great Ocean Road \ (PC08) - Duffields Rd to Strathmore Dr (Construction)				489			489				489		489
Spring Creek Recreation Reserve Development (OR07) - Contribution towards Drainage		74					74				74		74
Torquay Central & North (OR01) - Playground & Landscaping				124			124				124		124
Torquay North Open Space Pathways (PC02) and Landscaping (OR01) - Design				32			32				32		32
Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Rd		1,093					1,093				1,093		1,093
Winchelsea Infrastructure Plan - Upgrade of Batson Street - Design		32					32				32		32
Contingency Allocation		164		87			251				251		251
<b>Total DCP / Infrastructure Development Program</b>		<b>1,363</b>		<b>732</b>			<b>2,095</b>				<b>2,095</b>		<b>2,095</b>

Capital Program - New Allocations	Expenditure							Funding					
	Renewal	Upgrade	Expansion	New	Expensed	Landfill Provision	Total Expenditure	External Funds		Council Cash			Total Funding
								Grants	Contrib's	Asset Sales	Cash Reserve Funds	Direct Funded	
<b>Discretionary Program</b>													
<b>Business Case</b>													
Solar & Energy Transition Program		92		248			340					340	340
<b>Buildings</b>													
Anglesea Community and Health Hub - Planning and Design			125	125			250					250	250
<b>Drainage</b>													
Critical Drainage Rectification Program		113	57				170					170	170
Karaaf Wetlands Stormwater Management	100						100					100	100
<b>Other Assets</b>													
Aireys Inlet Top Shops Beautification Project - Planning	70						70					70	70
Land Purchase Public Access Winchelsea			72				72					72	72
<b>Recreation and Open Space</b>													
Lorne Men's Shed Parking Design		26					26					26	26
<b>Roads/Road Safety</b>													
Road Safety Program 2024-25		93		77			170					170	170
Roads to Recovery Program - Blackgate Road & Horseshoe Bend Road	400	100					500	500					500
Roads to Recovery Program - Rural Unsealed Road Upgrade Program	280	70					350	350					350
Roads to Recovery Program - Strategic Network Improvements	161	40					201	201					201
Safer Cycling Strategy Delivery - High Priority Low Cost Actions		47		29			75					75	75
Contingency Allocation	10	26	9	30			74					74	74
<b>Total Discretionary Program</b>	<b>1,021</b>	<b>607</b>	<b>262</b>	<b>508</b>		-	<b>2,398</b>	<b>1,051</b>				<b>1,347</b>	<b>2,398</b>
<b>Total New Capital Works Allocation</b>	<b>10,421</b>	<b>1,970</b>	<b>262</b>	<b>1,240</b>	<b>150</b>	-	<b>14,043</b>	<b>1,051</b>		<b>428</b>	<b>11,218</b>	<b>1,347</b>	<b>14,043</b>
<b>Carried Forward Capital Projects</b>													
Carried Forward Capital Projects	15,778	6,867	12	49,606	1,996	2,487	76,747	34,978			41,769		76,747
Contingency Allocation	676	1,499	1	943	373	500	3,993				3,993		3,993
<b>Total Carried Forward Capital Projects</b>	<b>16,455</b>	<b>8,366</b>	<b>13</b>	<b>50,549</b>	<b>2,370</b>	<b>2,987</b>	<b>80,741</b>	<b>34,978</b>			<b>45,762</b>		<b>80,741</b>
<b>Total Capital Works Program Allocation</b>	<b>26,875</b>	<b>10,336</b>	<b>275</b>	<b>51,790</b>	<b>2,520</b>	<b>2,987</b>	<b>94,784</b>	<b>36,029</b>		<b>428</b>	<b>56,980</b>	<b>1,347</b>	<b>94,784</b>

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New Capital Allocations for the Year Ending 30 June 2026

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	Direct Funded	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Renewal Program</b>													
Active Play Items Renewal Program	150						150				150		150
Active Play Renewal Program - Spring Creek Oval Including Irrigation & Drainage	2,000						2,000				2,000		2,000
Asset Condition Audits					175		175				175		175
Asset Management Engineers	74						74				74		74
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	350						350				350		350
Guardrail Renewal Program	100						100				100		100
Heavy Plant Replacement Program	1,297						1,297			389	908		1,297
I.T. Renewal Program	125						125				125		125
Irrigation Renewal Program	100						100				100		100
Kerb Renewal Program	50						50				50		50
Light Fleet Replacement Program	96						96			43	53		96
Lighting Renewal Program	150						150				150		150
Park Furniture Renewal Program	150						150				150		150
Playground Renewal Program	20						20				20		20
Point Roadknight Drainage Outfall	1,700						1,700				1,700		1,700
Sealed Road Renewal Program	1,626						1,626				1,626		1,626
Skate Park Renewal Program	400						400				400		400
Small Plant Replacement Program	80						80			40	40		80
Structures Renewal Program	150						150				150		150
Unsealed Road Renewal Program	1,000						1,000				1,000		1,000
Unsealed Shoulder Renewal Program	150						150				150		150
Water Sensitive Urban Design Renewal Program	150						150				150		150
Contingency Allocation	470						470				470		470
<b>Total Renewal Program</b>	<b>11,383</b>				<b>175</b>		<b>11,558</b>			<b>472</b>	<b>11,086</b>		<b>11,558</b>
<b>DCP / Infrastructure Development Program</b>													
Construct Pathways Along Spring and Deep Creeks (PC01) - Deep Creek & Spring Creek				449			449				449		449
Duffields / Grossmans Road Intersection Upgrade (RD15) - Construction		751		83			835				835		835
South Beach Road Upgrade (RD09) - Design		19			77		97				97		97
Spring Creek Recreation Reserve Development (OR07) - Design & Scoping		97					97				97		97
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works				111			111				111		111
Upgrade Jan Juc Linear Reserve (OR08) - Domain Rd to Sedimentation Pond		19			77		97				97		97
Winchelsea Infrastructure Plan - Gladman Street Upgrade		640					640				640		640
Contingency Allocation		149		79	16		244				244		244
<b>Total DCP / Infrastructure Development Program</b>		<b>1,675</b>		<b>722</b>	<b>171</b>		<b>2,568</b>				<b>2,568</b>		<b>2,568</b>
<b>Waste Management Program</b>													
Anglesea Landfill Stage 5 Rehabilitation - Design						56	56				56		56
Torquay Transfer Station Development - Design				90			90				90		90
Contingency Allocation				10		4	14				14		14
<b>Total Waste Management Program</b>				<b>100</b>		<b>60</b>	<b>160</b>				<b>160</b>		<b>160</b>

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources					Total Funding \$'000
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds			Council Cash		
								Grants \$'000	Contrib's \$'000	Asset Sales \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b>Discretionary Program</b>													
<b>Discretionary Capital Projects</b>													
Discretionary Capital Projects			418	418			837					837	837
<b>Business Cases</b>													
Business Cases					395		395					395	395
<b>Roads/Road Safety</b>													
Roads to Recovery Program - Grant Seed Funding	121	30					151	151					151
Roads to Recovery Program - Wadawurrung Way Upgrade, Torquay	160	640					800	800					800
Contingency Allocation	20	80					100	100					100
<b>Total Discretionary Program</b>	<b>301</b>	<b>750</b>	<b>418</b>	<b>418</b>	<b>395</b>		<b>2,283</b>	<b>1,051</b>				<b>1,232</b>	<b>2,283</b>
<b>Growth and Compliance</b>													
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					100		100					100	100
Contingency Allocation													
<b>Total Growth and Compliance</b>					<b>100</b>		<b>100</b>					<b>100</b>	<b>100</b>
<b>Total New Capital Works Allocation</b>	<b>11,684</b>	<b>2,426</b>	<b>418</b>	<b>1,240</b>	<b>841</b>	<b>60</b>	<b>16,669</b>	<b>1,051</b>		<b>472</b>	<b>13,814</b>	<b>1,332</b>	<b>16,669</b>

**New Capital Allocations for the Year Ending 30 June 2027**

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		Direct Funded \$'000
<b>Renewal Program</b>													
Active Play Items Renewal Program	250						250				250		250
Asset Condition Audits					125		125				125		125
Asset Management Engineers	76						76				76		76
Bike Park Renewal Program	200						200				200		200
Bridge Renewal Program	50						50				50		50
Deans Marsh Community Hall - Redevelopment	2,288						2,288				2,288		2,288
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	30						30				30		30
Fencing Renewal Program	250						250				250		250
Footpath Renewal Program	350						350				350		350
Guardrail Renewal Program	150						150				150		150
Hard Court Renewal Program	550						550				550		550
Heavy Plant Replacement Program	1,299						1,299			390	909		1,299
I.T. Renewal Program	150						150				150		150
I.T. Software Renewal Program	150						150				150		150
Irrigation Renewal Program	100						100				100		100
Kerb Renewal Program	50						50				50		50
Light Fleet Replacement Program	365						365			164	201		365
Lighting Renewal Program	150						150				150		150
Park Furniture Renewal Program	200						200				200		200
Playground Renewal Program	20						20				20		20
Sealed Road Renewal Program	4,919						4,919				4,919		4,919
Small Plant Replacement Program	90						90			40	49		90
Structures Renewal Program	250						250				250		250
Unsealed Road Renewal Program	1,300						1,300				1,300		1,300
Unsealed Shoulder Renewal Program	250						250				250		250
Water Sensitive Urban Design Renewal Program	150						150				150		150
Contingency Allocation	232						232				232		232
<b>Total Renewal Program</b>	<b>15,181</b>				<b>125</b>		<b>15,306</b>			<b>594</b>	<b>14,711</b>		<b>15,306</b>
<b>DCP / Infrastructure Development Program</b>													
Extension to the Public Library Stage 2a (CY05c) (Subject to Successful Grant)				630			630				630		630
Spring Creek Recreation Reserve Development (OR07) - Implementation of DCP Works		211					211				211		211
Torquay Central & North (OR01) - Playgrounds, Parking & Landscaping				148			148				148		148
Upgrade Jan Juc Linear Reserve (OR08) - Domain Rd to Sedimentation Pond		79			318		397				397		397
Winchelsea Infrastructure Plan - Winchelsea Community House Upgrade - Design		30					30				30		30
Contingency Allocation		67		66	32		165				165		165
<b>Total DCP / Infrastructure Development Program</b>		<b>388</b>		<b>844</b>	<b>350</b>		<b>1,581</b>				<b>1,581</b>		<b>1,581</b>

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		Direct Funded \$'000	
<b>Waste Management Program</b>														
Torquay Transfer Station Development				2,750			2,750					2,750		2,750
Anglesea Landfill Stage 5 Rehabilitation - Design						56	56					56		56
Contingency Allocation				250		4	254					254		254
<b>Total Waste Management Program</b>				<b>3,000</b>		<b>60</b>	<b>3,060</b>					<b>3,060</b>		<b>3,060</b>
<b>Discretionary Program</b>														
<b>Discretionary Capital Projects</b>														
Discretionary Capital Projects			508	508			1,016						1,016	1,016
<b>Business Cases</b>														
Business Cases					405		405						405	405
<b>Roads/Road Safety</b>														
Roads to Recovery Program - Grant Seed Funding	160	40					200	200						200
Roads to Recovery Program - Rural Unsealed Road Upgrade Program	56	224					280	280						280
Roads to Recovery Program - Strategic Network Improvements	401	100					501	501						501
Contingency Allocation	44	26					70	70						70
<b>Total Discretionary Program</b>	<b>661</b>	<b>390</b>	<b>508</b>	<b>508</b>	<b>405</b>		<b>2,472</b>	<b>1,051</b>					<b>1,421</b>	<b>2,472</b>
<b>Growth and Compliance</b>														
Disability Discrimination Act - Facility Improvements - Annual Implementation Plan					100		100						100	100
Contingency Allocation														
<b>Total Growth and Compliance</b>					<b>100</b>		<b>100</b>						<b>100</b>	<b>100</b>
<b>Total New Capital Works Allocation</b>	<b>15,841</b>	<b>778</b>	<b>508</b>	<b>4,351</b>	<b>980</b>	<b>60</b>	<b>22,518</b>	<b>1,051</b>		<b>594</b>	<b>19,352</b>	<b>1,521</b>	<b>22,518</b>	

**New Capital Allocations for the Year Ending 30 June 2028**

Capital Program - New Allocations	Asset Expenditure Types							Funding Sources					Total Funding \$'000
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds		Council Cash			
								Grants \$'000	Contrib's \$'000	Asset Sales \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b>Renewal Program</b>													
Active Play Items Renewal Program	250						250				250		250
Asset Condition Audits					150		150				150		150
Asset Management Engineers	78						78				78		78
Bike Park Renewal Program	250						250				250		250
Bridge Renewal Program	50						50				50		50
Building Renewal Program	839						839				839		839
Drainage Renewal Program	215						215				215		215
Facility Signage Renewal Program	30						30				30		30
Fencing Renewal Program	250						250				250		250
Footpath Renewal Program	500						500				500		500
Guardrail Renewal Program	200						200				200		200
Hard Court Renewal Program	1,150						1,150				1,150		1,150
Heavy Plant Replacement Program	1,500						1,500			450	1,050		1,500
I.T. Renewal Program	150						150				150		150
I.T. Software Renewal Program	2,150						2,150				2,150		2,150
Irrigation Renewal Program	100						100				100		100
Kerb Renewal Program	150						150				150		150
Light Fleet Replacement Program	379						379			170	208		379
Lighting Renewal Program	300						300				300		300
Park Furniture Renewal Program	200						200				200		200
Playground Renewal Program	20						20				20		20
Sealed Road Renewal Program	3,477						3,477				3,477		3,477
Small Plant Replacement Program	47						47			21	26		47
Structures Renewal Program	250						250				250		250
Unsealed Road Renewal Program	1,500						1,500				1,500		1,500
Unsealed Shoulder Renewal Program	250						250				250		250
Water Sensitive Urban Design Renewal Program	150						150				150		150
Contingency Allocation													
<b>Total Renewal Program</b>	<b>14,435</b>				<b>150</b>		<b>14,585</b>			<b>642</b>	<b>13,943</b>		<b>14,585</b>
<b>DCP / Infrastructure Development Program</b>													
Expand Tennis Facilities at Spring Creek Reserve (OR04)				103			103				103		103
Extension to the Public Library Stage 2b (CY05c) (Subject to Successful Grant)				3,880			3,880				3,880		3,880
South Beach Road Upgrade (RD09) - Construction		105				420	525				525		525
Spring Creek Recreation Reserve Development (OR07) - Landscaping		109					109				109		109
Torquay Central & North (OR01) - Playgrounds, Parking & Landscaping				1,128			1,128				1,128		1,128
Torquay North Open Space Pathways (PC02) - Contributions to Developer Works				140			140				140		140
Winchelsea Infrastructure Plan - Upgrade of Batson Street - Construction		192					192				192		192
Winchelsea Infrastructure Plan - Winchelsea Community House Upgrade - Construction		210					210				210		210
Contingency Allocation		103		207	32		342				342		342
<b>Total DCP / Infrastructure Development Program</b>		<b>719</b>		<b>5,457</b>	<b>452</b>		<b>6,628</b>				<b>6,628</b>		<b>6,628</b>

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	Direct Funded \$'000		
<b>Discretionary Program</b>														
<b>Discretionary Capital Projects</b>														
Discretionary Capital Projects			604	604			1,207						1,207	1,207
<b>Business Cases</b>														
Business Cases					415		415						415	415
<b>Roads/Road Safety</b>														
Roads to Recovery Program - Grant Seed Funding	160	40					200	200						200
Roads to Recovery Program - Rural Unsealed Road Upgrade Program	56	224					280	280						280
Roads to Recovery Program - Strategic Network Improvements	401	100					501	501						501
Contingency Allocation	44	26					70	70						70
<b>Total Discretionary Program</b>	<b>661</b>	<b>390</b>	<b>604</b>	<b>604</b>	<b>415</b>		<b>2,673</b>	<b>1,051</b>					<b>1,622</b>	<b>2,673</b>
<b>Total New Capital Works Allocation</b>	<b>15,096</b>	<b>1,109</b>	<b>604</b>	<b>6,061</b>	<b>1,018</b>		<b>23,887</b>	<b>1,051</b>		<b>642</b>	<b>20,572</b>		<b>1,622</b>	<b>23,887</b>

### 3.10 Summary of Planned Operational Works

#### New Operational Allocations for the Year Ending 30 June 2025

Operational Program - New Allocations							Funding				Total Funding \$'000
	Anglesea \$'000	Lorne \$'000	Torquay \$'000	Winchelsea \$'000	Shire Wide \$'000	Total Expenditure \$'000	External Funds		Council Cash		
							Grants \$'000	Fees & Charges \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b>Operational Projects</b>											
2024 Council Elections - Including Councillor Induction					310	310		30		280	310
Anglesea Art Space	52					52		12		40	52
Building Services Compliance - IT System					65	65				65	65
Council Alliance for Sustainable Built Environment (CASBE) Membership (Two Years)					27	27				27	27
Council Carbon Neutrality Program					235	235		204		31	235
Council Plan 2025 to 2029 Incorporating the Municipal Health & Wellbeing Plan					327	327				327	327
Engage Youth Program					25	25	25				25
FReeZA Youth Project					18	18	18				18
Gender Equity Advisor - Impact Assessments (Two Years)					49	49				49	49
Growing Our Urban Forest - Planning & Implementation Program (Year 1 of 5)					190	190				190	190
Health and Wellbeing Plan Year Four Implementation					10	10				10	10
Major Event Support - 2025 UCI Gran Fondo World Championships Lorne		50				50				50	50
Municipal Emergency Management Program					240	240	240				240
Operational Service Reviews					45	45				45	45
Ranger Services Pilot					120	120		120			120
Resilient Relief Centres Assessment					35	35				35	35
Surf Coast Shire Library Strategy Review					35	35				35	35
Waste Service Review					45	45			23	23	45
Winchelsea Shire Hall Management Support Contribution				28		28				28	28
Contingency Allocation					71	71				71	71
<b>Total Operational Projects</b>	<b>52</b>	<b>50</b>		<b>28</b>	<b>1,847</b>	<b>1,976</b>	<b>283</b>	<b>366</b>	<b>23</b>	<b>1,305</b>	<b>1,976</b>

**New Recurrent Operational Allocations for the Year Ending 30 June 2025**

New Recurrent Operational Expenditure			Funding			Total Funding \$'000
	Shire Wide \$'000	Total Expenditure \$'000	External	Council Cash		
			Fees & Charges \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b><u>New Recurrent Operational Expenditure</u></b>						
Christmas Carols Funding Increase	1	1			1	1
Civil Operations Maintenance Water Sensitive Urban Design Growth	25	25			25	25
Community Engagement Growth	74	74			74	74
Community Led Project Support Resource	61	61			61	61
Facilities Management Annual Termite Treatment of Buildings	85	85			85	85
Health & Wellbeing Growth	25	25			25	25
Increased Library Contribution	41	41			41	41
Litter Prevention Officer	132	132	5	67	60	132
Open Space Operations Maintenance Growth	50	50			50	50
Pilk Purriyn First Nations Led January 26 Acknowledgement	15	15			15	15
Positive Ageing Initiatives	15	15			15	15
Program Engineer	88	88			88	88
Recruitment Advisor	81	81			81	81
Revenue Officer Part-Time	22	22			22	22
Software Licence Growth (Digital Transformation Initiatives & Contracts)	172	172			172	172
Strategic Initiatives Housing Coordinator	142	142			142	142
<b>Total Recurrent Operational Expenditure</b>	<b>1,028</b>	<b>1,028</b>	<b>5</b>	<b>67</b>	<b>955</b>	<b>1,028</b>

**New Business Case Allocations for the Year Ending 30 June 2025**

Description - New Funding	Expenditure		Funding		
	Shire Wide \$'000	Total Expenditure \$'000	Council Cash		Total Funding \$'000
			Cash Reserve Funds \$'000	Direct Funded \$'000	
<b><u>Business Cases</u></b>					
Solar & Energy Transition Program	340	340		340	340
Contingency Allocation	30	30		30	30
<b>Total Business Cases</b>	<b>370</b>	<b>370</b>		<b>370</b>	<b>370</b>

**Multi Year Operational Works Program for the Four Years Ending 30 June 2028**

Operational Works Program	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
<b>Operational Projects</b>				
2024 Council Elections - Including Councillor Induction	310			
Anglesea Art Space	52	61	62	
Building Services Compliance - IT System	65			
Council Alliance for Sustainable Built Environment (CASBE) Membership (Two Years)	27			
Council Carbon Neutrality Program	235	240	245	251
Council Plan 2025 to 2029 Incorporating the Municipal Health & Wellbeing Plan	327			
Engage Youth Program	25			
FReeZA Youth Project	18			
Gender Equity Advisor - Impact Assessments (Two Years)	49			
Growing Our Urban Forest - Planning & Implementation Program (Years 1-4 of 5)	190	152	152	152
Growth & Compliance		437	451	564
Health and Wellbeing Plan Year Four Implementation	10			
Major Event Support - 2025 UCI Gran Fondo World Championships Lorne	50	50		
Municipal Emergency Management Program	240	240	240	240
Operational Service Reviews	45			
Ranger Services Pilot	120			
Resilient Relief Centres Assessment	35			
Surf Coast Shire Library Strategy Review	35			
Waste Service Review	45			
Winchelsea Shire Hall Management Support Contribution	28			
Contingency Allocation	71	8	8	8
<b>Total Multi Year Operational Works Program</b>	<b>1,976</b>	<b>1,188</b>	<b>1,158</b>	<b>1,215</b>

## 4. Notes to the Financial Statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and Charges

Rates and charges are required by the *Local Government Act 2020* and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four-year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2024-25 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated based on Council's average rates and charges (see table 4.1.1 (I)). Council complies with the Fair Go Rates System.

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

For 2024-25, Council has limited the municipal charge to 10% of total rates revenue. Total rates and charges including the Municipal Charge will increase by 2.75% 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 2.75% increase because of changes to their property value relative to that of other ratepayers' properties.

Council's draft budget has been prepared using the Valuer-General's preliminary 2024 valuations and an estimate of outstanding objections and supplementary valuations. The final data in the Adopted Budget Report may differ slightly from that which is disclosed below due to a change in the mix of differentials (types of property) once certified valuations and all objections and supplementary valuations for 2023-24 are processed. The average rate increase of 2.75% will still apply.

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

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
			\$'000	%
General Rates <sup>1</sup>	48,201	50,021	1,820	3.78%
Municipal Charge <sup>1</sup>	5,325	5,511	186	3.49%
Service Rates and Charges	10,116	10,388	271	2.68%
Special Rates and Charges	188	-	(188)	-
New Supplementary Rates and Rate Adjustments	395	241	(154)	39.00%
Interest on Rates and Charges	160	80	(80)	50.00%
<b>Total rates and charges</b>	<b>64,385</b>	<b>66,240</b>	<b>1,855</b>	<b>2.88%</b>

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	2023-24	2024-25	Change	
	cents/\$CIV	cents/\$CIV	\$	%
General Rate Land	0.13475	0.13813	0.0034	2.51%
Farm Rate Land	0.10107	0.10360	0.0025	2.50%
Commercial/Industrial Rate Land	0.25603	0.26245	0.0064	2.51%

The rate cap increase of 2.75% has been applied to Council's average rates and charges, the Cents/\$CIV have not increased by the rate cap amount because of 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	2023-24	2024-25	Change	
	\$	\$	\$	%
General Rate Land	42,742,309	44,149,915	1,407,606	3.29%
Farm Rate Land	2,219,154	2,391,658	172,504	7.77%
Commercial/Industrial Rate Land	3,239,183	3,479,431	240,248	7.42%
<b>Total amount to be raised by general rates</b>	<b>48,200,646</b>	<b>50,021,004</b>	<b>1,820,358</b>	<b>3.78%</b>

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

Type of Property	2023-24	2024-25	Change	
			\$	%
General Rate Land	21,784	21,926	142	0.65%
Farm Rate Land	944	944	0	-
Commercial/Industrial Rate Land	1,191	1,227	36	3.02%
<b>Total number of assessments</b>	<b>23,919</b>	<b>24,097</b>	<b>178</b>	<b>0.74%</b>

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

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

Type of Property	2023-24	2024-25	Change	
	\$	\$	\$	%
General Rate Land	31,719,709,500	31,962,582,583	242,873,083	0.77%
Farm Rate Land	2,195,660,000	2,308,550,000	112,890,000	5.14%
Commercial/Industrial Rate Land	1,265,157,501	1,325,750,001	60,592,500	4.79%
<b>Total Value</b>	<b>35,180,527,001</b>	<b>35,596,882,584</b>	<b>416,355,583</b>	<b>1.18%</b>

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

	Per Rateable Property 2023-24	Per Rateable Property 2024-25	Change	
	\$	\$	\$	%
Municipal Charge	225	231	6	2.67%

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

	2023-24	2024-25	Change	
	\$	\$	\$	%
Municipal Charge	5,324,850	5,510,736	185,886	3.49%

**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:**

	2023-24	2024-25	Change	
	\$	\$	\$	%
Urban Waste Services Charge (All Residential/ Commercial Tenements)	491	495	4	0.81%
Rural Waste Services Charge (Optional)	427	461	34	7.96%

\*note the rural waste service charge fee is a step change being made over four years so that in 2025-26 the fees will be aligned.

**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:**

	2023-24	2024-25	Change	
	\$	\$	\$	%
Urban Waste Services Charge (All Residential/ Commercial Tenements)	9,276,966	9,508,536	231,570	2.50%
Rural Waste Services Charge (Optional)	806,044	879,072	73,028	9.06%
<b>Total</b>	<b>10,083,010</b>	<b>10,387,608</b>	<b>304,598</b>	<b>3.02%</b>

These figures include supplementary waste charges from new properties.

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

	2023-24	2024-25	Change	
	\$	\$	\$	%
General Rates Revenue	48,200,645	50,021,004	1,820,359	3.78%
Municipal Charge	5,324,850	5,510,736	185,886	3.49%
Service Charge - Waste Services Charge	10,083,010	10,387,608	304,598	3.02%
<b>Total</b>	<b>63,608,505</b>	<b>65,919,348</b>	<b>2,310,843</b>	<b>3.63%</b>

#### 4.1.1(l) Fair Go Rates System Compliance

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

	2023-24 Budget	2024-25 Budget
Forecast Annualised Rate Revenue	\$ 51,716,387	\$ 54,049,032
Forecast Number of Assessments	23,919	24,097
Forecast Base Average Rate per Assessment	\$ 2,162.15	\$ 2,242.98
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	\$ 2,237.82	\$ 2,304.66
Maximum General Rates and Municipal Charges Revenue	\$ 53,526,461	\$ 55,535,381
Budgeted General Rates and Municipal Charges Revenue	\$ 53,525,495	\$ 55,531,740

#### 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 (2024-25: estimated \$241 thousand)
- The variation of returned levels of value (e.g. valuation objections)
- 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% (0.13813 cents in the dollar of CIV) for all rateable residential properties
- A farm rate of 75% (0.10360 cents in the dollar of CIV) for all rateable farm properties
- A commercial/industrial rate of 190% (0.26245 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

- 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
  - 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**

Council's waste service charge, levied as part of the annual rates notice, funds the provision of waste services for the community, including kerbside collections, waste disposal and recyclable material processing, public litter management and the operation of the shire's resource recovery centres as well as

the Anglesea landfill. Council continues to be a circular economy leader, recently releasing its draft Circular Economy Action Plan for public exhibition, outlining our circular economy priority areas, actions and targets, to drive change within Council, and across the community, aligned with the Victorian Government's circular economy goals. Council was an early adopter of the Victorian Government's legislated four-bin kerbside collection system: FOGO (food organics and green organics), recycling, glass only and landfill, helping to maximise resource recovery and avoid sending materials to landfill.

The waste service charge is not subject to the rate cap, and the increase for the 2024-2025 budget year has been set at 0.8% (to \$495) for urban garbage collection and 8.0% (to \$461) for rural garbage collection. The costs of waste disposal, managing the landfill and future landfill rehabilitation have been considered in setting these charges and the charges respond to increasing waste service costs.

Surplus funds collected from the waste service charge in excess of annual waste service costs are transferred into the Waste Reserve. The Waste Reserve is used to manage and rehabilitate the Anglesea Landfill as well as cover the costs to deliver waste projects to futureproof waste facilities to meet community needs and cater for our growing population. The allocation of funds from the reserve and annual expenditure of the waste service charge income is guided by the Council Plan, the requirements of Victorian Government legislation and Council endorsed waste services.

The Anglesea landfill is estimated to reach the end of its life in 2027. The current estimated cost to complete rehabilitation works at the landfill at the end of its useful life is \$12 million, a cost that has increased significantly from the 2022-23 estimation of \$7.1 million. This is due to CPI, increased regulatory compliance requirements and escalating material and construction costs. As required under our landfill licence, Council is required by the Environmental Protection Authority (EPA) to have verified financial assurance to ensure we are capable of progressively rehabilitating the site as required.

Recently released Minister's Good Practice Guidelines Relating to Service Rates and Charges set out what constitutes good practice by councils in the setting of service rates and charges. According to the guidelines, 'good practice' is about directly linking waste service charges with the waste services related to the property. This essentially means that Council waste initiatives such as litter management, maintaining public waste infrastructure, circular economy initiatives and waste education are not considered 'good practice' for inclusion in a service charge. While Council welcomes greater guidance on waste service rates and charges to ensure consistency across the sector, covering these waste services through general rates will have a significant financial impact on Council. Absorbing these costs into general rates would mean significantly reduced waste services or scaling back other Council services, for example reduced maintenance on Council footpaths, roads, parks and community facilities or cutting back on Council community services.

The waste service charge is separated from its general rates to ensure that waste charges are aligned with the actual costs of delivering waste services. Waste service costs continue to increase each year, including Victorian Government waste levy fees and contractor costs. The Victorian Government municipal waste levy rose from \$33.03 per tonne in 2020/21 to \$52.95 per tonne in 2021-22, \$62.95 per tonne in 2022-23 and \$64.55 per tonne by 2023/24. This is an increase of 95 per cent from 2020/21 to 2023/24. The waste levy continues to rise each year.

Over the coming 12 months, Council will be reviewing its waste service charge to work towards complying with the Minister's Good Practice Guidelines Relating to Service Rates and Charges.

It is vital that Council is able to continue providing efficient and effective waste services for the benefit of the community and environment. Due to the significant financial impact of the guidelines, Council must consider this issue with the community. This will take some time. Council will also work with the state government and the local government sector to develop an approach that ensures continuity of service to the community and the financial sustainability of local government.

In the meantime, Council has made an attempt in this draft budget to interpret the guidelines when proposing increases to the service charge for waste and the recovery of costs for new waste-related initiatives.

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

- To recover the contract cost of provision of Council's waste services
- To recover the cost of disposal of collected refuse in Council's landfill and resource recovery 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)
  - Commercial premises within the township areas (optional) subject to approval by Council's Environmental Health Services department
- To recover other waste related expenses

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
- 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

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 decrease by 0.3% or \$0.01 million compared to 2023-24. Infringement revenue is budgeted to increase by \$0.12 million from the forecast with a plan to increase resources in this area. Subdivision Supervision, Certification and Plan Checking are budgeted to decrease by \$0.17 million due to timing of subdivision development and slowdown of growth. Other Statutory Fees and Fines are budgeted to increase by \$0.03 with election fines being budgeted for this year.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Building Compliance	221	222	1	0.5%
Infringements and Costs	782	901	119	15.2%
Land information Certificates	53	55	2	3.8%
Other Statutory Fees and Fines	54	83	29	54.4%
Subdivision Supervision, Certification and Plan Checking	306	135	(171)	(56.0%)
Town Planning Fees	732	746	14	1.9%
<b>Total Statutory Fees and Charges</b>	<b>2,148</b>	<b>2,141</b>	<b>(7)</b>	<b>(0.3%)</b>

#### 4.1.3 User Charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees for Council services. The below table shows an increase overall of 3.1% or \$0.21 million. The Leisure Centre and Recreation charges are budgeted to increase by \$0.08 million partially driven by the re-opening of the Winchelsea Swimming pool for part of the 2024-25 year. Registration and Other Permits are budgeted to increase by 6.5% or \$0.04 million with the introduction of a pre-application planning meetings for

assessment of applications prior to lodgement. Animal Control is budgeted to have a modest increase with the expectation of lower registrations. Management Services is also budgeted to have a modest increase with a reduction in recycling volumes and upgraded kerbside collection services. For a list of Fees and Charges, see Appendix A.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Aged Services	21	21	-	-
Animal Control	489	492	3	0.5%
Child Care/Childrens Programs	201	201		0.1%
Gravel Pit Fees	131	131	-	-
Health Services	6	6		0.4%
Lease Rentals	118	120	3	2.4%
Leisure Centre and Recreation	1,150	1,231	82	7.1%
Other Fees	97	99	2	2.1%
Registration and Other Permits	592	631	38	6.5%
Royalties	608	626	18	3.0%
Waste Management Services	3,355	3,416	61	1.8%
<b>Total User Charges</b>	<b>6,766</b>	<b>6,973</b>	<b>207</b>	<b>3.1%</b>

#### 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 and capital grants are budgeted to increase by \$3.87 million for 2024-25. The main drivers of this increase relate to the Federal Assistance Grant and the reduction in non-recurrent capital projects which fluctuate depending on project funding.

The budget includes a full year's Federal Assistance grant allocation in 2024-25 and with the 2023-24 allocation being received in 2022-23, the significantly smaller 2023-24 forecast relates to a shortfall and an increment relating to the 2022-23 allocation.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Commonwealth Funded Grants	15,752	6,921	(8,832)	(56.1%)
State Funded Grants	8,053	20,750	12,697	157.7%
<b>Total Grants</b>	<b>23,805</b>	<b>27,671</b>	<b>3,866</b>	<b>16.2%</b>



Capital Grants	2023-24	2024-25	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
<b>Recurrent - Commonwealth Government</b>				
Roads to Recovery Program	1,051	1,051	-	-
<b>Total Recurrent Capital Grants</b>	<b>1,051</b>	<b>1,051</b>	<b>-</b>	<b>-</b>
<b>Non-Recurrent - Commonwealth Government</b>				
Asset & Engineering	7,889	-	(7,889)	(100.0%)
Black Spot Program	3,298	-	(3,298)	(100.0%)
Integrated Planning	3,031	-	(3,031)	(100.0%)
<b>Non-Recurrent - State Government</b>				
Asset & Engineering	125	-	(125)	(100.0%)
Community Safety	1,022	150	(872)	(85.3%)
Environment	549	700	150	27.3%
Integrated Planning	930	15,029	14,099	1,515.6%
Kindergartens	-	110	110	-
Waste Management	269	-	(269)	(100.0%)
<b>Total Non-Recurrent Capital Grants</b>	<b>17,114</b>	<b>15,988</b>	<b>(1,125)</b>	<b>(6.6%)</b>
<b>Total Capital Grants</b>	<b>18,165</b>	<b>17,039</b>	<b>(1,125)</b>	<b>(6.2%)</b>

Note, in accordance with Australian Accounting Standards, in some circumstances income is recognised in the Comprehensive Income Statement in the year it is earned, which may differ to the year it is received. An example of this is the \$15.03 million recorded under integrated planning in the above table, these funds are in relation to grant funding received for the Surf Coast Aquatic and Health Centre in prior years and budgeted to be recognised as revenue in 2024-25.

#### 4.1.5 Contributions Monetary

Contributions relate to recoupment of expenditures, community contributions to capital works, and monies paid by developers in relation to new subdivision works. Contributions are budgeted to decrease by 2.2% or \$0.04 million compared to 2023-24. Developer contributions are budgeted to increase by 16% or \$0.11 million with the timing of development. Sundry contributions are budgeted to decrease by 43.7% or \$0.04 million with some one-off contributions in 2023-24 in relation to insurance claims and additional sales of laptops.

	2023-24	2024-25	Change	
	Forecast	Budget		
	\$'000	\$'000	\$'000	%
Community Contributions	86	88	1	1.7%
Developer Contributions	707	820	113	16.0%
Fleet Contributions	143	158	15	10.5%
Pensioner Rate Concession	491	505	14	2.8%
Project Contributions	144	-	(144)	(100.0%)
Recoupments - Statutory	102	104	2	2.3%
State Revenue Office (Fire Service Levy)	56	57	1	2.5%
Sundry	99	56	(43)	(43.7%)
<b>Total Monetary Contributions</b>	<b>1,828</b>	<b>1,788</b>	<b>(41)</b>	<b>(2.2%)</b>

#### 4.1.6 Contributions Non-Monetary

Non-monetary contributions relate to new subdivision assets being handed over to Council from developers (granted assets). Non-monetary contributions are budgeted to decrease by 31% or \$2.28 million to \$5.08

million compared to 2023-24. Subdivision assets budgeted to be handed over include Glenmore Estate Winchelsea (2 stages), Stretton Estate Torquay (2 stages) and Austin Street Winchelsea.

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

The net gain/(loss) on disposal of property infrastructure, plant and equipment relates to sale of assets. The net gain/(loss) on disposal of property infrastructure, plant and equipment is budgeted to increase by 101.4% or \$20.4 million due to the planned transition of assets to the Great Ocean Road Coasts and Parks Authority (loss of \$20.47 million) in 2023-24.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Proceeds From Sale Plant and Equipment	564	428	(136)	(24.1%)
Proceeds From Sale Land and Buildings	29	-	(29)	(100.0%)
Written Down Value Plant and Equipment	(258)	(154)	105	40.6%
Written Down Value Open Space Assets	(4,131)	-	4,131	100.0%
Written Down Value Land and Buildings	(16,163)	-	16,163	100.0%
Written Down Value Drainage and Sewerage	(203)	-	203	100.0%
<b>Total Net Gain / (Loss) on Disposal</b>	<b>(20,163)</b>	<b>274</b>	<b>20,437</b>	<b>101.4%</b>

#### 4.1.8 Other Income

Other Income is budgeted to decrease by 45.4% or \$2.44 million compared to 2023-24. Other income materially reflects interest on investments and volunteer services. Interest on investments is budgeted in 2024-25 to reduce by \$2.35 million in recognition of cash on hand, which will reduce in line with capital and operational program delivery and a forecast decrease in rate of return.

#### 4.1.9 Employee Costs

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 5.7% or \$2.24 million compared to 2023-24.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and Salaries	32,740	34,744	2,003	6.12%
Superannuation	3,908	4,252	344	8.81%
WorkCover	464	501	38	8.15%
Casual Staff	747	643	(104)	(13.96%)
Training	310	300	(10)	(3.23%)
Volunteer Employees	511	497	(14)	(2.70%)
Other	303	301	(3)	(0.84%)
Fringe Benefits Tax	70	53	(17)	(24.71%)
<b>Total Employee Costs</b>	<b>39,053</b>	<b>41,290</b>	<b>2,237</b>	<b>5.7%</b>

Material items increasing Council's employee costs include:

- Annual wage indexation as per the Surf Coast Shire Enterprise Agreement 2022-25 (3.0%) and position level increments \$1.51 million
- Legislated 0.5% increase to Superannuation Guarantee \$0.17 million

- New recurrent employees \$0.60 million
- Employee vacancies and acting arrangements provided savings in the 2023-24 Forecast, which are budgeted to return in 2024-25; these are generally off-set by one-off additional costs in 2023-24.

The investment in new recurrent employees includes initiatives to support community led projects; to lead Council's actions around housing affordability with the transfer of the current Strategic Initiatives Coordinator temporary role to a permanent role; to continue the focus on litter sources and illegal dumping in our community with the transfer of the Litter Prevention role to a permanent role; an increase in infrastructure planning and delivery resources; and building our capacity in community engagement and health and wellbeing.

#### 4.1.10 Materials and Services

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs and expensed capital works. Materials and services are budgeted to increase by 2.7% or \$0.89 million compared to 2023-24.

Expensed capital works are budgeted to increase by \$0.84 million to \$2.15 million compared to 2023-24, materially due to the 2024-25 works on the Anglesea landfill. 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. Consultants are budgeted to decrease by \$0.26 million or 26.9% mainly due to one-off expenses in relation to building surveying reform in the 2023-24 year. Legal costs are budgeted to decrease \$0.18 million or 50.7% mainly due to the legal expenses incurred in 2023-24 in relation to the Distinctive Areas and Landscapes Program. The 2024-25 budget incorporates savings of \$0.19 million compared to the 2023-24 forecast across the materials and services line items in relation to decreased maintenance due to the transfer of assets to the Great Ocean Road Coast and Parks Authority and contract savings under the Victorian Telecommunications Services. New recurrent activities are budgeted for at \$0.41 million.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Consultants	975	713	(262)	(26.9%)
Expensed Capital Works	1,311	2,146	835	63.7%
Fuel	826	848	21	2.6%
General Maintenance	711	744	33	4.6%
Grants, Contributions and Sponsorship	1,338	1,458	121	9.0%
Information Technology	1,844	1,923	79	4.3%
Insurances	997	1,020	22	2.2%
Legal Costs	352	174	(179)	(50.7%)
Materials	1,410	1,501	91	6.5%
Office Administration	961	1,017	56	5.8%
Operating Projects	2,900	2,901	1	0.0%
Other Sundry	140	148	8	5.8%
Royalties	2,620	2,232	(388)	(14.8%)
Sub-Contractors	15,046	15,387	342	2.3%
Utilities	763	868	105	13.8%
<b>Total Materials and Services</b>	<b>32,195</b>	<b>33,080</b>	<b>885</b>	<b>2.7%</b>

#### 4.1.11 Depreciation

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. Depreciation is budgeted to increase by \$0.68 million or 3.2%. The increases to depreciation are due to the 2024-25 capital works program, granted assets and the full year effect of depreciation on the 2023-24 capital program. In addition, the property class of asset budgeted increase of \$0.32 million or 9.0% is materially related to the budgeted revaluation increases in 2024-25. Refer to section 4.5 notes on Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2024-25 year.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Infrastructure	15,206	15,492	286	1.9%
Plant and Equipment	1,722	1,803	82	4.7%
Property	3,497	3,813	316	9.0%
Waste	646	646	-	-
<b>Total Depreciation</b>	<b>21,072</b>	<b>21,755</b>	<b>683</b>	<b>3.2%</b>

#### 4.1.12 Amortisation

Amortisation measures the allocation of an intangible asset over its useful life. Amortisation of the Anglesea Landfill air space has been budgeted over the remaining life of the asset at an even annual consumption rate of \$4.26 million.

#### 4.1.13 Depreciation – Right of Use Assets

Depreciation of right of use assets is expected to increase by 43.8% or \$0.14 million compared to 2023-24 due to the renewal of leases.

#### 4.1.14 Allowance for Impairment Losses

Allowance for Impairment Losses relates to bad and doubtful debts. They are budgeted at a materially same level as the prior year.

#### 4.1.15 Borrowing Costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The decrease of \$0.05 million or 16.7% compared to the 2023-24 relates to ongoing repayments reducing balance of existing loans.

#### 4.1.16 Finance Costs Leases

Finance costs leases relates to the interest component of lease payments. Finance costs leases are budgeted to move in line with lease schedules with new leases for the Anglesea Landfill and the Gherang Gravel Pits budgeted for in 2023-24.

#### 4.1.17 Other Expenses

Other Expenses are budgeted to decrease by 16.5% or \$0.58 million. Asset write offs, relating to assets written off as part of the renewal program, are budgeted to decrease by \$0.5 million in the 2024-25 financial year reflecting the specific assets to be renewed in the 2024-25 year. Councillors' Allowances are budgeted to increase by \$0.18 million or 4.9% in line with the Victorian Independent Remuneration Tribunal determination for councillor allowances.

	2023-24	2024-25	Change	
	Forecast	Budget	\$'000	%
	\$'000	\$'000	\$'000	%
Asset Write Offs	2,631	2,094	(537)	(20.4%)
Councillors' Allowances	376	394	18	4.9%
Auditors' Remuneration - Internal Audit	140	130	(10)	(7.3%)
Auditors' Remuneration - External Audits	59	59		0.2%
Lease Rentals	341	286	(55)	(16.3%)
<b>Total Other Expenses</b>	<b>3,548</b>	<b>2,964</b>	<b>(584)</b>	<b>(16.5%)</b>

#### 4.1.18 Net Asset Revaluation Increment

Asset classes due to be revalued in 2024-25 are Land, Drainage and Buildings. Revaluation movements for these asset classes are budgeted at Land 10.0%; Drainage 10.0% and Buildings 20.0%. Revaluation movements for forecast years beyond 2024-25 are budgeted at an increase of 3.0%.

## 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 increase by \$0.08 million to \$2.44 million in 2024-25 with the net cash provided from operating activities being higher than the payments for capital assets and financing costs. The balance of other financial assets are budgeted to decrease by \$30.0 million to \$73 million in 2024-25 with the planned increase to the capital works program.

### 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 \$90.1 million in this balance is attributable to the total capital works program, excluding landfill provision works and expensed capital works \$47.8 million, granted assets \$5.1 million, cyclical revaluation of assets \$61.2 million, less depreciation of assets \$21.7 million, asset write-offs \$2.1 million, and written down value of assets disposed \$0.2 million in line with the asset disposals in Council's Plant and Equipment disposal schedules.

### 4.2.3 Provisions

The current provision decrease from forecast of \$2.3 million materially relates to the landfill provision.

### 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 \$2.2 million, total debt will reduce to \$10.4 million as at 30 June 2025.

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). Borrowings spread the cost of new infrastructure over time supporting inter-generational equity and allows Council to fund new infrastructure it may otherwise not have been able to afford.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2023-24	-	2,171	281	12,539
2024-25	-	2,183	234	10,356
2025-26	-	2,195	188	8,162
2026-27	-	2,207	141	5,955
2027-28	-	2,220	94	3,735

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

	2023-24 \$'000	2024-25 \$'000
<b>Total amount borrowed as at 30 June of the prior year</b>	<b>14,711</b>	<b>12,539</b>
Total amount to be borrowed	-	-
Less total amount projected to be redeemed	2,171	2,183
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>12,539</b>	<b>10,356</b>

#### 4.2.5 Current Liabilities

Current liabilities are budgeted to decrease in 2024-25 by \$11.8 million. This movement is mainly attributable to the movement in unearned income of \$9.6 million and the provisions movement of \$2.3 million. Unearned income materially relates to grants for the Surf Coast Aquatic and Health Centre. Provisions include accrued long service leave and annual leave for employees as well as future landfill rehabilitation. Interest bearing liabilities represent borrowings to be repaid 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 \$1.5 million in 2024-25 is due to \$2.2 million for transfer of loan repayments to current assets and a \$0.06 million decrease in provisions transferred to current liabilities for the landfill capital works, offset by a \$0.7 million increase in lease liabilities materially impacted by new leases for land at the Anglesea Landfill and Gherang Gravel Pit.

### 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 2024-25 year a net amount of \$29.9 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 \$61.2 million reflects the anticipated increase in value of Council assets in the 2024-25 year. The following table outlines the proposed movements through the cash reserves during 2024-25. The carried forward amounts for capital works and operational projects reflect the cash backing of projects at the end of the year.

Reserve	Opening Balance \$'000 01-07-2024	Transfer To Reserve \$'000	Transfer From Reserve \$'000	Closing Balance \$'000 30-06-2025
Accumulated Unallocated Cash	10,764	169	-	10,933
Adopted Strategy Implementation	1,030	-	-	1,030
Aireys Inlet Units	336	3	-	339
Annual Leave	326	-	-	326
Asset Renewal	(419)	10,601	9,122	1,059
Carried Forward Capital Works	72,893	42,657	74,360	41,191
Carried Forward Operational Projects	1,643	-	1,454	189
Defined Benefits Superannuation	1,224	-	-	1,224
Developer Contributions	760	11	-	771
Gherang Gravel Pits	1,430	-	-	1,430
Main Drainage	114	-	-	114
Open Space	3,565	250	-	3,815
Torquay Jan Juc DCP Contributions	4,628	2,818	2,419	5,028
Trust and Deposits	5,035	-	-	5,035
Waste	4,148	237	25	4,360
Winchelsea Infrastructure Plan Allocation	1,724	749	36	2,437
<b>Total</b>	<b>109,201</b>	<b>57,495</b>	<b>87,416</b>	<b>79,281</b>

Note Council's asset renewal reserve has an opening negative balance, this is due to the decision to bring forward part of Coombes Road Widening project to 2023-24 from 2024-25 to reduce the impact on local residents while the road was under reduced traffic due to the extended closure of the intersection with Surf Coast Highway.

#### 4.4 Statement of Changes in Cash Flows

	2023-24 Forecast \$'000	2024-25 Budget \$'000	Variance Fav/(Unfav) \$'000
<b>Cash Flow from Operating Activities</b>			
Rates and Charges	63,782	66,099	2,317
Statutory Fees and Fines	2,134	2,141	7
User Charges	7,006	7,208	201
Grants - Operating	5,839	11,006	5,167
Grants - Capital	19,201	7,432	(11,770)
Contributions - Monetary	1,828	1,788	(41)
Interest Received	5,335	2,447	(2,889)
Trust Funds and Deposits Taken/(Repaid)	(363)	-	363
Net GST Refund/(Payment)	5,389	7,601	2,212
Employee Costs	(38,300)	(40,621)	(2,320)
Materials and Services	(39,024)	(42,243)	(3,219)
<b>Net Cash Provided from Operating Activities</b>	<b>32,829</b>	<b>22,857</b>	<b>(9,972)</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from Sale of Property, Plant & Equipment	593	428	(165)
Payments for Property, Plant, Equipment & Infrastructure Assets	(26,540)	(50,264)	(23,724)
Cash Flows from Investments	(5,500)	30,000	35,500
<b>Net Cash Used in Investing Activities</b>	<b>(31,448)</b>	<b>(19,836)</b>	<b>11,611</b>
<b>Cash Flows from Financing Activities</b>			
Finance Costs	(284)	(235)	48
Repayment of Lease Liabilities	(373)	(386)	(13)
Interest Paid - Lease Liabilities	(32)	(137)	(104)
Repayment of Borrowings	(2,171)	(2,183)	(12)
<b>Net Cash Provided from Financing Activities</b>	<b>(2,860)</b>	<b>(2,941)</b>	<b>(81)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents Held</b>	<b>(1,479)</b>	<b>80</b>	<b>1,558</b>
Cash & Cash Equivalents at the Beginning of the Period	3,842	2,363	(1,479)
<b>Cash &amp; Cash Equivalents at the End of the Period</b>	<b>2,363</b>	<b>2,443</b>	<b>80</b>
<b>Investments (Current and Non-Current Financial Assets)</b>	<b>103,000</b>	<b>73,000</b>	<b>(30,000)</b>
<b>Total Cash &amp; Investments at the End of the Period</b>	<b>105,363</b>	<b>75,443</b>	<b>(29,920)</b>

##### 4.4.1 Net Cash Provided from Operating Activities

The decrease in net cash provided from operating activities of \$10.0 million is mainly driven by the unfavourable movement of capital grants of \$11.8 million which is a reflection of the changing nature of the capital program. Additionally grants are only included in the budget once funding agreements are signed. When this happens throughout the year Council recognises the grant revenue budget and related expenditure via a project budget adjustment report that is moved at a Council meeting. Other unfavourable movements include materials and services of \$3.2 million materially impacted by the increase to the goods and services tax because of the large capital program in 2024-25; employee costs of \$2.3 million and the reduction of interest received of \$2.9 million; these are partially offset by favourable movements in rates and charges of \$2.3 million and operating grants \$5.2 million. The increase in operating grants is mainly due to the receipt of the 2023-24 Federal Assistance Grant in the 2022-23 year, partially offset by some one-off grants received in 2023-24

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.

	2023-24 Forecast \$'000	2024-25 Budget \$'000	Variance Fav/(Unfav) \$'000
<b>Surplus for the Year</b>	<b>(9,354)</b>	<b>8,831</b>	<b>18,185</b>
Add Depreciation and Amortisation	25,648	26,467	819
Less Granted Assets	(7,363)	(5,081)	2,282
Add Debt Servicing	281	234	(47)
Add Lease Interest	32	137	104
Add Net Loss/(Gain) on Disposal of Property Infrastructure, Plant and Equipment	20,163	(274)	(20,437)
Add Asset Write Offs	2,631	2,094	(537)
Add Net Movement in Current Assets and Liabilities	868	(9,552)	(10,419)
<b>Cash Flows Available from Operating Activities</b>	<b>32,829</b>	<b>22,857</b>	<b>(9,972)</b>

#### 4.4.2 Cash Flows from Investing Activities

The budgeted favourable movement in cash from investing activities of \$11.6 million compared to the forecast predominately relates to a favourable investment activities movement of \$35.5 million partially offset by an unfavourable movement in the capital program of \$23.7 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 unfavourable movement cash flows from financing activities of \$0.1 million compared to the forecast is mainly driven by Council's lease liabilities.

#### 4.4.4 Total Cash and Investments

Total cash and investments (including current and non-current financial assets) are budgeted to decrease by \$29.9 million to \$75.4 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 2025 which have been set aside for specific purposes in the future:

	2023-24 Forecast \$'000	2024-25 Budget \$'000
Accumulated Unallocated Cash	10,764	10,933
Adopted Strategy Implementation	1,030	1,030
Aireys Inlet Units	336	339
Annual Leave	326	326
Asset Renewal	(419)	1,059
Carried Forward Capital Works	72,893	41,191
Carried Forward Operational Projects	1,643	189
Defined Benefits Superannuation	1,224	1,224
Developer Contributions	760	771
Gherang Gravel Pits	1,430	1,430
Main Drainage	114	114
Open Space	3,565	3,815
Torquay Jan Juc DCP Contributions	4,628	5,028
Trust and Deposits	5,035	5,035
Waste	4,148	4,360
Winchelsea Infrastructure Plan Allocation	1,724	2,437
<b>Total Reserves</b>	<b>109,201</b>	<b>79,281</b>
Reserve Based Project Debtors and Creditors and Reserve Offset	(3,838)	(3,838)
<b>Total Cash and Investments</b>	<b>105,363</b>	<b>75,443</b>

Note, Council's asset renewal reserve has a negative balance in 2023-24, this is due to the decision to bring forward part of Coombes Road Widening project to 2023-24 from 2024-25 to reduce the impact on local residents while the road was under reduced traffic due to the extended closure of the intersection with Surf Coast Highway.

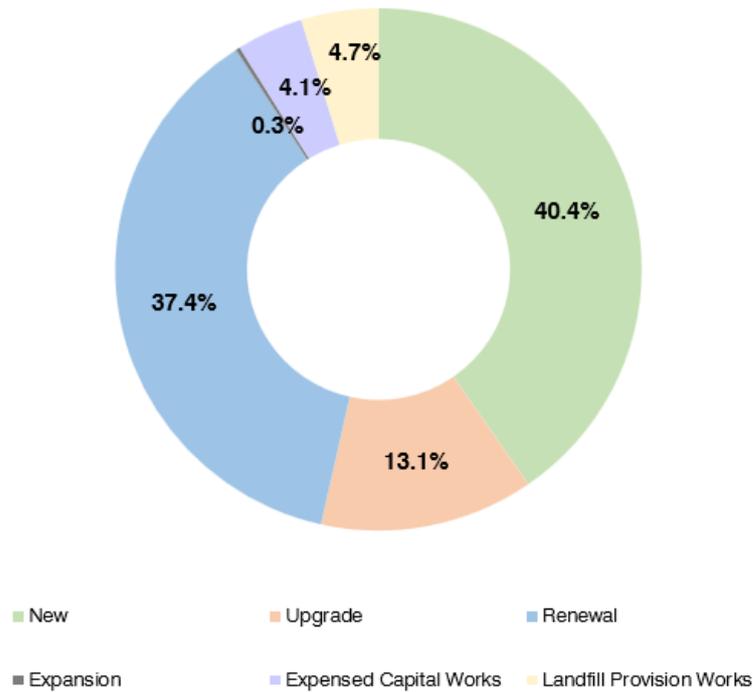
## 4.5 Statement of Capital Works

This section provides a summary of the planned capital expenditure and funding for the 2024-25 year.

		2024-25 Budget Spend \$'000	2024-25 Budget Allocation \$'000
	<b>NOTES</b>		
<b>Carried Forward Capital Works</b>			
Bridges		238	3,238
Buildings		22,349	50,286
Computers & Telecommunications		1,025	1,175
Drainage & Sewerage		1,231	3,161
Expensed Capital Works		1,996	1,996
Fixtures, Fitting & Furniture			135
Footpaths & Cycleways		696	845
Land			
Landfill Provision		2,487	2,487
Offstreet Car Parks			
Parks, Open Space & Streetscapes		530	1,727
Plant, Machinery & Equipment		711	1,009
Recreation, Leisure & Communities		1,436	1,454
Roads		6,941	7,500
Waste		1,733	1,733
<b>Contingency</b>		-	3,993
<b>Total Carried Forward Works</b>	4.5.2	<b>41,374</b>	<b>80,741</b>
<b>New Works</b>			
Bridges		50	50
Buildings		840	1,090
Computers & Telecommunications		430	430
Drainage & Sewerage		572	580
Expensed Capital Works		150	150
Fixtures, Fitting & Furniture			
Footpaths & Cycleways		946	946
Land		72	72
Landfill Provision			
Offstreet Car Parks		26	26
Parks, Open Space & Streetscapes		335	335
Plant, Machinery & Equipment		950	1,350
Recreation, Leisure & Communities		2,214	2,738
Roads		4,451	5,848
Waste			
<b>Contingency</b>		-	428
<b>Total New Capital Works</b>	4.5.1	<b>11,036</b>	<b>14,043</b>
<b>Total Capital Works</b>		<b>52,410</b>	<b>94,784</b>
<b>Represented by</b>			
New Asset Expenditure		21,153	51,790
Asset Renewal Expenditure		19,592	26,875
Asset Expansion Expenditure		140	275
Asset Upgrade Expenditure		6,891	10,336
		<b>47,777</b>	<b>89,277</b>
Expensed Capital Works		2,146	2,520
Landfill Provision Works		2,487	2,987
<b>Total Capital Works</b>		<b>52,410</b>	<b>94,784</b>

4.5.1 New Capital Works Spend and Allocation

2024-25 Capital Program Spend by Category



The statement of capital works table in section 4.5 above shows both the spend, which reconciles to the Statement of Capital Works in section 3.5 and the budget allocation which includes funds allocated to budgets that may be spent over multiple years. Following the 2023-24 forecast spend on capital works of \$27.85 million, the 2024-25 budget spends \$52.41 million on capital works. Of the 2024-25 capital works spend, \$41.37 million relates to existing projects being carried forward from 2023-24 and \$11.04 million relates to new capital works spend. Note of the total carried forward allocation of \$80.7 million, in the 2023-24 budget \$36.3 million was forecast to be the carried forward into the 2024-25 year.

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 2024-25 new capital works allocation and spend of \$9.01 million relates to the timing and delivery of multi-year projects including, Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Road \$1.40 million, Playground Renewal Program \$0.45 million, Anglesea Community and Health Hub - Planning and Design \$0.25 million and others \$0.91 million. The capital program contingency of \$0.43 million is also included in the variance as it is not budgeted to be spent.

	2023-24 Forecast \$'000	2024-25 Budget \$'000	Change \$'000	Change %
<b>Budget Spend</b>				
Property	6,579	23,261	16,682	254%
Plant and equipment	2,491	3,117	626	25%
Infrastructure	18,782	26,033	7,251	39%
<b>Total Capital Program Spend (section 3.5)</b>	<b>27,851</b>	<b>52,410</b>	<b>24,559</b>	<b>88%</b>

4.5.2 2024-25 Capital Program Spend

Capital Program - Spend	Asset Expenditure Types							Funding Sources					Total Funding \$'000	
	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Expensed \$'000	Landfill Provision \$'000	Total Expenditure \$'000	External Funds		Council Cash				
								Grants \$'000	Contrib's \$'000	Asset Sales \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000		
<b>Renewal Program</b>														
Active Play Items Renewal Program	100						100					100		100
Asset Condition Audits					150		150					150		150
Asset Management Engineers	72						72					72		72
Bridge Renewal Program	50						50					50		50
Building Renewal Program	500						500					500		500
Drainage Renewal Program	160						160					160		160
Facility Signage Renewal Program	15						15					15		15
Fencing Renewal Program	150						150					150		150
Footpath Renewal Program	350						350					350		350
Hard Court Renewal Program	1,500						1,500					1,500		1,500
Heavy Plant Replacement Program	450						450			276		175		450
I.T. Renewal Program	100						100					100		100
I.T. Software Renewal Program	330						330					330		330
Kerb Renewal Program	100						100					100		100
Light Fleet Replacement Program	420						420			143		278		420
Park Furniture Renewal Program	100						100					100		100
Playground Renewal Program	450						450					450		450
Sealed Road Renewal Program	1,100						1,100					1,100		1,100
Skate Park Renewal Program	40						40					40		40
Small Plant Replacement Program	80						80			10		70		80
Unsealed Road Renewal Program	1,025						1,025					1,025		1,025
Unsealed Shoulder Renewal Program	100						100					100		100
Water Sensitive Urban Design Renewal Program	150						150					150		150
Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Rd	708						708					708		708
<b>Total Renewal Program</b>	<b>8,050</b>				<b>150</b>		<b>8,200</b>			<b>428</b>		<b>7,772</b>		<b>8,200</b>
<b>DCP / Infrastructure Development Program</b>														
Construct Regional Bike Route Along Great Ocean Road \ (PC08) - Duffields Rd to Strathmore Dr (Construction)				489			489					489		489
Torquay Central & North (OR01) - Playground & Landscaping				124			124					124		124
Torquay North Open Space Pathways (PC02) and Landscaping (OR01) - Design				32			32					32		32
Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Rd		93					93					93		93
Winchelsea Infrastructure Plan - Upgrade of Batson Street - Design		32					32					32		32
<b>Total DCP / Infrastructure Development Program</b>		<b>125</b>		<b>645</b>			<b>770</b>					<b>770</b>		<b>770</b>

Capital Program - Spend	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	Asset Sales \$'000	Cash Reserve Funds \$'000	Direct Funded \$'000	
<b>Discretionary Program</b>													
<b>Business Case</b>													
Solar & Energy Transition Program		92		248			340					340	340
<b>Drainage</b>													
Critical Drainage Rectification Program		113	57				170					170	170
Karaaf Wetlands Stormwater Management	92						92					92	92
<b>Other Assets</b>													
Aireys Inlet Top Shops Beautification Project - Planning	70						70					70	70
Land Purchase Public Access Winchelsea			72				72					72	72
<b>Recreation and Open Space</b>													
Lorne Men's Shed Parking Design		26					26					26	26
<b>Roads/Road Safety</b>													
Road Safety Program 2024-25		93		77			170					170	170
Roads to Recovery Program - Blackgate Road & Horseshoe Bend Road Roundabout, Torquay	400	100					500	500					500
Roads to Recovery Program - Rural Unsealed Road Upgrade Program	280	70					350	350					350
Roads to Recovery Program - Strategic Network Improvements	161	40					201	201					201
Safer Cycling Strategy Delivery - High Priority Low Cost Actions		47		29			75					75	75
<b>Total Discretionary Program</b>	<b>1,003</b>	<b>581</b>	<b>128</b>	<b>353</b>		<b>-</b>	<b>2,066</b>	<b>1,051</b>				<b>1,015</b>	<b>2,066</b>
<b>Total New Capital Works Allocation</b>	<b>9,053</b>	<b>707</b>	<b>128</b>	<b>998</b>	<b>150</b>	<b>-</b>	<b>11,036</b>	<b>1,051</b>		<b>428</b>		<b>8,543</b>	<b>11,036</b>
<b>Carried Forward Capital Projects</b>													
Carried Forward Capital Projects	10,539	6,185	12	20,155	1,996	2,487	41,374	15,988				25,385	41,374
<b>Total Carried Forward Capital Projects</b>	<b>10,539</b>	<b>6,185</b>	<b>12</b>	<b>20,155</b>	<b>1,996</b>	<b>2,487</b>	<b>41,374</b>	<b>15,988</b>				<b>25,385</b>	<b>41,374</b>
<b>Total Capital Works Program Allocation</b>	<b>19,592</b>	<b>6,891</b>	<b>140</b>	<b>21,153</b>	<b>2,146</b>	<b>2,487</b>	<b>52,410</b>	<b>17,039</b>		<b>428</b>		<b>8,543</b>	<b>52,410</b>

### Carried Forward Works - Spend

Carried forward capital works spend represents project funds that have been allocated in a prior year and not yet spent. Note that contingency allocated to projects is not included in spend budgets.

Significant carried forward project to be spent in 2024-25 totals \$41.37 million, and includes:

- Surf Coast Aquatic and Health Centre Project \$14.98 million
- Barwon River Reserve - Winchelsea Swimming Pool \$5.37 million
- Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) – Design \$2.59 million
- Anglesea Landfill Stage 4 Rehabilitation \$2.49 million
- Widen Coombes Road (RD11) Stage 2 - Messmate to Surf Coast Highway \$1.95 million
- Lorne Transfer Station Upgrade \$1.24 million
- LRCIP Phase 4A - Multi Arts Centre Redevelopment \$1.03 million
- Coombes / Messmate Road Intersection Upgrade (RD12) – Design \$0.92 million
- Eastern Reserve and Stribling Reserve Netball Courts \$0.81 million

#### 4.5.3 Carried Forward Works Allocation

Carried forward capital works represent project funds that have been allocated in a prior year and not yet spent. Funds that are allocated in a year are not all expected to be spent in that year as some projects are multi-year projects. Carried forward project allocations for 2024-25 totals \$80.74 million, of this \$41.37 million is included in the above list as being budgeted to be spent in 2024-25.

Significant projects included in the total project carried forward includes:

- Surf Coast Aquatic and Health Centre \$42.80 million
- Barwon River Reserve - Winchelsea Swimming Pool \$5.37 million
- Pollocksford Road Bridge \$3.21 million
- Surf Coast Hwy / Bristol Rd Intersection Upgrade (RD05) – Design \$2.59 million
- Anglesea Landfill Stage 4 Rehabilitation \$2.49 million
- Widen Coombes Road (RD11) Stage 3 - Messmate to Surf Coast Highway \$1.95 million
- Karaaf Stormwater Management \$1.94 million
- Lorne Transfer Station Upgrade \$1.24 million
- Multi Arts Centre Redevelopment \$1.03 million
- Coombes / Messmate Road Intersection Upgrade (RD12) \$0.92 million

### 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	2024-25	2025-26	2026-27	2027-28
	Budget \$'000	Projections \$'000	Projections \$'000	Projections \$'000
Chief Executive Office	901	933	957	981
Community Life	18,966	19,636	20,127	20,631
Place Making & Environment	12,069	12,496	12,808	13,128
Strategy & Effectiveness	7,076	7,326	7,509	7,697
<b>Total Staff Expenditure</b>	<b>39,013</b>	<b>40,392</b>	<b>41,402</b>	<b>42,437</b>
Unallocated New Compliance and Non Discretionary Employees	-	162	331	509
Operating Projects	529	-	-	-
Casuals, Volunteers and Other Expenditure	1,748	1,815	1,855	1,652
<b>Employee Costs as per Income Statement</b>	<b>41,290</b>	<b>42,368</b>	<b>43,587</b>	<b>44,598</b>
Capitalised Labour Costs	3,024	3,131	3,209	3,289
<b>Total Employee Costs</b>	<b>44,314</b>	<b>45,499</b>	<b>46,796</b>	<b>47,887</b>
<b>FTE Employee Numbers</b>				
Full-time	230.1	229.4	230.8	232.2
Part-time	137.9	137.3	137.3	137.0
<b>Total FTE Employee Numbers</b>	<b>368.0</b>	<b>366.7</b>	<b>368.1</b>	<b>369.1</b>

#### 4.6.1 Operating Employee Costs

From the Statement of Human Resources (Section 3.6), operating employee costs are budgeted to increase by 5.7% or \$2.2 million compared to the 2023-24 forecast. This is discussed in detail in section 4.1.9 Employee Costs.

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 10.5% in 2022-23, to 11% in 2023-24, to 11.5% in 2024-25, to 12% in 2025-26.
- An assumed Enterprise Agreement increase in line with State Government CPI forecasts, which has historically been used to guide the setting of the rate cap.

#### 4.6.2 Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2028

	2024-25 Budget \$'000	2025-26 \$'000	2026-27 Projections \$'000	2027-28 \$'000
<b>Staff Expenditure by Division</b>				
<b>Chief Executive Office</b>				
<b>Full Time</b>				
Women	652	675	692	709
<b>Part Time</b>				
Women	248	257	263	270
<b>Total Chief Executive Office</b>	<b>900</b>	<b>931</b>	<b>955</b>	<b>979</b>
<b>Community Life</b>				
<b>Full Time</b>				
Women	3,643	3,771	3,866	3,962
Men	7,852	8,129	8,333	8,541
Vacant Role	414	428	439	450
<b>Part Time</b>				
Women	5,878	6,086	6,238	6,394
Men	554	574	588	603
Vacant Role	623	645	661	677
<b>Total Community Life</b>	<b>18,964</b>	<b>19,634</b>	<b>20,124</b>	<b>20,628</b>
<b>Place Making &amp; Environment</b>				
<b>Full Time</b>				
Women	3,766	3,899	3,997	4,097
Men	4,176	4,324	4,432	4,543
Vacant Role	618	640	656	672
<b>Part Time</b>				
Women	2,583	2,675	2,741	2,810
Men	573	594	608	624
Vacant Role	310	321	329	337
<b>Total Place Making &amp; Environment</b>	<b>12,027</b>	<b>12,452</b>	<b>12,763</b>	<b>13,082</b>
<b>Strategy &amp; Effectiveness</b>				
<b>Full Time</b>				
Women	3,300	3,417	3,502	3,590
Men	2,565	2,656	2,722	2,790
Vacant Role	615	636	652	669
<b>Part Time</b>				
Women	1,866	1,932	1,980	2,030
Vacant Role	217	224	230	236
<b>Total Strategy &amp; Effectiveness</b>	<b>8,922</b>	<b>9,238</b>	<b>9,469</b>	<b>9,705</b>
<b>Total Staff Expenditure</b>	<b>40,813</b>	<b>42,255</b>	<b>43,311</b>	<b>44,394</b>
<b>Other Employee Expenditure</b>				
Casuals	643	666	682	700
Volunteers	497	514	527	540
Capitalised Operational Labour (Included in Divisional FTE)	(2,482)	(2,499)	(2,562)	(2,626)
Other Employee Costs and Project Staff	1,820	1,271	1,297	1,080
Unallocated New Compliance and Non Discretionary Employees	-	162	331	509
<b>Employee Costs as per Income Statement</b>	<b>41,290</b>	<b>42,368</b>	<b>43,587</b>	<b>44,598</b>
<b>Total Capitalised Labour (Incl. Capital Program)</b>	<b>3,071</b>	<b>3,180</b>	<b>3,259</b>	<b>3,341</b>
Civil Capitalised Labour	608	630	645	661
Capitalised Project Management Labour	1,810	1,874	1,921	1,969
Other Employee Capitalised Labour	27	28	29	30
Capital Program - Digital Transformation and Assets Engineer	626	648	664	681
<b>Total Expenditure</b>	<b>44,362</b>	<b>45,548</b>	<b>46,847</b>	<b>47,938</b>

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

For the four years ending 30 June 2028

Staff Number by Division	2024-25	2025-26	2026-27	2027-28
	Budget FTE	FTE	Projections FTE	FTE
<b>Chief Executive Office</b>				
<b>Full Time</b>				
Women	3.0	3.0	3.0	3.0
<b>Part Time</b>				
Women	1.4	1.4	1.4	1.4
<b>Total Chief Executive Office</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>
<b>Community Life</b>				
<b>Full Time</b>				
Women	28.8	28.8	28.8	28.8
Men	73.0	73.0	73.0	73.0
Vacant Role	4.0	4.0	4.0	4.0
<b>Part Time</b>				
Women	58.7	58.7	58.7	58.7
Men	5.4	5.4	5.4	5.4
Vacant Role	6.8	6.8	6.8	6.8
<b>Total Community Life</b>	<b>176.6</b>	<b>176.6</b>	<b>176.6</b>	<b>176.6</b>
<b>Place Making &amp; Environment</b>				
<b>Full Time</b>				
Women	29.0	29.0	29.0	29.0
Men	31.0	31.0	31.0	31.0
Vacant Role	5.0	5.0	5.0	5.0
<b>Part Time</b>				
Women	23.7	23.7	23.7	23.7
Men	5.4	5.4	5.4	5.4
Vacant Role	2.8	2.8	2.8	2.8
<b>Total Place Making &amp; Environment</b>	<b>96.9</b>	<b>96.9</b>	<b>96.9</b>	<b>96.9</b>
<b>Strategy &amp; Effectiveness</b>				
<b>Full Time</b>				
Women	26.0	26.0	26.0	26.0
Men	18.9	18.9	18.9	18.9
Vacant Role	3.0	3.0	3.0	3.0
<b>Part Time</b>				
Women	16.1	16.1	16.1	16.1
Vacant Role	2.1	2.1	2.1	2.1
<b>Total Strategy &amp; Effectiveness</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>
<b>Total Staff Numbers by Division</b>	<b>346.9</b>	<b>346.9</b>	<b>346.9</b>	<b>346.9</b>
<b>Other Employee Expenditure</b>				
Casuals	6.2	6.2	6.2	6.2
Volunteers	6.4	6.4	6.4	6.4
Capitalised Operational Labour (Included in Divisional FTE)	(16.3)	(16.3)	(16.3)	(16.3)
Other Employee Costs and Project Staff	3.9	1.3	1.3	1.0
Unallocated New Compliance and Non Discretionary Employees	-	1.4	2.7	4.1
<b>Employee FTE</b>	<b>347.2</b>	<b>346.0</b>	<b>347.3</b>	<b>348.4</b>
<b>Total Capitalised Labour (Incl. Capital Program)</b>	<b>20.8</b>	<b>20.8</b>	<b>20.8</b>	<b>20.8</b>
Civil Capitalised Labour	6.3	6.3	6.3	6.3
Capitalised Project Management Labour	9.3	9.3	9.3	9.3
Other Employee Capitalised Labour	0.7	0.7	0.7	0.7
Capital Program - Digital Transformation and Assets Engineer	4.5	4.5	4.5	4.5
<b>Total FTE as per Statement of Human Resources</b>	<b>368.0</b>	<b>366.7</b>	<b>368.1</b>	<b>369.1</b>

#### **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.

In accordance with Section 115(4) of the Local Government Act 2020, if Council proposes to lease land that is not included as a proposal in the budget, Council will undertake a community engagement process in accordance with Council's community engagement policy before entering into the lease.

## 5. Performance Indicators

### 5.1 Targeted Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

#### Targeted Performance indicators - Service

Indicator	Measure	NOTES	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	Trend + / 0 / -
<b>Governance</b>									
<b>Consultation and engagement</b>	<b>Satisfaction with community consultation and engagement</b>								
Council decisions made and implemented with community input	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	52.0%	51.0%	55.0%	55.0%	55.0%	55.0%	o
<b>Roads</b>									
<b>Condition</b>	<b>Sealed local roads below the intervention level</b>								
Sealed local roads are maintained at the adopted condition standard	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97.6%	97.5%	97.5%	97.5%	97.5%	97.5%	o
<b>Statutory Planning</b>									
<b>Service standard</b>	<b>Planning applications decided within the relevant required time</b>								
Planning application processing and decisions are in accordance with legislative requirements	Number of planning application decisions made within the relevant required time / Number of decisions made	3	69.1%	70.0%	75.0%	75.0%	75.0%	75.0%	o
<b>Waste Management</b>									
<b>Waste diversion</b>	<b>Kerbside collection waste diverted from landfill</b>								
Amount of waste diverted from landfill is maximised	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	73.6%	73.0%	75.0%	77.0%	79.0%	80.0%	+

#### Key to Forecast Trend:

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

#### Notes to Indicators:

- 1. Governance** – Council community satisfaction rating figures projected consider past performance. It is anticipated with the development of our new Council Plan that better demonstrates an outward facing way that we deliver our core services our rating will move back up to more historical levels from 2024-25. Note, this performance indicator is sourced from the State Government's Community Satisfaction Survey. This rating is provided by community members who may not have engaged with Council in the reporting period.
- 2. Roads** – Indicator considers past performance. Council's asset renewal threshold for very poor sealed roads assets is 2.5%, therefore sealed road assets below renewal intervention are forecast to be 97.5%.
- 3. Statutory Planning** – 2023-24 is based on our current trend and future years are aligned with key performance indicators set for the department.
- 4. Waste Management** – Slight decrease for 2023-24 due to Victorian Container Deposit Scheme. Education campaigns to decrease waste to landfill and improved resource recovery should be realised over next few years.

## Targeted Performance Indicators - Financial

Indicator	Measure	NOTES	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	Trend + / o / -
<i>Liquidity</i>									
<b>Working Capital</b>	<b>Current assets compared to current liabilities</b>								
	Current assets / current liabilities	1	219.2%	227.2%	<b>219.5%</b>	289.4%	245.4%	191.2%	o
<i>Obligations</i>									
<b>Asset Renewal</b>	<b>Asset renewal compared to depreciation</b>								
	Asset renewal and upgrade expenses / Asset depreciation	2	66.7%	97.8%	<b>121.7%</b>	87.7%	67.0%	63.6%	o
<i>Stability</i>									
<b>Rates concentration</b>	<b>Rates compared to adjusted underlying revenue</b>								
	Rate revenue / adjusted underlying revenue	3	68.2%	90.4%	<b>72.6%</b>	73.4%	71.0%	71.4%	o
<i>Efficiency</i>									
<b>Expenditure Level</b>	<b>Expenses per property assessment</b>								
	Total expenses / number of property assessments		\$ 4,230	\$ 4,186	<b>\$ 4,296</b>	\$ 4,203	\$ 4,477	\$ 4,560	-

**Notes to Indicators:**

**1. Working Capital** – The proportion of current liabilities represented by current assets, this ratio indicates that council has sufficient working capital available to pay bills as and when they fall due.

**2. 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 there is a lesser risk of insufficient spending on Council's asset base.

**3. 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. The higher ratio in the 2023-24 year is due to the Great Ocean Road Coastal and Parks Authority assets being handed over.

## 5.2 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.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	NOTES	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26	2026-27 Projections	2027-28	Trend + / o / -
<b>Operating Position</b>									
<b>Adjusted Underlying Result</b>	<b>Adjusted underlying surplus (or deficit)</b>								
An adjusted underlying surplus is generated in the ordinary course of business	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-12.3%	-54.5%	<b>-14.3%</b>	-10.5%	-11.0%	-10.7%	+
<b>Liquidity</b>									
<b>Unrestricted Cash</b>	<b>Unrestricted cash compared to current liabilities</b>								
Sufficient cash that is free of restrictions is available to pay bills as and when they fall due	Unrestricted cash/current liabilities	2	-170.7%	-212.3%	<b>-170.0%</b>	-124.4%	-87.7%	-75.5%	+
Unrestricted Cash Adjusted for Other Financial Assets	Unrestricted cash & other financial assets/current liabilities	3	24.5%	-5.8%	<b>21.6%</b>	116.2%	106.1%	73.9%	+
<b>Obligations</b>									
<b>Loans and Borrowings</b>	<b>Loans and borrowings compared to rates</b>								
Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities	Interest bearing loans and borrowings / rate revenue	4	24.1%	19.5%	<b>15.6%</b>	11.9%	8.4%	5.1%	+
<b>Loans and Borrowings</b>	<b>Loans and borrowings compared to rates</b>								
Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4	4.1%	3.8%	<b>3.7%</b>	3.5%	3.3%	3.1%	+
<b>Indebtedness</b>	<b>Non-current liabilities compared to own-source revenue</b>								
Level of long term liabilities is appropriate to the size and nature of a Council's activities	Non-current liabilities / own source revenue	5	44.1%	39.4%	<b>37.3%</b>	33.6%	28.9%	19.8%	+
<b>Stability</b>									
<b>Rates Effort</b>	<b>Rates compared to property values</b>								
Rating level is set based on the community's capacity to pay	Rate revenue / CIV of rateable properties in the municipality	6	0.2%	0.2%	<b>0.2%</b>	0.2%	0.2%	0.2%	o
<b>Efficiency</b>									
<b>Revenue Level</b>	<b>Average rate per property assessment</b>								
Resources are used efficiently in the delivery of services	General rates and municipal charges / no. of property assessments	7	\$ 2,169	\$ 2,221	<b>\$ 2,305</b>	\$ 2,358	\$ 2,409	\$ 2,465	o
<b>Sustainability Capacity</b>									
<b>Population</b>	<b>Expenses per head of population</b>								
Population is a key driver of a Council's ability to fund the delivery of services to the community	Total expenses / Population		\$ 2,606	\$ 2,461	<b>\$ 2,475</b>	\$ 2,389	\$ 2,514	\$ 2,533	o
<b>Population</b>	<b>Infrastructure per head of population</b>								
Population is a key driver of a Council's ability to fund the delivery of services to the community	Value of infrastructure / Population		\$ 21,110	\$ 20,431	<b>\$ 21,209</b>	\$ 22,432	\$ 22,373	\$ 22,677	+
<b>Population</b>	<b>Population density per length of road</b>								
Population is a key driver of a Council's ability to fund the delivery of services to the community	Population / Kilometres of local roads		35.76	37.69	<b>38.69</b>	39.59	40.50	41.34	+
<b>Own-source revenue</b>	<b>Own-source revenue per head of population</b>								
Revenue is generated from a range of sources in order to fund the delivery of services to the community	Own source revenue / Population		\$ 1,916	\$ 1,918	<b>\$ 1,869</b>	\$ 1,864	\$ 1,966	\$ 1,990	+
<b>Recurrent grants</b>	<b>Recurrent grants per head of population</b>								
Revenue is generated from a range of sources in order to fund the delivery of services to the community	Recurrent grants / Population	8	\$ 292	\$ 158	<b>\$ 277</b>	\$ 276	\$ 275	\$ 275	o
<b>Workforce Turnover</b>	<b>Resignations and terminations compared to average staff</b>								
Resources are used efficiently in the delivery of services	Number of permanent staff resignations & terminations / average number of permanent staff for the financial year		13.3%	11.5%	<b>12.0%</b>	12.0%	12.0%	12.0%	o

### Notes to Indicators:

- 1. Adjusted Underlying Result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Variability in indicator due to fluctuations in expensed capital expenditure and asset disposals (for example in 2023-24 disposals include \$20.47 million related to asset transfers to the Great Ocean Road Coast and Parks Authority).
- 2. 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. This ratio is impacted by the high levels of unearned revenue in the 2022-23 to 2024-25 years which is duplicated in the capital carry forwards.
- 3. Unrestricted Cash Adjusted for Other Financial Assets** - 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 unrestricted cash is not in the negative over the 4 year horizon, the negative ratio in 2023-24 is due to the budgeted peak of unearned revenue.
- 4. Loans and Borrowings** – This ratio indicates reducing reliance on debt against annual rate revenue through loan repayments.
- 5. Indebtedness** – Considers the non-current liabilities of Council against our own source revenue. The lower the percentage, the greater a council's ability is to repay debt from its own-source revenue.
- 6. Rates Effort** – Rate revenue as a percentage of the capital improved value of rateable properties in the municipality.
- 7. Revenue Level** – The average rate revenue per property assessment.
- 8. Recurrent Grants** – Measures the recurrent grants per population. This ratio has been impacted by the 2023-24 Federal Assistance Grant allocation being received in 2022-23.

### 5.3 Additional Indicators

The following table presents additional indicators that are not prescribed indicators in the Local Government (Planning and Reporting) Regulations 2020. These indicators are used by the Department of Treasury and Finance to conduct credit assessments of councils under the Treasury Corporation of Victoria (TCV) loans framework. Subject to these financial covenants being satisfied over the prior three years to the budget year, the budget year, and subsequent three projected financial years, a borrowing limit will be determined under the framework.

Indicator	Measure	NOTES	2022-23 Actual	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	Trend + / 0 / -
<b>TCV loans framework indicators</b>									
Interest Cover Ratio	EBITDA : interest expenses	1	36.37	44.14	51.96	66.18	89.68	108.64	+
Interest bearing liabilities to own source revenue	Interest bearing liabilities / own source revenue	2	19.9%	16.0%	13.2%	10.1%	6.8%	4.2%	+

1 This ratio is increasing with improving EBITDA results and decreasing interest expense in line with Council's reducing loan portfolio.

2. This ratio is decreasing with Council's reducing loan portfolio and own source revenue is increasing.

## 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 2024-25. 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	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>STRATEGY &amp; EFFECTIVENESS</b>							
<b>Information Services</b>							
<b>Freedom of Information</b>							
Freedom of Information Fee	2 Fee Units	\$31.80	<b>\$31.80</b>	0.0%	\$0.00	N	Statutory
Administration Cost for FOI Searches	1.5 Fee Units	\$26.85	<b>\$26.85</b>	0.0%	\$0.00	N	Statutory
<b>Financial Services</b>							
<b>Rate Administration</b>							
Rate Searches – Hard Copy	Hour	\$127.00	<b>\$127.00</b>	0.0%	\$0.00	N	Council
Rate Searches – Computer Records	Each	\$36.00	<b>\$36.00</b>	0.0%	\$0.00	N	Council
Payment Rejection Administration Fee - Rates and Debtors	Each	\$30.00	<b>\$30.00</b>	0.0%	\$0.00	N	Council
Land Information Certificate	1.82 Fee Units	\$27.80	<b>\$28.90</b>	4.0%	\$1.10	N	Statutory
Recovery Referral Fee	Each	\$38.00	<b>\$38.00</b>	0.0%	\$0.00	N	Council
Interest on Rates & Charges - set by the Minister for Local Government	Percentage	10.00%	<b>10.00%</b>	0.0%	\$0.00	N	Statutory
Interest on Deferred Rates		Cash Rate Plus 1% Set at 1 July	<b>N/A</b>			N	Council
Interest on Sundry Debtors - inline with Interest on Rates & Charges		10.00%	<b>10.00%</b>	0.0%	\$0.00	N	Council
<b>PLACEMAKING &amp; ENVIRONMENT</b>							
<b>Infrastructure Administration</b>							
Vehicle Crossings (Non-Utilities)	Each	\$205.00	<b>\$210.00</b>	2.4%	\$5.00	N	Council
Additional Inspection	Each	\$100.00	<b>N/A</b>			N	Council
Asset Protection Permit	Each	\$200.00	<b>\$205.00</b>	2.5%	\$5.00	N	Council
Building Over Easement	Each	\$310.00	<b>\$310.00</b>	0.0%	\$0.00	N	Council
<b>Road Works Permits (Fee Per Unit Set By State Government)</b>							
Road Safety - Traffic Management Plans (No Traffic Lane Closures)	4.76 Fee Units	\$75.68	<b>\$75.68</b>	0.0%	\$0.00	N	Statutory
Road Safety - Traffic Management Plans (One or More Traffic Lane Closures)	15.46 Fee Units	\$245.81	<b>\$245.81</b>	0.0%	\$0.00	N	Statutory
Road Safety - Traffic Management Plans (Road Closure)	40.43 Fee Units	\$642.84	<b>\$642.84</b>	0.0%	\$0.00	N	Statutory
<b>Developer Levies</b>							
Non-Standard Public Lighting Levy	Each	\$360.00	<b>\$373.00</b>	3.6%	\$13.00	N	Council
Subdivision Supervision Fees	Percentage	2.50%	<b>2.50%</b>	0.0%	\$0.00	N	Statutory
Subdivisions Plan - Checking Fees	Percentage	0.75%	<b>0.75%</b>	0.0%	\$0.00	N	Statutory
<b>Stormwater Infrastructure</b>							
Stormwater Application (Legal Point of Discharge)	9.77 Fee Units	\$155.30	<b>\$155.30</b>	0.0%	\$0.00	N	Statutory
Stormwater Application (Legal Point of Discharge) Additional Data Request	Each	\$50.00	<b>\$52.00</b>	4.0%	\$2.00	Y	Council
Stormwater Connection Permit	Each	\$145.00	<b>\$150.00</b>	3.4%	\$5.00	Y	Council
<b>Statutory Planning</b>							
Town Planning Application Fees	Various	Various	<b>Various</b>			N	Statutory
Pre-Application Meetings	Each		<b>\$350.00</b>	New	New	N	Council
Advertising of Application – Up to First 15 Letters	Each	\$145.00	<b>\$155.00</b>	6.9%	\$10.00	N	Council
Advertising of Application - Subsequent Letters	Each	\$7.00	<b>\$7.50</b>	7.1%	\$0.50	N	Council
Erect Public Notice on a Property (Per Notice)	Each	\$226.00	<b>\$40.00</b>	-82.3%	-\$186.00	N	Council
Request Extension of Time to Planning Permit - First	Each	\$310.00	<b>\$350.00</b>	12.9%	\$40.00	N	Council
Request Extension of Time to Planning Permit - Second	Each	\$360.00	<b>\$400.00</b>	11.1%	\$40.00	N	Council
Request Extension of Time to Planning Permit - Third	Each	\$515.00	<b>\$600.00</b>	16.5%	\$85.00	N	Council
Secondary Consent Applications	Each	\$345.00	<b>\$400.00</b>	15.9%	\$55.00	N	Council
Subdivision Certification	Various	Various	<b>Various</b>			N	Statutory
Plans for Approval/ Plans to Comply	Each	\$345.00	<b>\$350.00</b>	1.4%	\$5.00	N	Council
Statutory Planning Written Advice	Each	\$152.50	<b>\$180.00</b>	18.0%	\$27.50	Y	Council
Demolition Consent Permit	5.75 Fee Units	\$91.40	<b>\$91.40</b>	0.0%	\$0.00	N	Statutory
<b>Copy of Plans</b>							
Copy of Planning Permit and Endorsed Plans	Each	\$103.00	<b>\$106.00</b>	2.9%	\$3.00	N	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Strategic Planning</b>							
Strategic Planning Publications - Surf Coast Environmental History	Each	\$20.00	N/A			N	Council
Strategic Planning Publications - Sustainable Design Guide	Each	\$20.00	N/A			N	Council
Strategic Planning Publications - Farmland Forest and Surf Environmental History	Each	\$20.00	N/A			N	Council
<b>Waste Disposal</b>							
Domestic Garbage - Uncompacted Waste	Cubic Metre	\$111.50	\$116.00	4.0%	\$4.50	Y	Council
Domestic Hard Waste - Uncompacted Waste	Cubic Metre	\$111.50	\$116.00	4.0%	\$4.50	Y	Council
Commercial Garbage - Compacted Waste	Tonne	\$255.00	\$265.00	3.9%	\$10.00	Y	Council
Commercial Garbage - Uncompacted Waste	Cubic Metre	\$111.50	\$116.00	4.0%	\$4.50	Y	Council
Commercial Hard Waste - Uncompacted Waste	Cubic Metre	\$111.50	\$116.00	4.0%	\$4.50	Y	Council
Clean Fill (Anglesea Only - Subject to Demand)	Tonne	\$27.00	\$28.00	3.7%	\$1.00	Y	Council
Construction & Demolition - Waste Mixed	Tonne	\$255.00	\$265.00	3.9%	\$10.00	Y	Council
Construction & Demolition - Recycle Clean Plaster (Anglesea)	Tonne	\$48.50	\$50.50	4.1%	\$2.00	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Anglesea )	Tonne	\$73.50	\$76.50	4.1%	\$3.00	Y	Council
Construction & Demolition - Recyclable Concrete/Bricks (Lorne & Winchelsea)	Cubic Metre	\$97.00	\$101.00	4.1%	\$4.00	Y	Council
Recyclable Material (if more than 0.5m3)	Cubic Metre	\$16.50	\$17.50	6.1%	\$1.00	Y	Council
Green Waste	Cubic Metre	\$38.00	\$40.00	5.3%	\$2.00	Y	Council
Tree stumps (Anglesea only)	Tonne	\$49.00	\$51.00	4.1%	\$2.00	Y	Council
<b>General Items</b>							
Motorcycle Tyres	Each	\$6.00	\$6.50	8.3%	\$0.50	Y	Council
Car Tyres	Each	\$11.00	\$11.50	4.5%	\$0.50	Y	Council
Light Truck/4wd Tyres	Each	\$12.50	\$13.00	4.0%	\$0.50	Y	Council
Truck Tyres	Each	\$27.00	\$28.00	3.7%	\$1.00	Y	Council
Tractor / Earthmoving Tyres	Each	\$1,000.00	\$1,050.00	5.0%	\$50.00	Y	Council
Car Bodies & Caravans	Each	\$70.00	\$73.00	4.3%	\$3.00	Y	Council
Mattresses (& Bases)	Each	\$27.00	\$30.00	11.1%	\$3.00	Y	Council
Mattresses - Cot	Each		\$20.00	New	New	Y	Council
Sale of Mulch (Subject to Availability)	Cubic Metre	\$18.00	\$18.50	2.8%	\$0.50	Y	Council
Sale of Second Hand Bins (Anglesea only - Subject to Availability)	Each	\$18.50	\$19.50	5.4%	\$1.00	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	\$18.00	\$18.50	2.8%	\$0.50	Y	Council
Sale of Ground Plaster (Subject to Availability)	Cubic Metre	Free	Free			N/A	Council
E Waste (Including TVs, Batteries, White Goods) - 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
Metals - All Sites - Free		Free	Free			N/A	Council
Expanded Polystyrene - Anglesea and Lorne Sites Only - Free	Domestic Quantities Only	Free	Free			N/A	Council
Rigid Plastics - Anglesea Site Only - Free	Domestic Quantities Only	Free	Free			N/A	Council
Food Waste - All Sites - Free	Domestic Quantities Only	Free	Free			N/A	Council
Recyclable Glass- All Sites - Free	Domestic Quantities Only	Free	Free			N/A	Council
Gas bottles (up to 9kg) - Anglesea only - Free	Domestic Quantities Only		Free	New	New	N/A	Council
Paint (up to 20Lt) - Anglesea only - Free	Domestic Quantities Only		Free	New	New	N/A	Council
<b>Kerbside Waste Collection</b>							
Residential Garbage Service Upgrade - Each Additional 120L Capacity	Year	\$78.00	\$81.00	3.8%	\$3.00	N	Council
Additional Residential Recycle Service - 120L, 240L or 360L Bin	Year	\$72.50	\$75.00	3.4%	\$2.50	N	Council
Upgrade Residential Recycle Service to 360L Bin	Occasion	\$72.50	\$75.00	3.4%	\$2.50	N	Council
Additional Residential FOGO Waste Service - 120L, 240L or 360L Bin	Year	\$99.50	\$102.00	2.5%	\$2.50	N	Council
Upgrade Residential FOGO Waste Service to 360L Bin	Occasion	\$72.50	\$75.00	3.4%	\$2.50	N	Council
Additional Residential Glass Waste Service - 140L or 240L Bin	Year	\$45.50	\$47.00	3.3%	\$1.50	N	Council
Upgrade Residential Glass Waste Service to 240L Bin	Occasion	\$72.50	\$75.00	3.4%	\$2.50	N	Council
Event Bin Hire	Each	\$23.00	\$24.00	4.3%	\$1.00	Y	Council
Safe Waste Bin Strap	Each	\$5.00	N/A			Y	Council
Bin Latch	Each	\$11.00	\$17.50	59.1%	\$6.50	Y	Council
Bin Latch - Lorne/cockatoo issue	Each	Free	Free			N/A	Council
Replacement Kitchen Caddy	Each	\$11.00	\$11.00	0.0%	\$0.00	Y	Council
Compostable Kitchen Caddy Liners - Free. Limit 150 per Transaction.	Each	Free	Free			N/A	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Visitor Centres</b>							
<b>Tourism</b>							
<b>Commercial Tour Operator Licenses</b>							
Annual Fee – Standard One Year Licence	Licence	\$317.70	N/A			N	Statutory
Annual Fee – More than One Year Licence (Currently 3 Year)	Licence	\$249.20	N/A			N	Statutory
Use Fee – General Visitor	Visitor	\$2.40	N/A			N	Statutory
Use Fee – School Student and Child	Visitor	\$1.60	N/A			N	Statutory
Use Fee Cap (Maximum)	Visitor	\$15,576.50	N/A			N	Statutory
<b>Tourism Business Road Sign Application</b>							
Initial Business Road Sign Application	Application	\$220.00	\$228.00	3.6%	\$8.00	Y	Council
Amendment to existing Business Road Sign Application	Application	\$110.00	\$114.00	3.6%	\$4.00	Y	Council
<b>Major Events</b>							
Late Fee - Major Event Traffic Management Plan Assessment	Each	\$900.00	\$931.50	3.5%	\$31.50	Y	Council
Late Fee - Major Event Public Place of Entertainment Plan (POPE)	Each	\$360.00	\$372.60	3.5%	\$12.60	Y	Council
<b>Australian National Surfing Museum</b>							
Theatre Hire Day Rate (Minimum 3 Hours)	Hour	\$77.00	\$90.00	16.9%	\$13.00	Y	Council
Theatre Hire Night Rate (Minimum 3 Hours)	Hour	\$140.00	\$200.00	42.9%	\$60.00	Y	Council
Whole Facility (Day or Night) (Minimum 3 Hours)	Hour	\$165.00	\$250.00	51.5%	\$85.00	Y	Council
Bond (Only for Whole Facility and Dependent on Group)	Booking	\$1,000.00	\$1,040.00	4.0%	\$40.00	N	Council
Bond (for Hiring of Theatre Room Alone)	Booking	\$400.00	\$415.00	3.8%	\$15.00	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			N/A	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
Schools Group Entry - Transition Rate for new bookings received post January 2025	Visit		\$8.00	New	New	Y	Council
Bells Tour School Groups	Visit	\$9.00	\$9.00	0.0%	\$0.00	Y	Council
Theatre Hire Day Rate (Community Group)	Hour	\$54.00	\$80.00	48.1%	\$26.00	Y	Council
Theatre Hire Night Rate (Community Group)	Hour	\$114.00	\$130.00	14.0%	\$16.00	Y	Council
Research Fee without Museum Officer	Hour	\$12.00	N/A			Y	Council
Research Fee with Museum Officer	Hour	\$45.00	\$46.50	3.3%	\$1.50	Y	Council
<b>Promotional Rate</b>							
Up to 50% off promotional campaigns (up to one month period)	Period	up to 50% Off	up to 50% Off			Y	Council
Free Entry - Pilot Promotional Campaign (Shire Residents up to one month)	Period		Free	New	New	N/A	Council
Complementary Entry - Teachers, Media, VIPs	Visit		Free	New	New	N/A	Council
<b>Copying / Image Reproduction</b>							
Books, Magazines, Newspapers and Journals (PDF)	Per 10 Pages	\$21.00	\$22.00	4.8%	\$1.00	Y	Council
Books, Magazines, Newspapers and Journals (TIFF)	Page	\$18.00	\$19.00	5.6%	\$1.00	Y	Council
Pictures and Photographs	Each	\$23.00	\$24.00	4.3%	\$1.00	Y	Council
<b>Visitor Centres</b>							
<b>Promotional Rate</b>							
Last Items - Up to 50% off recommended retail price on selected items	Each		up to 50% Off	New	New	Y	Council
Price bundling on selected items	Each		10% Off	New	New	Y	Council
Seasonal Hampers	Each		30% Off	New	New	Y	Council
<b>Arts</b>							
Arts Space Room Hire	Week	\$135.00	\$140.00	3.7%	\$5.00	Y	Council
Arts Space Room Hire	Day	\$28.50	\$29.50	3.5%	\$1.00	Y	Council
Arts Space Sales Commission	Per Sale	20% of sales when sales exceed \$2,000	20% of all sales			Y	Council
<b>Arts Trail</b>							
Registration Fee for Arts Trail - Individual	Annum	\$60.00	\$62.00	3.3%	\$2.00	Y	Council
Registration Fee for Arts Trail - Community Group	Annum	\$180.00	\$185.00	2.8%	\$5.00	Y	Council
Registration Fee for Arts Trail - Organisations with 10 Artists or More	Annum	\$550.00	\$570.00	3.6%	\$20.00	Y	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>COMMUNITY LIFE</b>							
<b>Customer Service</b>							
Black & White Photocopying/Printing	Page	\$1.40	\$1.40	0.0%	\$0.00	N	Council
Colour Photocopying/Printing	Page	\$2.90	\$2.90	0.0%	\$0.00	N	Council
Black & White Photocopying/Printing - Charity Groups	Page	\$0.85	\$0.85	0.0%	\$0.00	N	Council
<b>Council Operations</b>							
Minutes of Council Meetings are Available Free of Charge from Council's Website – www.surfcoast.vic.gov.au		Free	Free				
<b>Ranger Services - Local Laws</b>							
<b>Dog &amp; Cat Registrations</b>							
Dog or Cat Eligible for Reduced Rate Under the Domestic Animals Act 1994. Includes:							
- Sterilised Dog & Cat - Dog or Cat kept for Breeding in Registered Domestic Business - Cat Registered with Prescribed Feline Association - Dogs Registered with Prescribed Canine Association - Dogs that have Undergone Obedience Training which Complies with Regulations - Working Dog - Dogs Older than 10 Years Old	Each	\$73.00	\$76.00	4.1%	\$3.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs	Each	\$530.00	\$549.00	3.6%	\$19.00	N	Council
Dangerous, Menacing or Restricted Breed Dogs that have Undergone Protective Training or is a Guard Dog	Each	\$221.00	\$229.00	3.6%	\$8.00	N	Council
All Other Dogs & Cats (e.g. Non Desexed Animal)	Each	\$221.00	\$229.00	3.6%	\$8.00	N	Council
Late Payment Surcharge	Each	\$10.20	\$10.60	3.9%	\$0.40	N	Council
<b>Dog &amp; Cat Fees</b>							
Cat Cage Hire	Week	Free	Free			N/A	Council
Cat Cage Deposit	Each	\$67.00	Free			N/A	Council
Domestic Animal Business	Each	\$605.00	\$626.00	3.5%	\$21.00	N	Council
Excess Dog Application and Inspection Fee	Each	\$263.00	\$273.00	3.8%	\$10.00	N	Council
Pound Release Fee	Each	\$192.00	\$199.00	3.6%	\$7.00	Y	Council
Pound Release Fee (Unregistered Animal Surcharge)	Each	\$31.00	\$33.00	6.5%	\$2.00	Y	Council
Replacement Dog/Cat Tags	Each	\$3.70	\$3.90	5.4%	\$0.20	Y	Council
<b>Impounding of Livestock (Other Than Dogs/Cats)</b>							
Impounding of Livestock	Head	\$251.00	\$260.00	3.6%	\$9.00	Y	Council
After Hours Call Out	Each	\$386.00	\$400.00	3.6%	\$14.00	N	Council
Sustenance	Head	\$86.00	\$89.00	3.5%	\$3.00	N	Council
<b>Penalties</b>							
Parking for a Period Longer than Fixed in a Council Controlled Area	1 Fee Unit	\$192.30	\$192.30	0.0%	\$0.00	N	Statutory
Road Safety Act Parking Enforcement	Various	Various	Various			N	Statutory
Release Fee for Impounded Goods	Each	\$115.00	\$119.00	3.5%	\$4.00	N	Council
Towing of Abandoned Vehicles	Each	\$227.00	\$235.00	3.5%	\$8.00	N	Council
<b>Permits</b>							
<b>Shop Front 'Street' Trading Permits</b>							
A Frame Permit	Each	\$250.00	\$259.00	3.6%	\$9.00	N	Council
To Occupy Public Place to Sell Merchandise – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$61.50	\$63.70	3.6%	\$2.20	N	Council
To Occupy Public Place to Sell Merchandise – All Other Areas	m2 of Used Space	\$82.50	\$86.00	4.2%	\$3.50	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – Winchelsea, Deans Marsh and Moriac	m2 of Used Space	\$118.50	\$123.00	3.8%	\$4.50	N	Council
Street Furniture (Alfresco Dining) – Annual Permit – All Other Areas	m2 of Used Space	\$155.00	\$161.00	3.9%	\$6.00	N	Council
<b>Miscellaneous Permits</b>							
Disabled Parking Permits	Each	No Charge	No Charge			N	Council
Open for Inspection Signage Permit	Each	\$271.00	\$281.00	3.7%	\$10.00	N	Council
Camping Permit Fee (Private Property)	Each	\$225.00	\$233.00	3.6%	\$8.00	N	Council
Occupy Temp Accommodation on Land	6 Months	\$300.00	\$311.00	3.7%	\$11.00	N	Council
Occupy Road	Day	\$225.00	\$233.00	3.6%	\$8.00	N	Council
Waste Bin (Regardless of Size) < 30 Days	Each	\$118.00	\$123.00	4.2%	\$5.00	N	Council
Film Permit Application	Each	\$28.00	N/A			N	Council
Complex Film Application Requiring More than 2hrs Staff Time - Price on Application. \$60 per hour (Minimum 2hrs).	Per Hour (2 Hour Minimum)	\$120.00	N/A			N	Council
Film Permit Application less than 7 days notice	Each	\$150.00	N/A			N	Council
Film Permit Licence	Each	\$111.00	N/A			N	Council
Student Film Permit Licence	Each	Free	Free			N/A	Council
Film Permit Licence - Hourly (capped at \$1,500/day)	Hourly		\$200.00	New	New	N	Council
<b>Immunisations</b>							
Immunisation History Search	Each	27.00	28.00	3.7%	\$1.00	N	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Environment Protection Act 2017</b>							
<b>On-Site Wastewater Management Systems (OWMS)</b>							
Construct, install or alter OWMS	48.88 Fee Units	\$777.20	<b>\$777.20</b>	0.0%	\$0.00	N	Statutory
Minor alterations to OWMS	37.25 Fee Units	\$592.30	<b>\$592.30</b>	0.0%	\$0.00	N	Statutory
Transfer a Permit	9.93 Fee Units	\$157.90	<b>\$157.90</b>	0.0%	\$0.00	N	Statutory
Amend a Permit	10.38 Fee Units	\$165.00	<b>\$165.00</b>	0.0%	\$0.00	N	Statutory
Renew a Permit	8.31 Fee Units	\$132.10	<b>\$132.10</b>	0.0%	\$0.00	N	Statutory
Exemption	14.67 - 61.41 Fee Units	\$233.25 - \$976.40	<b>\$233.25 - \$976.40</b>			N	Statutory
Septic Tank File Request	Each	\$38.00	<b>\$40.00</b>	5.3%	\$2.00	N	Council
Urgent Septic Tank File Request	Each	\$149.00	<b>\$154.00</b>	3.4%	\$5.00	N	Council
On-Site Wastewater Management Systems (OWMS) Assessment	Each	\$165.00	<b>\$171.00</b>	3.6%	\$6.00	N	Council
<b>Food Act 1984</b>							
<b>New Registration</b>							
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, licensed hotel, resort, large manufacturers)	Each	\$1,469.00	<b>\$1,520.00</b>	3.5%	\$51.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)	Each	\$998.00	<b>\$1,033.00</b>	3.5%	\$35.00	N	Council
Class 2 Premises (includes mobile & temporary food premises)	Each	\$794.00	<b>\$822.00</b>	3.5%	\$28.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises	Each	\$126.00	<b>\$130.00</b>	3.2%	\$4.00	N	Council
Class 3 Premises & Class 2 Small Premises (includes mobile & temporary food premises)	Each	\$467.00	<b>\$483.00</b>	3.4%	\$16.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises	Each	\$66.00	<b>\$68.00</b>	3.0%	\$2.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (includes mobile & temporary food premises)	Each	\$222.00	<b>\$230.00</b>	3.6%	\$8.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (includes mobile & temporary food premises)	Each	\$137.00	<b>\$142.00</b>	3.6%	\$5.00	N	Council
Mobile and Temporary Food Premises - Once Off Event	Each	Monthly Pro-Rata Fee	<b>Monthly Pro-rata Fee</b>			N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 Single Events per Year)	Each	Free	<b>Free</b>			N/A	Council
<b>Renewal of Registration</b>							
Class 1 Premises(Aged Care/Hospitals) & Class 2 Large (Supermarkets, Licensed Hotel, Resort, Large Manufacturers)	Each	\$975.00	<b>\$1,009.00</b>	3.5%	\$34.00	N	Council
Class 1 Small Premises (Child Care & Delivered Meals Organisation)	Each	\$668.00	<b>\$691.00</b>	3.4%	\$23.00	N	Council
Class 2 Premises (Includes Mobile & Temporary Food Premises)	Each	\$533.00	<b>\$552.00</b>	3.6%	\$19.00	N	Council
Class 2 - Each Additional Mobile and Temporary Food Premises	Each	\$126.00	<b>\$130.00</b>	3.2%	\$4.00	N	Council
Class 3/3A Premises & Class 2 Small Premises (Includes Mobile & Temporary Food Premises)	Each	\$307.00	<b>\$318.00</b>	3.6%	\$11.00	N	Council
Class 3 - Each Additional Mobile and Temporary Food Premises	Each	\$66.00	<b>\$68.00</b>	3.0%	\$2.00	N	Council
Class 3 Small Premises & Class 2 Community Groups (Includes Mobile & Temporary Food Premises)	Each	\$146.00	<b>\$151.00</b>	3.4%	\$5.00	N	Council
Class 3 Minor Premises & Class 3 Community Groups (Includes Mobile & Temporary Food Premises)	Each	\$87.00	<b>\$90.00</b>	3.4%	\$3.00	N	Council
Mobile and Temporary Food Premises Not for Profit/Community Group (<12 Single Events per Year)	Each	Free	<b>Free</b>			N/A	Council
Mobile and Temporary Food Premises - Once Off Event	Each	Monthly Pro-Rata Fee	<b>Monthly Pro-rata Fee</b>			N	Council
Class 1-2 Food Safety Assessment/Inspection Fee - under Section 19UA	Each		<b>\$150.00</b>	New	New	N	Council
Additional Class 3 Inspection Fee - under Section 19UA	Each		<b>\$100.00</b>	New	New	N	Council
<i>Note: Food premises are classed in accordance with section 19c of the Food Act 1984</i>							
<b>Public Health &amp; Wellbeing Act 2008</b>							
<b>Registered Premises – New Application:</b>							
<b>Hairdressing and/or Temporary Make Up</b>							
New Application Once off Application	Each	\$175.00	<b>\$181.00</b>	3.4%	\$6.00	N	Council
Transfer	Each	\$175.00	<b>\$181.00</b>	3.4%	\$6.00	N	Council
<b>Beauty Therapy (excl. Temporary Make Up)</b>							
New Application	Each	\$175.00	<b>\$181.00</b>	3.4%	\$6.00	N	Council
Renewal	Each	\$175.00	<b>\$181.00</b>	3.4%	\$6.00	N	Council
Transfer	Each	\$94.00	<b>\$97.00</b>	3.2%	\$3.00	N	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Public Category 1 Aquatic Facilities</b>							
New Application (Quarterly Pro-rata Fee)	Each	\$197.00	<b>\$330.00</b>	67.5%	\$133.00	N	Council
Renewal	Each	\$197.00	<b>\$330.00</b>	67.5%	\$133.00	N	Council
Transfer	Each	\$99.00	<b>\$165.00</b>	66.7%	\$66.00	N	Council
<b>Skin Penetration, Tattooing, Colonic Irrigation</b>							
New Application	Each	\$241.00	<b>\$249.00</b>	3.3%	\$8.00	N	Council
Renewal	Each	\$241.00	<b>\$249.00</b>	3.3%	\$8.00	N	Council
Transfer	Each	\$115.00	<b>\$119.00</b>	3.5%	\$4.00	N	Council
<b>Prescribed Accommodation – New Application / Renewal</b>							
6-15 People	Each	\$340.00	<b>\$352.00</b>	3.5%	\$12.00	N	Council
16-25 People	Each	\$482.00	<b>\$499.00</b>	3.5%	\$17.00	N	Council
26-50 People	Each	\$614.00	<b>\$635.00</b>	3.4%	\$21.00	N	Council
> 50 People	Each	\$822.00	<b>\$851.00</b>	3.5%	\$29.00	N	Council
Prescribed Accommodation – Transfer	Each	50% of New Application / Renewal Fee	<b>50% of New Application / Renewal Fee</b>			N	Council
<i>Bi-annual pro-rata rates apply</i>							
<b>Caravan Parks (Fee Per Unit Set By State Government)</b>							
Transfer of Caravan Park Registration	5 Fee Units	\$79.50	<b>\$79.50</b>	0.0%	\$0.00	N	Statutory
Caravan Park Registration - Maximum fee set under the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	Each	\$2,000.00	<b>\$2,000.00</b>	0.0%	\$0.00	N	Statutory
<b>Fire Prevention (Fee Per Unit Set By State Government)</b>							
CFA Act Infringement Notice (Legislated Fee)	10 Penalty Units	\$1,923.10	<b>\$1,923.10</b>	0.0%	\$0.00	N	Statutory
Block Clearing	Each	Cost + \$180	<b>Cost + \$185</b>			N	Council
<b>Building Services - Building Charges</b>							
Copy of Plans (Standard/Onsite )	Each	\$192.00	<b>\$207.00</b>	7.8%	\$15.00	N	Council
Copy of Plans (Offsite/Archives/Redacting required)	Each		<b>\$245.00</b>	New	New	N	Council
Copy of Building Approval/Certificate of Occupancy (Onsite)	Each	\$83.00	<b>\$123.00</b>	48.2%	\$40.00	N	Council
Copy of Building Approval/Certificate of Occupancy (Offsite/Archives)	Each		<b>\$245.00</b>	New	New	N	Council
Variation of Regulations	19.61 Fee Units	\$311.80	<b>\$311.80</b>	0.0%	\$0.00	N	Statutory
Lodgement Fee	8.23 Fee Units	\$130.90	<b>\$130.90</b>	0.0%	\$0.00	N	Statutory
Property Information Request	3.19 Fee Units	\$50.70	<b>\$50.70</b>	0.0%	\$0.00	N	Statutory
Council Consultation Fee	Hour	\$158.00	<b>\$163.00</b>	3.2%	\$5.00	N	Council
Hoarding Application Fee	19.61 Fee Units	\$311.80	<b>\$311.80</b>	0.0%	\$0.00	N	Statutory
Hoarding (fence of barrier) Permit Fee	Per m2 Per Week	\$4.10	<b>\$4.25</b>	3.7%	\$0.15	N	Council
Council Comments (if Report and Consent not Obtained)		\$438.00	<b>\$451.00</b>	3.0%	\$13.00	N	Council
Place of Public Entertainment - Commercial	Each	\$655.00	<b>\$2,000.00</b>	205.3%	\$1,345.00	N	Council
Place of Public Entertainment - Commercial (Resubmission)	Each		<b>\$500.00</b>	New	New	N	Council
Temporary Structure (Siting) Permit	Each	\$330.00	<b>\$340.00</b>	3.0%	\$10.00	N	Council
Swimming Pool and/or Spa Registration	Each	\$32.87	<b>\$32.87</b>	0.0%	\$0.00	N	Statutory
Swimming Pool and/or Spa Archive Search Fee	Each	\$48.78	<b>\$48.78</b>	0.0%	\$0.00	N	Statutory
Lodgement of Certificate of Compliance (Pool and/or Spa)	Each	\$20.80	<b>\$21.10</b>	1.5%	\$0.30	N	Statutory
Lodgement of Certificate of Non-Compliance (Pool and/or Spa)	Each	\$391.65	<b>\$397.54</b>	1.5%	\$5.89	N	Statutory
Shipping Container on Private Land	Each	\$158.00	<b>\$163.00</b>	3.2%	\$5.00	N	Council
<b>Water Permits</b>							
Water Permits - Minimum Charge Includes First 3,000 Litres	First 3,000 Litres	\$24.75	<b>\$26.00</b>	5.1%	\$1.25	N	Council
Water Permits - Cost per Kiloitre Above 3,000 Litres	Per Kiloitre Above 3,000	\$2.80	<b>\$2.90</b>	3.6%	\$0.10	N	Council
<b>Building Hire</b>							
<p><b>Commercial User Group:</b> Any group who operates a business or commercial enterprise with the intent to generate profit.</p> <p><b>Community User Group:</b> Community based groups that service community members that live, work or have a connection with the Surf Coast Shire including charities, sporting clubs and schools.</p> <p><b>Not for Profit:</b> Organisations that provide services for the community and do not operate to make a profit for its members (need to be registered with the ATO as a not for profit organisation).</p>							
<b>Public Hall Hire</b>							
Bellbrae Hall - Community Rate	Hour	\$12.00	<b>\$12.50</b>	4.2%	\$0.50	Y	Council
Bellbrae Hall - Commercial Rate	Hour	\$24.00	<b>\$25.00</b>	4.2%	\$1.00	Y	Council
Bellbrae Heartspace	Hour	\$7.00	<b>\$7.25</b>	3.6%	\$0.25	Y	Council
<b>Functions, Weddings, Parties &amp; Major Events</b>							
Bellbrae Hall - Commercial Hirer Standard Function Rate (5 hours +)	Block	\$186.00	<b>\$192.50</b>	3.5%	\$6.50	Y	Council
Bellbrae Hall - Shire Based Community Group/Not for Profit Standard Function (5 hours +)	Block	\$93.00	<b>\$96.00</b>	3.2%	\$3.00	Y	Council
Bellbrae Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$149.00	<b>\$154.00</b>	3.4%	\$5.00	Y	Council
Bellbrae Hall - Shire Based Community Group/Not for Profit Half Day Function Rate (2-5 hours)	Block	\$74.50	<b>\$77.00</b>	3.4%	\$2.50	Y	Council
Moriac Community Centre - Commercial Hirer Standard Function Rate (5 hours +)	Block	\$186.00	<b>\$192.50</b>	3.5%	\$6.50	Y	Council
Moriac Community Centre - Shire Based Community Group/Not for Profit Standard Function Rate (5 hours +)	Block	\$93.00	<b>\$96.00</b>	3.2%	\$3.00	Y	Council
Moriac Community Centre - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$149.00	<b>\$154.00</b>	3.4%	\$5.00	Y	Council
Moriac Community Centre - Shire Based Community Group/Not for Profit Half Day Function Rate (2-5 hours)	Block	\$74.50	<b>\$77.00</b>	3.4%	\$2.50	Y	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Freshwater Creek Hall - Commercial Hirer Standard Function Rate (5 hours +)	Block	\$186.00	\$192.50	3.5%	\$6.50	Y	Council
Freshwater Creek Hall - Shire Based Community Group/Not for Profit Standard Function Rate (5 hours +)	Block	\$93.00	\$96.00	3.2%	\$3.00	Y	Council
Freshwater Creek Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$149.00	\$154.00	3.4%	\$5.00	Y	Council
Freshwater Creek Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block	\$74.50	\$77.00	3.4%	\$2.50	Y	Council
The Quay Pavilion - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$306.00	\$317.00	3.6%	\$11.00	Y	Council
The Quay Pavilion - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block	\$153.00	\$158.00	3.3%	\$5.00	Y	Council
The Quay Pavilion - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$197.50	\$204.50	3.5%	\$7.00	Y	Council
The Quay Pavilion - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block	\$99.00	\$102.50	3.5%	\$3.50	Y	Council
Bob Pettitt Pavilion - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$306.00	\$317.00	3.6%	\$11.00	Y	Council
Bob Pettitt Pavilion - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block	\$153.00	\$158.00	3.3%	\$5.00	Y	Council
Bob Pettitt Pavilion - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$197.50	\$204.50	3.5%	\$7.00	Y	Council
Bob Pettitt Pavilion - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block	\$99.00	\$102.50	3.5%	\$3.50	Y	Council
Wurdale Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$186.00	\$193.00	3.8%	\$7.00	Y	Council
Wurdale Hall - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block	\$93.00	\$96.50	3.8%	\$3.50	Y	Council
Wurdale Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$149.00	\$154.00	3.4%	\$5.00	Y	Council
Wurdale Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block	\$74.50	\$77.00	3.4%	\$2.50	Y	Council
Anglesea Hall - Commercial Hirer Standard Function Rate (6pm-12am)	Block	\$306.00	\$317.00	3.6%	\$11.00	Y	Council
Anglesea Hall - Shire Based Community Group/Not for Profit Hirer Standard Function Rate (6pm-12am)	Block	\$153.00	\$158.00	3.3%	\$5.00	Y	Council
Anglesea Hall - Commercial Hirer Half Day Function Rate (2-5 hours)	Block	\$197.50	\$204.50	3.5%	\$7.00	Y	Council
Anglesea Hall - Shire Based Community Group/Not for Profit Hirer Half Day Function Rate (2-5 hours)	Block	\$99.00	\$102.50	3.5%	\$3.50	Y	Council
Freshwater Creek Tennis Room	Hour	\$12.00	N/A			Y	Council
Globe Theatre - Community - Standard Function Rate (5+ hours)	Block		\$96.00	New	New	Y	Council
Globe Theatre - Community - Half Day Function (2 - 5 hours)	Block		\$77.00	New	New	Y	Council
Globe Theatre - Commercial - Half Day Function (2 - 5 hours)	Block		\$154.00	New	New	Y	Council
Globe Theatre - Commercial - Standard Function Rate (5+ hours)	Block		\$192.50	New	New	Y	Council
Security Bonds - No Alcohol	Booking	\$500.00	\$500.00	0.0%	\$0.00	N	Council
Security Bonds - With Alcohol	Booking	\$1,000.00	\$1,000.00	0.0%	\$0.00	N	Council
Cleaning Fee - Per Clean	Booking	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Oval Hire</b>							
Bellbrae Oval	Hour	\$39.50	\$41.00	3.8%	\$1.50	Y	Council
Bob Pettitt Oval	Hour	\$39.50	\$41.00	3.8%	\$1.50	Y	Council
Quay Oval	Hour	\$39.50	\$41.00	3.8%	\$1.50	Y	Council
<b>Winchelsea Swimming pool</b>							
Family Season Pass	Season	N/A	N/A			Y	Council
Family Season Pass (Early Bird)	Season	N/A	N/A			Y	Council
Adult Swim	Visit	N/A	\$6.50	Reinstated	Reinstated	Y	Council
Adult Swim - Concession	Visit	N/A	\$5.30	Reinstated	Reinstated	Y	Council
Child Swim	Visit	N/A	\$5.30	Reinstated	Reinstated	Y	Council
Family Swim (1 Adult + 3 Children or 2 Adults + 2 Children)	Visit		\$16.00	New	New	Y	Council
Spectator to Supervise (Non Swim)	Visit	N/A	Free			N/A	Council
School Student Swim	Visit	N/A	\$4.10	Reinstated	Reinstated	Y	Council
School Carnival (plus entry fee person)	Hour	N/A	\$86.00	Reinstated	Reinstated	Y	Council
Regional Carnival	Visit	N/A	\$1,325.00	Reinstated	Reinstated	Y	Council
Season Swim Pass - Single	Season	N/A	N/A			Y	Council
Season Swim Pass - Single Concession	Season	N/A	N/A			Y	Council
Season Swim Pass - Single (Early Bird)	Season	N/A	N/A			Y	Council
10 pass Adult	Membership		\$58.50	New	New	Y	Council
10 Pass Child/Concession	Membership		\$47.70	New	New	Y	Council
<b>Winchelsea Health Club</b>							
<b>Joining Fee</b>							
Joining Fee	Membership	20.00	21.00	5.0%	\$1.00	Y	Council
<b>Membership - Individual</b>							
3 month	Membership	\$240.00	\$248.50	3.5%	\$8.50	Y	Council
12 month	Membership	\$780.00	\$807.00	3.5%	\$27.00	Y	Council
Fortnightly Direct Debit	Membership	\$31.00	\$32.10	3.5%	\$1.10	Y	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Casual</b>							
Casual Single Visit - Health Club or Group Fitness	Visit	\$15.50	\$17.00	9.7%	\$1.50	Y	Council
<b>Personal Training (Member Rates)</b>							
1 X 30min session	Visit	\$32.00	\$33.50	4.7%	\$1.50	Y	Council
1 X 45min session	Visit	\$53.50	\$55.50	3.7%	\$2.00	Y	Council
2 X 30min session/week	Visit	\$53.50	\$55.50	3.7%	\$2.00	Y	Council
2 X 45min session/week	Visit	\$85.50	\$88.50	3.5%	\$3.00	Y	Council
Personalised Program (Includes 30 minute PT Session)	Visit	\$53.50	\$55.50	3.7%	\$2.00	Y	Council
Update Personalised Program	Visit	\$32.00	N/A			Y	Council
<b>Personal Training (Non Member Rates)</b>							
1 X 30min session	Visit	\$42.50	\$44.00	3.5%	\$1.50	Y	Council
1 X 45min session	Visit	\$64.00	\$66.25	3.5%	\$2.25	Y	Council
2 X 30min session/week	Visit	\$64.00	\$66.25	3.5%	\$2.25	Y	Council
2 X 45min session/week	Visit	\$96.00	\$99.50	3.6%	\$3.50	Y	Council
<b>Group Booking Rate</b>							
For non-regular bookings of registered sporting and medical/rehabilitation groups to attend the gym.	Per Person	\$11.50	\$12.00	4.3%	\$0.50	Y	Council
<b>Promotional Rate</b>							
For new members only, for a 6 month period during promotional periods - Fortnightly direct debit.	Membership	\$28.00	\$29.00	3.6%	\$1.00	Y	Council
<b>Family Rate - Limited to 2 Adults 2 Children</b>							
• Children aged between 16 – under 18 • Direct debit only							
Fortnightly Direct Debit - 2 Members	Membership	\$56.00	\$58.00	3.6%	\$2.00	Y	Council
Fortnightly Direct Debit - 3 Members	Membership	\$79.00	\$82.00	3.8%	\$3.00	Y	Council
Fortnightly Direct Debit - 4 Members (4th Membership Free)	Membership	\$79.00	\$82.00	3.8%	\$3.00	Y	Council
<b>Wurdi Baierr Stadium Fees</b>							
<b>Commercial User Group:</b> Any group who operates a business or commercial enterprise with the intent to generate profit.							
<b>Community User Group:</b> Community based groups that service community members that live, work or have a connection with the Surf Coast Shire including charities, sporting clubs and schools.							
<b>Primary User Group:</b> A user group whose main purpose/activity is held within Wurdi Baierr Stadium.							
<b>Not for Profit:</b> Organisations that provide services for the community and do not operate to make a profit for its members (need to be registered with the ATO as a not for profit organisation).							
<b>Sport</b>							
Kinder Gym - Casual (1 Child)	Visit	\$16.50	\$17.10	3.6%	\$0.60	Y	Council
Kinder Gym - Casual (2 Children)	Visit	\$21.50	\$22.30	3.7%	\$0.80	Y	Council
Kinder Gym - Casual (3 Children)	Visit	\$28.00	\$29.00	3.6%	\$1.00	Y	Council
Kinder Gym - 10 Visit Pass	Membership	\$148.00	\$153.00	3.4%	\$5.00	Y	Council
<b>Fitness Classes</b>							
Casual	Visit	\$16.50	\$17.10	3.6%	\$0.60	Y	Council
10 Visit Casual Card	Membership	\$144.00	\$149.00	3.5%	\$5.00	Y	Council
20 Visit Casual Card	Membership	\$272.00	\$282.00	3.7%	\$10.00	Y	Council
Fit Forever/Concession	Visit	\$14.00	\$14.50	3.6%	\$0.50	Y	Council
Fit Forever - 10 Visit Pass	Membership	\$126.00	\$131.00	4.0%	\$5.00	Y	Council
Fit Forever - 20 Visit Pass	Membership	\$238.00	\$246.00	3.4%	\$8.00	Y	Council
6 Month Membership	Membership	\$431.00	\$446.00	3.5%	\$15.00	Y	Council
12 Month Membership	Membership	\$644.00	\$667.00	3.6%	\$23.00	Y	Council
<b>Sport - Court Hire</b>							
<b>Full Court - Peak - Weekends and After 4pm Weekdays</b>							
Commercial Group	Hour	\$70.00	\$72.50	3.6%	\$2.50	Y	Council
Primary User Group	Hour	\$43.00	\$44.50	3.5%	\$1.50	Y	Council
Community Group / Not-for-Profit	Hour	\$43.00	\$44.50	3.5%	\$1.50	Y	Council
<b>Full Court - Off Peak 8am - 4pm Weekdays (Excludes School/Public Holidays)</b>							
Commercial Group	Hour	\$56.00	\$58.00	3.6%	\$2.00	Y	Council
Primary User Group	Hour	\$34.50	\$35.70	3.5%	\$1.20	Y	Council
Community Group / Not-for-Profit	Hour	\$34.50	\$35.70	3.5%	\$1.20	Y	Council
<b>Half Court</b>							
Commercial Group	Hour	\$52.00	\$53.80	3.5%	\$1.80	Y	Council
Primary User Group	Hour	\$28.00	\$29.00	3.6%	\$1.00	Y	Council
Community Group / Not-for-Profit	Hour	\$28.00	\$29.00	3.6%	\$1.00	Y	Council
Casual use	Booking	\$6.30	\$6.30	0.0%	\$0.00	Y	Council
Out of Hours Booking	Booking		\$50.00	New	New	Y	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
<b>Half Court - Off Peak 8am-4pm Weekdays (Excludes School /Public Holidays)</b>							
Commercial Group	Hour	\$41.50	\$43.00	3.6%	\$1.50	Y	Council
Primary User Group	Hour	\$22.50	\$23.30	3.6%	\$0.80	Y	Council
Community Group / Not-for-Profit	Hour	\$22.50	\$23.30	3.6%	\$0.80	Y	Council
10 visit casual use	Membership	\$57.00	\$57.00	0.0%	\$0.00	Y	Council
<b>Badminton Court</b>							
Badminton Single Court Hire	Hour	\$14.50	N/A			Y	Council
<b>Function Fees (Per Booking)</b>							
Bonds - No Alcohol	Booking	\$500.00	\$500.00	0.0%	\$0.00	N	Council
Bonds - With Alcohol	Booking	\$1,000.00	\$1,000.00	0.0%	\$0.00	N	Council
Cleaning Fee - Per Clean (Cleaning Requirements to be Determined at Time of Booking)	Booking	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Wurdi Baierr Stadium Rooms</b>							
<b>Wurdi Baierr Stadium Multi Purpose Room (Room &amp; Kitchen)</b>							
<b>Commercial Group - Room Hire</b>							
Monday - Sunday (8am - 11pm)	Hour	\$38.50	\$39.90	3.6%	\$1.40	Y	Council
<b>Community Group / Not-for-Profit - Room Hire</b>							
Monday - Sunday (8am - 11pm)	Hour	\$28.00	\$29.00	3.6%	\$1.00	Y	Council
<b>Kitchen only Hire</b>							
Kitchen Hire (attached to Multi Purpose Room)	Hour	\$20.50	\$21.20	3.4%	\$0.70	Y	Council
<b>Wurdi Baierr Stadium - Meeting &amp; Referee (Per Room)</b>							
Commercial Group	Hour	\$19.50	\$20.20	3.6%	\$0.70	Y	Council
Community Group / Not-for-Profit	Hour	\$14.00	\$14.50	3.6%	\$0.50	Y	Council
<b>Function Fees (per booking)</b>							
Bonds - No Alcohol	Booking	\$500.00	\$500.00	0.0%	\$0.00	N	Council
Bonds - With Alcohol	Booking	\$1,000.00	\$1,000.00	0.0%	\$0.00	N	Council
Cleaning Fee - Per Clean (Cleaning Requirements to be Determined at Time of Booking)	Booking	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Recreation/Open Space Reserves</b>							
Community Facilities Licence Fees	Each	\$146.00	\$151.00	3.4%	\$5.00	N	Council
Use of Community Facilities (i.e. Use Council owned or managed open space and community buildings for activities including weddings and suitable events).	Each	\$227.00	\$235.00	3.5%	\$8.00	N	Council
<b>Community &amp; Civic Precinct Recreation Facility (Banyul-Warri Fields)</b>							
<b>Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):</b>							
Oval or Synthetic/Grass Pitch	Day per Hour	\$39.50	\$41.00	3.8%	\$1.50	Y	Council
Oval or Synthetic/Grass Pitch with Lights	Night per Hour	\$72.00	\$74.50	3.5%	\$2.50	Y	Council
Netball Court	Hour	\$39.50	\$41.00	3.8%	\$1.50	Y	Council
<b>Community Hub Change Rooms (NB: Fee Applies to Each Pair of Change Rooms)</b>							
Incorporated Community Club/Group/School - Based in Surf Coast Shire	Booking	\$71.00	\$73.50	3.5%	\$2.50	Y	Council
Commercial Use and Non Surf Coast Shire Club/Group/School (Per Court/Field):	Booking	\$213.00	\$220.50	3.5%	\$7.50	Y	Council
<b>Grant Pavilion - Peter Troy Meeting Room</b>							
Community Group/Not for Profit - Based in Surf Coast Shire	Hour	\$14.00	\$14.50	3.6%	\$0.50	Y	Council
Commercial Use and Non Surf Coast Shire	Hour	\$50.50	\$52.50	4.0%	\$2.00	Y	Council
<b>Grant Pavilion - Tantau and Cooper Function Rooms</b>							
<b>Note Whole 2nd Level Available by Booking Both Rooms</b>							
Community Group/Not for Profit - Based in Surf Coast Shire	Hour	\$28.50	\$29.50	3.5%	\$1.00	Y	Council
Commercial Use or Non Surf Coast Shire	Hour	\$70.50	\$73.00	3.5%	\$2.50	Y	Council
Grant Pavilion Event/Function Cleaning	Booking	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Function Fees (per Booking)</b>							
Bonds - No Alcohol	Booking	\$500.00	\$500.00	0.0%	\$0.00	N	Council
Bonds - With Alcohol	Booking	\$1,000.00	\$1,000.00	0.0%	\$0.00	N	Council
<b>Community Transport</b>							
Community Bus Hire Only (Fuel by User)	Km	\$1.07	N/A			Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Youth Activities (Fuel Filled Up By User)	Day	\$62.00	\$75.00	21.0%	\$13.00	Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult Activities up to 400km Round Trip (Fuel Filled Up By User)	Day	\$155.00	N/A			Y	Council
Winchelsea Large Capacity Community Bus (25 seat) - Adult Activities Over 400km Round Trip (Fuel by User)	Day	\$310.00	N/A			Y	Council

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)	Fee Type
Fee - Late Return	Per Hire	\$250.00	\$250.00	0.0%	\$0.00	Y	Council
Fee - Fuel Not Filled Up	Per Hire	\$250.00	\$250.00	0.0%	\$0.00	Y	Council
Cleaning Fee (If required)	Per Hire	\$250.00	\$250.00	0.0%	\$0.00	Y	Council
Community Bus Hire - up to 4 hours	Per Hire		\$50.00	New	New	Y	Council
Community Bus Hire - up to 24 hours	Per Hire		\$75.00	New	New	Y	Council
<b>Family &amp; Children Services</b>							
<b>Family Day Care</b>							
Family Day Care Administration Levy	Hour	\$3.05	N/A			N	Council
<b>Occasional Care (from 1 July 2024)</b>							
Torquay Children's Hub Occasional Care 4 Hour Session	Session	\$56.00	\$58.50	4.5%	\$2.50	N	Council
Kurrambee Myaring Occasional Care 4 Hour Session	Session	\$56.00	\$58.50	4.5%	\$2.50	N	Council
<b>Kindergarten (Effective from January 2025)</b>							
Kindergarten Central Application Enrolment Fee	Per Enrolment	\$32.00	N/A			Y	Council
Additional Funded 3 & 4 Year Old Program (Where Available)	Per Hour	\$28.00	\$29.00	3.6%	\$1.00	N	Council
<b>Torquay Children's Hub Room hire: Commercial Rates</b>							
<b>Playgroup / Multi Purpose Room / Occasional Care Room</b>							
Commercial Rate - Business Hours ( 8.30 - 5.00 pm)	Hour	\$36.50	\$37.50	2.7%	\$1.00	Y	Council
Commercial Rate - After Hours ( 5.30 - 11.00 pm and Weekends)	Hour	\$53.00	\$55.00	3.8%	\$2.00	Y	Council
Commercial Rate - Daily Rate - ( 8.30 - 5.00 pm )	Day	\$119.00	\$124.00	4.2%	\$5.00	Y	Council
Bond for Multi Purpose Room Hire Afterhours Only	Booking	\$300.00	\$300.00	0.0%	\$0.00	Y	Council
Cleaning Fee	Booking	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Torquay Children's Hub Room hire: Non- Profit Organisation Rates</b>							
<b>Playgroup / Multipurpose Room/ Occasional Care Room</b>							
Non- Profit Rate - Business Hours ( 8.30 - 5.00 pm )	Hour	\$18.00	\$18.50	2.8%	\$0.50	Y	Council
Non- Profit Rate - After Hours ( 5.30 - 11.00 pm and Weekends)	Hour	\$28.50	\$29.50	3.5%	\$1.00	Y	Council
Non- Profit Rate - Daily Rate - ( 8.30 - 5.00 pm)	Day	\$85.00	\$88.00	3.5%	\$3.00	Y	Council
Playgroups	Hour	\$9.25	\$9.50	2.7%	\$0.25	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	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Family &amp; Children Services</b>							
<b>Kurrambee Myaring Community Centre Room Hire: Commercial Rates</b>							
<b>Consulting Room/ Multipurpose Room (charged per room)</b>							
Commercial rate - Business Hours ( 8.30 - 5.00 pm )	Hour	\$36.50	\$37.50	2.7%	\$1.00	Y	Council
Commercial rate - After Hours ( 5.30 - 11.00 pm and Weekends)	Hour	\$53.00	\$55.00	3.8%	\$2.00	Y	Council
Commercial rate - Daily rate - ( 8.30 - 5.00 pm )	Day	\$119.00	\$124.00	4.2%	\$5.00	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	\$218.00	\$226.00	3.7%	\$8.00	Y	Council
<b>Kurrambee Myaring Community Centre Room Hire : Non- Profit Organisation Rates</b>							
<b>Consulting Room/ Multipurpose Room (charged per room)</b>							
Non- Profit Rate - Business Hours ( 8.30 - 5.00 pm )	Hour	\$18.00	\$18.50	2.8%	\$0.50	Y	Council
Non- Profit Rate - After Hours ( 5.30 - 11.00 pm and Weekends)	Hour	\$28.50	\$29.50	3.5%	\$1.00	Y	Council
Non- Profit Rate - Daily Rate - ( 8.30 - 5.00 pm)	Day	\$85.00	\$87.00	2.4%	\$2.00	Y	Council
Playgroups	Hour	\$9.25	\$9.50	2.7%	\$0.25	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	\$218.00	\$226.00	3.7%	\$8.00	Y	Council

**Community Asset Committees - Fees and Charges**

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)
<b>Community Asset Committee Fees and Charges</b>						
<b>Anderson Roadknight Reserve</b>						
Main Hall - Use of Kitchen with Booking	Hour	\$17.00	\$17.00	0.0%	\$0.00	Yes
Meeting Room - Community	Hour	\$17.00	\$17.00	0.0%	\$0.00	Yes
Courtyard (Deck) with Access to Toilets	Hour	\$10.00	\$10.00	0.0%	\$0.00	Yes
Kitchen Only	Hour	\$17.00	\$17.00	0.0%	\$0.00	Yes
PA and AV set up fee	Hire		\$50.00	New	New	Yes
<b>Connewarre Reserve</b>						
Main Hall - 2-5 hours	Half Day	\$88.00	\$88.00	0.0%	\$0.00	Yes
Main Hall - 5-8 hours	Day	\$176.00	\$176.00	0.0%	\$0.00	Yes
Main Hall - 5pm-midnight	Evening	\$330.00	\$330.00	0.0%	\$0.00	Yes
Oval	Half Day	\$66.00	\$66.00	0.0%	\$0.00	Yes
Oval	Day	\$110.00	\$110.00	0.0%	\$0.00	Yes
Bond - Night Function without Alcohol		\$300.00	\$300.00	0.0%	\$0.00	Yes
Bond - Night Function with Alcohol		\$600.00	\$600.00	0.0%	\$0.00	Yes
<b>Deans Marsh Memorial Park</b>						
Main Hall - Community	Hour	\$16.50	\$20.00	21.2%	\$3.50	Yes
Main Hall - Commercial	Hour	\$22.00	\$25.00	13.6%	\$3.00	Yes
Main Hall - Community	Half Day	\$165.00	\$150.00	-9.1%	-\$15.00	Yes
Main Hall - Commercial	Half Day	\$275.00	\$200.00	-27.3%	-\$75.00	Yes
Main Hall - Community	Day	\$330.00	\$300.00	-9.1%	-\$30.00	Yes
Main Hall - Commercial	Day	\$550.00	\$400.00	-27.3%	-\$150.00	Yes
Main Hall - Wedding	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes
Kitchen Only	Hour	\$16.50	\$16.50	0.0%	\$0.00	Yes
Football Shed	Day	\$110.00	\$110.00	0.0%	\$0.00	Yes
Oval	Day	\$110.00	\$110.00	0.0%	\$0.00	Yes
Pavilion/Stage - Community	Hour	\$16.50	\$16.50	0.0%	\$0.00	Yes
Pavilion/Stage - Community	Half Day	\$165.00	\$165.00	0.0%	\$0.00	Yes
Pavilion/Stage - Community	Day	\$330.00	\$330.00	0.0%	\$0.00	Yes
Pavilion/Stage - Commercial	Hour	\$22.00	\$22.00	0.0%	\$0.00	Yes
Pavilion/Stage - Commercial	Half Day	\$275.00	\$275.00	0.0%	\$0.00	Yes
Pavilion/Stage - Commercial	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes
<b>Eastern Reserve</b>						
Members Room Only - Community - Non Catered	Hour	\$13.50	\$15.00	11.1%	\$1.50	Yes
Members Room Only - Commercial - Non Catered	Hour	\$27.00	\$30.00	11.1%	\$3.00	Yes
Members Room Only - Community - Catered	4 Hours/Half Day	\$140.40	\$140.00	-0.3%	-\$0.40	Yes
Members Room Only - Commercial - Catered	4 Hours/Half Day	\$226.80	\$240.00	5.8%	\$13.20	Yes
Members Room Only - Community - Non Catered	8 Hours/Full Day		\$120.00	New	N/A	Yes
Members Room Only - Commercial - Non Catered	8 Hours/Full Day		\$240.00	New	N/A	Yes
Members Room Only - Community - Catered	8 Hours/Full Day	\$172.80	\$200.00	15.7%	\$27.20	Yes
Members Room Only - Commercial - Catered	8 Hours/Full Day	\$280.80	\$300.00	6.8%	\$19.20	Yes
Multipurpose Room Only - Community	Hour	\$11.35	\$12.50	10.1%	\$1.15	Yes
Multipurpose Room Only - Commercial	Hour	\$11.35	\$12.50	10.1%	\$1.15	Yes
Bendigo Bank Room - Community - Non Catered	4 Hours/Half Day	\$237.60	\$245.00	3.1%	\$7.40	Yes
Bendigo Bank Room - Community - Non Catered	8 Hours/Full Day	\$356.40	\$370.00	3.8%	\$13.60	Yes
Bendigo Bank Room - Community - Catered	4 Hours/Half Day	\$367.20	\$370.00	0.8%	\$2.80	Yes
Bendigo Bank Room - Commercial - Catered	4 Hours/Half Day	\$486.00	\$500.00	2.9%	\$14.00	Yes
Bendigo Bank Room - Community - Catered	8 Hours/Full Day	\$486.00	\$500.00	2.9%	\$14.00	Yes
Bendigo Bank Room - Commercial - Catered	8 Hours/Full Day	\$712.80	\$710.00	-0.4%	-\$2.80	Yes
Room Set Up / Pack Up		\$129.60	\$120.00	-7.4%	-\$9.60	Yes
Administration	Hour	\$54.00	N/A			Yes
Oval Only	Hour	\$37.80	\$40.00	5.8%	\$2.20	Yes
Ground - Community (including change rooms, training lights)	Hour	\$97.20	N/A			Yes
Ground - Commercial (including change rooms, training lights)	Hour	\$243.00	N/A			Yes

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)
Oval Hire - with Lights 75 Lux - Community	Hour (min 2.5 hrs)	\$59.40	\$70.00	17.8%	\$10.60	Yes
Oval Hire - with Lights 75 Lux - Community (inc change rooms)	Hour (min 2.5 hrs)		\$90.00	New	New	Yes
Oval Hire - with Lights 75 Lux - Commercial	Hour (min 2.5 hrs)	\$148.50	\$149.00	0.3%	\$0.50	Yes
Oval Hire - with Lights 75 Lux - Commercial (inc change rooms)	Hour (min 2.5 hrs)		\$243.00	New	New	Yes
Oval Hire - with Lights 200 Lux - Community	Hour (min 2.5 hrs)	\$95.00	\$110.00	15.8%	\$15.00	Yes
Oval Hire - with Lights 200 Lux - Community (inc change rooms)	Hour (min 2.5 hrs)		\$140.00	New	New	Yes
Oval Hire - with Lights 200 Lux - Commercial	Hour (min 2.5 hrs)	\$237.60	\$260.00	9.4%	\$22.40	Yes
Oval Hire - with Lights 200 Lux - Commercial (inc change rooms)	Hour (min 2.5 hrs)		\$300.00	New	New	Yes
Netball - Community	Hour		\$40.00	New	New	Yes
Netball - Commercial	Hour		\$80.00	New	New	Yes
Netball - Community with Lights	Hour		\$60.00	New	New	Yes
Netball - Commercial with Lights	Hour		\$120.00	New	New	Yes
<b>Globe Theatre</b>						
Main Hall - Community	Hour	\$10.00	Dissolved			Yes
Main Hall - Commercial	Hour	\$20.00	Dissolved			Yes
Main Hall - 2 hours	Quarter Day	\$70.00	Dissolved			Yes
Main Hall - 2-5 hours	Half Day	\$120.00	Dissolved			Yes
Main Hall - 5-8 hours	Day	\$200.00	Dissolved			Yes
Cleaning Fee		\$180.00	Dissolved			Yes
Bond - Function without Alcohol		\$200.00	Dissolved			Yes
Bond - Functions with Alcohol		\$400.00	Dissolved			Yes
<b>Modewarre Hall &amp; Reserve</b>						
Main Hall - Community	Hour	\$30.00	\$30.00	0.0%	\$0.00	Yes
<b>Kids Parties</b>						
Main Hall & Playground - Morning	Half Day	\$66.00	\$66.00	0.0%	\$0.00	Yes
Main Hall & Playground - Afternoon	Half Day	\$88.00	\$88.00	0.0%	\$0.00	Yes
<b>Functions up to 50 People</b>						
Main Hall - Afternoon	Half Day	\$132.00	\$132.00	0.0%	\$0.00	Yes
Main Hall - Evening	Half Day	\$275.00	\$275.00	0.0%	\$0.00	Yes
Main Hall - Wedding	Day	\$550.00	\$550.00	0.0%	\$0.00	Yes
Bond - Function without Alcohol		\$150.00	\$150.00	0.0%	\$0.00	Yes
Bond - Functions with Alcohol		\$300.00	\$300.00	0.0%	\$0.00	Yes
<b>Stribling Reserve</b>						
<b>Sporting Activity</b>						
Basketball Stadium & Downstairs Rooms (Basketballs, Badminton, Netball, Table Tennis)	Hour	\$25.00	N/A			Yes
Stadium - No Lights	Hour		\$25.00	New	New	Yes
Stadium - No Lights - Community	Hour		\$15.00	New	New	Yes
Stadium - No Lights - Half Day Rate	Half Day		\$75.00	New	New	Yes
Stadium - No Lights - Half Day Rate - Community	Half Day		\$45.00	New	New	Yes
Stadium - No Lights - Full Day Rate	Full Day		\$150.00	New	New	Yes
Stadium - No Lights - Full Day Rate - Community	Full Day		\$90.00	New	New	Yes
Stadium - Lights	Hour		\$40.00	New	New	Yes
Stadium - Lights - Community	Hour		\$16.00	New	New	Yes
Stadium - Lights - Half Day Rate	Half Day		\$120.00	New	New	Yes
Stadium - Lights - Half Day Rate - Community	Half Day		\$50.00	New	New	Yes
Stadium - Lights - Full Day Rate	Full Day		\$240.00	New	New	Yes
Stadium - Lights - Full Day Rate - Community	Full Day		\$100.00	New	New	Yes
Netball Court - No Lights	Hour		\$25.00	New	New	Yes
Netball Court - No Lights - Community	Hour		\$15.00	New	New	Yes
Netball Court - No Lights - Half Day Rate	Half Day		\$75.00	New	New	Yes
Netball Court - No Lights - Half Day Rate - Community	Half Day		\$45.00	New	New	Yes
Netball Court - No Lights - Full Day Rate	Full Day		\$150.00	New	New	Yes
Netball Court - No Lights - Full Day Rate - Community	Full Day		\$90.00	New	New	Yes

Description	Unit	2023-24	2024-25	Annual % Change	Annual \$ Change	Includes GST (Y/N)
Netball Court - Lights	Hour		\$40.00	New	New	Yes
Netball Court - Lights - Community	Hour		\$16.00	New	New	Yes
Netball Court - Lights - Half Day Rate	Half Day		\$120.00	New	New	Yes
Netball Court - Lights - Half Day Rate - Community	Half Day		\$50.00	New	New	Yes
Netball Court - Lights - Full Day Rate	Full Day		\$240.00	New	New	Yes
Netball Court - Lights - Full Day Rate - Community	Full Day		\$100.00	New	New	Yes
Upstairs Room (Various)	Use	P.O.A	N/A			Yes
Social Space	Hour		\$100.00	New	New	Yes
Social Space - Community	Hour		\$40.00	New	New	Yes
Social Space - Half Day Rate	Half Day		\$300.00	New	New	Yes
Social Space - Half Day Rate - Community	Half Day		\$120.00	New	New	Yes
Social Space - Full Day Rate	Full Day		\$600.00	New	New	Yes
Social Space - Full Day Rate - Community	Full Day		\$240.00	New	New	Yes
Social Space - Cleaning fee			\$100.00	New	New	Yes
Netball Pavillion (Pilates)	Hour	\$25.00	N/A			Yes
Netball Pavillion	Hour		\$40.00	New	New	Yes
Netball Pavillion - Community	Hour		\$16.00	New	New	Yes
Netball Pavillion - Half Day Rate	Half Day		\$120.00	New	New	Yes
Netball Pavillion - Half Day Rate - Community	Half Day		\$50.00	New	New	Yes
Netball Pavillion - Full Day Rate	Full Day		\$240.00	New	New	Yes
Netball Pavillion - Full Day Rate - Community	Full Day		\$100.00	New	New	Yes
Netball Pavillion - Cleaning fee			\$100.00	New	New	Yes
Dance Classes Upstairs Room	Hour	\$25.00	N/A			Yes
Canteen	Hour		\$50.00	New	New	Yes
Canteen - Community	Hour		\$20.00	New	New	Yes
Canteen - Half Day Rate	Half Day		\$150.00	New	New	Yes
Canteen - Half Day Rate - Community	Half Day		\$60.00	New	New	Yes
Canteen - Full Day Rate	Full Day		\$300.00	New	New	Yes
Canteen - Full Day Rate - Community	Full Day		\$120.00	New	New	Yes
Football Pre-Season Camp - Including Oval, Basketball Stadium, and Downstairs Rooms (Fri - Sun in February and March) - Bond (\$500)		\$3,000.00	N/A			Yes
Football Pre-Season Camp (Upstairs Room)	Use	\$500.00	N/A			Yes
Oval- No Lights	Hour		\$40.00	New	New	Yes
Oval - No Lights - Community	Hour		\$16.00	New	New	Yes
Oval - No Lights - Half Day Rate	Half Day		\$120.00	New	New	Yes
Oval - No Lights - Half Day Rate - Community	Half Day		\$50.00	New	New	Yes
Oval - No Lights - Full Day Rate	Full Day		\$240.00	New	New	Yes
Oval - No Lights - Full Day Rate - Community	Full Day		\$100.00	New	New	Yes
Oval - Lights	Hour		\$80.00	New	New	Yes
Oval - Lights - Community	Hour		\$30.00	New	New	Yes
Oval - Lights - Half Day Rate	Half Day		\$240.00	New	New	Yes
Oval - Lights - Half Day Rate - Community	Half Day		\$90.00	New	New	Yes
Oval - Lights - Full Day Rate	Full Day		\$480.00	New	New	Yes
Oval - Lights - Full Day Rate - Community	Full Day		\$180.00	New	New	Yes
Change Rooms	Full Day		\$200.00	New	New	Yes
Change Rooms - Community	Full Day		\$100.00	New	New	Yes
Car Park	Half Day		\$45.00	New	New	Yes
<b>Usage</b>						Yes
Children's Birthday Party (Downstairs & Toilets)	Use	\$100.00	N/A			Yes
Adult Party (Upstairs Room, Upstairs Catering) - Bond \$500	Use	\$500.00	N/A			Yes
Memorial (Upstairs Room) - Bond \$500	Use	\$500.00	N/A			Yes
Wedding (Upstairs Room) - Bond \$500	Use	\$500.00	N/A			Yes
Business Conference (Upstairs Room) - Bond \$500	Use	\$500.00	N/A			Yes
Helicopter Landing	Use	\$250.00	N/A			Yes
Food Preparation (Kitchen Downstairs)	Half Day	\$100.00	N/A			Yes
Coolroom Hosting	Use	P.O.A	N/A			Yes
Catering - Negotiated with Catering Operator	Event	P.O.A	N/A			Yes

## Appendix B – Renewal Backlog

The asset renewal backlog lists assets that have reached the point in their useful life where they are considered to be in Very Poor (VP) condition but at this stage have not been allocated funding. Noting that this is not the point of failure but where the condition is such that it is approaching this point. These items will be prioritised for consideration with any savings or additional capacity in future Council Renewal Programs.

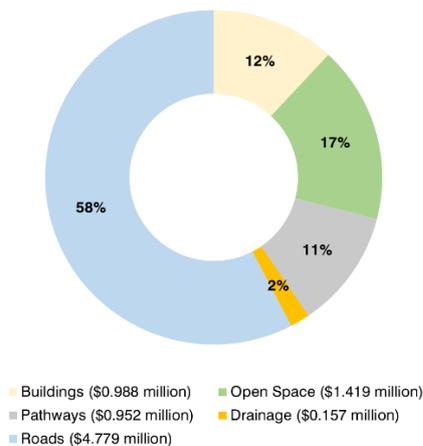
Council continually assesses and ensures all assets are safe for the community. Council's asset renewal backlog has been increasing over the past few years. Council's high level of growth over the past few decades, which in turn has increased our asset base, has placed a greater demand on renewal requirements. 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 has 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
<b>Unsealed Roads</b>			<b>1,062,306</b>	
Aireys Inlet	Gilbert Street, Aireys Inlet - Unnamed Rd RHS To Ch 5000m	Gravel Resheet	27,000	Service Decision Needed
Deans Marsh	Babenorek Track - 0396	Gravel Resheet	24,750	Delivery Capacity Constraint
Aireys Inlet	Boundary Road - 0120	Gravel Resheet	28,602	
Torquay	Briody Drive - 0129	Gravel Resheet	98,280	Awaiting resolution of road upgrade as part of Briody West DCP development
Lorne	Broadbent Road - 0133	Gravel Resheet	12,240	Delivery Capacity Constraint
Winchelsea	Gullan Lane - 1130	Gravel Resheet	15,120	
Bellbrae	Gundrys Road - 0362	Gravel Resheet	45,360	
Anglesea	Holmwood Avenue - 0405	Gravel Resheet	12,600	
Bambra	Jinda Park Lane - 0440	Gravel Resheet	53,280	
Anglesea	Kenneth Street - 0455	Gravel Resheet	12,690	
Lorne	Lascelles Terrace - 0478	Gravel Resheet	11,520	
Winchelsea	McCallums Lane - 0531	Gravel Resheet	33,984	
Freshwater Creek	McIntyres Road, Anglesea - 0543	Gravel Resheet	29,646	
Anglesea	Melba Parade - 0555	Gravel Resheet	19,710	
Anglesea	Miniffe Avenue - 0564	Gravel Resheet	27,000	
Connewarre	Minya Lane - 0566	Gravel Resheet	72,000	
Anglesea	Peter Avenue - 0665	Gravel Resheet	15,696	
Barrabool	Polleys Road - 0677	Gravel Resheet	62,424	
Deans Marsh	Railway Terrace, Deans Marsh - 0698	Gravel Resheet	21,744	
Anglesea	Ramsay Street - 0699	Gravel Resheet	13,680	
Aireys Inlet	Reserve Road - 0709	Gravel Resheet	20,700	
Moggs Creek	Stephen Avenue - 0796	Gravel Resheet	27,864	
Anglesea	Tenth Avenue - 0824	Gravel Resheet	12,096	
Barrabool	Wedgetail Lane - 1282	Gravel Resheet	151,218	
Mount Duneed	Williams Road - 0889	Gravel Resheet	172,764	
Various	Various small gravel resheet segments	Gravel Resheet	40,338	

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog	
<b>Unsealed</b>			<b>1,439,250</b>		
Torquay	Aquarius Avenue - 0032	Shoulder Resheet	47,250	Delivery Capacity Constraint	
Aireys Inlet	Bambra Road - 0059	Shoulder Resheet	24,000		
Winchelsea	Barwon Park Road - 0070	Shoulder Resheet	33,000		
Anglesea	Betleigh Street - 0099	Shoulder Resheet	22,150		
Aireys Inlet	Boundary Road - 0120	Shoulder Resheet	12,700		
Modewarre	Buckley Road South - 0140	Shoulder Resheet	82,500		
Winchelsea	Cressy Road, Winchelsea - 0209	Shoulder Resheet	33,300		
Jan Juc	Duffields Road - 0245	Shoulder Resheet	123,350		
Aireys Inlet	Eagle Rock Parade - 0258	Shoulder Resheet	11,500		
Paraparap	Forest Road - 0304	Shoulder Resheet	391,250		
Bells Beach	Jarosite Road - 0437	Shoulder Resheet	162,000		
Winchelsea	McConachy Street - 0535	Shoulder Resheet	47,500		
Torquay	Messmate Road - 0560	Shoulder Resheet	28,600		
Jan Juc	Ocean Boulevard - 0610	Shoulder Resheet	30,900		
Anglesea	ODonohue Road - 0615	Shoulder Resheet	14,250		
Winchelsea	Ondit Road - 0622	Shoulder Resheet	90,000		
Bells Beach	Point Addis Road - 0691	Shoulder Resheet	59,900		
Deans Marsh	Rifle Butts Road - 0717	Shoulder Resheet	80,550		
Bellbrae	School Road - 0750	Shoulder Resheet	50,350		
Jan Juc	Sunset Strip - 0808	Shoulder Resheet	17,950		
Wurdi Boluc	Wensleydale Station Road - 0880	Shoulder Resheet	12,650		
Various	Various small shoulder resheet segments	Shoulder Resheet	63,600		
<b>Sealed Roads</b>			<b>2,277,085</b>		
Anglesea	Bachli Court - 0050	Surface Renewal	87,784		Delivery Capacity Constraint
Anglesea	Bannister Avenue - 0062	Surface Renewal	34,086		
Lorne	Cascades Lane - 1125	Surface Renewal	16,096		
Jan Juc	Dandy Court - 0219	Surface Renewal	45,312		
Lorne	Fern Avenue - 0286	Surface Renewal	111,590		
Anglesea	Gardiner Avenue, Anglesea - 0318	Surface Renewal	55,186		
Torquay	Gilbert Street, Torquay - 0331	Surface Renewal	264,347		
Anglesea	Inverlochy Street - 0429	Surface Renewal	131,405		
Torquay	Ironbark Court - 0502	Surface Renewal	13,391		
Jan Juc	Kinloch Avenue - 0464	Surface Renewal	118,420		
Jan Juc	Kristy Court - 0471	Surface Renewal	93,397		
Jan Juc	Matlock Court - 0527	Surface Renewal	51,399		
Anglesea	McRorie Street - 0552	Surface Renewal	102,324		
Jan Juc	Nicholson Crescent - 0598	Surface Renewal	174,012		
Anglesea	Paringa Crescent - 0640	Surface Renewal	30,772		
Torquay	Piper Lane - 0675	Surface Renewal	72,026		
Fairhaven	Ridge Road - 0716	Surface Renewal	267,544		
Anglesea	River Reserve Road, Anglesea - 0719	Surface Renewal	143,984		
Winchelsea	Schroeter Street - 0751	Surface Renewal	54,848		
Anglesea	Second Avenue - 0759	Surface Renewal	243,265		
Anglesea	Sixth Avenue - 0777	Surface Renewal	57,959		
Winchelsea	Smith Street, Winchelsea - 0783	Surface Renewal	54,848		
Jan Juc	St Andrews Drive - 0793	Surface Renewal	49,032		
Various	Various small surface renewal segments	Intersection Seal Renewal	4,058		
<b>Kerb</b>			<b>-</b>		
	Nil at intervention				
<b>Guardrail</b>			<b>-</b>		
	Nil at intervention				
<b>Drainage Pipes</b>			<b>89,803</b>		
Torquay	Deep Creek Catchment	Renewal of pipe	48,057	Delivery Capacity Constraint	
Lorne	Erskine River Catchment	Renewal of pipe	41,746		
<b>Water Sensitive</b>			<b>67,649</b>		
Lorne	Erskine River Catchment	Renewal of GPT	67,649	Delivery Capacity Constraint	
<b>Buildings</b>			<b>987,736</b>		
Deans Marsh	Deans Marsh Rec Reserve - Community Hall		798,761	Works on hold pending funding opportunity to deliver upgraded community facility as per communities vision	
Modewarre	Modewarre Community Centre (Bluestone)		29,925	Delivery Capacity Constraint	
Moriac	Moriac & District Lions Park - Toilet		18,406		
Torquay	Spring Creek Reserve - Netball Club Shed		11,816		
Winchelsea	Hesse Street Reserve - Toilet		30,368		
Winchelsea	Mirnee Tennis Club - Toilet		55,260		
Winchelsea	Mirnee Tennis Clubroom		43,200		

Township	Asset Location	Works Description	Estimated Replacement Cost \$	Reason on Backlog
<b>Footpaths (Roads and Parks)</b>			<b>951,612</b>	
Aireys Inlet	Aireys Inlet - Open Space Reserves	Footpath Renewal	30,763	Delivery Capacity Constraint
Lorne	Albert Street - 0009	Footpath Renewal	11,334	
Jan Juc	Alexandra Avenue - 0010	Footpath Renewal	10,100	
Winchelsea	Anderson Street, Winchelsea - 0947	Footpath Renewal	37,368	
Anglesea	Anglesea - Open Space Reserves	Footpath Renewal	38,558	
Torquay	Bell Street - 0086	Footpath Renewal	71,141	
Anglesea	Cameron Road - 0150	Footpath Renewal	49,617	
Torquay	Casuarina Avenue - 0165	Footpath Renewal	13,690	
Torquay	Coombes Road - 0201	Footpath Renewal	13,955	
Torquay	Corsair Way - 0203	Footpath Renewal	42,081	
Torquay	Fischer Street - 0292	Footpath Renewal	11,415	
Torquay	Foam Court - 0299	Footpath Renewal	32,992	
Torquay	Frog Hollow Drive - 0884	Footpath Renewal	14,442	
Torquay	Glengarry Drive - 0334	Footpath Renewal	20,872	
Anglesea	Great Ocean Road, Anglesea - 0462	Footpath Renewal	24,688	
Jan Juc	Harkin Close - 0878	Footpath Renewal	13,017	
Torquay	Holyhead Drive - 0407	Footpath Renewal	52,405	
Jan Juc	Hoylake Avenue - 0415	Footpath Renewal	54,762	
Jan Juc	Jan Juc - Open Space Reserves	Footpath Renewal	20,311	
Torquay	Kooringa Place - 0470	Footpath Renewal	15,710	
Torquay	Loch Lomond Crescent - 0231	Footpath Renewal	37,032	
Torquay	Lydia Court - 0511	Footpath Renewal	16,833	
Moriac	Moriac - Open Space Reserves	Footpath Renewal	50,413	
Anglesea	Noble Street - 0602	Footpath Renewal	18,404	
Anglesea	Paringa Crescent - 0640	Footpath Renewal	13,354	
Jan Juc	Princes Terrace - 0689	Footpath Renewal	13,017	
Jan Juc	Seaview Rise - 0294	Footpath Renewal	30,299	
Jan Juc	Sunset Strip - 0808	Footpath Renewal	32,767	
Torquay	The Esplanade - 0826	Footpath Renewal	38,572	
Torquay	Torquay - Open Space Reserves	Footpath Renewal	11,933	
Various	Various small pathway segments	Footpath Renewal	109,766	
<b>Open Space</b>			<b>1,418,708</b>	
Aireys Inlet	Aireys Inlet - Open Space Reserves	Renewal of Open Space Items -	24,753	Delivery Capacity Constraint
Anglesea	Anglesea - Open Space Reserves	Renewal of Open Space Items -	481,575	
Bellbrae	Bellbrae - Open Space Reserves	Renewal of Open Space Items -	57,739	
Bells Beach	Bells Beach - Open Space Reserves	Renewal of Open Space Items -	22,803	
Buckley	Buckley - Open Space Reserves	Renewal of Open Space Items -	47,515	
Connewarre	Connewarre - Open Space Reserves	Renewal of Open Space Items -	160,783	
Deans Marsh	Deans Marsh - Open Space Reserves	Renewal of Open Space Items -	13,783	
Freshwater Creek	Freshwater Creek - Open Space Reserves	Renewal of Open Space Items -	21,973	
Jan Juc	Jan Juc - Open Space Reserves	Renewal of Open Space Items -	13,165	
Lorne	Lorne - Open Space Reserves	Renewal of Open Space Items -	28,429	
Modewarre	Modewarre - Open Space Reserves	Renewal of Open Space Items -	15,316	
Moriac	Moriac - Open Space Reserves	Renewal of Open Space Items -	71,575	
Mount Moriac	Mount Moriac - Open Space Reserves	Renewal of Open Space Items -	66,840	
Torquay	Torquay - Open Space Reserves	Renewal of Open Space Items -	300,653	
Winchelsea	Winchelsea - Open Space Reserves	Renewal of Open Space Items -	89,697	
Various	Various Other Reserves	Renewal of Open Space Items -	2,107	
<b>Total Assets</b>			<b>8,294,149</b>	

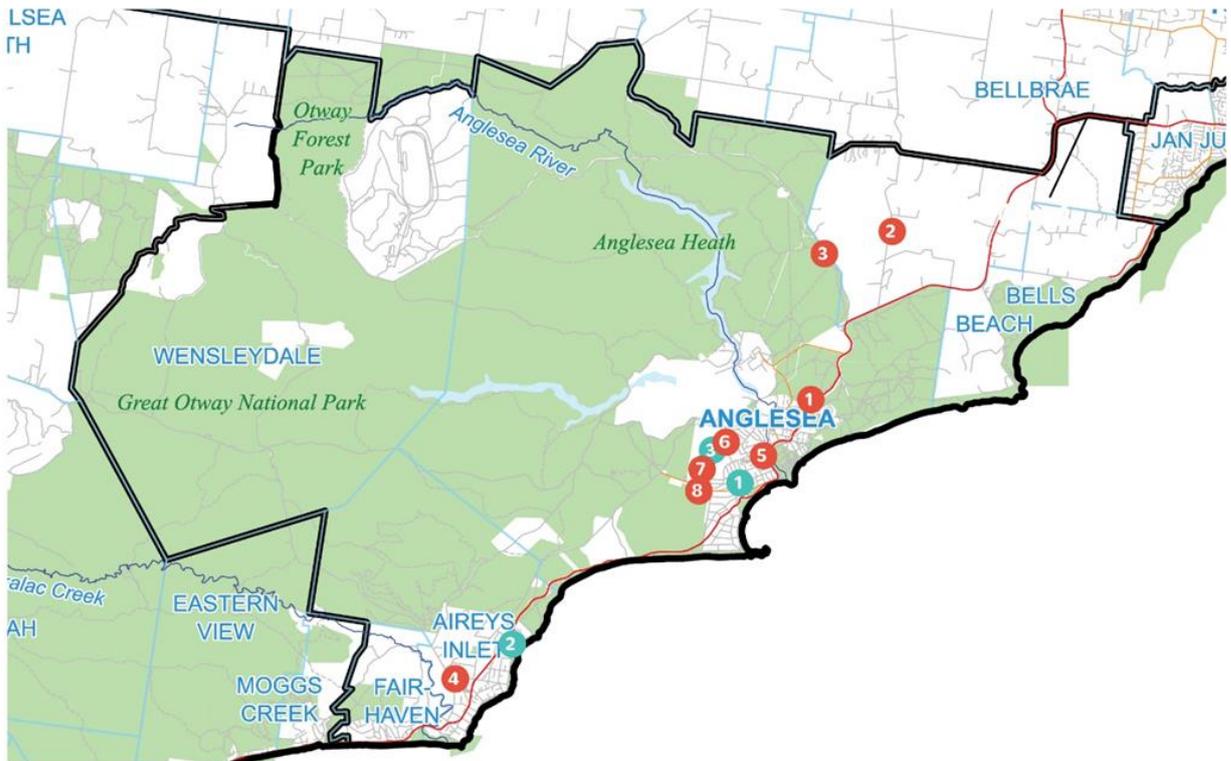
Asset Renewal Backlog as at 1 July 2023



## Appendix C – Budget Highlights by Ward

Snapshot of new funding allocations

### ANGLESEA WARD



\* exact locations to be determined

### CAPITAL AND OPERATIONAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Anglesea Community and Health Hub - Planning and Design	250,000	0	250,000
2 Aireys Inlet Top Shops Beautification Project - Planning	70,000	0	70,000
3 Anglesea Art Space	40,000	12,000	52,000
<b>Total Capital and Operational Projects</b>	<b>360,000</b>	<b>12,000</b>	<b>372,000</b>

### RENEWAL PROJECTS

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Anglesea Netball Courts Hard Court Renewal	1,300,000	0	1,300,000
2 Unsealed Road Renewal Program Anglesea Ward	86,000	0	86,000
3 Sealed Road Renewal - Reseal Program - Forest Road (Flaxbournes Road To Gundrys Road)	75,000	0	75,000
4 Sealed Road Renewal - Reseal Program - Bambra Road (Beach Road To McConachy Road)	40,000	0	40,000
5 Footpath Renewal Program - Murray Street (Noble Street To Roundabout at McMillan Street)	27,000	0	27,000
6 Unsealed Road Renewal - Minifie Street (West Great Ocean Road To Murray Street)	24,000	0	24,000
7 Footpath Renewal Program - Paringa Nature Reserve	16,000	0	16,000
8 Park Furniture Renewal Program Anglesea Ward	7,000	0	7,000
9 Includes Other Facility Fencing and Active Play Items Renewal	3,400	0	3,400
<b>Total Renewal Projects</b>	<b>1,578,500</b>	<b>0</b>	<b>1,578,500</b>

Note

- Ward maps show the new project allocations excluding contingency.
- Unsealed Road Renewal allocations may change based on new road condition assessments and in response to storm events.
- New Allocation, may be spent over multiple years.

## Anglesea Ward - Team effort: Community and Council scoring wins together



The community has played a starring role in a pair of projects that have taken centre stage in Anglesea in the past 12 months.

While Council provided important funding for the Murrin Garrang Sculpture and the Anglesea Netball Pavilion upgrade, locals were instrumental in driving the delivery of these community assets.

Local artists and community members were guided by Wadawurrung woman Stephanie Skinner to design the stunning sculpture that stands proudly in the centre of Anglesea, while Anglesea Football Netball Club members were strong advocates and raised funds for the \$1.3m netball pavilion upgrade.

A further \$1.3m will be invested in reconstructing the Anglesea netball courts, which includes drainage and fencing improvements.

We're also working with the community on Painkalac Creek flood mitigation. To help address the challenges that come with artificial estuary openings - flood risk to properties and environmental impacts - we're developing a Painkalac Coastal Inundation and Riverine Flood Study Brief. This study will help us better understand sea level rise and storm surge impacts on the mouth of the Painkalac Creek.

In addition to this, state government grant funding of \$150,000 has been secured to identify climate change impacts to existing flood risk, analyse current mitigation options and develop a strategic approach to coastal hazard risk management and adaptation.

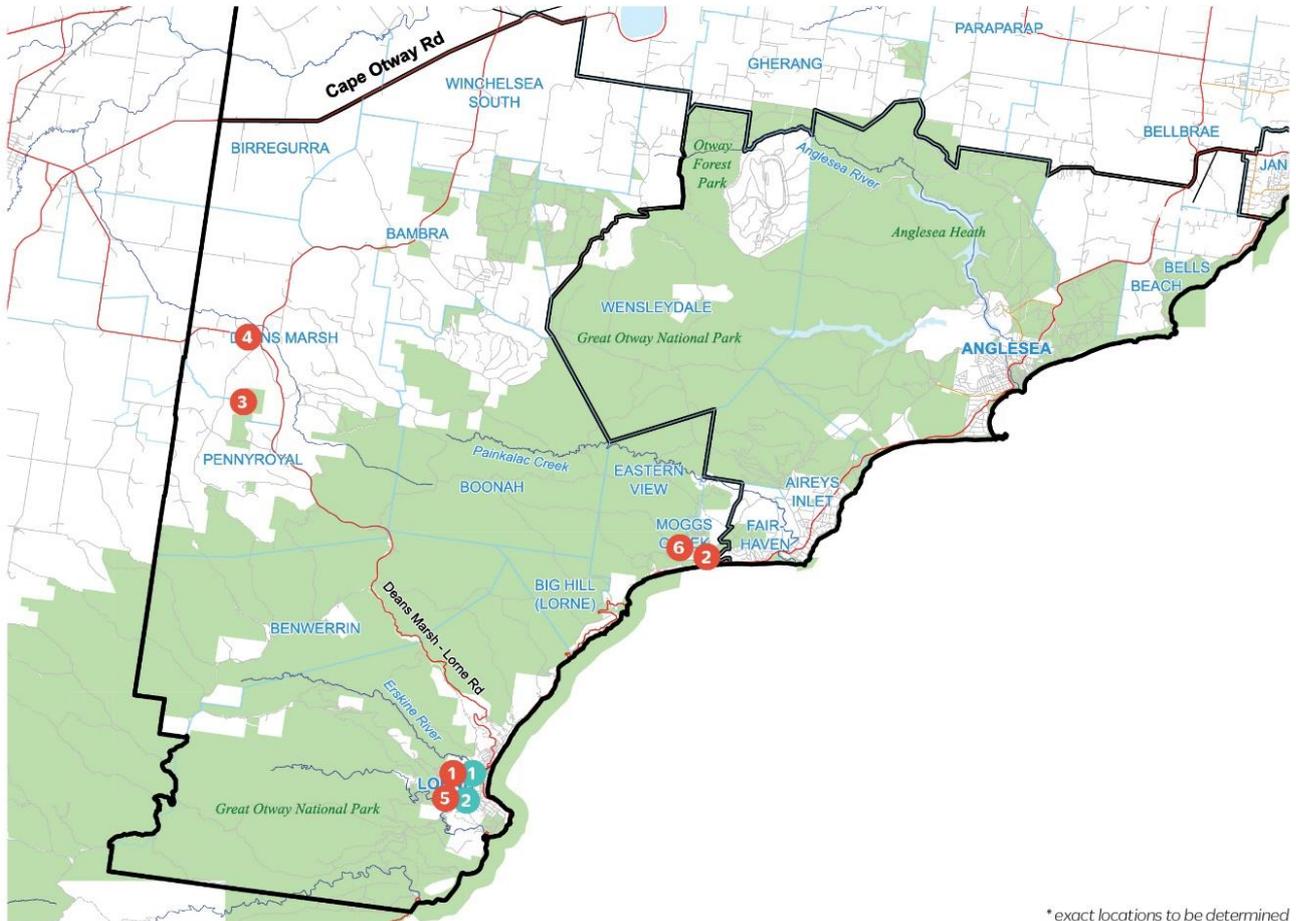
We look forward to doing the planning and detailed design for beautifying improvements to the Aireys Inlet top shops area (\$70,000) in 2024-25 and improving park furniture and facility fencing across the ward (\$10,400).

We continue to work towards Aireys Inlet and Anglesea becoming home to key worker and affordable housing respectively, with the former being the location for the Fraser Drive social and affordable housing project and the latter part of the Anglesea Community and Health Hub planning and design (\$250,000).

We acknowledge the financial support of the Victorian Government via the 2021 Local Sports Infrastructure Fund, for the Anglesea Netball Pavilion.



Snapshot of new funding allocations  
**LORNE WARD**



\*exact locations to be determined

**CAPITAL AND OPERATIONAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Major Event Support - 2025 UCI Gran Fondo World Championships Lorne	50,000	0	50,000
2 Lorne Men's Shed Parking Design	26,000	0	26,000
<b>Total Capital and Operational Projects</b>	<b>76,000</b>	<b>0</b>	<b>76,000</b>

**RENEWAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Unsealed Road Renewal Program Lorne Ward	36,000	0	36,000
2 Unsealed Road Renewal - Stephen Avenue (Old Coach Avenue To Boyd Avenue)	25,000	0	25,000
3 Unsealed Road Renewal - Babenorek Track (Pennyroyal Valley Road To End)	22,000	0	22,000
4 Unsealed Road Renewal - Railway Terrace (End Seal to End Gateway)	20,000	0	20,000
5 Unsealed Road Renewal - Lascelles Lane (Staughton Avenue To End)	17,000	0	17,000
6 Footpath Renewal - Boolooral Reserve	16,000	0	16,000
Includes Other Facility Fencing and Active Play Items Renewal	3,500	0	3,500
<b>Total Renewal Projects</b>	<b>139,500</b>	<b>0</b>	<b>139,500</b>

Note

- Ward maps show the new project allocations excluding contingency.
- Unsealed Road Renewal allocations may change based on new road condition assessments and in response to storm events.
- New Allocation, may be spent over multiple years.

## Lorne Ward - Reflecting on an eventful time for Lorne and surrounds



From world-class cycling to an internationally renowned outdoor art exhibition, Lorne's status as a premier events destination continues to grow.

Council is proud to support the 2025 Gran Fondo World Championships in Lorne (\$50,000) and the next two editions of Lorne Sculpture Biennale in 2025 and 2027 (\$30,000 for each).

Our strategic investment in cycling infrastructure, experiences and events over the past decade has paid dividends. Road cycling events in our shire consistently attract more participants than any other region in Victoria, providing the local economy with a welcome boost. As does the Biennale, a significant cultural tourism event.

There's a local group making waves in the Surf Coast creative scene. Lorne Community Connect (LCC) has transformed a former senior citizens centre into an arts hub. Council grants have been pivotal in launching LCC's Artist in Residence program and more recently, mobile hanging units to display various pieces.

We've assisted the community to deliver upgrades to other community connection spaces including Lorne Historical Society façade (\$76,688) and Stribling Reserve, through safety improvements and minor equipment. (\$30,000). Meanwhile the Erskine River and Moggs Creek footbridges - popular walking routes - were replaced (\$632,361).

With Stribling Reserve at the heart of community and school activities, we've prioritised works to have the stadium up-and-running again as quickly as possible after mould was found under the floorboards.

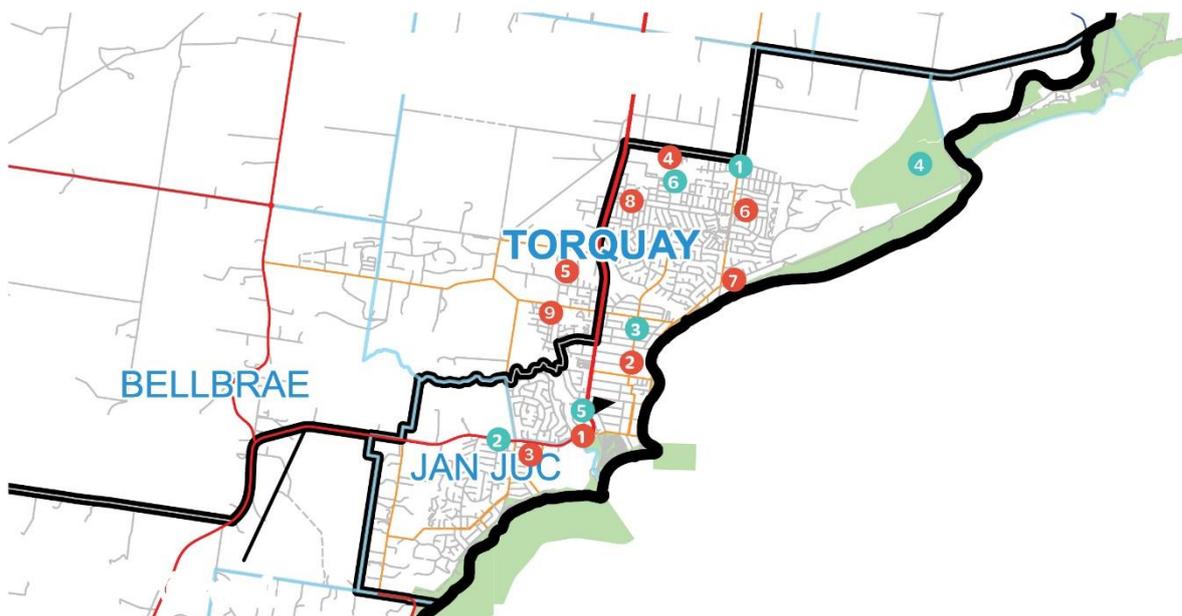
Nearby, we're making the Lorne P-12 College drop-off and pick-up area safer (\$500,000) and look forward to a design for an improved Lorne Men's Shed car park (\$26,000). We've also rolled out Operation Lockatoo (\$218,900) to prevent cockatoos foraging in bins and causing litter to spill into the local environment.

Looking ahead, a future budget features the Deans Marsh Community Hub Facility Development Plan (approved in March 2023), which will seek to deliver a new facility that maintains the unique characteristics and local significance of the existing site, with environmentally sustainable design. We aim to attract government funding to support our future \$2.28m allocation.

Victorian Government funding made a Lorne concert possible in September 2023. Our Youth team combined with four Lorne P-12 students to put on the Re-Grouse the Dolls House gig, which welcomed 150 people and raised money for the school's music space.



Snapshot of new funding allocations  
**TORQUAY WARD**



\* exact locations to be determined

**CAPITAL AND OPERATIONAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Roads to Recovery Program - Blackgate Road & Horseshoe Bend Road Roundabout, Torquay	0	500,060	500,060
2 Construct Regional Bike Route Along Great Ocean Road \ (PC08) - Duffields Rd to Strathmore Dr (Construction)	489,041	0	489,041
3 Torquay Central & North (OR01) - Playground & Landscaping	123,752	0	123,752
4 Karaaf Wetlands Stormwater Management	100,000	0	100,000
5 Spring Creek Recreation Reserve Development (OR07) - Contibution Towards Drainage	74,077	0	74,077
6 Torquay North Open Space Pathways (PC02) & Landscaping (OR01) - Design	32,000	0	32,000
<b>Total Capital and Operational Projects</b>	<b>818,870</b>	<b>500,060</b>	<b>1,318,930</b>

**RENEWAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Bob Pettitt Playground Renewal	248,200	0	248,200
2 Sealed Road Renewal - Pavement Rehabilitation Program - Fischer Street (Roundabout at Zeally Bay Road To Beach Road)	240,000	0	240,000
3 Bob Pettitt Tennis Court Hard Court Renewal	200,000	0	200,000
4 Building Renewal Program - Banyul Warri Fields (Bus Shelter - Extra Large)	168,000	0	168,000
5 Ocean Acres Playground Renewal	114,500	0	114,500
6 Unsealed Road Renewal Program - Briody Drive (Illawong Drive To Messmate Road)	88,000	0	88,000
7 Facility Fencing Renewal Program - Whites Beach Reserve - Rabbit proof fencing.	35,800	0	35,800
8 Active Play Items Renewal - Banyul Warri Fields	30,000	0	30,000
9 Skate Park Renewal Program - Torquay Skate Park	30,000	0	30,000
Includes Other Facility Fencing and Active Play Items Renewal	48,600	0	48,600
<b>Total Renewal Projects</b>	<b>1,203,100</b>	<b>0</b>	<b>1,203,100</b>

Note

- Ward maps show the new project allocations excluding contingency.
- Unsealed Road Renewal allocations may change based on new road condition assessments and in response to storm events.
- New Allocation, may be spent over multiple years.

## Torquay Ward- Delivering for a growing community



We're focused on providing the services and infrastructure to meet the needs of our growing communities, both now and into the future.

Multiple road upgrades will be delivered in Torquay to improve road safety, traffic flow, pedestrian safety, and cyclist safety. This includes reconstruction and widening of Coombes Road from the Surf Coast Highway to Messmate Road, construction of the Coombes Road-Messmate Road roundabout, Merrijig Drive and Fischer Street road resurfacing works, and Surf Coast Highway-Bristol Road traffic light installation and intersection upgrade.

Excitement is building for our biggest capital project: the Surf Coast Aquatic and Health Centre. Construction of the \$46m facility will start later in 2024 and is expected to be complete mid-2026.

A Great Ocean Road regional bike route in Jan Juc (\$489,410) will make it easier for people to move around without relying on cars. This is a key element of the community-led Ridgeline Trail project. Steered by community champions, the Ridgeline Trail Community Vision aims to transform 3.7km between Bellbrae and Torquay into a scenic community route that connects people - especially families travelling to and from school - to nature and the places they want to go.

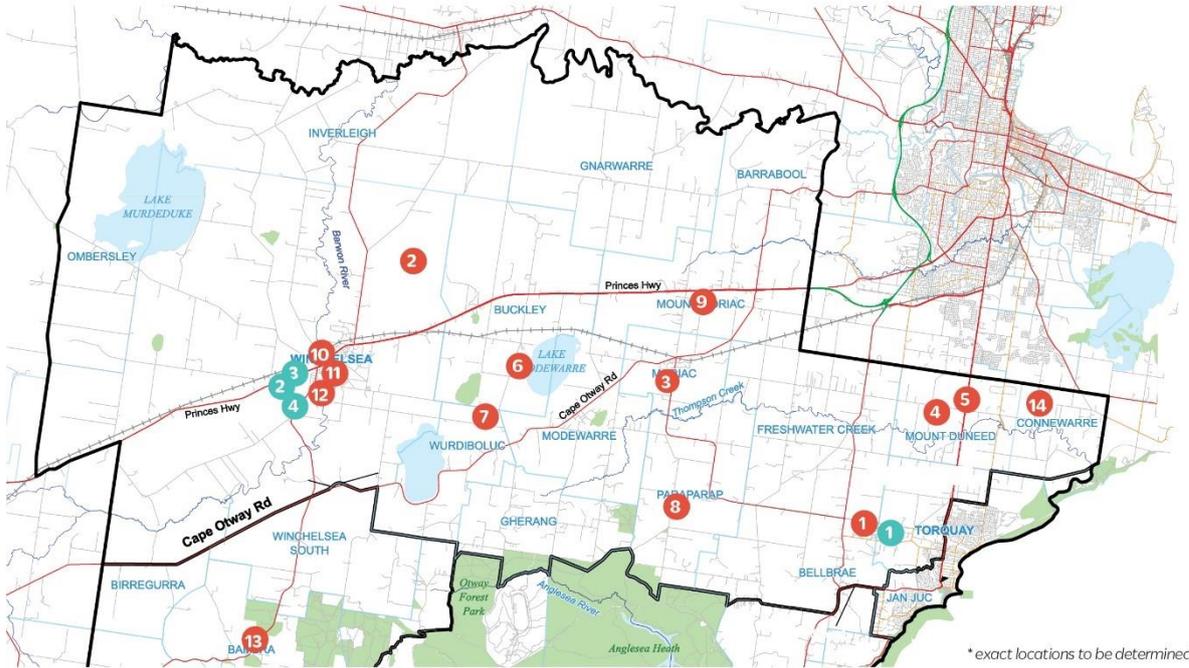
We're proud to play a supporting role in the Ridgeline Trail project via our Community Project Development Program. This program has also empowered Jan Juc Cricket Club to deliver a storage shed, helped by a Council minor capital project grant (\$15,000).

Down at Spring Creek Reserve in Torquay, the Australian Government has committed funding to modernise the changerooms to encourage more girls and women to participate in football and cricket. We've applied for Victorian Government funding to contribute to this important project.

Funding has also been sought for Torquay Town Centre precinct planning, and future land uses for Baines Crescent.

The Karaaf saltmarsh is home to important flora and fauna. A \$100,000 allocation in 2024-25 will enable us to continue to address stormwater challenges and improve the health of these culturally and environmentally significant wetlands. This is in addition to \$1.9m secured in federal government funding to help protect the Karaaf from the impacts of stormwater.

Snapshot of new funding allocations  
**WINCHELSEA WARD**



**CAPITAL AND OPERATIONAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Widen Coombes Road (RD11) Stage 3 - Ghazepoore Rd to Messmate Rd	1,093,403	0	1,093,403
2 Land Purchase Public Access Winchelsea	71,720	0	71,720
3 Winchelsea Infrastructure Plan - Upgrade of Batson Street - Design	32,000	0	32,000
4 Winchelsea Shire Hall Management Support Contribution	27,500	0	27,500
<b>Total Renewal Projects</b>	<b>1,224,623</b>	<b>0</b>	<b>1,224,623</b>

**RENEWAL PROJECTS**

PROJECT NAME	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
1 Widen Coombes Road (RD11) Stage 2 & 3 - Ghazepoore Rd to Messmate Rd	1,105,000	0	1,105,000
2 Unsealed Road Renewal Program - Winchelsea Ward	282,000	0	282,000
3 Newling Reserve Playground Renewal	248,200	0	248,200
4 Sealed Road Renewal - Reseal Program Winchelsea Ward	224,000	0	224,000
5 Unsealed Road Renewal Program - Williams Road	154,000	0	154,000
6 Unsealed Road Renewal Program - Wedgetail Lane	135,000	0	135,000
7 Sealed Road Renewal - Reseal Program - Atkins Road	119,000	0	119,000
8 Sealed Road Renewal - Reseal Program - Forest Road	89,000	0	89,000
9 Facility Fencing Renewal - Mount Moriac Reserve	44,500	0	44,500
10 Footpath Renewal Program - Willis Street (Harding Street To Austin Street)	28,000	0	28,000
11 Facility Fencing Renewal Program Winchelsea Ward	19,800	0	19,800
12 Park Furniture Renewal Program - Barwon River Reserve	15,000	0	15,000
13 Park Furniture Renewal Program - Bambra Reserve	15,000	0	15,000
14 Facility Fencing Renewal - Connewarre Reserve	14,100	0	14,100
Includes Other Active Play Items and Footpath Renewal	21,500	0	21,500
<b>Total Renewal Projects</b>	<b>2,514,100</b>	<b>0</b>	<b>2,514,100</b>

Note

- Ward maps show the new project allocations excluding contingency.
- Unsealed Road Renewal allocations may change based on new road condition assessments and in response to storm events.
- New Allocation, may be spent over multiple years.

## Winchelsea Ward - A natural fit: local people driving local projects



Exercise, social outings, playground fun and summer memories in the pool - the Barwon River provides a perfect natural backdrop to much loved activities in Winchelsea.

We're delighted to be delivering a suite of projects around the river precinct:

- replacement of the mud hut with a new gathering space shelter (opened February 2024),
- the second stage of the Barwon River Loop Walk (construction to start mid-2024),
- a new adventure play space (construction to start mid-2024), and
- redevelopment of the Winchelsea Pool which will feature 25-metre and leisure pools and a splash park (scheduled to re-open during the 2024-25 summer) \$8.5m.

Winchelsea's beauty can be admired at the revitalised former go-kart area at Winchelsea Common, where new paths provide access to viewing areas. Meanwhile, a vibrant new 42-metre mural facing the railway reserve has brightened the town.

Another success story of our Community Project Development Program, the mural has been brought to life thanks to a collective effort by numerous community members, funding partners and Council. Funding partners include Regional Development Victoria, Lions Club of Winchelsea and Corangamite Financial Services (community bank of Winchelsea).

Winchelsea Bowls Club has also utilised our Community Project Development Program, as we wait to learn if a state government funding application was successful for a \$151,157 lighting system.

Our unsealed road review, which will be completed in June 2024, will provide options to understand how we best invest in our unsealed road network. The review has attracted over 600 submissions from the community, following an online survey and 250 conversations with residents during four drop in sessions.

Casting an eye forward, a new footpath in Willis Street (\$28,000) and our road renewal program will benefit Winchelsea residents, as will the re-opening of the Globe Theatre following repairs to the floor.

Both Winchelsea and Moriac communities have started on their three-year Community Action Plans, which each contain a shared vision and actions that locals feel motivated to act upon themselves.

The development of Council's Moriac Structure Plan was another key milestone for Moriac in 2023-24.

Shaped by community feedback, the plan provides an overarching vision, guiding principles, strategies, and actions for managing the use and development of land in Moriac.

North of the town, Mount Moriac Reserve has welcomed improvements. It includes a drainage and irrigation upgrade on the main oval, a new electronic scoreboard delivered by Modewarre Football Netball Club via our Community Project Development Program and important renewal of the footings of part of the original section of the pavilion.



## Snapshot of new funding allocations SHIRE WIDE

### CAPITAL AND OPERATIONAL PROJECTS

Projects	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Roads to Recovery Program - Rural Unsealed Road Upgrade Program	0	350,000	350,000
Solar & Energy Transition Program	339,500	0	339,500
Council Plan 2025 to 2029 Incorporating the Municipal Health & Wellbeing Plan	327,440	0	327,440
2024 Council Elections - Including Councillor Induction	280,000	30,000	310,000
Municipal Emergency Management Program	0	240,000	240,000
Council Carbon Neutrality Program	31,000	204,000	235,000
Roads to Recovery Program - Strategic Network Improvements	0	201,000	201,000
Growing Our Urban Forest - Planning & Implementation Program (Year 1 of 5)	190,000	0	190,000
Road Safety Program 2024-25	170,000	0	170,000
Critical Drainage Rectification Program	170,000	0	170,000
Ranger Services Pilot	0	120,000	120,000
Safer Cycling Strategy Delivery - High Priority Low Cost Actions	75,450	0	75,450
Building Services Compliance - IT System	65,000	0	65,000
Gender Equity Advisor - Impact Assessments (Two Years)	49,159	0	49,159
Waste Service Review	45,000	0	45,000
Operational Service Reviews	45,000	0	45,000
Surf Coast Shire Library Strategy Review	35,000	0	35,000
Resilient Relief Centres Assessment	35,000	0	35,000
Council Alliance for Sustainable Built Environment (CASBE) Membership (Two Years)	27,000	0	27,000
Engage Youth Program	0	25,000	25,000
FReeZA Youth Project	0	17,750	17,750
Health and Wellbeing Plan Year Four Implementation	10,000	0	10,000
<b>Total Capital and Operational Projects</b>	<b>1,894,549</b>	<b>1,187,750</b>	<b>3,082,299</b>

### RENEWAL PROJECTS

Projects	Council Funding (\$)	External Funding (\$)	Total Cost (\$)
Heavy Plant Renewal	574,500	275,500	850,000
Building Renewal	332,000	0	332,000
Information Technology - Software Renewal	330,000	0	330,000
Playground Equipment Renewal	289,100	0	289,100
Light Fleet Renewal	277,500	142,500	420,000
Sealed Road Renewal - Pavement Rehabilitation Program	260,000	0	260,000
Footpath Renewal	244,000	0	244,000
Drainage Renewal	160,000	0	160,000
Condition Audits Renewal	150,000	0	150,000
Water Sensitive Urban Design Renewal	150,000	0	150,000
Unsealed Road Renewal	136,000	0	136,000
Unsealed Shoulder Renewal	100,000	0	100,000
Kerb Renewal Program	100,000	0	100,000
Information Technology Renewal	100,000	0	100,000
Sealed Road Renewal - Reseal Program	53,000	0	53,000
Facility Fencing Renewal	25,800	0	25,800
Includes Other Renewal (Active Play, Bike Park, Bridge, Signage, Skate Park and Structures Renewal)	302,314	9,570	311,884
<b>Total Renewal Projects</b>	<b>3,584,214</b>	<b>427,570</b>	<b>4,011,784</b>

#### Note

- Ward maps show the new project allocations excluding contingency.
- Unsealed Road Renewal allocations may change based on new road condition assessments and in response to storm events.
- New Allocation, may be spent over multiple years.

## 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. As well as budget allocations made through the budget, new project opportunities may arise during the year that are endorsed by Council at a Council meeting. These projects may be externally funded, Council funded, or a combination of both. The assessment of equity requires a broad consideration that takes into account the full range of Council’s circumstances and long-term strategic imperatives.

### 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.

Council also allocates funding to projects that could reasonably be considered “Shire Wide” 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 2024-25										
Ward	Rates*		Council Funding							
			New Projects (excl. Loans)		Renewal	Year Loan Costs (P&I)		Total Council Funding		
Anglesea	\$13,635,058	25%	\$370,000	14%	1,578,500	29%	\$0	0%	\$1,948,500	21%
Lorne	\$7,988,221	14%	\$80,000	3%	139,500	3%	\$362,940	36%	\$582,440	6%
Torquay	\$22,430,003	40%	916,272	33%	1,203,100	22%	\$631,621	64%	\$2,750,993	30%
Winchelsea	\$11,478,458	21%	1,385,303	50%	2,617,100	47%	\$0	0%	\$4,002,403	43%
<b>Total Ward Specific</b>	<b>\$55,531,740</b>	<b>100%</b>	<b>\$2,751,575</b>	<b>100%</b>	<b>\$5,538,200</b>	<b>100%</b>	<b>\$994,561</b>	<b>100%</b>	<b>\$9,284,336</b>	<b>100%</b>
Shire Wide			2,018,109		3,584,214		\$1,422,738		\$7,025,061	
<b>Total</b>	<b>\$55,531,740</b>		<b>\$4,769,684</b>		<b>\$9,122,414</b>		<b>\$2,417,299</b>		<b>\$16,309,397</b>	

Budget Year	Ward	Rates	Council Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2024-25	Anglesea	25%	14%	29%	0%	21%
	Lorne	14%	3%	3%	36%	6%
	Torquay	40%	33%	22%	64%	30%
	Winchelsea	21%	50%	47%	0%	43%
2023-24	Anglesea	25%	3%	4%	0%	3%
	Lorne	15%	2%	9%	36%	6%
	Torquay	40%	78%	19%	64%	55%
	Winchelsea	20%	17%	68%	0%	36%
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%

**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 2024-25										
Ward	Rates*		Total Funding							
			New Projects (excl. Loan)		Renewal		Year Loan Costs (P&I)		Total Funding	
Anglesea	\$13,635,058	25%	382,000	12%	1,578,500	29%	\$0	0%	\$1,960,500	20%
Lorne	\$7,988,221	14%	80,000	3%	139,500	3%	\$362,940	36%	\$582,440	6%
Torquay	\$22,430,003	40%	1,416,332	43%	1,203,100	22%	\$631,621	64%	\$3,251,053	33%
Winchelsea	\$11,478,458	21%	1,385,303	42%	2,617,100	47%	\$0	0%	\$4,002,403	41%
<b>Total Ward Specific</b>	<b>\$55,531,740</b>	<b>100%</b>	<b>\$3,263,635</b>	<b>100%</b>	<b>\$5,538,200</b>	<b>100%</b>	<b>\$994,561</b>	<b>100%</b>	<b>\$9,796,396</b>	<b>100%</b>
Shire Wide			3,205,859		4,011,784		\$1,422,738		\$8,640,381	
<b>Total</b>	<b>\$55,531,740</b>		<b>\$6,469,494</b>		<b>\$9,549,984</b>		<b>\$2,417,299</b>		<b>\$18,436,777</b>	

Percentages may not equal 100% due to rounding.

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

Budget Year	Ward	Rates	Total Funding			
			New Projects (excl. Loan)	Renewal	Year Loan Costs (P&I)	Total Funding
2024-25	Anglesea	25%	12%	29%	0%	20%
	Lorne	14%	3%	3%	36%	6%
	Torquay	40%	43%	22%	64%	33%
	Winchelsea	21%	42%	47%	0%	41%
2023-24	Anglesea	25%	3%	4%	0%	3%
	Lorne	15%	2%	9%	36%	5%
	Torquay	40%	82%	19%	64%	61%
	Winchelsea	20%	13%	68%	0%	31%
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%

### 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.

As at 30 June 2023										
Ward	Rates & Municipal Charge		Rate Assessments		Asset Valuation					
					Road Assets		Non Road Assets		Total Assets	
Anglesea	\$12,932,024	25%	5,252	22%	\$159,680,349	16%	\$28,217,786	14%	\$187,898,135	16%
Lorne	\$7,277,475	14%	3,168	13%	\$75,213,755	8%	\$21,078,021	10%	\$96,291,776	8%
Torquay	\$21,347,549	41%	10,425	44%	\$397,687,333	41%	\$97,620,927	47%	\$495,308,260	42%
Winchelsea	\$10,041,895	19%	5,074	21%	\$337,602,493	35%	\$60,270,854	29%	\$397,873,347	34%
<b>Total Ward Specific</b>	<b>\$51,598,943</b>	<b>100%</b>	<b>23,919</b>	<b>100%</b>	<b>\$970,183,930</b>	<b>100%</b>	<b>\$207,187,588</b>	<b>100%</b>	<b>\$1,177,371,518</b>	<b>100%</b>
					<i>Whole of Shire</i>	\$0	\$21,051,630		\$21,051,630	
					<i>Land</i>	\$108,919,789	\$281,233,200		\$390,152,989	
					<i>Council Corporate</i>	\$0	\$15,533,824		\$15,563,227	
					<b>Shire Total</b>	<b>\$1,079,103,719</b>	<b>\$525,006,242</b>		<b>\$1,604,139,364</b>	

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.

Budget 2024-25							
Ward	Supplementary Rates		Council Funding		Total Funding		
			New Projects (excl. Loan)		New Projects (excl. Loan)		
Anglesea	12,050	5%	\$370,000	14%	\$382,000	5%	
Lorne	2,410	1%	\$80,000	3%	\$80,000	1%	
Torquay	67,480	28%	\$916,272	33%	\$7,416,332	80%	
Winchelsea	159,060	66%	\$1,385,303	50%	\$1,385,303	14%	
<b>Total Ward Specific</b>	<b>\$241,000</b>	<b>100%</b>	<b>\$2,751,575</b>	<b>100%</b>	<b>\$9,263,635</b>	<b>100%</b>	
Whole of Shire			\$2,018,109		\$3,205,859		
<b>Total</b>	<b>\$241,000</b>		<b>\$4,769,684</b>		<b>\$12,469,494</b>		

## Appendix E – Long Term Financial Plan

	2023-24 Forecast \$'000	2024-25 Budget \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 Projections \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000
<b>Recurrent EBITDA</b>											
Property Rates and Charges	53,525	55,531	56,920	58,343	59,802	61,297	62,829	64,400	66,010	67,660	69,352
Supplementary Property Rates and Charges	395	241	642	1,244	1,980	2,724	3,458	4,162	4,828	5,487	6,095
Garbage Charges	10,116	10,388	10,942	11,446	11,966	12,511	13,080	13,675	14,297	14,765	15,061
Grants	5,086	10,348	10,607	10,872	11,144	11,423	11,708	12,001	12,301	12,608	12,924
Other Revenue	9,682	9,711	10,421	10,702	10,990	9,195	9,443	9,698	9,960	10,229	10,505
<b>Total Recurrent Income</b>	<b>78,804</b>	<b>86,219</b>	<b>89,531</b>	<b>92,607</b>	<b>95,882</b>	<b>97,149</b>	<b>100,518</b>	<b>103,936</b>	<b>107,396</b>	<b>110,750</b>	<b>113,936</b>
Employee Benefits	38,044	39,669	40,839	41,860	42,906	43,979	45,078	46,205	47,360	48,544	49,758
Materials and Services	29,358	29,161	30,039	30,509	31,354	30,695	31,556	32,441	33,362	34,312	35,283
<b>Total Expenditure - Existing Operations</b>	<b>67,403</b>	<b>68,830</b>	<b>70,878</b>	<b>72,369</b>	<b>74,261</b>	<b>74,674</b>	<b>76,634</b>	<b>78,646</b>	<b>80,722</b>	<b>82,856</b>	<b>85,041</b>
<b>Financial Recurrent Savings Target</b>	<b>-</b>	<b>-</b>	<b>323</b>	<b>662</b>	<b>1,018</b>	<b>1,392</b>	<b>1,783</b>	<b>2,193</b>	<b>2,623</b>	<b>3,072</b>	<b>3,543</b>
Compliance Costs (Recurrent)	-	85	323	662	1,018	1,392	1,783	2,193	2,623	3,072	3,543
Growth	-	870	894	1,312	1,163	2,201	2,540	2,911	3,284	3,684	4,126
Future Years of Budget Year	-	-	1,054	1,081	1,108	1,135	1,164	1,193	1,223	1,253	1,285
Business Case	-	67	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - New Operations</b>	<b>-</b>	<b>1,023</b>	<b>2,271</b>	<b>3,055</b>	<b>3,289</b>	<b>4,729</b>	<b>5,487</b>	<b>6,297</b>	<b>7,129</b>	<b>8,010</b>	<b>8,953</b>
<b>Total Recurrent EBITDA</b>	<b>11,402</b>	<b>16,366</b>	<b>16,705</b>	<b>17,845</b>	<b>19,350</b>	<b>19,138</b>	<b>20,181</b>	<b>21,186</b>	<b>22,167</b>	<b>22,956</b>	<b>23,484</b>
<b>Cash Adjustments</b>											
Balance Sheet Movements	218	116	184	172	138	146	150	155	159	164	174
Interest Revenue	4,958	2,527	1,479	1,416	1,300	1,017	677	699	764	760	760
Interest Committed to Projects	(1,183)	(284)	-	-	-	-	-	-	-	-	-
Grants Commission funds received early	5,490	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Adjustments</b>	<b>9,483</b>	<b>2,359</b>	<b>1,662</b>	<b>1,589</b>	<b>1,438</b>	<b>1,163</b>	<b>827</b>	<b>853</b>	<b>923</b>	<b>924</b>	<b>934</b>
<b>Total Cash Available for Allocation</b>	<b>20,884</b>	<b>18,726</b>	<b>18,367</b>	<b>19,434</b>	<b>20,789</b>	<b>20,301</b>	<b>21,008</b>	<b>22,040</b>	<b>23,090</b>	<b>23,880</b>	<b>24,418</b>

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Forecast \$'000	Budget \$'000	Projections								
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total Cash Available for Allocation</b>	<b>20,884</b>	<b>18,726</b>	<b>18,367</b>	<b>19,434</b>	<b>20,789</b>	<b>20,301</b>	<b>21,008</b>	<b>22,040</b>	<b>23,090</b>	<b>23,880</b>	<b>24,418</b>
<b>Allocations to Commitments</b>											
Debt Interest & Principal	2,093	2,058	2,024	1,989	1,955	1,920	1,886	-	-	-	-
Torquay/Jan Juc Developer Plan Allocation	2,770	2,770	2,770	2,770	2,770	1,211	1,730	-	-	-	-
Winchelsea Infrastructure Plan Allocation	232	239	246	253	261	269	277	285	294	303	312
Briody Drive DCP Allocation	333	-	-	-	-	-	-	-	-	-	-
Waste Allocation	125	237	484	1,000	1,167	791	961	1,142	1,335	1,350	1,182
Asset Renewal Allocation	9,720	10,601	11,558	12,828	13,994	14,728	16,023	17,235	17,982	19,041	20,406
Business Case Investments	376	370	395	405	415	426	436	447	458	470	482
Council Election Year	-	295	-	-	-	330	-	-	-	360	-
Aireys Inlet Aged Units	3	3	3	3	3	3	4	4	4	4	5
Growth and Compliance Costs (Non-Recurrent)	156	358	537	551	564	578	593	608	623	638	654
<b>Total Allocations to Commitments</b>	<b>15,809</b>	<b>16,930</b>	<b>18,017</b>	<b>19,799</b>	<b>21,129</b>	<b>20,256</b>	<b>21,909</b>	<b>19,722</b>	<b>20,696</b>	<b>22,166</b>	<b>23,041</b>
<b>Discretionary Cash Available</b>	<b>5,075</b>	<b>1,796</b>	<b>350</b>	<b>(366)</b>	<b>(341)</b>	<b>44</b>	<b>(900)</b>	<b>2,318</b>	<b>2,393</b>	<b>1,714</b>	<b>1,377</b>
<b>Discretionary Allocations</b>											
Discretionary Operating Projects	668	-	-	-	-	-	-	-	-	-	-
Discretionary Projects	710	1,627	1,125	1,256	1,401	1,563	1,743	1,893	2,066	2,313	2,588
<b>Total Discretionary Allocations</b>	<b>1,378</b>	<b>1,627</b>	<b>1,125</b>	<b>1,256</b>	<b>1,401</b>	<b>1,563</b>	<b>1,743</b>	<b>1,893</b>	<b>2,066</b>	<b>2,313</b>	<b>2,588</b>
<b>Unallocated Cash Surplus / (Deficit)</b>	<b>3,697</b>	<b>169</b>	<b>(774)</b>	<b>(1,621)</b>	<b>(1,742)</b>	<b>(1,519)</b>	<b>(2,644)</b>	<b>425</b>	<b>327</b>	<b>(599)</b>	<b>(1,211)</b>
<b>Accumulated Unallocated Cash</b>											
Opening Balance	7,157	10,764	10,933	10,159	8,347	6,416	4,707	1,873	2,108	2,245	1,456
Annual Surplus/(Deficit)	3,697	169	(774)	(1,621)	(1,742)	(1,519)	(2,644)	425	327	(599)	(1,211)
Net Allocations During the Year	(91)	-	-	-	-	-	-	-	-	-	-
Transfers for Project Funding	-	-	-	(190)	(190)	(190)	(190)	(190)	(190)	(190)	(190)
<b>Closing Balance</b>	<b>10,764</b>	<b>10,933</b>	<b>10,159</b>	<b>8,347</b>	<b>6,416</b>	<b>4,707</b>	<b>1,873</b>	<b>2,108</b>	<b>2,245</b>	<b>1,456</b>	<b>55</b>

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