

CITY OF GREATER GEELONG
BUDGET REPORT: 2014-2015
ADOPTED 24 JUNE 2014



CONTENTS

	Page
Section 1: Overview	
Chief Executive's Summary	1-1 to 1-6
Budget Preparation	1-7 to 1-8
Strategic Objectives and Performance Indicators	1-9 to 1-21
Budget Process	1-22
Budget Influences	1-23 to 1-25
Section 2: Budget Analysis	
Budgeted Income Statement	2-1
Analysis of Operating Budget	2-2 to 2-6
Fees & Charges Summary and Analysis	2-7 to 2-10
Analysis of Division Variances	2-11 to 2-17
Budgeted Statement of Cash Flows	2-18
Analysis of Budgeted Cash Position	2-19 to 2-21
Capital Works Program	2-22
Analysis of Capital Budget	2-23 to 2-27
Budgeted Balance Sheet	2-28
Analysis of Budgeted Financial Position	2-29 to 2-30
Impact of Current Year on 2014-2015 Budget	2-31 to 2-32
Section 3: Budget Strategies	
Strategic Resource Plan	3-1 to 3-3
Budgeted Income Statement - 4 Year Plan	3-4
Budgeted Comprehensive Income Statement - 4 Year Plan	3-5
Budgeted Statement of Capital Works - 4 Year Plan	3-6
Budgeted Statement of Cash Flow - 4 Year Plan	3-7
Budgeted Balance Sheet - 4 Year Plan	3-8
Budgeted Statement of Changes in Equity - 4 Year Plan	3-9
Standard Statement in Human Resources - 4 Year Plan	3-10
Financial Performance Indicators - 4 Year Plan	3-11 to 3-12
Rating Strategy and Statutory Disclosure	3-13 to 3-22
Statutory Information on Rates	3-23
Other Strategies	
<i>Borrowings</i>	3-24 to 3-26
<i>Infrastructure</i>	3-27 to 3-29
<i>Service Delivery</i>	3-30 to 3-31
<i>Environmental Management</i>	3-32 to 3-33
Section 4: Appendices	
Program Budgets:	
<i>Capital</i>	Appendix 1
<i>Non Capital</i>	Appendix 2
<i>Disbursements</i>	Appendix 3
Fees & Charges - Major Price Increases	Appendix 4
Key Strategic Activities	Appendix 5
Glossary of Terms	Appendix 6

CHIEF EXECUTIVE'S SUMMARY

The executive summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

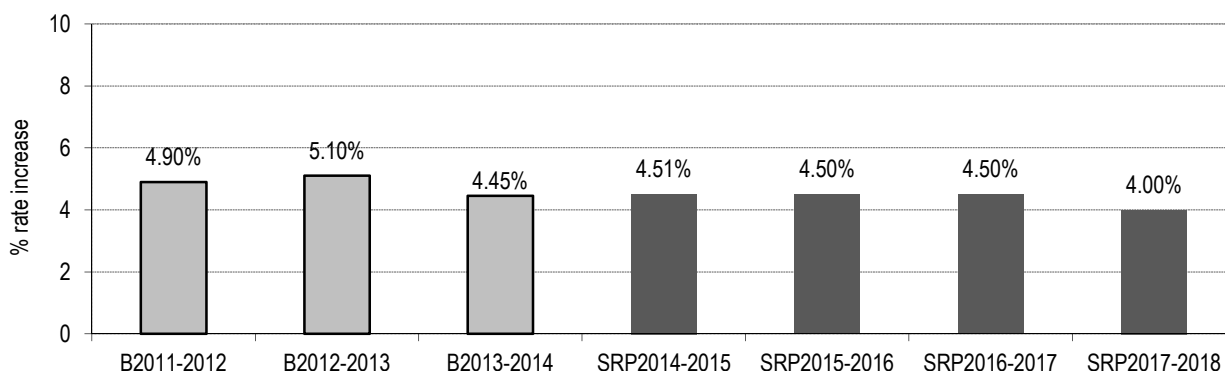
The 2014-2015 budget has been developed with four key fiscal objectives:

1. Maintain an operating surplus to contribute internal funding for capital works program.
2. Maintain core infrastructure renewal expenditure, whilst increasing expenditure on new community infrastructure.
3. Maintain net financial liabilities at a sustainable level.
4. Provide minimum rate increases whilst maintaining funding of service delivery consistent with community expectations.

The gross capital expenditure of \$132.3M includes, for major asset categories, \$44.8M on Buildings, \$13.5M Recreation Assets, \$27.2M on Roads, Footpaths, Kerb & Channel and Drains, and \$5.2M on Fleet (see Capital Program p 2-22).

Council plans to borrow \$52.6M in 2014-2015 (including \$16.5M deferred borrowings from 2013-2014), to fund the net capital expenditure on the new Geelong Library & Heritage Centre, Drysdale Landfill Cells, Community Facilities and Corio Landfill Rehabilitation (see Borrowing Strategy p 3-24).

1(a). Residential Rates



Rate revenue is 62% of total revenue and reflects a 4.51% rate increase for residential ratepayers (including Municipal Charge and Garbage Charge increases).

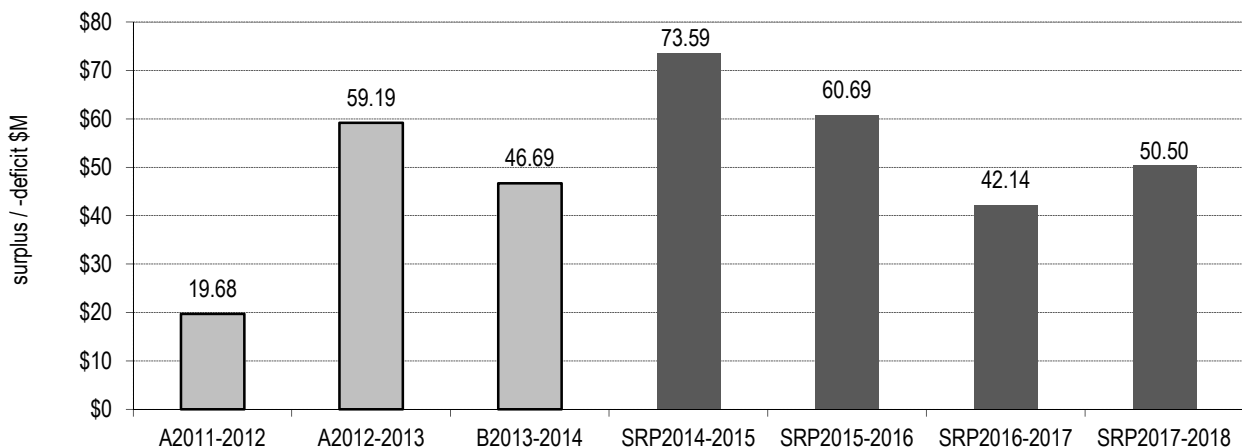
The 4.51% rate increase can be compared to the 2014-2015 forecast CPI movement of 2.5% and the MAV Local Government Cost Index currently 3.4%.

1(b). Average Residential Rates

Residential Movement	2013-2014 Rates on Avg. CIV \$	2014-2015 Budget Rates on Avg. CIV \$
Residential Capital Improved Value	365,610	375,674
Rates (CIV x Rate in \$)	974.25	1018.10
Municipal Charge	88.90	91.55
Waste Collection Service	234.50	246.50
Total Rates & Charges	1,297.65	1,356.15

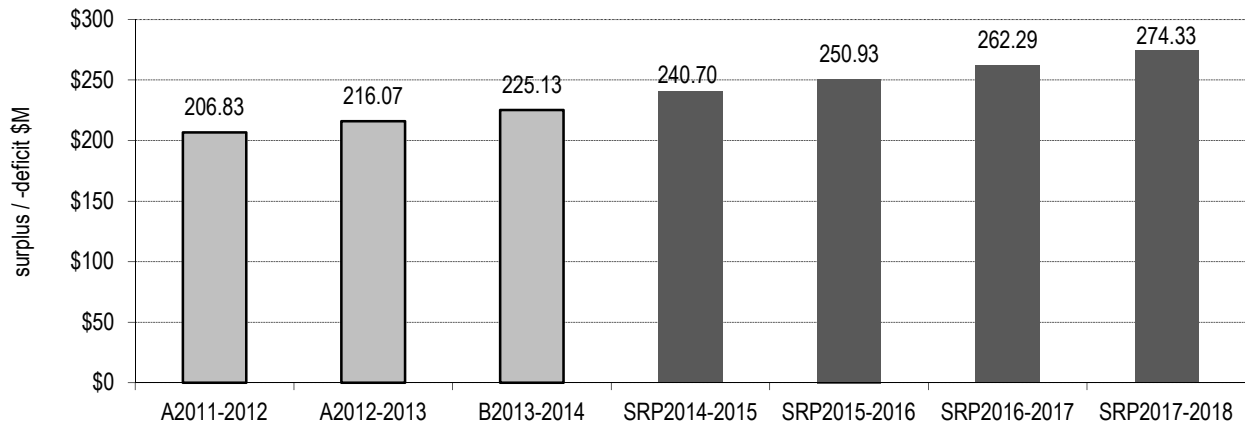
The average movements in Rates, Municipal Charge and Waste Collection Charge totals \$58.50 for the 2014-2015 year, raising total rates of \$179.5M. The Municipal Charge recovers some of the fixed cost of governance. The Waste Collection Service Charge includes the impact of higher cost waste processing operations (post closure of Corio) and EPA levy increases. The increase in rates for the average property valued at Capital Improved Value (CIV) of \$375,674 is \$43.85 plus a \$12.00 increase in the Waste Collection Service and a \$2.65 increase to the Municipal Charge. The Landfill EPA levy increases to \$58.50/tonne equivalent to \$27.70 per Waste Collection Service Charge (previously \$24.56).

2. Overall Operating Result



The expected overall result for the 2014-2015 year is a surplus of \$73.59M, which is an increase of \$26.90M over 2013-2014 primarily due to an increase in Capital Income of \$19.57M. The overall result includes recurrent increases in depreciation expenses and salaries growth together with non operating items such as capital grants \$33.6M and recognition of infrastructure \$34.5M. The recurrent operating result is a surplus of \$0.2M, which is a decrease of \$0.8M over 2013-2014 with capitalisation of \$1.0M landfill receipts to fund Corio Landfill Rehabilitation. The projected recurrent result for the current 2013-2014 year is a deficit of (\$17.6M) after accounting for non capital projects carried over from 2012-2013 and the receipt of 50% of Grants Commission funding in June 2013. These changes were reflected in amendments to the 2013-2014 Budget. The 2013-2014 projection highlights a \$0.3M favourable recurrent variance to the amended budget (refer page 2-31).

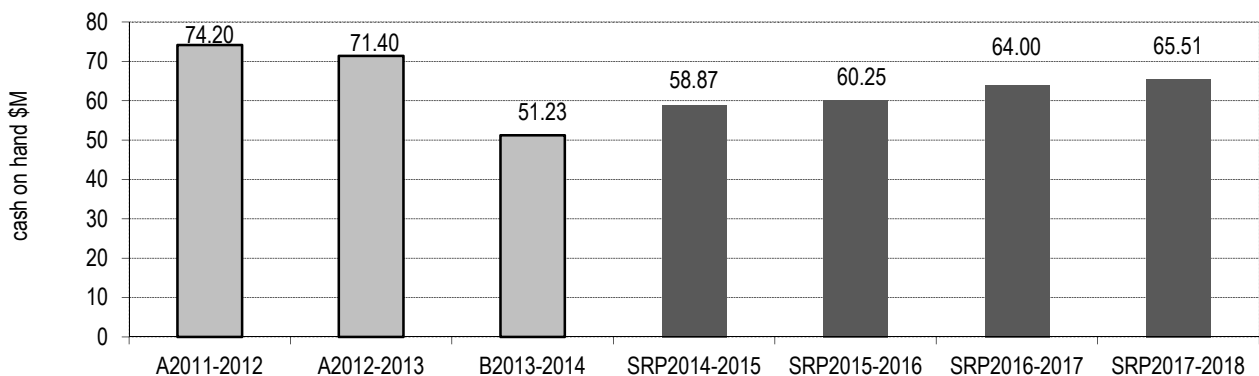
3. Services



*Total Service Cost (Recurrent expenditure less depreciation).

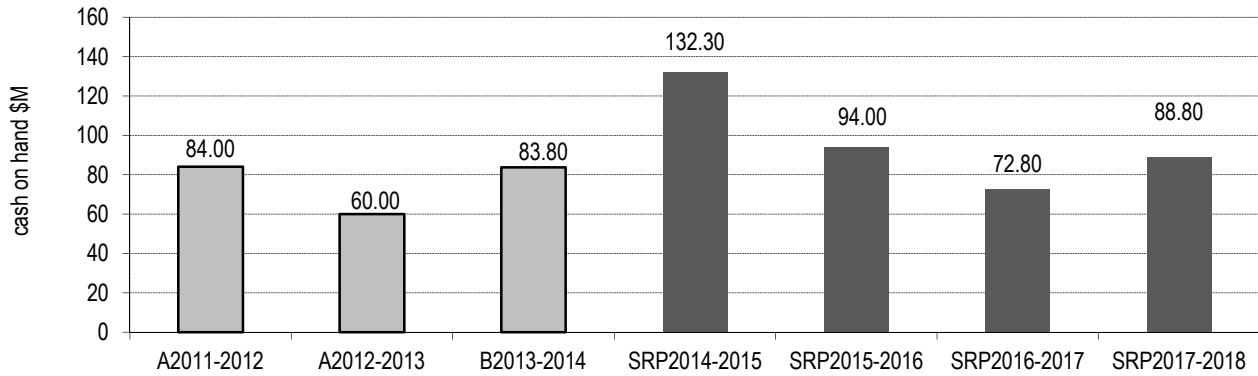
The cost of services delivered to the community for the 2014-2015 year is expected to be \$240.70M which is an increase of \$15.57M over 2013-2014. A key influencing factor in the development of the 2014-2015 Budget has been the maintenance of existing service funding levels and the inclusion of mandatory and other community funding increases only.

4. Cash and Investments



New borrowings of \$36.04M are proposed in 2014-2015, plus deferred borrowings from 2013-2014 of \$16.53M. These borrowings will fund Community Services Infrastructure, Central Geelong Revitalisation, Corio Landfill Rehabilitation, Drysdale Landfill Cells and Geelong Library & Heritage Centre. The proposed June 2015 cash balance is adequate to meet required balances. The capital program assumes \$21.0M of capital funds will not be expended until 2015-2016 year. Projected cash balances will be \$7.6M higher than Budget levels as at 30 June 2014, including increase in Statutory Reserves of \$3.6M, mainly due to receipt of Developer Contributions for Armstrong Creek, Jetty Road Precinct and Ocean Grove plus Water Quality Levies. These reserves represent future commitments that Council has in accordance with various legislative and contractual requirements.

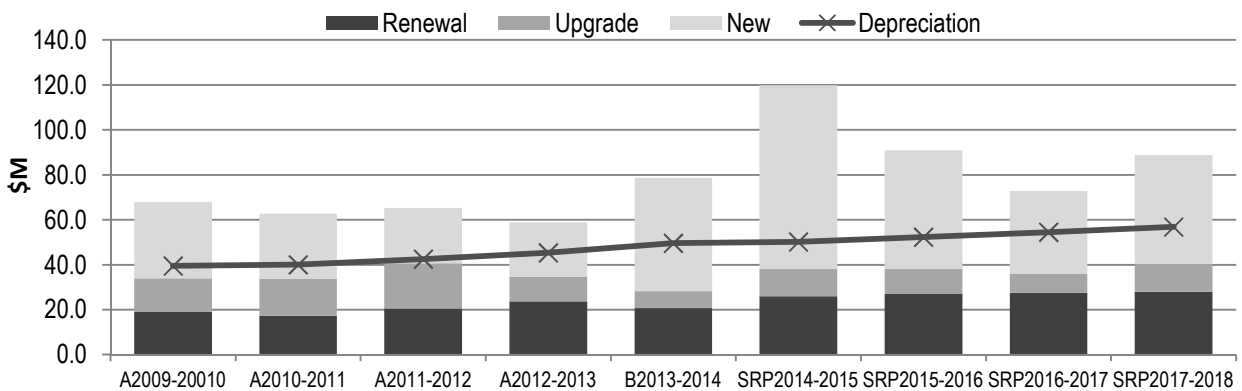
5. Capital Works



The capital works program for the 2014-2015 year is proposed at \$132.3M and in addition to major asset categories, \$14.9M is proposed for waste collection and landfill projects and \$7.0M for Central Geelong Task Force initiatives. A total of \$30.0M is estimated for projects which will be carried forward from the 2013-2014 year and \$21.0M carried forward into 2015-2016. The capital expenditure program includes key funding for Geelong Library and Heritage Centre, Landfill Cells and Rehabilitation projects, Core Programs, Ageing Infrastructure, a range of Recreation and Leisure projects, Community Facilities and completion of 2013-2014 projects (refer p 2-23 "Analysis of Capital Budget").

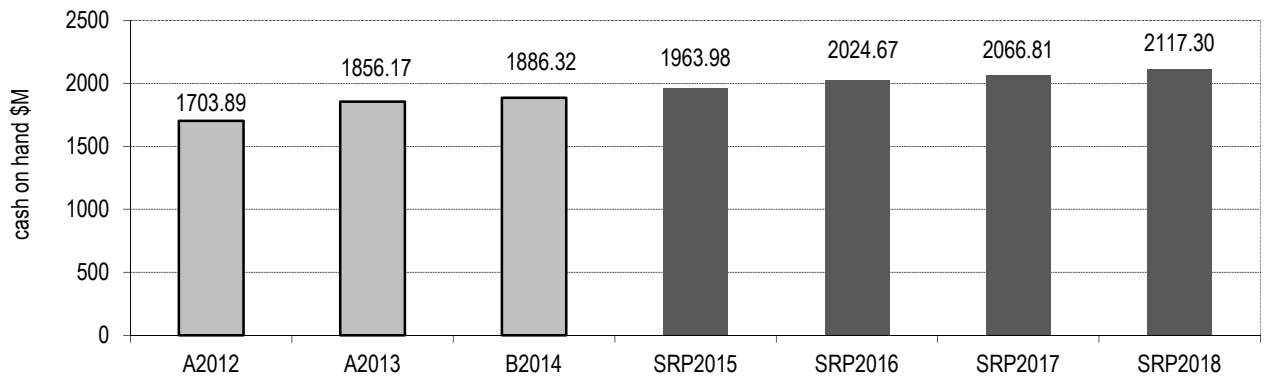
The Capital Works Program is summarised by Project Category and by classification as Renewal, Upgrade or New Project.

The graph below highlights the ratio of renewal and upgrade expenditure to depreciation.



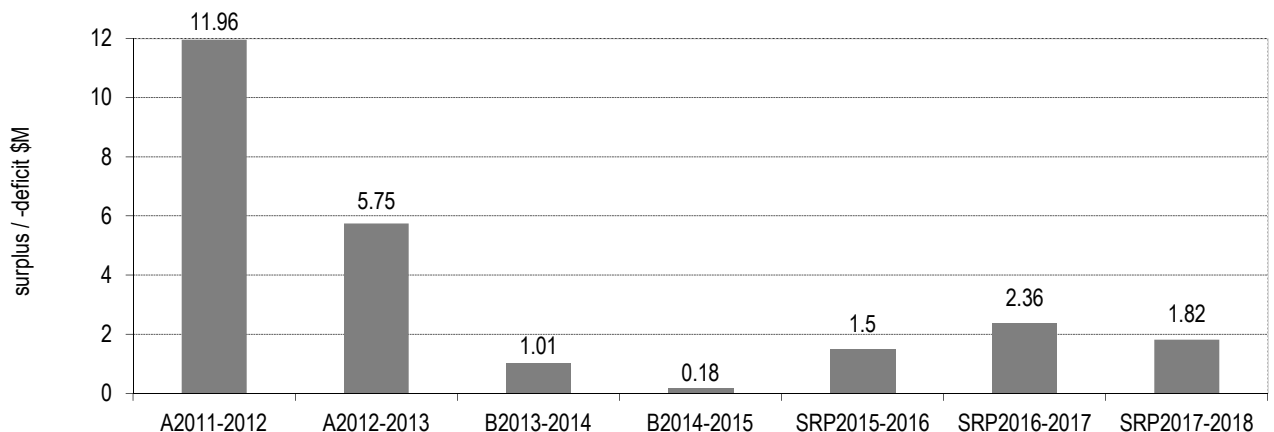
The percentage of renewal / upgrade capital expenditure is a long term indicator. The trend indicates that Council is allocating insufficient resources to renewal / upgrade capital expenditure relative to new.

6. Financial Position



Net assets (net worth) will increase by \$77.7M to \$1,964.0M with Property Plant & Equipment increasing by \$93.1M and other decreases net \$16.2M (refer p 2-29 Analysis of Budgeted Financial Position).

7. Financial Sustainability



A high level Strategic Resource Plan for the years 2014-2015 to 2017-2018 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in City Plan. The Plan estimates a target surplus per year in order to assist funding of the capital program and to maintain cash levels equivalent to restricted assets. The result provides a sustainable base where depreciation, growth in interest costs associated with loan borrowing program and growth in operating costs for service delivery is fully funded.

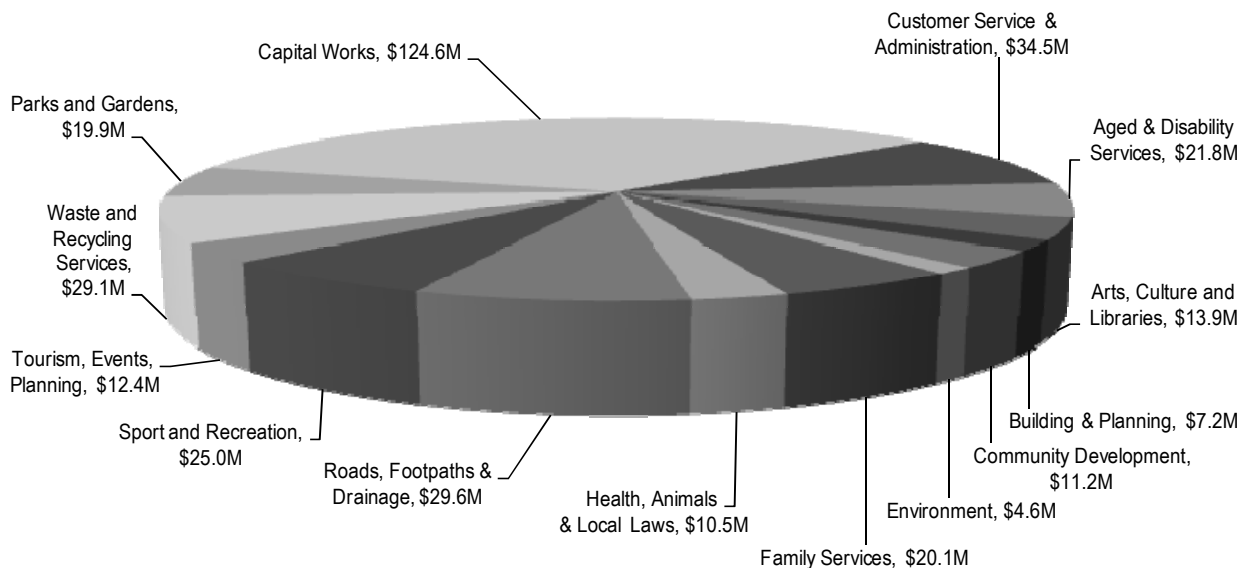
8. Strategic Objectives

The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic objectives specified in the City Plan. The strategic objectives as set out in the City Plan and the key strategies for achieving these objectives for the 2014-2015 year (refer to page 1-9).

The Annual Budget converts the activities and initiatives identified into financial terms to ensure there are sufficient resources for their achievement. Listed in Appendix 5 are Councils detailed financial commitments to achieving the plan. The table below summarises Council expenditure by Strategic Objective.

Strategic Objectives	2014-2015 Expenditure \$M
Community Wellbeing	62.80
Growing the Economy	40.10
Sustainable Built and Natural	19.50
How We Do Business	26.40

9. Where rates are spent



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows gross expenditure allocated to each service area.

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

Dean Frost
Acting Chief Executive

BUDGET PREPARATION

1. Linkage to Council Plan

The Annual Budget links to the Council Plan within an overall planning framework. This framework guides Council to identify local needs through community engagement, then to establish a Council Plan (medium term) and Annual Budget (short term). Finally, Council reports through the Annual Report and Audited Financial Statements holding itself accountable.

2. Planning and accountability Framework



3. Our Purpose

Our Vision

Greater Geelong: building our community through enterprise, opportunity and innovation in a quality environment.

Our Mission

We will focus on developing and maintaining effective working relationships to deliver Council's strategic directions and high quality services that meet the changing needs of our community.

Our Values

The City of Greater Geelong prides itself on delivering outcomes that serve residents' needs through committed, motivated, enthusiastic, well trained and well resourced staff.

We aim to foster a culture that embraces a consistent set of behaviours that reflect what we all truly value and believe in to deliver effective and efficient outcomes for our community.

- Integrity
We will:
 - act on our commitments.
 - be open, transparent, ethical and honest in our actions.
 - share information.
- Responsibility
We will:
 - be accountable for our decisions and everything we do.
 - take pride in the job we are doing.
 - be loyal and support our work colleagues and organisation.
 - take responsibility for problem solving.

- Innovation

We will:

- look for and implement better ways of doing things.
- be open to learning.
- be responsive to the changing needs of the community.

- Respect

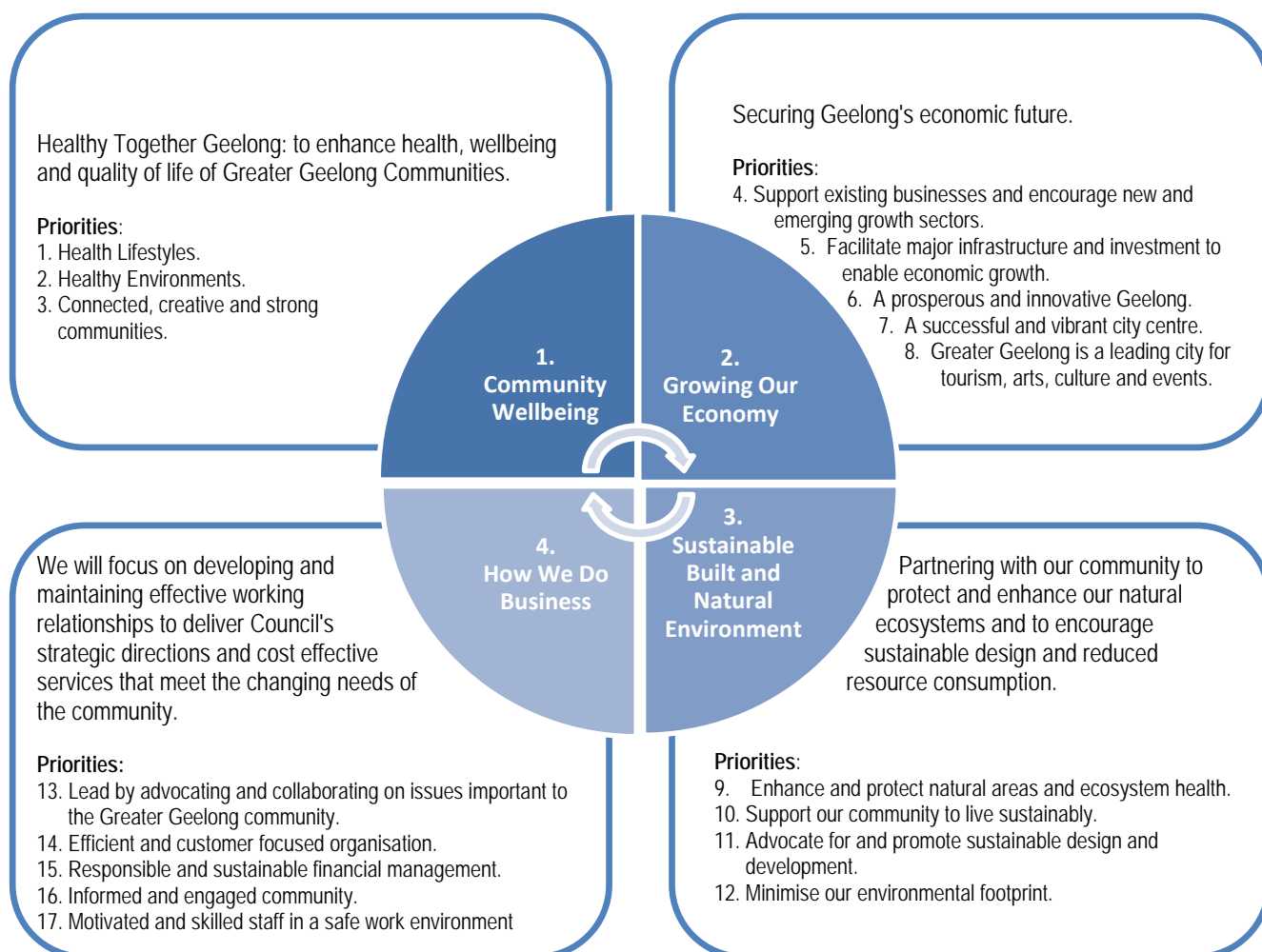
We will:

- listen and seek to understand the views of others.
- be considerate and courteous.
- recognise everyone's contribution and value a job well done.
- build positive relationships.

STRATEGIC OBJECTIVES & PERFORMANCE INDICATORS

Council delivers services and initiatives across four Strategic Objectives as set out in City Plan 2013-2017. These contribute to the achievement of the 17 priority areas within City Plan.

The following matrix illustrates four Strategic Objectives and 17 priority areas within City Plan 2013-2017.



1. Objectives, initiatives and service performance indicators

This section provides a description of the initiatives to be funded in the Budget for the 2014-2015 year and how these will contribute to achieving the strategic directions and priorities specified in the City Plan. It also identifies major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with City Plan.

Note: Please note that the total gross cost is based on actions identified in City Plan 2013-2017 (2014-2015 Update).

Strategic Objective 1: Community Wellbeing

Healthy Together Geelong: to enhance health, wellbeing and quality of life of Greater Geelong communities.

Priority	Description
1. Healthy lifestyles. Total Gross Cost \$3.3M	<p>We will encourage healthy lifestyle choices by:</p> <ul style="list-style-type: none">• Facilitating and promoting physical activity.• Facilitating and promoting healthy eating.• Investing in prevention and improved health across all communities in Greater Geelong.• Working collaboratively with agencies to promote and bring about system level changes aimed at improving wellbeing and lifestyle choices. <p>Initiatives</p> <ul style="list-style-type: none">• Learn to Swim program.• School swim program.• Stronger Families / Family Coaching program.• Corio-Norlane Best Start project.• Healthy Together Geelong - Early Years.• Healthy Together Geelong – Workplaces.• Coordination of the City of Greater Geelong Municipal Public Health and Wellbeing Plan implementation.• Development of a Food Policy to secure long term food production options.• Implementation of the Physical Activity Strategy.• Promote breastfeeding through additional consultations and referrals to other agencies.• Promote kindergarten enrolments through public media releases.• Provide Maternal Child Health nurses with professional development opportunities on lactation. <p>Major Initiatives</p> <p>Implement the Healthy Together Geelong Early Years and Workplaces programs to improve the health of Geelong residents and encourage healthy lifestyle choices.</p>
2. Healthy environments. Total Gross Cost \$24.4M	<p>We will provide safe and vibrant physical environments and infrastructure to support healthy living and connected communities. This includes:</p> <ul style="list-style-type: none">• Well maintained public spaces and related infrastructure.• Cycling and walking paths.• Safe, hazard and nuisance free environments.• Maintaining preparedness and responsiveness to emergencies.• Facilities to meet a range of community programs and activities. <p>Initiatives</p> <ul style="list-style-type: none">• Recreation Reserves upgrades.• Footpath renewal and construction.• Bike paths and facility works.• Swim Sport and Leisure Centre upgrades.• Recreation Facility upgrades.• Playgrounds development program.• Parks and reserves maintenance.• Renewal work on Council owned buildings.• Toilet block renewal and replacement program.• Clifton Springs fishing pier construction.

Priority	Description
	<ul style="list-style-type: none"> • Dog control signage upgrades. • School Crossing Supervisor - LED light batterns. • Jetty Road community precinct concept plan development. • Conduct community dog/cat micro-chipping and registration/pet ownership roadshows and forums. • Continue to conduct investigations of barking dogs and nuisance animals. • Implement Municipal Emergency Management Plan. • Implement Municipal Fire Prevention Plan. • Implement year two actions of the Domestic Animal Management Plan. • Monitor, assess and register all food premises based on compliance. • Respond, resolve or refer for resolution all. neighbourhood amenity and local law requests. • Safer Greener Geelong – planting up of three roundabouts. <p>Major Initiatives</p> <p>Redevelop Austin Park to deliver a high-level amenity urban park for central Lara, as part of the Lara town centre expansion project.</p>
<p>3. Connected, creative and strong communities.</p> <p>Total Gross Cost \$35.1M</p>	<p>We will facilitate programs and events that encourage increased participation in community life by:</p> <ul style="list-style-type: none"> • Encouraging and promoting diversity and equity of access for all sectors of the community. • Supporting an inclusive local community culture, where people interact and provide mutual support. • Investing in community regeneration and rebuilding in under resourced communities. • Promoting and providing opportunities for education and lifelong learning. • Building upon existing capacities in local communities. • Bringing the community together through sports, recreation, arts, culture and heritage. <p>Initiatives</p> <ul style="list-style-type: none"> • Community hubs construction. • Geelong Library and Heritage Centre collection stock purchase. • Geelong Regional Library contribution. • Armstrong Creek East - Neighbourhood Activity Centre pavilion construction. • Armstrong Creek Health and Wellbeing Centre construction. • Armstrong Creek West - Neighbourhood Activity Centre design. • Neighbourhood houses support and upgrades. • Youth activities, programs and events. • Children's Services Upgrades. • Community Facility Upgrades. • Whittington Community Building and renewal initiatives. • Arts, Culture and Heritage programs. • School Holiday Program. • Councillor Community Grants Program. • Linking Learning Program - Eastern Suburbs. • Rosewall/Connections Park land acquisition. • Supported playgroups and parent groups initiative. • Indigenous kindergarten assistance. • Implementation of Women in Community Life project. • Children's Week activity program.

Priority	Description
	<ul style="list-style-type: none"> • Implementation of Aboriginal Action Plan. • Geelong Seniors Festival. • Implementation of the Multicultural Action Plan 2014-2015 priorities. <p>Major Initiatives</p> <p>Community hubs construction at the following locations:</p> <ul style="list-style-type: none"> • Barwon Heads Early Learning Centre construction. • Bellevue Highton Family Hub concept development. • Grovedale Children's and Community Centre construction. • Jetty Road – Regional Community and Learning Hub construction. • Jetty Road – Children's and Community Hub planning and design. • Leopold Community Hub stage one construction and stage two concept design. • Windsor Park Early Learning Centre construction.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service).	(Number of people that received a HACC service / Municipal target population for HACC services) x100.
		Participation in HACC service by Culturally and Linguistically Diverse people (CALD) (Percentage of the municipal target population in relation to CALD people that receive a HACC service).	(Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x100.
Maternal and Child Health	Participation	Participation in the Maternal Child Health Service. (Percentage of children enrolled who participate in the MCH service).	(Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x100.
		Participation in Maternal Child Health Service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service).	(Number of Aboriginal children who attend the MCH service at least once (in the year)/ Number of Aboriginal children enrolled in the MCH service) x100.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members).	(Number of active library members / municipal population) x100.
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population).	Number of visits to aquatic facilities / Municipal population.
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions).	Number of successful animal management prosecutions.
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council).	(Number of critical non-compliance notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance outcome notifications about food premises) x100.

Priority	Description
<p>4. Support existing businesses and encourage new and emerging growth sectors.</p> <p>Total Gross Cost \$0.2M</p>	<p>We recognise that traditional industries will continue to be key economic and employment drivers in our city. At the same time, it is critical to focus on new and emerging growth sectors that will underpin our city's prosperity.</p> <p>We will:</p> <ul style="list-style-type: none"> • Support existing businesses and explore strategic opportunities. • Facilitate strategies and activities to attract new business investment and generate employment growth. • Support and encourage new and emerging low carbon industries and sectors. • Promote Geelong as a great place for business and investment, nationally and internationally. • Promote the advantages of Geelong's business and lifestyle environment that will encourage the retention and attraction of highly skilled people and businesses. <p>Link local businesses with growth opportunities and government funding.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Enterprise Geelong Strategy development. • Economic Development Industrial Investment Support Online Communications Platform Development - Enterprise Geelong. • Avalon Airshow - Enterprise Geelong business connections opportunity • Six Ways roundabout redevelopment – Lara. • Marketing skill capability and lifestyle attributes of the Geelong Region. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Develop the Enterprise Geelong Strategy to provide a clear pathway for addressing key economic issues for the municipality.
<p>5. Facilitate major infrastructure and investment to enable economic growth.</p> <p>Total Gross Cost \$6.0M</p>	<p>We will facilitate the provision of appropriate infrastructure to enable economic growth and capitalise on competitive advantages by:</p> <ul style="list-style-type: none"> • Advocating on local, state and federal government infrastructure priorities and funding submissions. • Facilitating the strategic planning and activation of key precincts to maximise their potential for economic success. • Promoting the economic potential and development opportunity of the region's significant transport infrastructure; Avalon Airport, Port of Geelong, Geelong Ring Road, rail for freight and land for development. • Working together to remove barriers to investment and project delivery. • Streamlining regulatory processes wherever possible. <p>Proactively targeting and attracting new investment to Geelong and promoting our regions benefits.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Geelong Ring Road Employment Precinct (GREP). • Armstrong Creek West - Baanip Boulevard / North South connector intersection. • Implementation of Armstrong Creek Urban Growth Plan. • Western Beach boat yard environment reclamation. • Portarlinton Safe Harbour Strategic Plan. • Lara Town Centre expansion project. • Managing future growth - Lovely Banks and Batesford South growth investigation. • Municipal Strategic Statement review 2014.

Priority	Description
	<ul style="list-style-type: none"> Bellarine Structure Plans review - St Leonards. Structure Plan review finalisation, Portarlington and Ocean Grove Structure Plan reviews to commence. <p>Major Initiatives</p> <p>Implement key projects for the Geelong Ring Road Employment Precinct (GREP); development of 25 McManus Rd, Corio, Elcho infrastructure services construction of the industrial estate at 162 McManus Road and (GREP) design and implementation.</p>
<p>6. A prosperous and innovative Geelong.</p> <p>Total Gross Cost \$0.5M</p>	<p>Geelong will be recognised as a prosperous and innovative city with an economy that is strong, diverse and resilient. Our competitive advantages will deliver technological initiatives, high employment and prosperity. We will be a leader in technology and use resources effectively to generate a competitive position in key export markets.</p> <p>We will:</p> <ul style="list-style-type: none"> Encourage the regions labour force to continually upskill ensuring that we have the necessary capabilities to support our economic growth. Grow and promote business sectors that offer high-skilled employment. Advocate for and support innovative and new technological initiatives. Foster investment in diversification of skills and industries. <p>Advocate for Geelong to be the centre of excellence for research projects, new technologies and emerging industry sectors.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Implementation of the Whittington Works project. Skilled migration program. BioGeelong cluster development. Geelong Centre for Emerging Infectious Disease (GCEID) –City of Greater Geelong Contribution. Knowledge economy facilitation project. <p>Major Initiatives</p> <p>Deliver the Skilled Migration program to assist regional employers to source, attract and retain overseas skilled professionals to meet skill shortages that cannot be filled from the local labour market.</p>
<p>7. A successful and vibrant city centre.</p> <p>Total Gross Cost \$27.8M</p>	<p>The vision for Central Geelong is for greater mixed use where traditional retail is supplemented by arts, culture, residential, entertainment, education, medical and business to create an active and vibrant city centre.</p> <p>We will:</p> <ul style="list-style-type: none"> Develop an overall master plan for Central Geelong which will include the ideas from Vision 2. Promote inner-city living and encourage developers to invest in Central Geelong and generate innovative solutions for sustainable city living. Develop and foster a vibrant 24-hour cultural city that is welcoming, friendly and safe, and that attracts and generates a robust cultural life for all ages. Support existing Central Geelong businesses and attract new businesses to the precinct. Support Deakin University in promoting Geelong as a ‘university city’. Support the continued implementation of the Geelong Cultural Precinct Master Plan. <p>Investigate transport network improvements enabling a cleaner, more user-friendly environment where active transport options are encouraged.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Central Geelong Action Plan (CGAP) initiatives. Geelong Library and Heritage Centre construction.

Priority	Description
	<ul style="list-style-type: none"> Geelong Central City Management programs and activities. Central Geelong Park and Ride shuttle service. <p>Major Initiatives</p> <ul style="list-style-type: none"> Implement Central Geelong Action Plan (CGAP) initiatives for 2014-2015.
<p>8. Greater Geelong is a leading city for tourism, arts, culture and events.</p> <p>Total Gross Cost \$5.5M</p>	<p>We will build on our past success and continue the tradition of attracting major events and supporting local festivals with diverse art and cultural activities. Whether for business or leisure, our region is a preferred destination for local, national and international visitors.</p> <p>We will:</p> <ul style="list-style-type: none"> Promote the unique strengths our region has to offer such as our natural assets, world class sporting facilities and a great lifestyle. Build on the opportunities that being Victoria's second largest city offers and our proximity to Victoria's capital. Support creative endeavour and investigate the potential for unique arts and cultural opportunities. Support local festivals and events and provide opportunities for participation in the arts for all ages. <p>Advocate on behalf of the community for major event, tourism and cultural opportunities.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Light and decorate Geelong. Geelong Art Gallery contribution. Geelong Major Events Funding. Australian International Airshow 2014-2015. Conference Marketing & Delegate Boosting programs. Provide for tourist information and administrative support centres within the Geelong region. Walter Conservatory repairs - Geelong Botanic Gardens. Community and Visitor Information Centre - Portarlington Rotunda. Geelong Botanic Gardens interpretive signage and plant labelling. <p>Major Initiatives</p> <ul style="list-style-type: none"> Light and decorate Geelong - install multi-use lights and decorations throughout the City for the Christmas period and other key events and celebrations.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality).	(Number of businesses with an ABN in the municipality at the end of the financial year / less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year) x100

Strategic Objective 3: Sustainable Built and Natural Environment

Partnering with our community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption.

Priority	Description
9. Enhance and protect natural areas and ecosystem health. Total Gross Cost \$3.1M	<p>We have a natural environment rich in diversity. Protecting our native plants and animal habitats, limiting pollution, greening the city and using our natural resources wisely is important and demonstrates our commitment to sound environmental management.</p> <p>We will continue to enhance our natural areas by:</p> <ul style="list-style-type: none">• Protecting and restoring our biodiversity.• Engaging the community in protecting our natural areas.• Limiting the loss of native species and natural areas and continuing indigenous plantings.• Protecting our coast, waterways and wetlands.• Continuing the development and implementation of reserve master plans in order to improve the quality of public open spaces. <p>Building community and agency partnerships.</p> <p>Initiatives</p> <ul style="list-style-type: none">• Water programs.• Council environmental reserves maintenance and improvement works.• Geelong / Queenscliffe coastal adaptation planning program.• Tree planting, establishment and aftercare.• Barwon River infrastructure project implementation (Mt Brandon Landscape Plan).• Coastal and conservation reserves and infrastructure maintenance.• Clifton Springs Dell.• Barwon River trail realignment at Queens Park.• Clifton Springs coastal erosion mitigation works.• The Dell Access Path, Stage 2.• Friends of Buckley Falls contribution.• Ramblers Road Foreshore Management Plan review. <p>Major Initiatives</p> <ul style="list-style-type: none">• Implement the Geelong / Queenscliffe coastal adaptation planning program.
10. Support our community to live sustainably. Total Gross Cost \$1.2M	<p>We will provide leadership and guidance to maximise environmental sustainability outcomes, reduce greenhouse gas emissions and support progress towards a carbon-neutral city. We will:</p> <ul style="list-style-type: none">• Continue to implement the Climate Change Adaptation Strategy.• Investigate and facilitate renewable energy opportunities.• Lead the way in waste management practices and continue to reduce the amount of waste to landfill.• Encourage increased use of alternatives to car transport and seek efficient traffic movement throughout the municipality.• Work in partnership with residents and communities to educate them on lifestyle choices and practices. <p>Encourage buy local and sustainable purchasing behaviours.</p>

Priority	Description
	<p>Initiatives</p> <ul style="list-style-type: none"> • Waste initiatives. • Victorian Adaptation Sustainability grants. • Future Proofing Geelong. • Peninsula Park & Ride service. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Continue the implementation of the Future Proofing Geelong project including the Low Carbon Growth Plan and Sustainability Covenant.
<p>11. Advocate for and promote sustainable design and development.</p> <p>Total Gross Cost \$Nil</p>	<p>We will ensure we meet environmentally sustainable development standards in an effort to reduce the region's carbon footprint and encourage the same throughout the community by:</p> <ul style="list-style-type: none"> • Ensuring strategies, planning processes and urban design reflects community desires to be living in sustainable places. • Promoting sustainable design and retrofitting. • Acknowledge the community's desire to have their say and be involved in planning for the future of Greater Geelong. <p>Maximising investment and opportunities for green corridors, green belts and parks.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Implement and promote actions within Councils. • Sustainable Buildings Policy. • Promotion and assistance with National Sustainable House Day. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Provide promotion and assistance with National Sustainable House Day.
<p>12. Minimise our environmental footprint.</p> <p>Total Gross Cost \$15.2M</p>	<p>We want to make sure that all decisions made by staff and Council have a positive impact on our natural environment. We will:</p> <ul style="list-style-type: none"> • Continue to seek methods of reducing energy, water and waste consumption. • Consider environmental impacts when designing and delivering capital projects and providing services. <p>Demonstrate leadership and share and embed our skills and knowledge within the community and surrounding local organisations.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Landfill works. • Geelong Botanic Gardens irrigation upgrade. • Civic Car Park green roof and vertical garden installation. • Leopold Reserve Oval 1 - irrigation system upgrade. • Development of an integrated water cycle management plan. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Complete construction of the Drysdale Landfill Cell 6.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x100.

Strategic Objective 4: How We Do Business

We will focus on developing and maintaining effective working relationships to deliver Council's strategic directions and cost effective services that meet the changing needs of the community.

Priority	Description
<p>13. Lead by advocating and collaborating on issues important to the greater Geelong community.</p> <p>Total Gross Cost \$0.5M</p>	<p>The City of Greater Geelong recognises that collaboration with all levels of government is required in order to meet all of our communities needs. By working in partnerships with other levels of government, we are able to access greater resources and coordinate strategic responses to issues as they arise. We will:</p> <ul style="list-style-type: none"> • Advocate on the community's interests to State and Federal governments. • Develop and foster partnerships that offer wellbeing, economic and environmental opportunities for our municipality. <p>Work with other governments and organisations for the benefit of the local community, city and region.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • G21 contribution. • Electoral Representation Review. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Undertake an Electoral Representation Review as per Section 219D of the Local Government Act.
<p>14. Efficient and customer focused organisation.</p> <p>Total Gross Cost \$25.8M</p>	<p>Our goal is to be a customer-focused organisation that considers the customer's perspective and delivers efficient and effective services to meet the growing needs of our community. This is underpinned by our Customer Service Commitments and Customer Service Strategy. We are committed to:</p> <ul style="list-style-type: none"> • A 'can do' culture. • Delivering our services with integrity and simplicity in a convenient way. • Being responsible and timely in responding to the community. • Using technology effectively to improve business functions and deliver benefits to the community. • Providing efficient and value for money services and programs. <p>Ensuring programs and services meet the current and future needs of the community.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Roads - construction and design including local roads, Federal Roads Program and Vic Funded works. • Drainage design and construction program. • Special rates and charges to carry out roads, footpaths, kerb and channel and drainage works • Kerb and channel renewal program. • Parking machine upgrades to comply with EFTPOS/credit card security requirements.

Priority	Description
	<ul style="list-style-type: none"> • Bridge upgrades including major renewal works and Lee's Road bridge replacement. • Traffic management - investigation, design and construction. • PABX / Telephone System replacement. • New parking machine installations. • Mayor and Councillor accommodation improvements. • DataWorks (data management system) upgrade 4.03. • Maternal Child Health IT system update. • Project Server upgrade. • Develop the new Information Services Strategy. • Implement change control and business transformations around new integration communications system. <p>Major Initiatives</p> <ul style="list-style-type: none"> • PABX / Telephone System replacement to address the City of Greater Geelong's current and future business needs.
<p>15. Responsible and sustainable financial management.</p> <p>Total Gross Cost \$Nil</p>	<p>We will provide a sound financial basis that supports our strategic priorities and enables us to deliver and maintain infrastructure and services to ensure the sustainability of our region into the future. We will:</p> <ul style="list-style-type: none"> • Responsibly manage ratepayers' funds in the delivery of services and programs. • Maintain a strong financial position and a sustainable debt level. • Be consistent with our asset management strategies and policies. <p>Strive to maintain the condition of our community assets.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Completion of the Buildings Asset Management Plan inclusive of community service levels. • Financial Sustainability Review project actions implementation. <p>Major Initiatives</p> <p>Implement the Financial Sustainability Review project actions.</p>
<p>16. Informed and engaged community.</p> <p>Total Gross Cost \$0.1M</p>	<p>Engagement activities will be offered widely and openly to ensure the community has the opportunity to participate in decision making processes and is informed about matters that impact on their lives.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Communicating through a variety of mediums to reach our community. • Engaging with our customers and the broader community to better understand their needs and concerns and provide them with feedback about their input and decisions made. <p>Being open and transparent.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • General Local Law Review. • Community engagement training to staff who conduct these activities, based on the International Association for Public Participation (IAP2) principles. • Corporate banner and billboard program. • Distribution of Community .Update via electronic media six times per year • Expand the use and increase the promotion of the MyGeelong personal web space to residents and ratepayers.

Priority	Description
	<ul style="list-style-type: none"> • Publication and distribution of annual calendar. • Publication of City News advertising weekly. • Social media development of channels and content. • Undertake internal Plain English campaign. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Undertake a review of General Local Law 2005.
<p>17. Motivated and skilled staff in a safe work environment.</p> <p>Total Gross Cost \$Nil</p>	<p>We will encourage our staff to be motivated, well-trained and well-resourced to enable them to make informed decisions and to deliver efficient and effective services that benefit our community. A safe work environment will be provided by maintaining occupational health and safety (OHS) processes which meet and exceed current legislative standards and by regularly providing OHS and broad based training to all our staff. We will:</p> <ul style="list-style-type: none"> • Have a highly skilled, effective and adaptable workforce. • Provide consistent communication to staff and engage them in decision making processes. • Provide training and development opportunities for continuous improvement and OHS processes. • Strive to be an employer of choice with staff who possess a can-do attitude. • Provide effective risk management procedures and maintain a safe work place. • Promote health and wellbeing programs <p>Promote work-life balance opportunities.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Actively seek feedback to continuously improve training and development opportunities for staff within Council. • Develop best practice and innovative HR functional delivery through Centres of Excellence. • Improve HR access and service to all employees through HR Service Desk. • Improve strategic HR support to the organisation through HR Business Partners. • Ongoing review and communication of CitySafe procedures. • Provide training and development opportunities to enhance and support potential leaders throughout the organisation. <p>Major Initiatives</p> <ul style="list-style-type: none"> • Develop best practice and innovative Human Resource functional delivery through Centres of Excellence.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT that were not set aside.	(Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning application) x100.
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Sustainable Capacity Performance Measures

Service	Indicator	Performance Measure	Computation
Capacity	Own source revenue	Own source revenue per head of municipal populations.	\$'s Council own-source revenue / municipal population.
	Recurrent grants	Recurrent grants per head of municipal population.	\$'s Council recurrent grants / municipal population.
	Population	Expenses per head of municipal population.	\$'s Council total expenses / municipal population.
	Infrastructure value	The value of infrastructure per head of municipal population.	Total \$ value of Council's infrastructure / municipal population.
	Population density per length of road	Municipal population per km of local road.	Municipal Population / kilometres of local roads within the municipality.
	Relative Socio-economic disadvantage	The relative socio-economic disadvantage of the municipality.	Index of Relative Socio-economic Disadvantage by decile (most disadvantaged) to 10 th decile (least disadvantaged).

BUDGET PROCESS

In accordance with the Local Government Act 1989 (the Act) and Local Government (Finance and Reporting) Regulations 2014 (the Regulations), Council is required to prepare and adopt an annual budget for each financial year.

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

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

To assist interested persons to understand the budget Council undertakes a Budget Briefing for community leaders. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August 2014. The key dates for the budget process are summarised below:

Budget process	Date
1. Officers update Council's long term financial projections.	December / January
2. Officers prepare operating and capital budgets.	March
3. Council considers draft budgets at informal briefings.	March/April
4. Proposed Budget submitted to Council for approval .	13 May 2014
5. Public Notice advising intention to adopt Proposed Budget .	14 May 2014
6. Budget Briefing & Information Session.	14 May 2014
7. Budget available for public inspection and comment (28 days).	14 May 2014
8. Submission period closes.	10 June 2014
9. Submissions considered by Panel / Committee.	13 June 2014
10. Budget and submissions presented to Council for adoption.	17 June 2014
11. Copy of adopted budget and City Plan submitted to the Minister.	24 June 2014

BUDGET INFLUENCES

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

1. External Influences

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

- New requirements for disclosure as per the Local Government (Planning and Reporting) Regulations 2014. This includes a Budgeted Statement of Changes in Equity and Budgeted Comprehensive Income Statement.
- Amendments to the Environment Protection Act 1970 to increase municipal and industrial waste landfill levies commenced from 1 July 2010. The provincial landfill levy rate is forecast to increase from \$53.20/tonne to \$58.50/tonne in 2014-2015.
- The Reserve Bank decision of 3 July 2013 to lower the cash rate by 25 basis points to 2.50%. This impacts on Council's available borrowing interest rates and also deposit rates on sums invested.
- The Budget needs to take into account the forecast Local Government Cost Index (LGCI) 3.4% 2013-2014, which is higher than Consumer Price Index (CPI) forecast at 2.5%. The CPI is reflective of household consumption, whereas the LG Cost Index reflects the costs Council incurs in delivering services and infrastructure to the community.
- Wages growth in Victoria is projected to be 3.5% in 2014-2015.
- State Government funded Local Government Infrastructure program 2011-2015 total \$2M, with \$1.5M already received. A further \$0.5M is to be received in 2014-2015.
- Victorian Grants Commission annual funding is expected to be remitted over four quarterly payments, not repeating 2014 experience where an advance payment was made in 2012-2013 with reduced quarterly payments in 2013-2014.
- State Government funding available for community facilities in 2014-2015 includes \$6.0M for Geelong Library & Heritage Centre, \$6.8M for Armstrong Creek Health and Community Centre and \$1.8M for Shell Rd Reserve Masterplan.
- Federal Government funding available for community facilities in 2014-2015 includes \$5.9M for Geelong Library & Heritage Centre and \$0.5M for Leopold Community Hub.
- State Government support with matching funding to the Geelong Advancement Fund planned to fund Central Geelong Revitalisation project.
- Projects dependant on external funding to commence including Leisurelink Gym Extension \$0.5M, Clifton Springs Fishing Pier \$0.15M, Fyans Park Kindergarten extension \$0.35M, Ocean Grove Neighbourhood House \$0.5M, Whittington Infrastructure Upgrade \$0.1M and Myers Street Unifying Streetscape Works \$0.5M.

2. Internal Influences

As well as external influences, there were a number of internal influences arising from the 2012-2013 year that significantly impacted on budget development. Some of these influences include:

- Financial sustainability objectives - Recurrent result (>1% of Turnover), Liquidity (Current Asset/Liabilities >1), Indebtedness (< 60% of rate revenue), Capital Renewal/Upgrade ratio to Depreciation.
- EBA wage increases currently under negotiation for 2014-2015 together with 0.25% increase in superannuation guarantee levy, resulting in additional ongoing employee costs per annum.
- New Green Waste processes and other operational changes.
- Resolution of Landfill Cell Creation and rehabilitation specifications to EPA acceptance with resulting funding obligations.
- Assessment of Capital carryover projects from 2013-2014 estimated at \$30M.
- Council has identified a number of Community Concept projects during 2014 through engagement with the community as part of the budget process.

- A separate Division known as Enterprise Geelong has been created and separates this activity from Planning and Tourism Division.

Additionally, a number of Council decisions during 2013-2014 related to funding implications for the 2014-2015 Budget. Some of these include:

- GREP projects requiring funding in 2014-2015 to enable land sales to be completed. Construction of services for 162 McManus Rd \$2.3M and provision of services for 25 McManus Rd \$1.5M.
- 2013-2014 Sport & Recreation Victoria Funding program submissions including Home for Cycling Regional Pavilion \$0.5M, Barwon Heads Park Soccer Pitch Upgrade \$0.1M, Barwon Heads Village Park Playground Upgrade \$0.07M and Regional Paddle Sports Pavilion Redevelopment \$0.2M
- Projects commenced in 2013-2014 requiring additional funding in 2014-2015: Geelong Library & Heritage Centre \$20.11M, Grovedale Integrated Children's Centre \$2.58M, Leopold Community Hub \$4.79M, Corio Landfill Rehabilitation \$6.38M, Drysdale Landfill Cell 6 \$5.35M, Windsor Park Family Hub \$2.95M, Barwon Heads Integrated Children's Centre \$1.85M and Geelong Botanic Gardens Irrigation Upgrade \$0.48M.

3. Community Engagement

Council engaged with the Community via 4 Community Engagement Sessions in Waurin Ponds, Geelong West, Drysdale and Norlane to enable the community to submit Community Concepts to be considered as part of the 2014-2015 Annual Budget Process. Council received 207 Community Concept requests which were reviewed by Councillors. The Annual Budget includes 16 of these requests for a total of \$1.34M:

- Six ways Roundabout Development Lara.
- Clifton Springs Fishing Pier.
- Geelong Botanic Gardens Interpretive Signage and Plant Labelling.
- Old Courthouse Signage.
- Leopold Community Hub Stage 2.
- Community and Visitor Information Centre Portarlington.
- West Oval Stadium Lighting.
- Landy Field Storage Facility.
- Mount Duneed Pony Club – Project Arena.
- Upgrade of the Melaluka Road Leopold Football, Cricket and Netball Clubrooms.
- Geelong Soccer Club Concept Planning.
- Geelong Amateurs Football Netball Club and Newtown Chilwell Cricket Club Change room renovation.
- Lara Performing Arts Centre Stage 2.
- St Albans Football Cricket and Netball Club Scoreboard Relocation.
- Feasibility Study to determine viability for a Community Arts Hub in Barwon Heads.
- Belmont Bowls Club Solar Panels.

4. Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- The Long Term Financial Plan provides a guide to capture strategic priorities within the context of an affordability framework to comply with sustainability measures. The plan is principally focused on a capital works program to capture priorities of Council, development capital plans, core capital works, Infrastructure renewal increases, landfill rehabilitation and new program requests.
- The Budget is developed in constant dollars and in general no uplift factors are included, other than requests for additional funding via project proposals.
- New initiatives or new employee proposals that are not cost neutral to be justified through a project proposal.
- Grants to be based on confirmed funding levels or where a reasonable expectation of receipt is possible.
- Salary & Wages have been developed on the basis of current budget EFT's plus specific increments identified in the authorised budget proposal or when alternative funding (Government Grants or Fees & Charges) is being provided.
- New Loan borrowings are linked to specific funding priorities within the capital works program.
- Existing fees and charges to be increased in line with cost increases or market levels, changes in supply and demand for services and the user pays principle.
- Non cash item depreciation will contribute to fund the net capital expenditure program.
- Operating revenues and expenses arising from completed 2013-2014 capital projects to be identified via funding proposals.

5. Long Term Strategies

The Budget includes consideration of a number of long term strategies to assist Council in preparing the Budget in a proper financial management context. These include a Strategic Resource Plan for the budget year 2014-2015 through to 2017-2018, Rating Strategy and Other Long Term Strategies including borrowings, infrastructure and service delivery.

BUDGETED INCOME STATEMENT

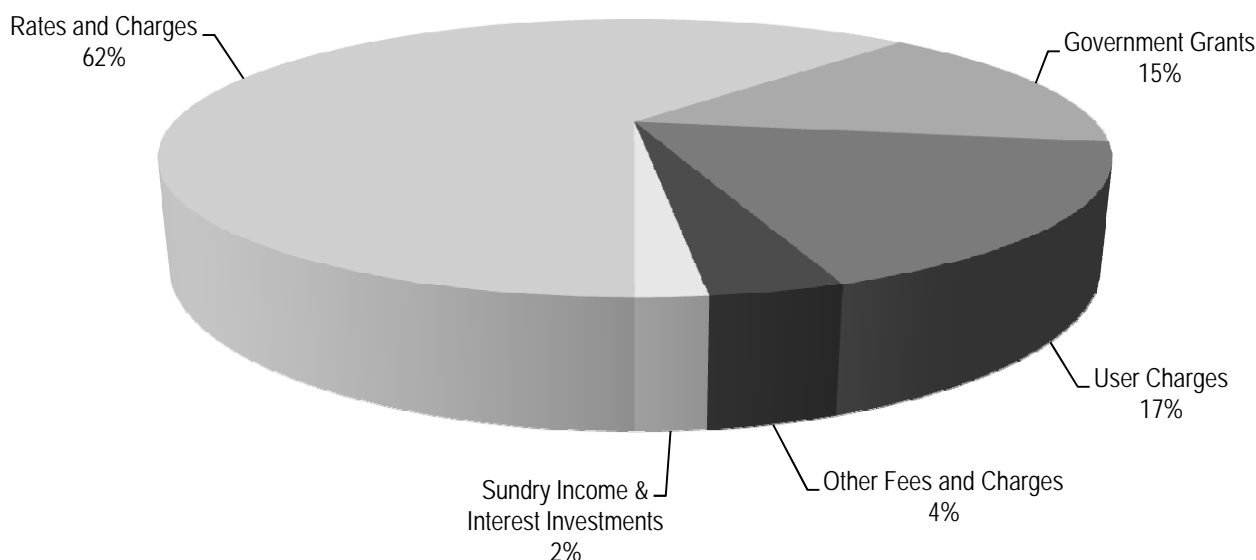
	Budget 2013-2014 \$'000	Projection 2013-2014 \$'000	Budget 2014-2015 \$'000	Budget Change Fav / (Unfav) \$'000
RECURRENT INCOME				
Rates and Charges	170,707	170,707	180,203	9,496
Government Grants	42,343	33,863	44,488	2,145
User Charges	45,673	43,605	49,776	4,103
Other Fees and Charges	10,635	10,362	10,544	(91)
Sundry Income	4,661	5,193	5,539	878
Interest Investments	1,701	2,373	1,601	(100)
Total Recurrent Income	275,720	266,103	292,151	16,431
RECURRENT EXPENDITURE				
Employee Related				
Salaries / Superannuation	116,620	114,376	123,729	(7,109)
Workcover	2,107	1,930	2,200	(93)
	118,727	116,306	125,929	(7,202)
Goods and Services				
General Works - Materials	7,474	7,392	7,781	(307)
General Works - Plant, Vehicle Costs	6,333	6,265	7,230	(897)
General Works - External Services	68,253	79,766	74,729	(6,476)
Administration	11,114	9,958	11,256	(142)
Professional Services	4,540	6,684	5,013	(473)
Utilities	8,831	8,874	9,111	(280)
	106,545	118,939	115,120	(8,575)
Depreciation	49,102	47,461	50,147	(1,045)
Landfill Provision	481	1,145	1,132	(651)
(Gain)/Loss on Sale of Plant & Equipment	(143)	(114)	(352)	209
Total Recurrent Expenditure	274,712	283,737	291,976	(17,264)
Recurrent Surplus / (Deficit)	1,008	(17,634)	175	(833)
NON-RECURRENT INCOME				
Capital Grants and Income	14,046	17,312	33,619	19,573
Developer Cash Contributions	1,950	2,800	3,450	1,500
Insurance Recovery	0	690	0	0
Gain / (Loss) on Sale of Property	(157)	2,542	5,508	5,665
Recognition of Infrastructure	33,500	33,500	34,500	1,000
Total Non-Recurrent Income	49,339	56,844	77,077	27,738
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	3,660	3,660	3,660	0
Non Council Assets	0	396	0	0
Total Non-Recurrent Expenditure	3,660	4,056	3,660	0
Non-Recurrent Surplus / (Deficit)	45,679	52,788	73,417	27,738
NET SURPLUS / (DEFICIT)	46,687	35,154	73,592	26,905

ANALYSIS OF OPERATING BUDGET

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

1. Operating Revenue

Revenue Types	Adopted Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Fav/(Unfav) Variance \$'000
Rates and Charges	170,707	180,203	9,496
Government Grants	42,343	44,488	2,145
User Charges	45,673	49,776	4,103
Other Fees and Charges	10,635	10,544	(91)
Sundry Income	4,661	5,539	878
Interest Investments	1,701	1,601	(100)
Total Operating Revenue	275,720	292,151	16,431



1.1 Rates and Charges (\$9.50M increase)

Movements in all differential rates will generate \$144.45M general rates income (including growth in the rate base). The charges income includes a \$91.55 Municipal Charge (\$10.25M income) and a Waste Collection Service Charge of \$246.50 per tenement (\$24.84M income). There has been an increase to the Municipal Charge of \$2.65 per tenement and the Waste Collection Service Charge has increased by \$12.00 per tenement.

Provision for Supplementary Rates, Interest Charges and rates waivers make up the balance of the \$180.20M Rate Budget. Rating Strategy (p 3-13) includes a more detailed analysis of the rates and charges to be levied for 2014-2015.

1.2 Government Grants (\$2.15M increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has increased by \$2.15M compared to 2013-2014. Significant movements in grant funding are summarised below:

Grant Funding Types	Adopted Budget	Budget	Fav / (Unfav)
	2013-2014	2014-2015	Variance
	\$'000	\$'000	\$'000
Aged Care	13,984	13,573	(411)
Family Services	7,164	8,748	1,584
Grants Commission	19,546	19,675	129
Sub Total	40,694	41,996	1,302
Other	1,649	2,492	843
Total Government Grants	42,343	44,488	2,145

The Department of Human Services has again provided funding of \$1,503,000 for the Healthy Communities project. However, funding towards Care Services has decreased by \$523,359 due to clients transitioning from Home and Community Care (HACC) to the National Disability Insurance Scheme (offset by increased User Charges for the Disability Care Australia program). In addition, there is increased funding for Centre Based Long Day Care \$710,259, plus funding for new Integrated Children's Centres of \$943,113. Actual Grants Commission funding received in 2013-2014 was \$19,195,000 against Budget of \$19,546,000. Budget for 2014-2015 is based on current year actual plus 2.5% increase, although this is not formally advised until June 2014.

1.3 User Charges (\$4.10M increase)

User Charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services.

User charges have increased by \$4.10M compared to 2013-2014 and includes the increase in income for Commercial Waste \$1.91M, Parking Fees \$1.10M, Care Services (Disability Care Australia) \$0.50M, plus the new Integrated Children's Centres \$1.63M, offset by reduction in Centre Based Long Day Care income of (\$0.83M).

Fees & Charges (p 2-7) includes a more detailed analysis of the User Charges to be levied for 2014-2015.

1.4 Other Fees and Charges (\$0.09M decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees have decreased by \$0.09M compared to 2013-2014 mainly due to decrease in parking infringements \$0.20M.

Fees & Charges (p 2-7) includes a more detailed analysis of the Other Fees & Charges to be levied for 2014-2015.

1.5 Sundry Income (\$0.88M increase)

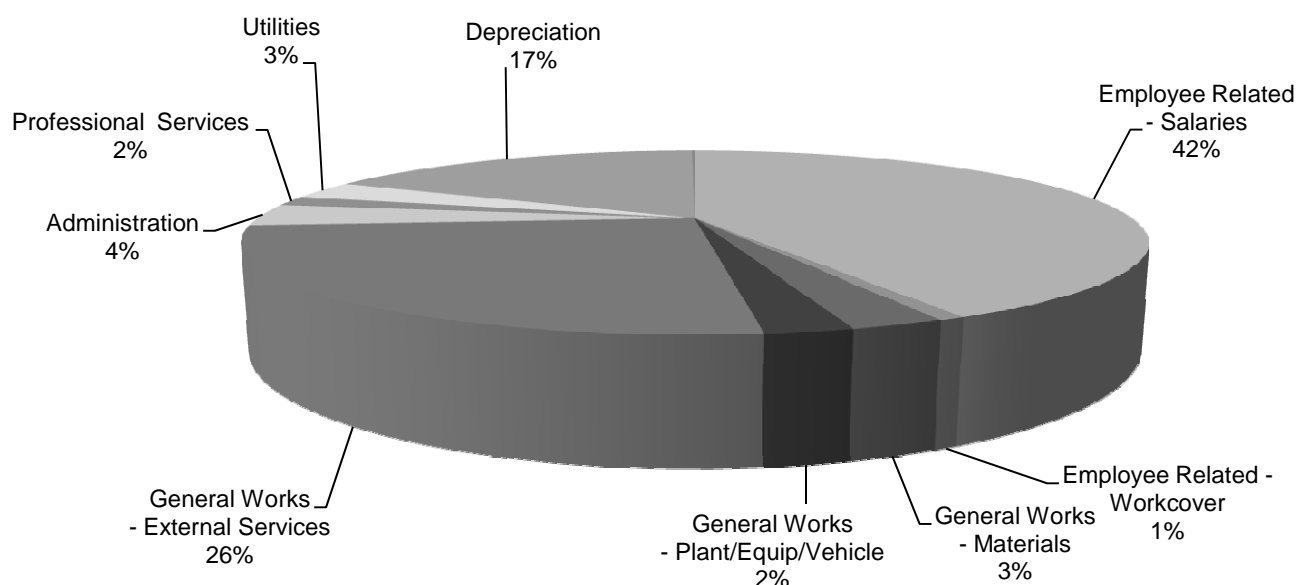
Sundry Income has increased \$0.88M compared to 2013-2014, mainly due to increase in Reimbursements & Recoveries and reduction in Carbon Tax Future Liability.

1.6 Interest Investments (\$0.10M decrease)

The 2014-2015 budgeted interest income of \$1.6M represents a decrease from 2013-2014 Budget and is based on expected lower cash balances and lower interest deposit rates relative to prior years budget.

2. Operating Expenditure

Expenditure Types	Adopted Budget	Budget	Fav / (Unfav)
	2013-2014	2014-2015	Variance
	\$'000	\$'000	\$'000
Employee Related - Salaries	116,620	123,729	(7,109)
Employee Related - Workcover	2,107	2,200	(93)
General Works - Materials	7,474	7,781	(307)
General Works - Plant/Equip/Vehicle	6,333	7,230	(897)
General Works - External Services	68,253	74,729	(6,476)
Administration	11,114	11,256	(142)
Professional Services	4,540	5,013	(473)
Utilities	8,831	9,111	(280)
Depreciation	49,583	51,279	(1,696)
(Gain) Loss on Sale of Plant/Equip	(143)	(352)	209
Total operating expenditure	274,712	291,976	(17,264)



2.1 Employee Related - Salaries (\$7.11M increase)

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

Employee costs are forecast to increase by (\$7.11M) compared to 2013-2014.

- Provision for EBA increase equates to an estimated (\$3.12M) in 2014-2015.
- Other movements (provisions, allowances, overtime and on-costs) of (\$1.45M).
- Superannuation (\$0.74M) in line with salary increases.
- EFT increases 24.11 (\$1.8 M) funded as follows:

Funding Source for EFT Increases	Rates	Govt Grants	Fees & Charges	Total
Increases/(Decreases) 2013-2014	2.58	1.41	7.20	11.19
Proposals 2014-2015	5.14	2.14	5.10	12.38
Growth Positions 2014-2015	0.54	-		0.54
Full Time position increases	8.26	3.55	12.30	24.11

Government Grants (3.55 EFT's): The main increase is in Family Services 3.80 EFT's mostly for Integrated Children's Centres (ICC), increase in Enterprise Geelong 2.10 EFT's mainly offset by reduction of (2.20) EFT's of Planning & Tourism, increase 2.40 EFT's Community Development, reductions (1.50) EFT's in Plan Strategy & Urban Growth, decrease of (1.00) EFT in City Development, Other decreases (0.05) EFT's.

Fees & Charges (12.30 EFT's): The main increase is in Family Services 13.50 EFT's mostly for ICC, increase 1.50 EFT's in Parks and Support Services, increase 1.20 EFT's in Leisure Service, reductions (2.20) EFT's in Aged and Disability Services, decrease of (1.25) EFT's in Corp Strategy and Property Management, Other decreases (0.45) EFT's.

Rates (8.26 EFT's): The main increase is in Family Services 8.20 EFT's mostly for ICC, Increase in Parks & Support Services 3.00 EFT's, increase 3.00 EFT's Project, Rec & Central Geelong, increase 1.20 EFT's Infrastructure Operations, increase 1.00 EFT's Communication & Marketing, reductions (2.20) EFT's in Aged & Disability Services, decrease of (1.00) EFT in City Development, decrease of (1.00) EFT in Administration & Governance Services, decrease of (1.00) EFT in Information Technology, Other decreases (2.94) EFT's.

2.2 Employee Related - Workcover \$0.09M increase

Budget for Workcover premium for 2014-2015 has included an increase due to wage growth.

2.3 General Works - Materials (\$0.31M increase)

General Works Materials include the purchase of consumables, materials for building, road making, ground renovation, cleaning and health & safety.

The main factors for the increase are Cleaning (\$216,757) and Consumable Materials (\$111,375).

2.4 General Works - Plant/Equip/Vehicle cost (\$0.90M increase)

General Works - Plant/Equipment/Vehicle Cost includes purchase of minor plant and equipment, fuel, motor vehicle maintenance, plant and equipment hire.

The main factor for the increase is in External Plant & Equipment Hire (\$696,614) mainly in Waste Services and Infrastructure Operations.

2.5 General Works - External Services \$6.48M increase

General Works - External Services includes contractors, supplementary labour, security, waste disposal, disbursements, insurance, advertising, etc.

Increase in Contractor Costs (\$2,796,850) including Waste Collection and Disposal (\$554,967), Environment & Natural Resources (\$1,017,977), Central Geelong Task Force (\$396,936), Enterprise Geelong (\$270,000) and Family Services (\$257,492).

Increase in Waste Disposal & Recycling (\$1,305,661) mainly due to increase in Green Waste Service (\$844,847), North Geelong Transfer Station (\$226,032) and Drysdale Transfer Station (\$117,005).

Increase in Levies and Contributions (\$1,524,551) with Waste Services (\$417,833) due to EPA Levy increase and contribution to Geelong Library for Collection for new Geelong Library & Heritage Centre (\$1,000,000).

Also increases in Rental Expenses (\$190,141), Building Maintenance (\$206,762) and Insurance Premium (\$237,400).

2.6 Administration (\$0.14M increase)

Administration costs include printing, stationery, computer software and hardware, postage, training, travel, interest paid, doubtful debts.

Interest expense costs have increased by (\$278,359) resulting from new loans to be taken out in 2014-2015. Other increases in Photocopier Costs (\$95,800), Computer Software (\$47,700), Fringe Benefits Tax (\$43,062), offset by decrease in Lease Costs \$378,747 (Green Waste Service - lease of Pt Wilson site).

2.7 Professional Services (\$0.47M increase)

Professional Services include consultants, legal fees, etc.

Increases in Professional Services of (\$472,870) mainly due to movement in Consultants (\$1,074,349) (mainly Central Geelong Task Force projects \$655,000 and Waste Services \$299,000), offset by decrease in Audit Services \$237,253 (Corio/Drysdale landfill sites) and Valuation Services \$368,375 (not being a valuation year).

2.8 Utilities (\$0.28M increase)

Utility costs relate to telecommunications, water, gas and electricity.

The electricity costs in total is estimated to increase (\$219,374) with street lighting electricity being (\$300,000) and gas and water combined increasing by (\$81,209).

2.9 Depreciation (\$1.70M increase)

Depreciation is an accounting function which is used to measure the usage of Council's infrastructure assets, buildings, and plant & equipment.

The (\$1.70M) increase in depreciation includes an increase of (\$0.37M) for Land & Buildings, increase for Infrastructure assets (\$0.34M), increase for Recreation assets (\$0.19M), increase for Computer Equipment (\$0.18M) and increase in Rehabilitation Provision (\$0.65M).

2.10 Gain on Sale of Plant / Equipment (\$0.21M increase)

Gain from the sale of Council's assets is forecast to be \$0.35M for the 2014-2015 year and represents an increase of \$0.21M. The profit on sale is subject to the mix of assets made available for sale each year.

FEES & CHARGES SUMMARY

	2013-2014 Budget \$	2014-2015 Budget \$	Movement Fav/(Unfav) \$
Corporate Services			
1560 - Corporate Strategy & Property Management	3,618,545	3,648,820	30,275
1610 - Customer & Councillor Support Services	636	0	(636)
2130 - Property & Revenue	554,364	469,302	(85,062)
	4,173,545	4,118,122	(55,423)
City Services			
3640 - Project Implementation	152,773	159,023	6,250
3660 - Infrastructure Management	2,312,000	2,352,000	40,000
3720 - Emergency Management	83,650	98,590	14,940
3725 - North Zone	5,000	10,000	5,000
3730 - South Zone	1,105,000	1,137,000	32,000
3735 - East Zone	9,500	12,000	2,500
3810 - Waste Collection Services	2,183,062	2,800,050	616,988
3820 - Waste Disposal Services	3,236,080	4,527,282	1,291,202
6110 - Environment & Natural Resources Admin	419,005	384,668	(34,337)
6310 - Manager Parks	46,147	56,147	10,000
	9,552,217	11,536,760	1,984,543
Economic Development, Planning & Tourism			
4130 - Strategic Implementation	15,000	15,000	0
4420 - Statutory Planning	1,161,800	1,167,700	5,900
4450 - Building Services	1,338,222	1,308,295	(29,927)
	2,515,022	2,490,995	(24,027)
Community Services			
4440 - Local Laws & Traffic	13,820,166	14,778,883	958,717
4460 - Environmental Health	1,121,640	1,135,293	13,653
5280 - Community Development Activities	81,008	81,818	810
5350 - National Wool Museum	218,000	218,000	0
5410 - Family Services Admin.	4,636	4,755	119
5420 - School Holiday Program	188,365	190,528	2,163
5430 - Centre Based Long Day Care	4,337,771	3,336,471	(1,001,300)
5436 - Kindergarten Development Services	1,852	2,570	718
5440 - Community Child Health	0	3,702	3,702
5450 - Family Day Care	209,280	213,516	4,236
5490 - Integrated Children Centres	371,591	2,182,128	1,810,537
5520 - HACC Care Services	1,156,600	1,163,800	7,200
5530 - HACC Ancillaries	991,196	1,150,130	158,934
5550 - Commonwealth Programs	119,496	142,480	22,984
5580 - Agencies	670,258	1,169,848	499,590
5725 - Community Facilities	256,119	249,328	(6,791)
5740 - Youth Services	3,855	4,082	227
5770 - Cultural Development	145,503	167,036	21,533
5810 - Heritage Centre	12,360	6,000	(6,360)
	23,709,696	26,200,368	2,490,672

	2013-2014 Budget \$	2014-2015 Budget \$	Movement Fav/(Unfav) \$
Projects, Recreation & Central Geelong			
1170 - Events Services Unit	10,000	0	(10,000)
6410 - Leisure Services Admin	1,226,601	1,232,486	5,885
6420 - Simonds Stadium	98,382	91,221	(7,161)
6430 - Leisurelink	7,086,792	6,954,291	(132,501)
6440 - Splashdown	2,021,743	2,063,000	41,257
6450 - Waterworld	2,417,566	2,106,335	(311,231)
6460 - Arena	774,377	793,737	19,360
6470 - Bellarine Aquatics Sports Centre	2,086,908	2,098,194	11,286
6610 - Sport & Recreation	9,364	9,364	(0)
6620 - Indoor Activity Centres	326,416	319,826	(6,590)
7320 - Central Geelong Marketing Committee	720	0	(720)
7330 - Central Geelong & Waterfront Place Mgt	298,410	305,635	7,225
	16,357,279	15,974,089	(383,190)
Total	56,307,759	60,320,334	4,012,575

Major Movements

2130 - Property & Revenue	Decrease in valuation income from State Revenue Office due to 2015 not being a revaluation year, offset with an increase in income for field calls and listing fees for debt collection services previously recorded in reimbursements and recoveries.
3730 - South Zone	Decrease in reinstatements income based on 2013-2014 projected actuals.
3810 - Waste Collection Services	Increase in commercial collections and income from the North Geelong transfer station due to a \$5.30 per tonne increase in the EPA levy and a CPI increase.
3820 - Waste Disposal Services	Increase in income for the Drysdale landfill due to a \$5.30 per tonne increase in the EPA levy and a CPI increase.
4440 - Local Laws & Traffic	Decreased income for parking fines mainly due to free parking on Saturdays, offset by an increase in income for street parking, animal infringements & animal registrations.
5430 - Centre Based Long Day Care	Majority of decrease in income is offset with an increase in grant income. Decrease also due to the opening of the Ocean Grove Integrated Children's centre and a decrease in utilisation for the Corio centre.
5490 - Integrated Children Centres	New facilities anticipated to open in 2014-2015 for Leopold, Norlane, Barwon Heads and Grovedale. Also includes a full year of income for Ocean Grove which opened in January 2014.
5530 - HACC Ancillaries	Increase in the fee per meal for food services by \$1.35. Also includes an increase in income due to the inclusion of a new fee for the National Disability Insurance Scheme.
5580 - Agencies	Increased income due to the inclusion of the National Disability Insurance Scheme income.
6430 - Leisurelink	Increase in learn to swim fees, schools swimming & term memberships, offset by a decrease in direct debit memberships and aquatics income to reflect 2013-2014 actuals.
6450 - Waterworld	Decrease in patronage at the centre resulting in a decrease in learn to swim, gym fees and memberships income.

FEES & CHARGES ANALYSIS

Each year Council's fees and charges are reviewed as part of the budget process. Existing fees and charges have been increased in line with cost increases, market levels, changes in supply and demand for services and the user pay principles. Council has a continuing commitment to ensure its services are priced fairly to allow for maximum community participation, whilst meeting National Competition Policy requirements for services subject to competition.

Discretionary Fees and Charges

The major movements in Council's discretionary fees and charges include:

City Services

- Commercial fees for Drysdale landfill and the transfer stations have increased significantly due to the \$5.30 per tonne increase in the EPA Levy. Fees for waste disposal at the North Geelong and Drysdale transfer stations have increased from \$18.50 to \$20.00 for a car boot. Single Axle trailers have increased by \$3.50 to \$40 and heaped single axle trailers have increased by \$3.50 to \$51.50.

Community Services

- Desexed and microchipped dogs have increased from \$37.00 to \$38.00. The pensioner desexed and microchipped dog fees have increased from \$18.50 to \$19.00. Desexed dog fees have increased from \$48.00 to \$49.50. The pensioner fee for a desexed dog has increased from \$24.00 to \$24.75. Microchipped dogs have increased from \$57.00 to \$58.50, full fees for the registration of a dog have increased by \$4.00 from \$151.00 to \$155.00. The pensioner full fee for the registration of a dog has increased by \$2.00 to \$77.50.
- Desexed cat fees have increased by \$1.00 to \$35.00. The pensioner fee for a desexed cat has increased by 0.50¢ from \$17.00 to \$17.50. Full cat registrations have increased by \$3.00 to \$117.00. The pensioner fee for a full cat registration has increased by \$1.50 to \$58.50. Cat fees for a desexed and microchipped cat have increased by \$1.00 to \$27.00.
- Street parking fees for 2014-2015 will increase from \$2.00 to \$2.50 per hour. Free Parking on Saturday has been introduced into the 2014-2015 Budget, following the successful trial in 2014.
- The annual fee for a car parking permit at Haymarket car park has increased by \$242.20 to \$1,299.00. Busport and Civic centre parking reserved permits have increased by \$400.80 to \$2,143.80. Busport and Civic centre parking unreserved permits have increased by \$295.40 to \$1,580.40.
- Community bus hire has increased by \$4.00 from \$95.00 to \$99.00 for the 12 seater bus 12 hour hire.
- There have been significant changes to the pricing structure for the hire of halls with more flexible charging. Previously most halls have been charged a flat rate, 3 hour or 8 hour fee. Under the new pricing structure the halls are now available for hire for 2 hours, 4 hours, 6 hours or 8+ hours.
- A new fee has been added for the hire of the National Wool Museum commercial kitchen. This fee has been set at \$400 per day.
- Fees and Charges for the Potato Shed facility hire by corporate clients have increased significantly. The corporate fee weekly for all areas access has increased from \$7,000 to \$7,500, with the daily fee increasing from \$1,600 to \$2,000.
- Meals on Wheels to Council clients will increase by \$1.35 to \$8.70 per meal. Full cost meals to agencies will remain the same at \$18.67.
- The weekly rates for childcare fees will increase by 4%. Ariston Child Care will increase from \$402 to \$418 per week. City Learning and Care at Belmont and Drysdale will increase from \$397 to \$413. City Learning and Care at Corio, Trudy Moritz and The Link will increase from \$392 to \$408.
- New fees have been added in 2014-2015 for the new Integrated Childcare Centres. The 3 year old parent fees have been set at \$460 for Ocean Grove, Barwon Heads and Grovedale and \$200 for Norlane. The 4 year old parent fees will be \$322 per term at all of the Centres.

Projects, Recreation & Central Geelong

- Hire of the Arena main stadium for community groups has increased by 8.23% from \$2,310 to \$2,500. The commercial rate hire has also increased by 6.33% from \$3,950 to \$4,200.
- A leisure centre twelve month membership has increased by \$64 to \$984 and family memberships by \$40 to \$1,380. Casual swims have increased by 20¢ to \$6.00. Two new products have been introduced - Corporate adult membership renewal twelve months \$800.00 and a Corporate family membership renewal twelve months \$1,130. Learn to swim fees have increased by 60¢ to \$12.70.
- 12 month membership for the Queens Park Golf Course has increased from \$470 to \$486. Elcho Park has increased from \$410 to \$424. Balyang Par 3 has increased from \$300 to \$310.
- Carousel rides are increasing by 10¢ a ride to \$4.00 for children and \$4.50 for adults.

Statutory Fees and Charges

The major movements in other fees and charges (i.e. statutory charges) include:

- Fire Prevention Penalty Notice fees have increased by \$36 to \$1444.
- New fees have been introduced for the National Disability Insurance Scheme services provided by Council. These fees include: Domestic Activities \$34.21, Personal Support - out of hours \$52.56, and Personal Support Cluster \$34.21.
- A new fee has been introduced for the failure to register food premises. This fee has been set at \$722.

Discretionary Volume Changes

The major movements in Council's discretionary fees and charges quantities include:

City Services

- Decrease in the reinstatements income by (\$75,000) to reflect the actual trend in 2013-2014.

Community Services

- The volume of on and off street parking utilisation has decreased given free parking on Saturday's, reducing income by (\$594,000).
- Decrease in the volume of personal care, respite care and home maintenance due to clients transitioning from home and community care (HACC) to the National Disability Insurance Scheme.
- Decrease in the utilisation rate for Corio City Learning & Care from 2013-2014 Budget levels of 90% to current service level at a 72% utilisation rate. The 2014-2015 Budget has been based on the 72% utilisation rate.
- Increase in the utilisation for the Integrated Children's centres based on a full year of operations at Ocean Grove (2013-2014 Budget based on 6 months) and the opening of the new centres for Grovedale, Barwon Heads, Leopold and Norlane.

Projects, Recreation & Central Geelong

- Income for the leisure centres is expected to remain steady at Splashdown and Bellarine. Waterworld has experienced a decrease in patronage with their income reducing by (\$312,000) in fees and charges. Leisurelink memberships have also reduced by (\$130,000) to reflect 2013-2014 actuals.

Statutory Volume Changes

The major movements in other fees and charges (i.e. statutory charges) quantities include:

- Decrease in the volume of income for Bremlea caravan park registrations (\$44,000). These registrations are due on a triennial basis with income anticipated to be received in 2015-2016.

One-off adjustments

(One-off income items included / excluded between budgets years 2013-2014 and 2014-2015).

Cost Centre	Comments	Movement Fav/(Unfav) \$M
2130 - Property & Revenue	Reimbursement Contract 2014 Revaluation income received from State Revenue Office in 2013-2014.	0.2
Total		0.2

DIVISIONAL OPERATING STATEMENTS 2014-2015

CHIEF EXECUTIVE

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	0	0	0	
User Charges	0	0	0	
Other Fees & Charges	0	0	0	
Sundry Income	0	0	0	
Interest Investments	0	0	0	
TOTAL RECURRENT INCOME	0	0	0	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	1,002	1,375	(373)	Increase in Salary provision (\$352K).
Workcover	12	12	(0)	
<i>Goods & Services</i>				
General Works - Materials	0	0	0	
General Works - Plant/Equip/Vehicle costs	1	1	0	
General Works - External Services	77	57	20	Reduction in Contributions \$22K.
Administration	86	86	(0)	
Professional Services	290	290	0	
Utilities	7	6	1	
	1,474	1,826	(352)	
Depreciation	0	0	0	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	1,474	1,826	(352)	
RECURRENT SURPLUS/(DEFICIT)	(1,474)	(1,826)	(352)	
NON-RECURRENT INCOME				
Capital Grants & Income				
Developer Cash Contributions				
Gain/(Loss) on Sale of Property				
Recognition of Infrastructure				
TOTAL NON-RECURRENT INCOME	0	0	0	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure			0	
Unfunded Superannuation	0	0	0	
TOTAL NON-RECURRENT EXPENDITURE	0	0	0	
NON-RECURRENT SURPLUS/(DEFICIT)	0	0	0	
NET SURPLUS/(DEFICIT)	(1,474)	(1,826)	(352)	

DIVISIONAL OPERATING STATEMENTS 2014-2015

CORPORATE SERVICES

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	170,707	180,203	9,496	
Government Grants	19,546	19,675	129	Grants Commission \$129K.
User Charges	4,020	3,948	(71)	Valuation Income (\$168k), Information Request Fees \$81K.
Other Fees & Charges	164	170	6	
Sundry Income	264	544	280	Carbon Tax Future Liability reduction \$220K.
Interest Investments	1,700	1,600	(100)	
TOTAL RECURRENT INCOME	196,401	206,141	9,740	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	14,925	15,559	(635)	
Workcover	261	274	(13)	
<i>Goods & Services</i>				
General Works - Materials	270	281	(11)	
General Works - Plant/Equip/Vehicle costs	46	56	(10)	
General Works - External Services	13,681	14,095	(414)	Building Mtce (\$177K) - Facilities Maintenance. Insurance Premium (\$215K) - Annual premium increase. Corporate Advertising \$82K - Media Services. Rental Expense (\$190K).
Administration	7,014	7,435	(421)	Interest Paid (\$278K) - New loans. Postage (\$90K).
Professional Services	1,358	990	368	Valuation Services \$368K (non valuation year).
Utilities	828	682	146	Electricity \$90K.
	38,382	39,372	(990)	
Depreciation	3,307	3,523	(217)	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	41,689	42,895	(1,206)	
RECURRENT SURPLUS/(DEFICIT)	154,712	163,245	8,533	
NON-RECURRENT INCOME				
Capital Grants & Income	721	0	(721)	
Developer Cash Contributions	0	0	0	
Gain/(Loss) on Sale of Property	(158)	4,015	4,172	
Recognition of Infrastructure	0	0	0	
TOTAL NON-RECURRENT INCOME	564	4,015	3,451	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	0	0	0	
TOTAL NON-RECURRENT EXPENDITURE	0	0	0	
NON-RECURRENT SURPLUS/(DEFICIT)	564	4,015	3,451	
NET SURPLUS/(DEFICIT)	155,275	167,260	11,985	

DIVISIONAL OPERATING STATEMENTS 2014-2015

CITY SERVICES

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	423	1,456	1,033	State Grants \$1,026K - Environment discretionary grants.
User Charges	8,800	10,730	1,930	Waste Disposal Commercial \$1,903K. Private Works Income \$50K.
Other Fees & Charges	752	807	55	Building Permits \$40K.
Sundry Income	883	916	34	
Interest Investments	0	0	0	
TOTAL RECURRENT INCOME	10,858	13,909	3,051	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	28,855	30,295	(1,440)	EBA increase plus additional cost in Parks for growth (\$398K) - offset by reduction in Contractors.
Workcover	677	708	(31)	
<i>Goods & Services</i>				
General Works - Materials	4,039	3,900	140	Grounds Mtce Materials \$55K - Parks & Reserves. Stores Issues \$91K - Waste Services \$190K (capitalisation of replacement bins), Other (\$99K).
General Works - Plant/Equip/Vehicle costs	5,024	5,874	(850)	External Plant & Equipment Hire (\$666K) - Waste Services (\$440K) (Green Waste processing at Pt Henry), Operations (\$170K) (Unsealed Rd Pavement). Repairs & Maintenance (\$108K) - Waste Services (\$100K).
General Works - External Services	30,123	33,650	(3,526)	Contractors (\$1,334K) - Environment (\$1,018K) (Government funded projects), Engineering Services (\$208K) (Water Sustainability Urban Development Infrastructure Mtce \$175K), Waste Collection (\$555K) (Kerbside collection contract), Parks \$305K (offset to Salaries increase). Waste Disposal & Recycling (\$1,269K) - Green Waste (\$845K), North Geelong Transfer Station (\$226K) and Drysdale Transfer Station (\$117K) - all mainly due to green waste processing costs. Levies & Contributions (\$418K) - EPA Levy - Landfill Site. Supplementary Labour (\$133K) - Operations (\$116K).
Administration	1,260	927	333	Leases \$379K - New lease for Pt Wilson Site did not eventuate \$400K, Other (\$46K).
Professional Services	643	743	(100)	Increase in Discretionary projects (\$60K) - Environment & Waste Services.
Utilities	4,493	4,902	(410)	Electricity (\$248K) - Street Lighting (\$300K), Other \$52K. Water (\$185K) - Parks (\$196K).
	75,115	80,999	(5,884)	
Depreciation	33,110	33,751	(641)	
(Gain)/Loss on Sale of Plant & Equipment	(143)	(352)	209	Dedicated Fleet \$199K, Heavy Plant (\$42K), Light Fleet \$52K.
TOTAL RECURRENT EXPENDITURE	108,082	114,397	(6,316)	
RECURRENT SURPLUS/(DEFICIT)	(97,224)	(100,488)	(3,264)	
NON-RECURRENT INCOME				
Capital Grants & Income	4,331	6,169	1,838	
Developer Cash Contributions	0	0	0	
Gain/(Loss) on Sale of Property	0	0	0	
Recognition of Infrastructure	30,000	30,000	0	
TOTAL NON-RECURRENT INCOME	34,331	36,169	1,838	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	3,600	3,600	0	
TOTAL NON-RECURRENT EXPENDITURE	3,600	3,600	0	
NON-RECURRENT SURPLUS/(DEFICIT)	30,731	32,569	1,838	
NET SURPLUS/(DEFICIT)	(66,493)	(67,920)	(1,427)	

DIVISIONAL OPERATING STATEMENTS 2014-2015

COMMUNITY SERVICES

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	22,224	23,188	964	State Grants (\$373K) - Aged & Disability Services (\$662K) - Care Services (\$523K), Be Active (\$157K), Family Services \$496K - New Integrated Children's Centres \$430K, Community Development (\$310K) - Youth Services (\$230K). Federal Grants \$1,338K - Family Services \$1,088K - Centre Based Long Day Care \$625K, New Integrated Children's Centres \$513K. Aged & Disability Services \$250K (CACP).
User Charges	16,422	19,039	2,617	Family Services \$785K - New Integrated Children's Centres \$1,779K, Centre Based Long Day Care (\$1,001K). A&DS \$689K - Disability Care Australia \$534K, Food Services \$150K. Health & Local Laws \$1,099K - Car Parking Fees.
Other Fees & Charges	7,288	7,162	(126)	Fines & Costs (\$175K) - Parking Infringements (\$200K). Animal Registrations \$47K.
Sundry Income	1,721	1,911	190	Sundry Income \$177K - Increase in funding for discretionary projects.
Interest Investments	0	0	0	
TOTAL RECURRENT INCOME	47,654	51,299	3,645	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	43,443	46,928	(3,485)	New Integrated Children's Centres (\$2,314K).
Workcover	758	787	(29)	
<i>Goods & Services</i>				
General Works - Materials	1,477	1,712	(235)	Consumable Materials (\$86K), Food Supplies (\$58K), Contract Cleaning (\$93K).
General Works - Plant/Equip/Vehicle costs	398	400	(2)	
General Works - External Services	18,174	19,835	(1,661)	Contractors (\$717K) - Family Services (\$257K) (increase in discretionary projects \$182K), Health & Local Laws (\$157K) - Approved budget proposal for Local Laws Review \$100K, Community Development (\$184K) (Youth Services), Arts & Culture (\$163K) (increase in discretionary projects). Levies & Contributions (\$1,107K) - Arts & Culture (\$1,115K) - Increase in Library Contribution (\$115K) and Contribution to GRLC for Collection for new Geelong Library & Heritage Centre (\$1,000K). Contributions \$197K - Reduction in discretionary contributions.
Administration	1,552	1,577	(25)	
Professional Services	752	641	111	Consultants \$133K - Reduction in discretionary projects.
Utilities	968	1,080	(112)	Electricity (\$45K), Communications (\$49K).
	67,522	72,960	(5,437)	
Depreciation	2,781	3,165	(383)	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	70,304	76,125	(5,821)	
RECURRENT SURPLUS/(DEFICIT)	(22,649)	(24,826)	(2,176)	
NON-RECURRENT INCOME				
Capital Grants & Income	67	19	(49)	
Developer Cash Contributions	0	0	0	
Gain/(Loss) on Sale of Property	0	0	0	
Recognition of Infrastructure	0	0	0	
TOTAL NON-RECURRENT INCOME	67	19	(49)	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	0	0	0	
TOTAL NON-RECURRENT EXPENDITURE	0	0	0	
NON-RECURRENT SURPLUS/(DEFICIT)	67	19	(49)	
NET SURPLUS/(DEFICIT)	(22,582)	(24,807)	(2,225)	

DIVISIONAL OPERATING STATEMENTS 2014-2015

PLANNING & TOURISM

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	14	50	36	State Grants - Planning Strategy \$36K.
User Charges	84	85	1	
Other Fees & Charges	2,431	2,406	(25)	Licence registrations - Caravan Parks (\$44K) - triannual registration.
Sundry Income	209	62	(147)	Tourism (\$149K) reduced reimbursement from Geelong Otway Tourism for external staffing costs.
Interest Investments	1	1	0	
TOTAL RECURRENT INCOME	2,739	2,603	(135)	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	9,498	9,620	(122)	
Workcover	112	114	(1)	
<i>Goods & Services</i>				
General Works - Materials	115	115	0	
General Works - Plant/Equip/Vehicle costs	27	27	0	
General Works - External Services	1,000	888	111	Contractors \$70K - decrease in discretionary projects.
Administration	379	404	(25)	Photocopier/Printer Costs (\$23K).
Professional Services	1,351	1,162	189	Consultants \$231K - decrease in discretionary projects. Legal Expenses (\$42K) - Planning Strategy.
Utilities	107	81	26	Electricity \$15K, Communications \$7K.
	12,589	12,410	179	
Depreciation	6	6	(1)	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	12,595	12,417	178	
RECURRENT SURPLUS/(DEFICIT)	(9,856)	(9,813)	43	
NON-RECURRENT INCOME				
Capital Grants & Income	0	9,709	9,709	Armstrong Creek Projects and Austin Park Redevelopment.
Developer Cash Contributions	1,950	3,450	1,500	
Gain/(Loss) on Sale of Property	0	0	0	
Recognition of Infrastructure	0	0	0	
TOTAL NON-RECURRENT INCOME	1,950	13,159	11,209	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	0	0	0	
TOTAL NON-RECURRENT EXPENDITURE	0	0	0	
NON-RECURRENT SURPLUS/(DEFICIT)	1,950	13,159	11,209	
NET SURPLUS/(DEFICIT)	(7,906)	3,346	11,251	

DIVISIONAL OPERATING STATEMENTS 2014-2015

ENTERPRISE GEELONG

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	73	50	(23)	
User Charges	0	0	0	
Other Fees & Charges	0	0	0	
Sundry Income	0	132	132	Funding for Skilled Migration Program.
Interest Investments	0	0	0	
TOTAL RECURRENT INCOME	73	182	110	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	1,064	1,209	(145)	
Workcover	12	15	(3)	
<i>Goods & Services</i>				
General Works - Materials	0	0	0	
General Works - Plant/Equip/Vehicle costs	4	4	0	
General Works - External Services	216	441	(225)	Contractors (\$270K) - increase in discretionary projects. Marketing & Promotion (\$40K) Contributions \$95K - reduction in discretionary contributions.
Administration	42	47	(5)	
Professional Services	75	445	(370)	Consultants (\$370K) - Increase in discretionary projects.
Utilities	3	1	1	
	1,416	2,162	(747)	
Depreciation	0	0	0	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	1,416	2,162	(747)	
RECURRENT SURPLUS/(DEFICIT)	(1,343)	(1,980)	(637)	
NON-RECURRENT INCOME				
Capital Grants & Income	0	0	0	
Developer Cash Contributions	0	0	0	
Gain/(Loss) on Sale of Property	0	1,493	1,493	Land Sales - GREP.
Recognition of Infrastructure	0	0	0	
TOTAL NON-RECURRENT INCOME	0	1,493	1,493	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	0	0	0	
TOTAL NON-RECURRENT EXPENDITURE	0	0	0	
NON-RECURRENT SURPLUS/(DEFICIT)	0	1,493	1,493	
NET SURPLUS/(DEFICIT)	(1,343)	(487)	856	

DIVISIONAL OPERATING STATEMENTS 2014-2015

PROJECTS, RECREATION & CENTRAL GEELONG

	2013-2014 Adopted Bgt \$'000	2014-2015 Draft Bgt \$'000	Variance Bgt to Bgt \$'000	Variance Comments
RECURRENT INCOME				
Rates & Charges	0	0	0	
Government Grants	64	68	4	
User Charges	16,347	15,974	(373)	Activity & Program Fees (\$395K) - Waterworld (\$311K), Leisurelink (\$133K), offset by Splashdown \$41K. Other \$22K - includes Green Fees, General Admission, Site Fees and Memberships.
Other Fees & Charges	0	0	0	
Sundry Income	1,585	1,974	389	Special Rates & Charges \$68K - Central Geelong. Reimbursements & Recoveries \$220K - Simonds Stadium. Retail & General Sales \$72K - Leisure Centres \$87K, Indoor Activity Centres (\$17K).
Interest Investments	0	0	0	
TOTAL RECURRENT INCOME	17,996	18,016	20	
RECURRENT EXPENDITURE				
<i>Employee Related</i>				
Salaries	17,832	18,742	(911)	
Workcover	276	290	(14)	
<i>Goods & Services</i>				
General Works - Materials	1,572	1,773	(201)	Cleaning (\$113K) - Simonds Stadium (\$110K). Other (\$88K) - including Consumable Materials (\$48K), Health & Safety (\$21K), Stock for Resale (\$18K).
General Works - Plant/Equip/Vehicle costs	834	869	(36)	External Plant & Equipment Hire (\$30K) - Simonds Stadium (\$27K).
General Works - External Services	4,982	5,762	(780)	Contractors (\$531K) - Central Geelong Task Force (\$397K), Simonds Stadiums (\$88K), Other (\$46K). Marketing & Promotion (\$109K) - Central Geelong Marketing (\$55K), Leisure Services (\$50K) Other (\$140K) - including Events & Functions (\$49K), Building Maintenance (\$38K), Fire Services Levy (\$49K).
Administration	781	780	1	
Professional Services	71	743	(672)	Consultants (\$672K) - Central Geelong Task Force \$655K.
Utilities	2,426	2,359	67	
	28,774	31,319	(2,545)	
Depreciation	10,380	10,834	(454)	
(Gain)/Loss on Sale of Plant & Equipment	0	0	0	
TOTAL RECURRENT EXPENDITURE	39,154	42,153	(3,000)	
RECURRENT SURPLUS/(DEFICIT)	(21,158)	(24,137)	(2,979)	
NON-RECURRENT INCOME				
Capital Grants & Income	8,927	17,723	8,796	
Developer Cash Contributions	0	0	0	
Gain/(Loss) on Sale of Property	0	0	0	
Recognition of Infrastructure	3,500	4,500	1,000	Gifted Assets - Sporting reserves in new subdivisions e.g Armstrong Creek.
TOTAL NON-RECURRENT INCOME	12,427	22,223	9,796	
NON-RECURRENT EXPENDITURE				
Loss on Disposal of Infrastructure	60	60	0	
TOTAL NON-RECURRENT EXPENDITURE	60	60	0	
NON-RECURRENT SURPLUS/(DEFICIT)	12,367	22,163	9,796	
NET SURPLUS/(DEFICIT)	(8,791)	(1,975)	6,816	

BUDGETED STATEMENT OF CASH FLOWS

	Budget 2013-2014 \$'000	Projection 2013-2014 \$'000	Budget 2014-2015 \$'000	Budget Change Fav/(Unfav) \$'000
Cash Flows from Operating Activities				
Receipts				
General Rates	169,246	169,246	181,495	12,249
Fees and Charges	65,014	67,812	67,056	2,042
GST Recoveries on Operating Transactions	5,627	5,627	5,627	0
Investment Income	1,701	2,373	1,601	(100)
Government Grants	44,098	35,618	46,243	2,145
	285,686	280,676	302,022	16,336
Payments				
Employee Costs	(117,360)	(114,155)	(123,246)	(5,886)
General Works / Utilities / Disbursements	(100,888)	(112,618)	(107,495)	(6,607)
Administration / Professional Services	(13,263)	(15,358)	(13,600)	(337)
Interest Expense	(3,333)	(2,226)	(3,611)	(278)
	(234,844)	(244,357)	(247,952)	(13,108)
Net Cash Inflow from Operating Activities	50,842	36,319	54,070	3,228
Cash Flows from Investing Activities				
Capital Expenditure	(73,767)	(88,420)	(119,772)	(46,005)
Landfill Rehabilitation	(11,000)	(2,462)	(12,570)	(1,570)
Proceeds from Sale of Land and Buildings	1,250	3,490	11,560	10,310
Proceeds from Sale of Plant and Equipment	706	1,236	1,653	947
Developer Cash Contributions	1,950	2,800	3,450	1,500
Income for Capital Expenditure	14,046	17,312	33,619	19,573
Net Cash Outflow from Investing Activities	(66,815)	(66,044)	(82,060)	(15,245)
Cash Flows from Financing Activities				
Repayment of Borrowings	(9,686)	(7,489)	(11,701)	(2,015)
Proceeds from New Loans	32,128	11,800	52,572	20,444
Net Cash Inflow/(Outflow) from Financial Activities	22,442	4,311	40,871	18,429
Net Increase / (Decrease) in Cash Held	6,469	(25,414)	12,881	6,412
Cash at the Beginning of the Financial Year	44,765	71,397	45,983	1,218
Cash at the end of the Financial Year	51,234	45,983	58,864	7,630
Loan Balance	54,435	36,833	77,703	23,268
Net Cash (Deficit) / Surplus	(3,201)	9,150	(18,839)	(15,638)

ANALYSIS OF BUDGETED CASH POSITION

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

The analysis is based on three main categories of cash flows:

- Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

1. Budgeted Cash Flow Statement

	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Variance (Outflow) \$'000
Cash flows from operating activities			
<i>Receipts</i>			
General rates	169,246	181,495	12,249
Grants	44,098	46,243	2,145
Interest	1,701	1,601	(100)
Fees and Charges	65,014	67,056	2,042
Other revenue	5,627	5,627	-
	285,686	302,022	16,336
<i>Payments</i>			
Employee costs	(117,360)	(123,246)	(5,886)
General Works / Utilities	(100,888)	(107,495)	(6,607)
Administration / Professional Services	(13,263)	(13,600)	(337)
Finance costs	(3,333)	(3,611)	(278)
	(234,844)	(247,952)	(13,108)
Net cash provided by operating activities	50,842	54,070	3,228
Cash flows from investing activities			
Proceeds from sales of property, plant & equip.	1,956	13,213	11,257
Income related to Capital Expenditure	14,046	33,619	19,573
Developer Contributions	1,950	3,450	1,500
Payments for property, plant & equip.	(73,767)	(119,772)	(46,005)
Landfill Rehabilitation Expenditure	(11,000)	(12,570)	(1,570)
Net cash used in investing activities	(66,815)	(82,060)	(15,245)
Cash flows from financing activities			
Proceeds from borrowings	32,128	52,572	20,444
Repayment of borrowings	(9,686)	(11,701)	(2,015)
Net cash used in financing activities	22,442	40,871	18,429
Net increase/(decrease) in cash and cash equivalents	6,469	12,881	6,412
Cash and cash equivalents at begin.	44,765	45,983	1,218
Cash and cash equiv. at end of the year	51,234	58,864	7,630

	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Variance (Outflow) \$'000
Represented by:			
Restricted cash and investments			
- Statutory reserves	2,410	5,850	3,440
- Discretionary reserves	268	958	690
- Long service leave	18,500	19,200	700
Working capital	30,056	32,856	2,800
Total cash and investments	51,234	58,864	7,630

1.1 Operating Activities (\$3.2M favourable)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The increase in cash inflows from operating activities reflects the \$12.2M increase from rates, the \$2.0M increase from Fees and Charges and the \$2.1M increase from Government Grants that has been used to fund recurrent program increases of \$13.1M.

1.2 Investing Activities (\$15.2M unfavourable)

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc. Payments for property plant and equipment have increased by \$46.0M and capital income has increased by \$19.6M to achieve the list of capital projects detailed in Appendix 1. Sale of Land & Buildings has increased by \$11.3M based on expected timing of forward year property settlements.

1.3 Financing Activities (\$18.4M favourable)

During 2014-2015 Council is budgeting to borrow \$52.6M, which includes \$16.5M of loans deferred from 2013-2014. New loans of \$36.1M will fund Barwon Heads Early Learning Centre, Leopold Community Hub, Geelong Library & Heritage Centre, Grovedale Integrated Children's Centre, Central Geelong Revitalisation, Drysdale Landfill Cell, Corio Landfill Rehabilitation, Windsor Park Family Hub and Shell Rd Reserve Masterplan.

1.4 Cash and Cash Equivalents at End of the Year (\$7.6M favourable)

The projected cash position at the end of June 2014 is \$46.0M. This is \$5.2M unfavourable to the budgeted cash position (see Impact of Current Year on 2014-2015 Budget p 2-31).

The years activities result in an increase in cash of \$12.9M. This is mainly due to deferred borrowings of \$16.5M from 2013-2014.

The budgeted cash position at 30 June 2015 is \$58.9M and will be influenced by the actual level of capital expenditure relative to Budget.

2. Restricted Funds and Working Capital

The Cash Flow Statement above indicates that Council is estimating cash and investment balance as at 30 June 2015 at \$58.9M which has been restricted as follows:

- **Statutory Reserves (\$5.9M)** – These reserves represent future commitments that Council has for Developer Contribution Plans, Drainage, Public Open Space, Water Quality Levies and Carparking in accordance with various legislative and contractual requirements. Reserves balance at 30 June 2015 includes Developer Contribution Plans \$4.3M, Water Quality Levies \$1.4M and Carparking \$0.2M.
- **Discretionary Reserves (\$1.0M)** – These reserves include Asset Development \$0.3M (Council has made commitments for the future use of these funds for development of Waterfront assets) and Asset Redevelopment \$0.7M - Insurance Recovery for Saleyards. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan.
- **Long Service Leave (\$19.2M)** – These funds are separately identified as a future commitment for long service leave liability.
- **Working Capital (\$32.8M)** – These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements and unexpected short term needs. The level of working capital fluctuates over the year and generally trends downwards through to December / January and upwards in February when 53% of Councils Rate Revenue is received.

3. Reconciliation of Cash and Operating Results

	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Fav/(Unfav) Variance \$'000
Surplus (deficit) for the year	46,687	73,592	26,905
Depreciation	48,831	50,147	1,316
Landfill provision	752	1,132	380
Loss (gain) on sale of assets	14	5,860	5,846
Recognition of Infrastructure	(33,500)	(34,500)	(1,000)
Contributions	(15,996)	(37,069)	(21,073)
Net movement in current assets and liabilities	4,054	(5,092)	(9,146)
Cash flows available from operating activities	50,842	54,070	3,228
Proceeds from the sale of assets	1,956	13,213	11,257
Repayment of borrowings	(9,686)	(11,701)	(2,015)
Capital Income and Developer Contributions	15,996	37,069	21,073
Proceeds from Loans	32,128	52,572	20,444
Cash flows available for capital works	91,236	145,223	53,987
Capital expenditure	(73,767)	(119,772)	(46,005)
Landfill Rehabilitation Expenditure	(11,000)	(12,570)	(1,570)
Net cash outflows	6,469	12,881	6,412
Cash and cash equivalents at the beginning of the year	44,765	45,983	1,218
Cash and cash equivalents at the end of the year	51,234	58,864	7,630

Cash flows available for capital works is expected to increase by \$54.0M to \$145.2M during the 2014-2015 year mainly due to increased loan borrowings of \$20.4M, increased Capital Income and Developer Contributions \$21.1M, plus increased proceeds from Sale of Assets \$11.3M. A net cash inflow of \$12.9M during the year will result in a cash balance of \$58.9M, adequate to cover Council's financial obligations and future commitments.

CAPITAL WORKS PROGRAM

For the year ending 30 June 2015

Project Category	Project Cost \$'000	Asset Expenditure Types			Funding Sources			
		Asset Renewals \$'000	Asset Upgrades \$'000	New Assets \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Infrastructure Leisure	13,517	2,056	6,052	5,409	3,371	2,967	5,930	1,250
Roads	18,216	11,648	115	6,453	1,885	200	16,131	0
Fleet	5,164	5,069	0	95	0	1,653	3,511	0
Buildings	44,801	1,208	3,368	40,225	20,700	28	4,196	19,877
Drainage	4,327	801	425	3,101	0	100	4,227	0
Computer Equipment	2,118	761	120	1,237	0	0	2,118	0
Footpaths	3,135	2,895	0	240	0	59	3,076	0
Miscellaneous	2,715	0	10	2,705	0	0	2,715	0
Kerb & Channel	1,518	1,518	0	0	0	0	1,518	0
Central Geelong Action Plan	7,048	0	1,080	5,968	500	0	2,358	4,190
Land	336	0	0	336	0	0	336	0
Waste Collection and Landfill	14,882	0	0	14,882	0	1,000	3,155	10,727
Plant & Equipment	1,261	0	1,000	260	0	0	1,261	0
Special Rates and Charges Program	4,241	0	0	4,241	0	2,746	1,495	0
Total New Capital Works 2014-2015	123,279	25,956	12,170	85,153	26,456	8,752	52,027	36,044
Reconciliation								
Design	8				0	8	0	0
Construction	55				0	55	0	0
Plant Replacement Program					0	(1,653)	1,653	0
Carryover from 2013-2014	30,000				0	0	30,000	0
Carryover to 2015-2016	(21,000)				0	0	(21,000)	0
Total	9,063				0	(1,590)	10,653	0
Operating Statement Total	132,342				26,456	7,162	62,680	36,044

ANALYSIS OF CAPITAL BUDGET

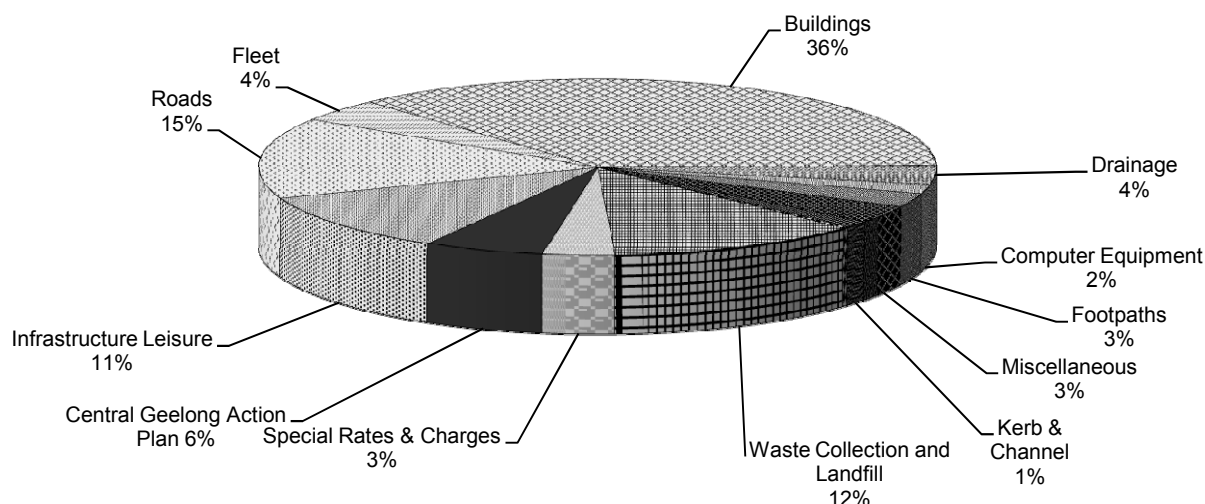
This section of the report analyses the planned capital expenditure budget for the 2014-2015 year and the sources of funding for the capital budget.

1. Capital Program

Capital Program Categories	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	(Increase)/ Decrease \$'000
Works carried forward from 2013-2014	25,000	30,000	(5,000)
Capital Funding for 2014-2015			
Infrastructure Leisure	12,362	13,517	(1,155)
Roads	14,438	18,216	(3,778)
Fleet	2,226	5,164	(2,938)
Buildings	23,027	44,801	(21,774)
Drainage	4,402	4,327	75
Computer Equipment	1,440	2,118	(678)
Streetscapes	245	-	245
Footpaths	3,075	3,135	(60)
Miscellaneous	2,986	3,976	(990)
Kerb & Channel	1,268	1,518	(250)
Land	644	336	308
Waste Collection and Landfill	5,365	14,882	(9,517)
Special Rates & Charges	2,225	4,241	(2,016)
Central Geelong Action Plan	5,000	7,048	(2,048)
Sub Total	78,703	123,279	(44,576)
Works carried forward to 2015-2016	(19,000)	(21,000)	2,000
Landfill Provision	(1,000)	-	(1,000)
Design / Construction	64	63	1
Total Capital Program	83,767	132,342	(48,575)
Capital Funding for 2014-2015 represented by:			
New Assets	50,480	85,153	(34,673)
Asset Upgrades	7,547	12,170	(4,623)
Asset Renewal	20,676	25,956	(5,280)
Total Capital Works	78,703	123,279	(44,576)

Refer Appendix 1 for a detailed list of 2014-2015 capital program.

Budgeted Capital Program 2014-2015



Capital Program Categories

1.1 Carried Forward Works (\$30.00M)

At the end of each financial year there are projects, that are either incomplete or not commenced due to planning issues, weather delays, extended consultation, etc. For the 2013-2014 year Project Managers estimate that \$30M of capital works will be incomplete and carried forward into the 2014-2015 year. The more significant projects include Geelong Library & Heritage Centre, Corio Landfill Rehabilitation, Leopold Community Hub, Grovedale Integrated Children's Centre, Barwon Heads Early Learning Centre, Windsor Park Family & Children's Hub and Rosewall Kindergarten Rebuild.

1.2 Infrastructure Leisure (\$13.52M)

A total of \$13.52M is proposed for Infrastructure Leisure projects which covers Parks, Sportsgrounds, Foreshore, Aquatic Facilities and Playgrounds. The more significant projects include Parks (\$3.90M) - Austin Park Redevelopment, Walter Conservatory Repairs, Geelong Botanic Gardens, Open Space Program; Sports Grounds (\$6.21M) - Shell Rd Reserve Masterplan, Home for Cycling Regional Pavilion, Melaluka Rd Clubroom Upgrade, Regional Paddle Sports Pavilion, Barwon Heads Village Park Soccer Pitch Upgrade and Landy Field Storage Facility; Aquatics (\$1.86M) - Gymnasium Equipment Replacement, Leisurelink Gymnasium extension, Splashdown Pool Tiling, Kardinia Pool Underground Infrastructure Upgrade; Playgrounds (\$0.78M) - Playground Development Program, Barwon Heads Village Park Playground Upgrade.

1.3 Roads (\$18.22M)

The more significant projects include Road Surfacing program (\$5.21M), Federally funded Roads to Recovery projects (\$1.35M), Local Roads Construction (\$0.80M), Road Rehabilitation (\$2.86M), VicRoads Funded Works (\$0.50M), Roads Other (bridges, culverts, etc.) (\$3.53M) and Geelong Ring Road Employment Precinct Projects (\$3.80M). An increased amount has been allocated in 2014-2015 to renewal program Road Surfacing (\$0.60M).

1.4 Fleet (\$5.16M)

The gross purchase cost \$5.16M on replacement of Light Fleet, Heavy Plant and Dedicated Plant has increased by \$2.94M relative to 2013-2014 due to reinstatement of deferred expenditure in 2013-2014. Trade and sale values for replaced units are estimated at \$1.65M, leaving a net changeover expenditure of \$3.51M.

1.5 Buildings (\$44.80M)

For the 2014-2015 year, \$44.80M will be expended on building projects - Upgrades \$3.37M, Renewal \$1.21M and New \$40.22M. The more significant upgrade projects include Ocean Grove Neighbourhood House Upgrade (\$1.00M), Fyans Park Kindergarten Upgrade (\$0.40M), Disability Access Program (\$0.32M), Children's Services Facilities Upgrade (\$0.40M), Community Halls (\$0.21M) and Toilet Block Upgrades (\$0.25M). New projects include Geelong Library & Heritage Centre (\$19.31M), Armstrong Creek Health & Wellbeing Centre (\$6.80M), Windsor Park Early Learning Centre (\$2.95M), Grovedale Integrated Children's Centre (\$2.58M), Leopold Community Hub (\$4.79M) and Barwon Heads Early Learning Centre (\$1.85M).

1.6 Drainage (\$4.33M)

Drainage Construction is an ongoing program including upgrading main drainage infrastructure (\$2.50M), Drainage Renewal Program (\$0.80M), Phalaris Estate Basin Upsizing (\$0.43M) and implementation of the Stormwater Management Plan (\$0.21M).

1.7 Computer Equipment (\$2.12M)

Expenditure on computer equipment renewal is proposed at \$2.12M. The more significant projects include IT Asset Replacement Program (\$0.76M), PABX / Telephony System Replacement (\$0.71M), Minor Acquisitions Program (\$0.21M) and Maintenance Management System (\$0.32M).

1.8 Footpaths (\$3.14M)

The ongoing footpath replacement program proposes (\$2.78M) in 2014-2015. Other expenditure includes Cycle Strategy Implementation (\$0.10M) and Bellarine Rail Trail Remedial Works (\$0.12M).

1.9 Miscellaneous (\$3.98M)

For the 2014-2015 year, \$3.98M will be budgeted on a range of projects including Project Management Salaries, Furniture Replacement and Minor Plant & Equipment, including Parking Machines Upgrade (\$1.0M).

1.10 Kerb & Channel (\$1.52M)

The ongoing kerb and channel renewal program proposes \$1.52M for replacement of kerb and channel in full block sections, an increase over 2013-2014 of (\$0.25M).

1.11 Land (\$0.34M)

For the 2014-2015 year, \$0.15M will be expended on Rosewall / Connections Park Land Acquisition, \$0.13M on Jetty Rd NS Collector Rd Land Acquisition and \$0.06M on purchase of land at New Corio and Station Estates.

1.12 Waste Collection and Landfill (\$14.88M)

Further provision for Corio Landfill Rehabilitation of (\$6.38M) has been made in 2014-2015. Other expenditure will be (\$5.35M) for new Landfill Cell 6 at Drysdale, (\$2.10M) additional cost for Landfill Cell 4A, (\$0.50M) Leachate Management at Drysdale Landfill, plus the ongoing program for new property waste bins (\$0.56M).

1.13 Special Rates & Charges (\$4.24M)

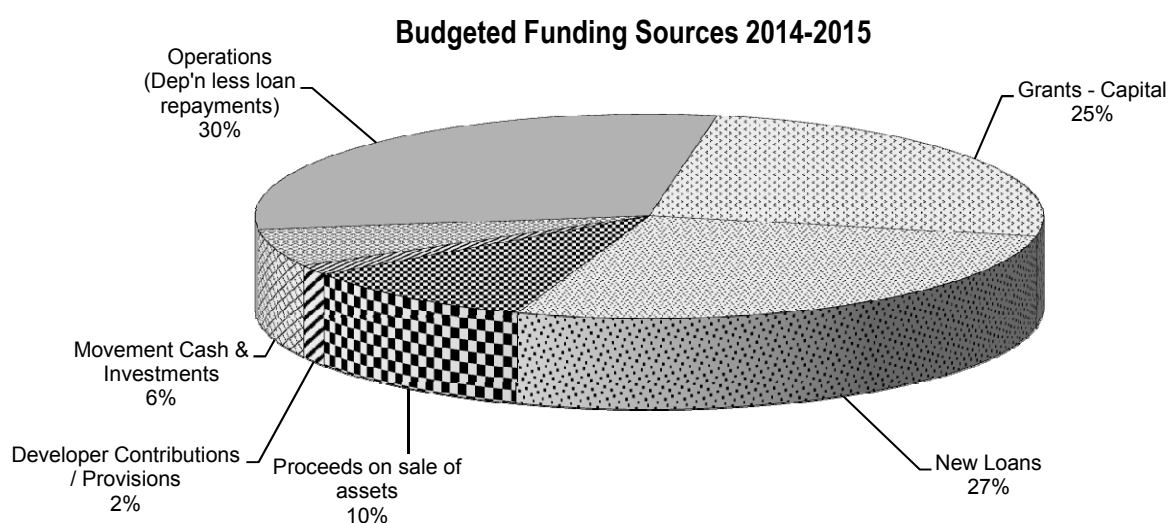
For the 2014-2015 year, \$4.24M will be expended on Special Rates & Charges projects, including Street Construction (\$1.84M), Central Road Drainage (\$1.72M) and Footpath Construction (\$0.47M).

1.14 Central Geelong Action Plan (\$7.05M)

For the 2014-2015 year, \$7.05M will be expended on projects identified in the Central Geelong Action Plan including, Geelong Advancement Fund (\$3.00M), Christmas Decorations (\$2.00M), Myers St Unifying Streetscape Works (\$1.00M) and Myers & Bellarine Sts Parking, Cycling & Safety Improvements (\$0.41M).

2. Funding Sources

Sources of Funding	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Increase/ (Decrease) \$'000
External			
Grants - Capital	14,046	33,618	19,572
New Loans	22,128	36,044	13,916
Proceeds on sale of assets	1,956	13,213	11,257
	38,130	82,875	44,745
Internal			
Developer Contributions / Provisions	2,160	2,050	(110)
Movement Cash & Investments	3,580	7,839	4,259
Operations (Dep'n less loan repayments)	39,897	39,578	(319)
	45,637	49,467	3,830
Total Funding Sources	83,767	132,342	48,575



2.1 Grants - Capital (\$33.62M)

Capital grants and contributions include all funds received from State, Federal and community sources towards the capital works program. Significant grants and contributions are budgeted to be received for the Geelong Library & Heritage Centre (\$11.90M), Armstrong Creek Health & Wellbeing Centre (\$6.80M), Austin Park Redevelopment (\$2.40M), Shell Rd Reserve Masterplan (\$1.75M), Roads to Recovery Projects (\$1.35M), VicRoads Funded Works (\$0.50M) and Street, Drainage, Footpath, Kerb & Channel Construction - Special Rates & Charges (\$2.75M).

2.2 Loans (\$36.04M)

The 2014-2015 budget provides for \$36.04M of borrowings to fund the following projects: Geelong Library & Heritage Centre \$8.21M, Grovedale Integrated Children's Centre \$2.58M, Corio Landfill Rehabilitation \$5.38M, Drysdale Landfill Cells \$5.35M, Central Geelong Revitalisation Program \$4.19M, Windsor Park Early Learning Centre \$2.95M, Barwon Heads Early Learning Centre \$1.85M, Leopold Community Hub \$4.29M and Shell Rd Reserve Masterplan \$1.25M.

2.3 Proceeds from Sale of Assets (\$13.21M)

Proceeds from sale of assets includes fleet sales in accordance with Council's fleet renewal policy (\$1.65M) and sale of land (\$11.56M).

2.4 Developer Contributions / Provisions (\$2.05M)

For 2014-2015 \$2.05M will be allocated from Developer Contributions and Provisions. The capital program assumes that the upgrade of various Parks (Geelong Botanic Gardens), Playgrounds and Reserves (Barwon Heads Village Park Playground, Playground Redevelopment, Leopold Reserve, Barwon River Trail, Sports Grounds Renovation), and the Open Space Acquisitions Plan will be allocated from Developer Contributions.

2.5 Movement Cash & Investments (\$7.84M)

Funding of approved 2013-2014 projects carried over to 2014-2015.

2.6 Operations (\$39.58M)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. Depreciation expense of \$51.28M less loan repayments (\$11.70M) will allocate cash from operations to fund the 2014-2015 capital works program.

3. Asset Type

3.1 Expenditure on New Assets (\$85.15M)

The Capital projects that are defined as creating new or growth assets include: Geelong Library & Heritage Centre (\$19.31M), Armstrong Creek Health & Wellbeing Centre (\$6.80M), Corio Landfill Rehabilitation (\$6.38M), Drysdale Landfill Cell 6 (\$5.35M), Leopold Community Hub (\$4.79M), Central Geelong Revitalisation Program (\$3.87M), Geelong Ring Road Employment Precinct Projects (\$3.80M), Drainage Construction (\$2.50M), Grovedale Integrated Children's Centre (\$2.58M), Shell Rd Reserve Masterplan (\$3.00M), Street Construction Special Rates & Charges (\$1.84M), Windsor Park Early Learning Centre (\$2.95M), Christmas Decorations (\$2.00M) and Barwon Heads Early Learning Centre (\$1.85M).

3.2 Expenditure on Asset Upgrades (\$12.17M)

The Capital projects that constitute expenditure on assets upgrades, are various Park Upgrades (\$3.18M), Sportsground Upgrades (\$1.21M), Playgrounds (\$0.78M), Geelong Revitalisation Projects (\$1.08M), Parking Machines Upgrade (\$1.00M) and various Building Upgrades (\$3.37M).

3.3 Expenditure on Asset Renewals (\$25.96M)

The Capital projects that constitute expenditure on renewals, are the Federal Roads Program (\$1.35M), Road Surfacing program (\$5.21M), Light Fleet Replacement (\$2.96M), Heavy & Dedicated Plant Replacement (\$2.05M), Footpath Renewal (\$2.78M), Road Rehabilitation (\$2.86M), Building Renewal (\$1.00M), Kerb & Channel Renewal (\$1.52M) and IT Asset Replacement (\$0.76M).

BUDGETED BALANCE SHEET

*Year End 30 June Balances	Budget 2013-2014 \$'000	Projection 2013-2014 \$'000	Budget 2014-2015 \$'000	Budget Change Fav/(Unfav) \$'000
Current Assets				
Cash and Investments	51,234	45,983	58,864	7,630
Receivables	9,500	9,500	10,000	500
Prepayments	200	200	200	0
Inventories	690	690	739	49
Total Current Assets	61,624	56,373	69,803	8,179
Current Liabilities				
Payables	16,288	16,669	17,241	(953)
Interest Bearing Liabilities	12,441	11,701	12,386	55
Refundable Deposits	2,000	3,000	3,000	(1,000)
Provisions	23,654	25,074	26,648	(2,994)
Total Current Liabilities	54,383	56,444	59,275	(4,892)
Net Current Assets	7,241	(71)	10,528	3,287
Non-Current Assets				
Property, Plant & Equipment	1,926,046	1,926,765	2,019,877	93,831
Investments	8,694	8,967	8,694	0
Receivables	944	944	954	10
Total Non-Current Assets	1,935,684	1,936,676	2,029,525	93,841
Non-Current Liabilities				
Creditors and Provisions	7,808	4,104	5,212	2,596
Loans	41,994	25,131	65,317	(23,323)
Landfill Provision	6,803	16,979	5,541	1,262
Total Non-Current Liabilities	56,605	46,214	76,070	(19,465)
NET ASSETS	1,886,320	1,890,391	1,963,983	77,663
Ratepayers Equity				
Accumulated Surplus	1,058,001	1,047,247	1,128,439	70,438
Asset Revaluation Reserve	806,641	807,736	807,736	1,095
Reserves	21,678	35,408	27,808	6,130
TOTAL EQUITY	1,886,320	1,890,391	1,963,983	77,663

ANALYSIS OF BUDGETED FINANCIAL POSITION

This section of the budget report analyses the movements in assets, liabilities and equity between 2013-2014 and 2014-2015.

1. Budgeted Balance Sheet

	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000	Variance Fav / (Unfav) \$'000
Current assets			
Cash and cash equivalents	51,234	58,864	7,630
Trade and other receivables	9,500	10,000	500
Prepayments	200	200	-
Inventories	690	739	49
Total current assets	61,624	69,803	8,179
Current liabilities			
Trade and other payables	16,288	17,241	(953)
Interest-bearing loans and borrowings	12,441	12,386	55
Refundable Deposits	2,000	3,000	(1,000)
Provisions	23,654	26,648	(2,994)
Total current liabilities	54,383	59,275	(4,892)
Net current assets	7,241	10,528	3,287
Non-current assets			
Trade and other receivables	944	954	10
Investments	8,694	8,694	-
Property, infrastructure, plant and equipment	1,926,046	2,019,877	93,831
Total non-current assets	1,935,684	2,029,525	93,841
Non-current liabilities			
Interest-bearing loans and borrowings	41,994	65,317	(23,323)
Landfill Provision	6,803	5,541	1,262
Provisions	7,808	5,212	2,596
Total non-current liabilities	56,605	76,070	(19,465)
Net assets	1,886,320	1,963,983	77,663
Equity			
Accumulated surplus	1,058,001	1,128,439	70,438
Asset revaluation reserve	806,641	807,736	1,095
Other reserves	21,678	27,808	6,130
Total equity	1,886,320	1,963,983	77,663

1.1 Current Assets (\$8.2M favourable)

The increase in current assets is primarily due to a \$7.6M increase in Cash and cash equivalents.

1.2 Current Liabilities (\$4.9M unfavourable)

The increase in current liabilities reflects the increase in provisions of \$3.0M (mainly Long Service Leave provision, offset by reduction in Non Current provision). Payables have increased \$1.0M in line with actual creditor balances and Refundable Deposits have increased \$1.0M in line with actual balances.

1.3 Non Current Assets (\$93.8M favourable)

The increase in Property, Infrastructure, Plant and Equipment is the net result of the capital works program of \$119.8M of new assets, assets gifted to Council of \$34.5M, the depreciation of non-current assets (\$50.1M) and the disposal and sale of property, plant & equipment (\$10.4M).

1.4 Non Current Liabilities (\$19.5M unfavourable)

The increase in non current liabilities (ie. obligations Council must pay beyond the next year) results mainly from increase in Loan Balances (\$23.3M), offset by decreased provision for Long Service Leave \$2.6M and reduction in Landfill Provision \$1.3M.

1.5 Working Capital (\$10.5M)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance Fav / (Unfav) \$'000
Current assets	56,373	69,803	13,430
Current liabilities	56,444	59,275	(2,831)
Working capital	(71)	10,528	10,599
Restricted cash and investment current assets			
- Statutory Reserves	(4,450)	(5,850)	(1,400)
- Discretionary Reserves	(958)	(958)	-
Unrestricted working capital*	(5,479)	3,720	9,199

* Unrestricted working capital may also be committed to completion of carry forward capital works.

1.6 Equity (\$77.7M favourable)

The net increase in accumulated surplus of \$70.4M results from:

- Net surplus shown in the income statement.
- Other reserves have increased by \$6.1M.

IMPACT OF CURRENT YEAR ON 2014-2015 BUDGET

This section of the report analyses the variances from the current budget year and assesses whether there will be any significant impacts on the 2014-2015 Budget.

1. Operating Performance

	Budget	Amended	Projection	Variance Budget
	2013-2014	(a) Budget	2013-2014	(a) v
	\$'000	2013-2014	2013-2014	Projected Actual
	\$'000	\$'000	\$'000	\$'000
Operating				
Revenue	275,721	265,590	266,103	513
Expenditure	(274,713)	(283,515)	(283,737)	(222)
Recurrent result- Surplus/ (Deficit)	1,008	(17,925)	(17,634)	291
Non-operating				
Revenue	49,339	50,938	54,297	3,359
Expenditure	(3,660)	(3,660)	(4,056)	(396)
Non Recurrent - Surplus/ (Deficit)	45,679	47,278	50,241	2,963
Net surplus (deficit)	46,687	29,353	32,607	3,254

Amendments to the 2013-2014 Budget were made for carryover of Discretionary and Capital Programs and early receipt of 50% of Grants Commission grant.

The amendments were: Operating - Discretionary program carryover net expenditure (\$8.70M), Grants Commission (\$10.23M) and Non Operating (Capital Income carryover plus other unbudgeted grants) \$1.60M.

The forecast operating performance for the year ending 30 June 2014 is a recurrent deficit of (\$17.6M), which is \$0.3M favourable compared to the amended budget. After non-operating items, the operating surplus is \$32.6M, which is \$3.3M favourable compared to the amended budget.

The 2013-2014 favourable operating variances include Salaries/Supp Labour \$1.3M, Depreciation \$1.0M, Interest Paid \$0.7M, Waste Disposal Income \$0.5M, Interest on Investments \$0.7M. This has been partially offset by unfavourable variances in Waste Cartage (\$0.8M), Parking Fines (\$0.5M), Legal Costs (\$0.4M), Leisure Centres (net) (\$0.8M), Election Costs (\$0.5M), Green Waste Disposal (\$0.4M) and Recycling Income (\$0.4M).

The favourable variance in Non operating is due to increase in Capital Income \$1.8M, increase in Developer Contributions received \$0.9M and Insurance Recovery \$0.7M

2. Cash Performance

	Budget	Projection	Variance
	2013-2014	2013-2014	
	\$'000	\$'000	\$'000
Net Cash Inflow from operations	50,842	36,319	(14,523)
Cash Inflow from Investing activities	17,952	24,838	6,886
Funds available	68,794	61,157	(7,637)
Capital expenditure	(84,767)	(90,882)	(6,115)
Net Borrowing movements	22,442	4,311	(18,131)
Net Increase/(Decrease) Cash held	6,469	(25,414)	(31,883)
Cash at beginning of year	44,765	71,397	26,632
Cash at end of year	51,234	45,983	(5,251)

Cash balances at 30 June 2014 are expected to be \$46.0M, a decrease of \$5.2M on the budget mainly due to deferment of budgeted loans of \$16.5M, offset by lower than expected Landfill Rehabilitation and higher Capital Income receipts. The cash balance is adequate to meet future commitments as follows: Long Service Leave \$18.5M, Statutory Reserves \$4.4M, Discretionary Reserves \$1.0M.

3. Capital Performance

	Adopted Budget 2013-2014 \$'000	Amended (a) Budget 2013-2014 \$'000	Projected Actual 2013-2014 \$'000	Variance Budget (a) v Projected Actual \$'000
Capital Income	14,046	15,646	17,312	1,666
Capital Expenditure	(102,767)	(117,848)	(120,882)	(3,034)
Carryover to 2014-2015	19,000	19,000	30,000	11,000
Total Net Capital works	(69,721)	(83,202)	(73,570)	9,632

The projected capital performance for the year ending 30 June 2014 shows that the net capital works program for the 2013-2014 year will be underspent by \$9.6M compared to the amended budget. This variance is due mainly to an increase of \$11.0M in carryover from budgeted \$19.0M to \$30.0M, plus approved net projection changes of \$1.4M. Carryover is due to a number of projects being behind schedule, including Corio Landfill Rehabilitation \$9.2M, Geelong Library & Heritage Centre \$6.7M, Leopold Community Hub \$1.9M, Grovedale Integrated Children's Centre \$1.5M, Barwon Heads Early Learning Centre \$1.2M, Windsor Park Family & Children's Hub \$0.8M and Rosewall Kindergarten Rebuild \$1.2M. As a consequence of these projects being Work in Progress, it is forecast that \$30.0M of capital works projects expenditure will need to be carried forward and completed in the 2014-2015 year.

4. Matters Significant to the 2014-2015 Budget

The net projected 2013-2014 operating result and adherence to budget provides a sound basis for development of the 2014-2015 budget. Many challenges including implications from the Unfunded Superannuation payment, Superannuation Guarantee increase, new EBA commitment, Fire Services Levy on Council owned properties, EPA landfill levy increase, Capital Works program and Borrowing commitments have been absorbed into 2014-2015 Operating Budget.

As a result of the variances between the forecast actual and budgeted results for the 2013-2014 year, the following matters have influenced the preparation of the 2014-2015 Annual Budget:

- Capital expenditure carry over estimated at \$30.0M into 2014-2015.
- Projects commenced in 2013-2014 requiring additional funding in 2014-2015: Geelong Library & Heritage Centre \$20.11M, Grovedale Integrated Children's Centre \$2.58M, Leopold Community Hub \$4.79M, Corio Landfill Rehabilitation \$6.38M, Drysdale Landfill Cell 6 \$5.35M, Windsor Park Family Hub \$2.95M, Barwon Heads Integrated Children's Centre \$1.85M and Geelong Botanic Gardens Irrigation Upgrade \$0.48M,
- Rates growth achieved in 2013-2014 provides additional rateable properties in 2014-2015 of 1.6%.
- Council's EBA renegotiation in 2014-2015 and 0.25% increase to Superannuation Guarantee.
- Impact of increased EPA levies from \$53.20/t to \$58.50/t effective 1 July 2014.
- Deferment of 2013-2014 budgeted loans of \$16.53M into 2014-2015.
- Fire Services Levy year 2 and exposure to increased rates (yet to be announced).
- Councils ongoing commitment to Enterprise Geelong.
- Developer Contribution Plans adopted in 2013-2014 - Lara West.
- Central Geelong Action Taskforce - initiatives to be funded as priorities including Geelong Advancement Fund.
- Community Engagement - 4 Community Engagement Sessions with 207 Community Concepts Submitted.

STRATEGIC RESOURCE PLAN

2014-2015 to 2017-2018

The Strategic Resource plan has been prepared from assumptions incorporated in the 2014-2015 Budget and other applicable assumptions to develop an additional three year forecast.

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

Plan Development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2014-2015 to 2017-2018 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain an operating surplus to contribute internal funding for capital works program.
- Maintain core infrastructure renewal expenditure, whilst increasing expenditure on new community infrastructure.
- Maintain net financial liabilities at a sustainable level.
- Provide minimum rate increases whilst maintaining funding of service delivery consistent with community expectations.

The Plan can be assessed within the context of financial sustainability indicators whereby satisfactory targets are set. Council monitors four main indicators as follows:

Recurrent result - 1% of turnover

- A positive operating result means sufficient revenue has been generated to fund operations and provide internal funding for an expansionary Capital Works Program. A ratio less than 1% of turnover indicates alternative funding sources for the capital program are required or funding requirements are reducing.

Liquidity - > 1

- Working capital ratio indicates short term viability issues with sufficient current assets to cover current liabilities. A ratio of one or more means there is more cash and liquid assets than short term liabilities.

Indebtedness - < 60% of own source revenue (Rate revenue)

- The level of loan debt directly impacts on ability to repay from own source revenue. Debt levels greater than 60% of rate revenue represents potential for longer term concern over ability to repay debt.

Renewal Gap

- The ratio of renewal and upgrade expenditure to depreciation compares replacement of existing assets to depreciation. The percentage of renewal / upgrade capital expenditure is a long term indicator and averages 79.8% over the last 5 years. This trend indicates spending on existing assets is less than the depreciation rate.

Operating Statement - (additional assumptions)

- CPI of 2.5% in 2014-2015.
- Rates income increases following budget year are 4.5% in 2015-2016, 2016-2017 and 4% in 2017-2018 with growth of 1.5% each year.
- Municipal charge increases at 3% in line with CPI in the years following the budget year and garbage charge increases at 4.0% dependent on environmental assurance and new processing contracts.
- Government Grants to increase by CPI after the budget year.
- User Fees and Charges have been adjusted for one off items. Remaining user fees and charges are to increase by 2.5% in the years following the budget year.
- Other Fees and Charges including statutory charges to increase by CPI in the years following the budget.
- Salaries estimate include EBA increases, banding increases, growth positions and service changes linked to external funding sources.
- Materials and Plant & Vehicles expenditure has increased by CPI and General Works by CPI per year after the budget year in addition to lump sum increments to incorporate growth.
- Interest Expense has increased reflecting the borrowing strategy. Council will borrow in line with expenditure on nominated major projects as listed below.
- Depreciation has increased 4.25% per annum to cover new assets constructed and vested in Council.
- Asset Sales include sales reasonably expected to eventuate.
- Recognition of Infrastructure from Developers is projected at \$30M p.a. for 2015-2016 through to 2017-2018.

Balance Sheet

- Debtors have increased \$0.5M per year in line with increased rates collectables after 2014-2015.
- Creditors have increased in line with increased cost of goods after 2014-2015.
- Employee Benefit Provisions have increased \$1.5M per year.

Loans

Loans are tied to expenditure on specific projects.

	2014-2015	2015-2016	2016-2017	2017-2018
	\$'000	\$'000	\$'000	\$'000
Community Facilities	11,667	4,575	7,825	9,100
Geelong Library & Heritage Centre	8,210	0	0	0
Central Geelong Action Plan	4,190	3,570	0	0
Drysdale Landfill Cells	5,350	0	3,600	3,000
Yarra St Pier	0	0	750	1,975
Leisurelink Expansion	0	1,400	0	0
Armstrong Creek	0	3,290	3,655	6,885
Corio Landfill Rehabilitation	5,377	0	0	0
Geelong Ring Road Employment Precinct	0	1,050	1,050	0
Ocean Grove Infrastructure Plan	1,250	1,250	0	0
Deferred Loans from 2013-2014	16,530	0	0	0
Total Loans	52,574	15,135	16,880	20,960

Capital Expenditure

	2014-2015	2015-2016	2016-2017	2017-2018
Major Initiatives	\$'000	\$'000	\$'000	\$'000
Projects	51,473	50,618	49,230	49,834
Geelong Library & Heritage Centre	20,110	7,000	0	0
Armstrong Creek / Projects General	8,225	7,390	4,955	7,185
Drysdale Landfill Cells	7,450	0	3,600	3,000
Corio Landfill Rehabilitation	6,377	0	0	0
Leopold Community Hub	5,037	4,125	4,125	0
Central Geelong Revitalisation	4,690	5,070	0	0
Geelong Ring Road Employment Precinct	3,800	4,417	4,417	0
Ocean Grove Infrastructure Plan	3,000	3,000	0	0
Windsor Park Family & Children's Hub	2,950	0	0	0
Grovedale Integrated Children's Centre	2,580	0	0	0
Lara Town Centre Expansion	2,400	0	0	0
Barwon Heads Early Learning Centre	1,850	0	0	0
Geelong Criterium Circuit Pavilion	1,400	0	0	0
Ocean Grove Neighbourhood House	1,000	0	0	0
Leisurelink Expansion	500	2,900	0	0
Fyans Park Preschool	400	900	0	0
Bellvue Ave, Highton Family Hub	100	400	2,500	2,500
Hendy St Corio Family Hub	0	3,600	0	0
Yarra St Pier	0	500	1,500	8,550
Rosewall Neighbourhood House	0	500	1,000	2,000
Clifton Springs / Jetty Rd Hub	0	250	0	3,000
Cloverdale Neighbourhood House	0	200	0	2,000
Drysdale Family Services Hub	0	100	500	3,000
Drysdale Landfill Rehabilitation	0	0	500	2,500
Waterworld Facility Upgrade	0	0	250	2,500
Splashdown Facility Upgrade	0	0	250	2,000
Central Lara Family Hub	0	0	0	500
Bell Park / Bell Post Hill Community Hub	0	0	0	250
Plus Carry Over from previous year	30,000	21,000	18,000	18,000
Less Carry Over to next year	(21,000)	(18,000)	(18,000)	(18,000)
Capital Expenditure	132,342	93,970	72,827	88,819

BUDGETED INCOME STATEMENT

4 Year Plan

	Budget 2013-2014 \$000's	Projection 2013-2014 \$000's	Budget 2014-2015 \$000's	Plan 2015-2016 \$000's	Plan 2016-2017 \$000's	Plan 2017-2018 \$000's
RECURRENT INCOME						
Rates and Charges	170,707	170,707	180,203	191,516	202,634	213,592
Government Grants	42,343	33,863	44,488	44,118	45,221	46,351
User Charges	45,673	43,605	49,776	51,020	52,296	53,603
Other Fees and Charges	10,635	10,362	10,544	10,808	11,078	11,355
Sundry Income	4,661	5,193	5,539	5,677	5,819	5,965
Interest Investments	1,701	2,373	1,601	1,900	2,100	2,100
Total Recurrent Income	275,720	266,103	292,151	305,039	319,148	332,966
RECURRENT EXPENDITURE						
Employee Related						
Salaries	116,620	114,376	123,729	129,509	135,553	142,818
Workcover	2,107	1,930	2,200	2,288	2,380	2,475
	118,727	116,306	125,929	131,797	137,933	145,293
Goods and Services						
General Works - Materials	7,474	7,392	7,781	7,976	8,175	8,379
General Works - Plant, Vehicle Costs	6,333	6,265	7,230	7,411	7,596	7,786
General Works - External Services	68,253	79,766	74,729	77,397	81,500	85,038
Administration	7,781	7,732	7,645	7,837	8,033	8,233
Interest Expense	3,333	2,226	3,611	4,262	4,465	4,642
Professional Services	4,540	6,684	5,013	5,138	5,267	5,398
Utilities	8,831	8,874	9,111	9,339	9,572	9,812
	106,545	118,939	115,120	119,360	124,608	129,288
Depreciation	49,102	47,461	50,147	52,278	54,500	56,816
Landfill Provision	481	1,145	1,132	332	0	0
(Gain)/Loss on Sale of Plant & Equipment	(143)	(114)	(352)	(224)	(253)	(254)
Total Recurrent Expenditure	274,712	283,737	291,976	303,543	316,788	331,143
Recurrent Surplus / (Deficit)	1,008	(17,634)	175	1,496	2,360	1,823
NON-RECURRENT INCOME						
Capital Grants and Income	14,046	17,312	33,619	25,155	8,676	16,808
Developer Cash Contributions	1,950	2,800	3,450	2,500	2,500	2,500
Insurance Recovery	0	690	0	0	0	0
Gain / (Loss) on Sale of Property	(157)	2,542	5,508	4,084	1,150	1,915
Recognition of Infrastructure	33,500	33,500	34,500	30,000	30,000	30,000
Total Non-Recurrent Income	49,339	56,844	77,077	61,739	42,326	51,223
NON-RECURRENT EXPENDITURE						
Loss on Disposal of Infrastructure	3,660	3,660	3,660	2,550	2,550	2,550
Non Council Assets	0	396	0	0	0	0
Total Non-Recurrent Expenditure	3,660	4,056	3,660	2,550	2,550	2,550
Non-Recurrent Surplus / (Deficit)	45,679	52,788	73,417	59,189	39,776	48,673
NET SURPLUS / (DEFICIT)	46,687	35,154	73,592	60,685	42,136	50,496

BUDGETED COMPREHENSIVE INCOME STATEMENT

4 Year Plan

	Budget	Forecast	Budget	Plan	Plan	Plan
	2013-2014	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Income						
Rates and Charges	170,707	170,707	180,203	191,516	202,634	213,592
Statutory Fees and Fines	10,635	10,362	10,544	10,808	11,078	11,355
User Fees	45,673	43,605	49,776	51,020	52,296	53,603
Interest Income	1,701	2,373	1,601	1,900	2,100	2,100
Contributions - Cash	1,950	2,800	3,450	2,500	2,500	2,500
Contributions - Non-monetary Assets	33,500	33,500	34,500	30,000	30,000	30,000
Grants - Operating (Recurrent)	42,343	33,863	44,488	44,118	45,221	46,351
Grants - Operating (Non-recurrent)	0	0	0	0	0	0
Grants - Capital (Recurrent)	0	0	0	0	0	0
Grants - Capital (Non-recurrent)	14,046	17,312	33,619	25,155	8,676	16,808
Net gain on disposal of property, infrastructure, plant and equipment	(3,674)	(1,004)	2,200	1,758	(1,147)	(381)
Other income	4,661	5,883	5,539	5,677	5,819	5,965
Fair value adjustments for investment property	0	0	0	0	0	0
Share of net profits/(losses) of associated and joint ventures accounted for by the equity method	0	0	0	0	0	0
Total income	321,542	319,401	365,920	364,452	359,177	381,893
Expenses						
Employee costs	118,727	116,306	125,929	131,797	137,933	145,293
Materials and services	102,361	115,862	110,989	114,564	119,597	124,086
Bad and doubtful debts	851	851	520	533	546	560
Depreciation and amortisation	49,583	48,606	51,279	52,610	54,500	56,816
Finance costs	3,333	2,226	3,611	4,262	4,465	4,642
Other expenses	0	396	0	0	0	0
Total expenses	274,855	284,247	292,328	303,766	317,041	331,397
Surplus (deficit) for the year	46,687	35,154	73,592	60,686	42,136	50,496
Other comprehensive income						
Items that will not be reclassified to surplus or deficit:	0	0	0	0	0	0
Impairment of fire impacted infrastructure	0	0	0	0	0	0
Net asset revaluation increment /(decrement)						
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0	0
Comprehensive result	46,687	35,154	73,592	60,686	42,136	50,496

BUDGETED STATEMENT OF CAPITAL WORKS

4 Year Plan

Project Category	2014-2015 Budget			2015-2016 Plan			2016-2017 Plan			2017-2018 Plan		
	Gross Expenditure \$'000	Income \$'000	Net Cost \$'000	Gross Expenditure \$'000	Income \$'000	Net Cost \$'000	Gross Expenditure \$'000	Income \$'000	Net Cost \$'000	Gross Expenditure \$'000	Income \$'000	Net Cost \$'000
Infrastructure Leisure	13,517	6,337	7,180									
Roads	18,216	2,085	16,131									
Fleet	5,164	1,653	3,511									
Buildings	44,801	20,728	24,073									
Drainage	4,327	100	4,227									
Computer Equipment	2,118	0	2,118									
Footpaths	3,135	59	3,076									
Miscellaneous	2,715	0	2,715									
Kerb & Channel	1,518	0	1,518									
Central Geelong Action Plan	7,048	500	6,548									
Land	336	0	336									
Waste Collection and Landfill	14,882	1,000	13,882									
Plant & Equipment	1,261	0	1,261									
Special Rates and Charges Program	4,241	2,746	1,495									
TOTAL	123,279	35,208	88,071	90,970	26,650	64,320	72,827	10,360	62,467	88,819	18,501	70,318
Reconciliation												
Design	8	8	0			0			0			0
Construction	55	55	0			0			0			0
Plant Replacement Program		(1,653)	1,653		(1,495)	1,495		(1,684)	1,684		(1,693)	1,693
Carry over from Previous Year	30,000	0	30,000	21,000	0	21,000	18,000	0	18,000	18,000	0	18,000
Carry over to Next Year	(21,000)	0	(21,000)	(18,000)	0	(18,000)	(18,000)	0	(18,000)	(18,000)	0	(18,000)
TOTAL	9,063	(1,590)	10,653	3,000	(1,495)	4,495	0	(1,684)	1,684	0	(1,693)	1,693
OPERATING STATEMENT TOTAL	132,342	33,618	98,724	93,970	25,155	68,815	72,827	8,676	64,151	88,819	16,808	72,011

BUDGETED STATEMENT OF CASH FLOWS

4 Year Plan

	Budget 2013-2014 \$000's	Projection 2013-2014 \$000's	Budget 2014-2015 \$000's	Plan 2015-2016 \$000's	Plan 2016-2017 \$000's	Plan 2017-2018 \$000's
Cash Flows from Operating Activities						
Receipts						
General Rates	169,246	169,246	181,495	191,429	202,542	213,503
Fees and Charges	65,014	67,812	67,056	70,091	71,803	73,731
GST Recoveries on Operating Transactions	5,627	5,627	5,627	5,627	5,627	5,627
Investment Income	1,701	2,373	1,601	1,900	2,100	2,100
Government Grants	44,098	35,618	46,243	45,873	46,976	48,106
	285,686	280,676	302,022	314,920	329,048	343,067
Payments						
Employee Costs	(117,360)	(114,155)	(123,246)	(130,311)	(136,381)	(143,432)
General Works / Utilities / Disbursements	(100,888)	(112,618)	(107,495)	(111,061)	(115,590)	(119,829)
Administration / Professional Services	(13,263)	(15,358)	(13,600)	(13,917)	(14,241)	(14,574)
Interest Expense	(3,333)	(2,226)	(3,611)	(4,262)	(4,465)	(4,642)
	(234,844)	(244,357)	(247,952)	(259,551)	(270,677)	(282,477)
Net Cash Inflow from Operating Activities	50,842	36,319	54,070	55,369	58,371	60,590
Cash Flows from Investing Activities						
Capital Expenditure	(73,767)	(88,420)	(119,772)	(88,097)	(72,827)	(88,819)
Landfill Rehabilitation	(11,000)	(2,462)	(12,570)	(5,873)	0	0
Proceeds from Sale of Land and Buildings	1,250	3,490	11,560	8,084	2,350	3,485
Proceeds from Sale of Plant and Equipment	706	1,236	1,653	1,495	1,684	1,693
Developer Cash Contributions	1,950	2,800	3,450	2,500	2,500	2,500
Income for Capital Expenditure	14,046	17,312	33,619	25,155	8,676	16,808
Net Cash Outflow from Investing Activities	(66,815)	(66,044)	(82,060)	(56,736)	(57,617)	(64,333)
Cash Flows from Financing Activities						
Repayment of Borrowings	(9,686)	(7,489)	(11,701)	(12,386)	(13,881)	(15,702)
Proceeds from New Loans	32,128	11,800	52,572	15,135	16,880	20,960
Net Cash Inflow/(Outflow) from Financial	22,442	4,311	40,871	2,749	2,999	5,258
Net Increase / (Decrease) in Cash Held	6,469	(25,414)	12,881	1,382	3,753	1,515
Cash at the Beginning of the Financial Year	44,765	71,397	45,983	58,864	60,246	63,999
Cash at the end of the Financial Year	51,234	45,983	58,864	60,246	63,999	65,514
Loan Balance	54,435	36,833	77,703	80,452	83,451	88,709
Net Cash (Deficit) / Surplus	(3,201)	9,150	(18,839)	(20,206)	(19,452)	(23,195)

BUDGETED BALANCE SHEET

4 Year Plan

	Budget 2013-2014 \$000's	Projection 2013-2014 \$000's	Budget 2014-2015 \$000's	Plan 2015-2016 \$000's	Plan 2016-2017 \$000's	Plan 2017-2018 \$000's
*Year End 30 June Balances						
Current Assets						
Cash and Investments	51,234	45,983	58,864	60,246	63,999	65,514
Receivables	9,500	9,500	10,000	10,500	11,000	11,300
Prepayments	200	200	200	200	200	200
Inventories	690	690	739	778	797	818
Total Current Assets	61,624	56,373	69,803	71,724	75,996	77,832
Current Liabilities						
Payables	16,288	16,669	17,241	17,790	18,530	19,204
Interest Bearing Liabilities	12,441	11,701	12,386	13,881	15,702	15,797
Refundable Deposits	2,000	3,000	3,000	3,000	3,000	3,000
Provisions	23,654	25,074	26,648	27,945	29,305	30,809
Total Current Liabilities	54,382	56,444	59,275	62,616	66,537	68,810
Net Current Assets	7,241	(71)	10,528	9,108	9,459	9,022
Non-Current Assets						
Property, Plant & Equipment	1,926,046	1,926,765	2,019,877	2,077,874	2,121,020	2,177,464
Investments	8,694	8,967	8,694	8,694	8,694	8,694
Receivables	944	944	954	963	973	983
Total Non-Current Assets	1,935,684	1,936,676	2,029,525	2,087,531	2,130,687	2,187,141
Non-Current Liabilities						
Creditors and Provisions	7,808	4,104	5,212	5,399	5,592	5,950
Loans	41,994	25,131	65,317	66,571	67,749	72,912
Landfill Provision	6,803	16,979	5,541	0	0	0
Total Non-Current Liabilities	56,605	46,214	76,070	71,970	73,341	78,862
NET ASSETS	1,886,320	1,890,391	1,963,983	2,024,669	2,066,805	2,117,301
Ratepayers Equity						
Accumulated Surplus	1,058,001	1,047,247	1,128,439	1,192,125	1,234,261	1,284,757
Asset Revaluation Reserve	806,641	807,736	807,736	807,736	807,736	807,736
Reserves	21,678	35,408	27,808	24,808	24,808	24,808
TOTAL EQUITY	1,886,320	1,890,391	1,963,983	2,024,669	2,066,805	2,117,301

BUDGETED STATEMENT OF CHANGES IN EQUITY

4 Year Plan

	Total \$000's	Accumulated Surplus \$000's	Revaluation Reserve \$000's	Other Reserves \$000's
2015				
Balance at beginning of the financial year	1,890,391	1,047,247	807,736	35,408
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	73,592	73,592	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(24,450)	-	24,450
Transfer from reserves	-	32,050	-	(32,050)
Balance at end of the financial year	1,963,983	1,128,439	807,736	27,808
2016				
Balance at beginning of the financial year	1,963,983	1,128,439	807,736	27,808
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	60,686	60,686	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(20,700)	-	20,700
Transfer from reserves	-	23,700	-	(23,700)
Balance at end of the financial year	2,024,669	1,192,125	807,736	24,808
2017				
Balance at beginning of the financial year	2,024,669	1,192,125	807,736	24,808
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	42,136	42,136	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(19,200)	-	19,200
Transfer from reserves	-	19,200	-	(19,200)
Balance at end of the financial year	2,066,805	1,234,261	807,736	24,808
2018				
Balance at beginning of the financial year	2,066,805	1,234,261	807,736	24,808
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	50,496	50,496	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(19,200)	-	19,200
Transfer from reserves	-	19,200	-	(19,200)
Balance at end of the financial year	2,117,301	1,284,757	807,736	24,808

* New disclosure requirement as per Local Government (Planning and Reporting) Regulations 2014.

BUDGETED STATEMENT OF HUMAN RESOURCES

4 Year Plan

	Forecast Actual 2013-2014 \$000's	Budget 2014-2015 \$000's	Plan 2015-2016 \$000's	Plan 2016-2017 \$000's	Plan 2017-2018 \$000's
Staff expenditure					
Employee costs - operating	116,306	125,929	131,797	137,933	145,293
Employee costs - capital	5,094	5,288	5,473	5,665	5,877
Total staff expenditure	121,400	131,217	137,270	143,598	151,170
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	1,487.0	1,547.5	1,552.5	1,557.5	1,562.5
Total staff numbers	1,487.0	1,547.5	1,552.5	1,557.5	1,562.5

* New disclosure requirement as per Local Government (Planning and Reporting) Regulations 2014.

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 used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Annual 2013-2014	2014-2015	Projections 2015-2016	2016-2017	2017-2018	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.9%	0.7%	1.0%	0.3%	0.4%	o
Liquidity								
Working Capital	Current assets / current liabilities	2	99.9%	117.8%	114.5%	114.2%	113.1%	o
Unrestricted cash	Unrestricted cash / current liabilities		40.0%	55.5%	53.3%	54.4%	53.1%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	21.6%	43.1%	42.0%	41.2%	41.5%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.6%	8.5%	8.7%	9.1%	9.5%	-
Indebtedness	Non-current liabilities / own source revenue		19.7%	30.0%	27.1%	26.6%	27.3%	o
Asset renewal	Asset renewal expenditure / depreciation	4	65.4%	76.0%	72.9%	66.2%	71.0%	o
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	63.0%	59.0%	60.9%	62.7%	63.2%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	o

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend + / o / -
			Annual 2013-2014	2014-2015	Projections 2015-2016	2016-2017	2017-2018	
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$2,599	\$2,631	\$2,690	\$2,768	\$2,850	-
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,298	\$1,356	\$1,414	\$1,474	\$1,536	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		7.8%	7.1%	6.7%	7.2%	7.0%	o

Key to Forecast Trend:

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

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. Financial performance is expected to remain steady over the period.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase in 2014/15 year due increased cash balances. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates - Trend indicates Council's increasing reliance on debt against its annual rate revenue in 2014/15 due to increased loans being drawn down and then remaining steady in the future years.

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). Council's level of spend on its renewal program, although remaining constant, indicates that its assets are deteriorating faster than they are being renewed and expenditure will be required in the future to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become slightly more reliant on rate revenue compared to all other revenue sources.

8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2014/15 year is shown below and further detail is included on page 2-4 of this budget.

Indicator	Budget	Strategic Resource Plan			
	2014-2015	2015-2016	2016-2017	2017-2018	
Employee costs (\$'000)					
- Operating	116,306	125,929	131,797	137,933	145,293
- Capital	5,094	5,288	5,473	5,665	5,877
Total	121,400	131,217	137,270	143,598	151,170
Employee numbers (EFT)	1487	1548	1553	1558	1563

Rating Information

1. Rating Context 2014-2015

City Plan 2013-2017 (2014-2015 update)

Rates and Charges are the major source of Council revenue accounting for 62% of the total revenue for Council annually. Increases in rate income are required to meet the objectives of Council aspirations and community expectations for new infrastructure. City Plan advocates rate increases over the Council term, required to fund new initiatives and maintain existing service levels.

2014 Revaluation

In accordance with the Valuation of Land Act 1960, every two years Council conducts a full revaluation of every rateable property within the municipality. Valuations have been prepared as at 1 January 2014 and apply to all properties from 1 July 2014.

The table below indicates the general property valuation movement by tariff group excluding growth.

Property Group	2012 Average % Inc/(Dec)	2014 Average % Inc/(Dec)
Residential	10.2%	2.2%
Vacant Land	14.2%	4.1%
Commercial	3.9%	2.5%
Industrial	(1.2%)	2.3%
Farm	(1.3%)	(0.7%)

Residential properties have increased by an average 2.16% in line with movements across regional Victoria.

The number of vacant land lots has decreased to 5,004 with an increase in valuation of 4.11%.

Commercial properties have increased by 2.49% with the increase for the CBD at 0.16%.

Industrial property valuations increased by 2.32% with Moolap recording negative movement as per the 2012 revaluation.

Farm property valuations have recorded a decrease of (0.67%) with positive movements in the northern suburbs and offset by negative movements on the Bellarine.

Automobile, Aluminium and Petroleum Valuations

Finalisation of valuations for the major industrials has been influenced as follows:

Shell are disputing the 2012 CIV and SV and this matter is before VCAT for determination.

The CIV for Ford has been reduced in recognition of the environmental footprint Ford has on the land.

The CIV for Alcoa has been reduced in recognition of the plant closing during 2014-2015.

Council continues to monitor the relativity of the City's residential rates to other comparable municipalities.

Average Rates & Charges

Regional Cities	2007-2008 Annual Report		2008-2009 Annual Report		2009-2010 Annual Report		2010-2011 Annual Report		2011-2012 Annual Report		2012-2013 Annual Report		Residential 2012-2013 on 2011-2012 % increase	Residential Gross % Movement 5 Years
	per Assessment \$	per Residential Assessment \$	per Assessment \$	per Residential Assessment \$	per Assessment \$	per Residential Assessment \$	per Assessment \$	per Residential Assessment \$	per Assessment \$	per Residential Assessment \$	per Assessment \$	per Residential Assessment \$		
Wodonga	1,507	1,310	1,578	1,372	1,615	1,375	1,735	1,466	1,877	1,569	1,894	1,690	7.7%	8.8%
Horsham	1,130	1,139	1,211	1,233	1,303	1,330	1,409	1,434	1,527	1,358	1,638	1,466	8.0%	8.1%
Wangaratta	1,204	1,060	1,290	1,124	1,338	1,165	1,398	1,228	1,490	1,278	1,570	1,377	7.7%	8.5%
Warrnambool	1,282	1,102	1,367	1,218	1,438	1,278	1,542	1,388	1,655	1,389	1,714	1,429	2.9%	3.1%
Latrobe	1,289	1,022	1,351	1,032	1,402	1,078	1,483	1,159	1,582	1,250	1,683	1,346	7.7%	8.9%
Greater Geelong	1,157	977	1,227	1,028	1,293	1,079	1,347	1,129	1,423	1,182	1,182	1,242	5.1%	5.6%
Ballarat	1,229	955	1,348	1,016	1,410	1,061	1,454	1,125	1,561	1,193	1,613	1,275	6.9%	7.7%
Greater Bendigo	1,140	906	1,197	996	1,344	1,098	1,332	1,131	1,404	1,218	1,371	1,529	25.5%	28.3%
Neighbouring Councils														
SurfCoast	1,384	1,326	1,487	1,430	1,589	1,530	1,698	1,638	1,804	1,749	1,885	1,805	3.2%	3.7%
Wyndham	1,178	1,080	1,344	1,087	1,476	1,078	1,582	1,168	1,668	1,258	1,753	1,350	7.3%	8.5%
Golden Plains	975	886	1,068	929	1,150	1,063	1,306	1,200	1,402	1,268	1,539	1,461	15.2%	18.2%
Metropolitan Councils														
Maribyrnong	1,496	1,174	1,616	1,288	1,687	1,341	1,812	1,442	1,911	1,523	2,018	1,609	5.6%	6.4%
Whittlesea	1,238	975	1,312	1,030	1,308	1,058	1,311	1,114	1,367	1,166	1,452	1,260	8.1%	8.9%
City of Port Phillip	1,178	966	1,230	1,017	1,258	1,068	1,310	1,131	1,391	1,199	1,470	1,224	2.1%	2.3%

¹ Figures Include: Rates, Municipal Charge & Garbage Charge

The table indicates that Council's average residential assessment compares favourably to other regional cities, and is in the lower half of residential movements over the last five years.

Cost Indicators – Local Government Index

Historical Movements in CPI & LGCI (Source: MAV Local Government Cost Index 2013-14)

% Growth	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
CPI	2.6%	3.6%	2.8%	3.3%	2.5%	2.5%	3.7%*/2.1%	2.5%
LGCI	4.1%	5.2%	5.0%	3.4%	3.7%	3.6%	4.4%**	3.4%

*estimate one off Carbon Tax Impact 0.7%

** revised from 3.9% to 4.4% by MAV in the August 2013 report

The MAV Local Government Cost Index is a Consumer Price Index (CPI) comparison that forecasts the change in costs to deliver goods and services provided by Victorian Local Government.

*The CPI increase for 2014-2015 is currently forecast at 2.5%. The LGCI is likely to be 3.4% driven primarily by wage prices increasing at 3.5 per cent.

Local Government expenses are different to household expenses. CPI measures price movements in a standard basket of common household goods and services. A 'basket' of common council services is primarily affected by the growth in construction, material and wage costs, not CPI.

The Local Government Cost Index uses a combination of established Government and industry indexes to reflect average wages, construction and material costs that best represent councils' spending profile.

2. Current year rate increases

In order to achieve Council's objectives while maintaining service levels and a strong capital expenditure program, general rates will increase by \$10.5M in 2014-2015 raising a total of \$180M.

Rating Model

- Rates and charges on a residential property will increase overall by 4.51%, Municipal Charge movement 3%, and Waste Collection Service Charge 5.12%. The residential rate has been set at \$0.002710 per \$ of CIV valuation.
- Vacant Land rate in the dollar will increase to 145% of residential in order to encourage building activity and development.
- Automobile, Petroleum and Aluminium differentials have been aligned to the same rate in the \$. Council's objective is to reduce the gap between the rate in \$ for these differentials and the Industrial differential.
- The Waste Collection Service charge is calculated based on a fee for service, including direct, indirect and overhead costs. The charge is impacted by cost estimates of EPA levy \$27.70 per tenement. The Carbon Tax has not been costed into the 2014-2015 waste model. The charge for 2014-2015 will increase from \$234.50 to \$246.50 or 5.12%.
- The Municipal Charge represents a fee on all rateable assessments as a contribution to the fixed and unavoidable costs of governance. The Municipal Charge is to increase from \$88.90 to \$91.55 or 3%.
- The Farm rebate will be reduced to 34% with average rates increasing by 4.44% (lower than residential). This rebate provides ongoing rate relief to farmers. In 2014-2015 a 34% rebate represents a cost to Council of \$1.308M.
- The housing support waiver for eligible Charitable Housing will be maintained for 2014-2015.
- The transitional rebate introduced in 2010-2011 for nominated charitable housing properties will be reduced to a 25% rebate in 2014-2015.
- A rates waiver for the New Corio Estate will be maintained for 2014-2015.
- The pensioner concession will increase from \$202.90 in accordance with movement in CPI for Melbourne as advised by the Australian Bureau of Statistics to \$208.00.

Residential Rates and Charges

The average Capital Improved Value of residential properties within the municipality has increased from \$365,610 to \$375,674. This reflects a 1.9% growth in the number of residential properties together with growth of 2.16% in Residential Capital Improved Value.

The total increase in rates and charges for the average property with a capital improved value of \$375,674 is \$58.50 or 4.51%. This increase is made up of \$43.85 for General Rates, \$2.65 for Municipal Charge and \$12.00 for the Waste Collection Service.

	2013-2014	2014-2015	
Residential Properties	Rates on Average CIV \$	Budget Rates on Average CIV \$	Increase %
General Rates CIV x Rate in \$	974.25	1,018.10	4.50%
Municipal Charge	88.90	91.55	2.98%
Waste Collection Service	234.50	246.50	5.12%
Total Rates and Charges	1,297.65	1,356.15	4.51%

3. Rating Structure

All rating is made with respect to the Local Government Act 1989 (LGA), Section 154 to Section 181.

The rating structure is comprised of three key elements. Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

1. Using the Capital Improved Valuation system of valuing land, a rate in the dollar is applied. Thirteen differential rates are proposed for 2014-2015. In reviewing these differentials, Council have considered the objectives, the suitable uses and the types and classes of land.
2. The Municipal Charge (a fixed contribution per property to cover some of the governance costs of Council). The purpose of the municipal charge is to recover some of the administrative costs of the Council. The charge is applied to all rateable properties and is proposed to be increased from \$88.90 to \$91.55. Where rates are a variable charge levied on CIV at a rate in the dollar, the municipal charge is a fixed contribution on all ratepayers.
3. A fee for a separate component to reflect usage of services provided (ie. Waste Services).

Recycling and Waste Collection Service Charge

The Annual Service Charge is proposed at \$246.50 for each rateable land and non-rateable land. The charge is levied on the following criteria:

- Geographic existence within those areas of the municipal district in which Council provides a domestic refuse collection and disposal service.
- The charge will be raised irrespective of whether the service is used or not.

The Waste Collection Service charge is calculated based on a fee for service, including direct, indirect and overhead costs. The charge for 2014-2015 will increase from \$234.50 to \$246.50 or 5.1%.

Larger 140 litre general waste bins were introduced in 2013-2014. These bins replace damaged or stolen 120 litre bins. There will be no additional charge to the ratepayer for this increased service.

The Waste Voucher system for residential properties will not continue in 2014-2015.

Provision has been retained for a HACC support program for aged and disadvantaged residents requiring assistance with waste removal.

The rating structure also includes provision for Rates Waivers, Rebates and incentives.

Charitable Housing

Prior to the 2011-2012 Budget, a review was conducted of housing provided for social, community or charitable purposes. Commencing from 2011-2012 all housing provided by Housing Associations, charitable or government organisations was rated in accordance with legal precedent and the Local Government Act.

A Housing Support Waiver will be provided on application for Transitional, Crisis or Emergency housing provided by charitable organisations. The waiver will also be provided, on application, for housing provided by Geelong Legacy Club or the RSL and housing provided by charitable organisations to support disabled people. The Housing Support Waiver will be for 100% of general rates and the municipal charge.

A Transitional rebate of 25% of general rates and municipal charges will be provided in 2014-2015 for nominated charitable housing properties that have previously not been rated to allow for a smooth transition in the rateable status of these properties. The rebate has been reduced from 50% to 25% for rates and municipal charge consistent with Council's intention to progress to full rating.

Rates Assistance

It is proposed to continue the rate relief provisions to allow for the continuation of a one-off waiver for residential and farm properties where the valuation of the assessment has increased between the 2012 valuation and the 2014 valuation by 50% or more and that increase is purely attributable to market factors, not attributable, in whole or in part, to improvements made to the assessment by the owner (or occupier). The amount of the waiver be set at:

- between 25% and 49.99% of the general rates payable for the 2014-2015 financial year, increasing pro rata according to the valuation increase, for valuation increases between 50% and 59.99%; and
- 50% of the general rate payable for the 2014-2015 financial year for valuation increases of 60% or more.

The waiver is designed to mitigate the rates shock of a valuation increase and is only claimable once in a two year valuation period, to qualifying ratepayers.

Council also provides a range of assistance measures to suit individual needs including pension rebates, farm rebates, rates deferral, and payment options such as regular Direct Debit, and Centrepay.

New Corio Estate

The New Corio Estate is an old and inappropriate subdivision within an established farming zone in Corio. Since the land is zoned as farming land it cannot be developed for residential use with no services available for the area. There is no prospect of these services becoming available in the future. In addition Council has adopted Planning Scheme amendment C243 which formally protects the native vegetation and provides some certainty over future use of the land.

For 2014-2015 Council will declare a waiver under section 171 of the LGA of 100% of general rates and municipal charge for privately owned properties in the New Corio Estate. This rates assistance waiver recognises the financial burden associated with ownership of the land and the encumbrances that prevents property owners from making any demands on Council services now and into the future.

Incentives

No incentives be declared as the incentives to be given by Council for the payment of General Rates, Municipal Charge and the Annual Service Charge (described earlier in this document) before the dates fixed for their payment under Section 167 of the LGA.

4. Local Government Legislation Amendment (Miscellaneous) Act 2012

Ministerial Guidelines

The Local Government Legislation Amendment (Miscellaneous) Act 2012 allows the Minister to set differential rating guidelines for compliance by councils. The final version of the Ministerial Guidelines, was gazetted on 26 April 2013 and came into effect from 1 July 2013. Council needs to consider the objectives, the suitable uses and the types of classes of land when introducing a differential rate. There are no new differential rates being introduced as part of the 2014-2015 Budget.

Penalty Interest

From 2013-2014 Penalty interest is to be charged from the date when each instalment was due, irrespective of whether a lump sum option is available.

Where a ratepayer makes a late payment of rates as a lump sum, penalty interest will be calculated as if the payment was via instalments.

Interest on unpaid rates and charges will be charged in accordance with Section 172 of the LGA (as amended).

The penalty interest rate of 11.5% per annum will apply from 1 July 2014.

5. Fire Services Property Levy

The Fire Services Property Levy Act 2012 (FSPL) came into effect from 1 July 2013 and requires Local Government to bill, receipt and collect FSPL on rateable and non-rateable properties. It is estimated that Council will levy \$24M in 2014-2015 (\$23M in 2013-2014) and remit to the State Revenue Office.

The Levy will consist of a fixed component plus a variable component based on the property's capital improved value to be determined by the Minister on or before 31 May each year.

Council is required to apply the FSPL to all Council owned land and buildings. Land that is vested in, occupied or under the care, control or management of Council will only incur the fixed charge. This is property that is not operated for commercial purposes, but is available for public use such as halls and service club rooms, community and neighbourhood facilities and sports grounds.

Property that is assessed as non-rateable by Council will also be subject to the levy. A separate notice will be issued to non-rateable leviable land where no rate notice is currently issued.

Council Differential Rates

The purpose of the various rating groups is to ensure that each group makes a fair and equitable contribution to rates. Full disclosure of the rating groups, number of properties, valuations and revenue is shown in the Statutory Information on Rates.

Residential Land - means any land:

- i. that is used exclusively for residential purposes; or
- ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme.

Rating Objective: To ensure that all rateable land makes an equitable and efficient financial contribution to cost of carrying out the functions of Council, generally including the:

- a) Construction and maintenance of public infrastructure.
- b) Development and provision of health and community services.
- c) Provision of general support services.

Vacant Land – means any land:

- i. that does not have the characteristics of Farm Land; and
- ii. on which no building is erected, save for any uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of the land.

Rating Objectives:

- i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:
 - a) construction and maintenance of public infrastructure;
 - b) development and provision of health and community services; and
 - c) provision of general support services.
- ii. To encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong.
- iii. To discourage untimely and unnecessary divisions of land.

These objectives will be met by setting the Vacant Land differential at 145% of the Residential Land differential.

Commercial Land – means any land that:

- i. does not have the characteristics of:
 - a) Farm Land; or
 - b) Industrial Land; or
 - c) Petroleum Production Land; or
 - d) Aluminium Production Land, or
 - e) Automobile Manufacture Land; and
- ii. is used predominately for the sale of goods or services or other commercial purposes; or
- iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme.

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

The Point – Residential Land - means any land that:

- i. is used exclusively for residential purposes; or
- ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme; and
- iii. forms part of the land described (or formerly described) in Certificate of Title Volume 11423 Folio 073 and 074 also described in Lot C PS 638301 and Lot Y PS 638300 (Location Specific).

Rating Objectives:

- i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:
 - a) construction and maintenance of public infrastructure;
 - b) development and provision of health and community services;
 - c) provision of general support services; and
 - d) management of environmentally sensitive land.
- ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.

The Point – Vacant Land - means any land:

- i. that does not have the characteristics of Farm Land; and
- ii. on which no building is erected save for any small uninhabitable storage shed or shelter, the size of which does not exceed 5% of the total land area; and
- iii. forms part of the land described (or formerly described) in Certificate of Title Volume 11423 Folio 073 and 074 also described in Lot C PS 638301 and Lot Y PS 638300 (Location Specific).

Rating Objectives:

- i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council, generally including the:
 - a) construction and maintenance of public infrastructure;
 - b) development and provision of health and community services;
 - c) provision of general support services; and
 - d) management of environmentally sensitive land.
- ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.
- iii. To encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong and, more specifically, to the Point Land.
- iv. To discourage untimely and unnecessary divisions of land.

The Point – Commercial Land - means any land that:

- i. does not have the characteristics of:
 - a) Farm Land; or
 - b) Industrial Land; and
- ii. is used predominantly for the sale of goods or services, or other commercial purposes; or
- iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme; and

- iv. forms part of the land described (or formerly described) in Certificate of Title Volume 11423 Folio 073 and 074 also described in Lot C PS 638301 and Lot Y PS 638300 (Location Specific).

Rating Objectives:

- i. To ensure that all rateable land makes an equitable and efficient financial contribution to cost of carrying out the functions of Council, generally including the:
 - a) construction and maintenance of public infrastructure;
 - b) development and provision of health and community services;
 - c) provision of general support services; and
 - d) management of environmentally sensitive land.
- ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, to ensure that an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.

Industrial Land – means any land that:

- i. does not have the characteristics of
 - a) Vacant Land; or
 - b) Commercial Land; or
 - c) Petroleum Production Land; or
 - d) Aluminium Production Land; or
 - e) Automobile Manufacture Land; and
- ii. is used predominately for industrial purposes, which includes manufacturing, repairing, servicing, processing and reprocessing.

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

Mixed Use Land – means any land that:

- i. has the characteristics of Residential Land combined with the characteristics of Commercial Land or Industrial Land; and
- ii. is used partly for residential purposes and partly for commercial and/or industrial purposes.

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

Farm Land – means any land which:

- i. is not less than 2 hectares in area; and
- ii. is used predominantly for the business of 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; or

- iii. satisfies the criteria for municipal purpose benefit for large holdings to the extent that it is, for example, land that is predominantly used and maintained for heritage, cultural or environmental purposes, or land that is held as natural bushland under a trust for nature covenant, or land that is held under some other type of similar formal undertaking.

To avoid doubt, 'business' for the purposes of identifying Farm Land has the same meaning as that given to it by section 2(1) of the *Valuation of Land Act* 1960 for the same purpose, being a business that:

- a) has a significant and substantial commercial purpose or character; and
- b) seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- c) 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.

Rating Objectives:

- i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:
 - a) construction and maintenance of public infrastructure;
 - b) development and provision of health and community services; and
 - c) provision of general support services.
- ii. To encourage and support the business of primary production and, where appropriate, expand the business of primary production.

These objectives will be met by setting the Farm Land differential at 100% of the Residential Land differential and by the provision of a farm rebate under Section 169 of the LGA.

Automobile Manufacture Land – means any land that:

- i. used primarily for the manufacture of automobiles or automobile products; and
- ii. described as:
 - a) all that land generally bounded more or less by Melbourne Road, North Shore Road and Corio Quay Road and being north of Cowies Creek, excluding the land known as 60-80 North Shore Road, being the Ford Research and Development Facility; and
 - b) all that land generally bounded more or less by Sea Beach Parade, St Georges Road, Geelong-Melbourne Railway and neighbouring southern land.

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

The Automobile Manufacture Land differential is set at 367% of the Residential Land differential with the long term intention that it will move closer to the Industrial Land differential over time.

Petroleum Production Land – means any land that:

- i. used primarily for the production or conveyance of petroleum and/or petroleum by-products; and
- ii. described as all that land generally bounded more or less by Princes Highway, Shell Parade, Corio Bay Foreshore, Wharf Road, Station Road and neighbouring land.

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

The Petroleum Production Land differential is set at 367% of the Residential Land differential with the long term intention that the Petroleum Production Land differential will move closer to the Industrial Land differential over time.

Aluminium Production - means any land that:

- i. used primarily for the manufacture or production of aluminium or aluminium products and
- ii. described as all land generally bounded more or less by Point Henry Road, Corio Bay Foreshore and Stoddart Lane.

Rating Objective: To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

- a) construction and maintenance of public infrastructure;
- b) development and provision of health and community services; and
- c) provision of general support services.

The Aluminium Production Land differential is set at 367% of the Residential Land differential with the long term intention that the Aluminium Production Land differential will move closer to the Industrial Land differential over time.

Cultural & Recreational Land – means any land that:

Has the characteristics of Recreational land as defined by the Cultural and Recreational Lands Act 1963. As described in the Council report.

STATUTORY INFORMATION ON RATES

Differential Rates & Charges Schedule LGA Section 161 (3)

For period 1 July 2014 - 30 June 2015

Category	No. of Properties 2013-2014	No. of Properties 2014-2015	% Change 2013-2014 vs 2014-2015	2013-2014 Rate* in \$	2014-2015 Rate* in \$	% Change Rate in \$ 2014-2015 vs 2013-2014	2013-2014 Budget \$	2014-2015 Income Est \$	Net % Change in Income	\$ Change 2013-2014 to 2014-2015	CIV Value 2012 Level Budget 2013 \$	CIV Value (Reval) Jan 2014 \$	% Change in CIV 2013-2014 vs 2014-2015
Residential-base	96,665	98,460	1.9%	0.002665	0.002710	1.7%	94,178,557	100,243,441	6.4%	6,064,884	35,341,698,000	36,988,813,000	4.7%
Vacant Land	5,190	5,004	-3.6%	0.003731	0.003930	5.3%	6,116,111	6,320,552	3.3%	204,441	1,639,391,501	1,608,427,201	(1.9%)
Commercial	5,238	5,309	1.4%	0.005437	0.005654	4.0%	20,219,265	21,660,641	7.1%	1,441,376	3,718,827,301	3,830,704,201	3.0%
The Point Residential	0	15	0.0%	0.002665	0.002710	1.7%	0	21,288	0.0%	21,288	0	7,855,000	0.0%
The Point Vacant Land	23	24	4.3%	0.003731	0.003930	5.3%	87,429	66,706	(23.7%)	(20,724)	23,435,000	16,975,000	(27.6%)
The Point Commercial	1	2	100.0%	0.005437	0.005654	4.0%	54	70	100.0%	15	10,000	12,300	100.0%
Industrial	1,797	1,851	3.0%	0.007252	0.007542	4.0%	8,854,279	9,577,423	8.2%	723,145	1,220,943,000	1,269,865,000	4.0%
Mixed Use	244	255	4.5%	0.003966	0.004146	4.5%	503,494	554,452	10.1%	50,958	126,944,000	133,717,000	5.3%
Farm-(with Rebate)	1,079	1,075	-0.4%	0.002665	0.002710	1.7%	2,440,119	2,538,965	4.1%	98,845	1,435,244,000	1,419,473,000	(1.1%)
Cultural & Rec	59	58	-1.7%	0.001685	0.001702	1.0%	198,115	206,892	4.4%	8,777	117,597,000	121,591,000	3.4%
Automobile Manufacture Land*	2	2	0.0%	0.009782	0.009946	1.7%	557,765	453,044	(18.8%)	(104,721)	57,020,000	45,550,000	(20.1%)
Petroleum Production Land *	1	1	0.0%	0.009782	0.009946	1.7%	2,132,890	2,168,682	1.7%	35,791	218,044,000	218,044,000	0.0%
Aluminium Production Land*	1	1	0.0%	0.009782	0.009946	1.7%	811,899	626,603	(22.8%)	(185,297)	83,000,000	63,000,000	(24.1%)
Municipal Charge	110,328	112,057	1.6%	\$ 88.90	91.55	3.0%	9,808,148	10,258,471	4.6%	450,322			
Total of Rates Inc. MC							145,908,126	154,697,228	6.0%	8,789,102			
Garbage Charge	98,604	100,767	2.2%	\$ 234.50	246.50	5.1%	23,122,638	24,838,703	7.4%	1,716,065			
Total	110,328	112,057	1.57%				169,030,764	179,535,930	6.21%	10,505,166	43,982,153,802	45,724,026,702	3.96%

*One rate cannot be greater than 4 times any other rate S161(5)

OTHER STRATEGIES

In developing the Strategic Resource Plan, strategies have also been developed for Borrowings, Infrastructure, Service Delivery and Environmental Management.

BORROWING STRATEGY

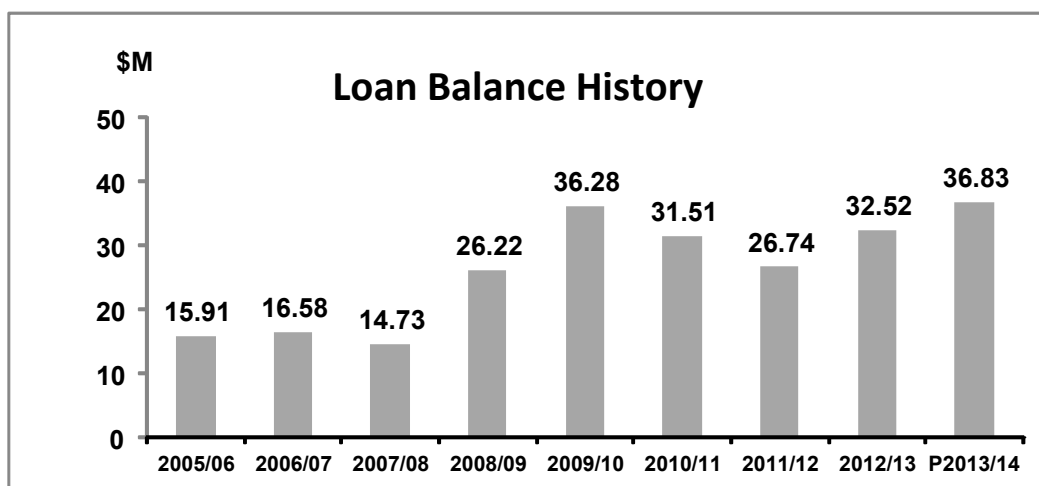
Loan Balance History

Loan balances recorded as at June 1999 were \$38.19M and over the years to June 2005 reduced to \$12.49M as part of a deliberate strategy of reducing outstanding loans with reduced debt servicing costs providing increased funding for recurrent services.

A new loan of \$7M was taken out in May 2006 in order to restore working capital balances (Unfunded Superannuation payment) and in June 2007 a \$5M loan was taken out to commence funding of the Leisurelink Facility Replacement. In June 2008 a \$3.125M loan was taken out to fund the Bellarine Aquatic Centre and a loan of \$12.675M was taken out in June 2009 to continue funding construction of the Leisurelink Facility Replacement. The final loan for Leisurelink of \$12.5M was taken out in February 2010. A loan of \$10.85M was taken out in May 2013 to fund Community Facilities and commence funding of the new Geelong Library & Heritage Centre. A new loan of \$11.8M was taken out in October 2013 to fund Unfunded Superannuation payment and Lara Town Centre project. Further 2013-2014 budgeted loans of \$16.53M have been deferred until 2014-2015.

New Loans of \$36.04M are included in the 2014-2015 Budget to fund Leopold Community Hub, Grovedale ICC, Drysdale Landfill Cells, Central Geelong Revitalisation, the Geelong Library & Heritage Centre, Barwon Heads ICC, Corio Landfill Rehabilitation, Windsor Park Family Hub and Shell Rd Reserve Masterplan.

The following table tracks the outstanding loan balance since 2005-2006.



Capital Funding Gap Analysis 2014-2015

In recent years Council has approved capital programs in excess of the internal operating cash generation. The following table provides analysis of internal funding available for capital versus proposed net capital expenditure.

	\$M Net
Depreciation	51.28
Loan Repayments	(11.71)
Unfunded Superannuation	(1.32)
Recurrent Operating Surplus (90% of Surplus)	0.17
Internal Funding Available for Capital	38.42
2014-2015 Net Capital Program	89.72
Property Asset Sales	(13.21)
Developer Contributions	(2.05)
Total Funding Required for Capital	74.46
Difference required to be funded by loan in 2014-2015	36.04
Deferred Loans from 2013-2014	16.53
Total Borrowings for 2014-2015	52.57

The 2014-2015 program includes \$30.0M of capital works carried over from 2013-2014 and \$21.0M of works carried over to 2015-2016.

The following table shows the total borrowings and available cash and investments over the last nine years. Council's debt position has been within the prudential limits required by the State Government. The reduction in the current ratio is a measure of Council's current assets to current liabilities and is influenced by the timing of borrowings and the change in accounting treatment of long service leave.

Year	Outstanding Loans \$M's	Cash and Investments \$M's	Current Ratio	Debt Management		Realisable Assets / Liabilities
				Total Debt Repayments/Rates %	Debt Servicing Costs / Revenue %	
2006-2007 Actual	16.58	31.93	1.13	4.05	0.37	10.17
2007-2008 Actual	14.73	30.16	1.36	4.30	0.40	11.37
2008-2009 Actual	26.22	53.13	1.82	1.71	0.38	9.44
2009-2010 Actual	36.28	58.64	1.79	3.56	0.79	9.51
2010-2011 Actual	31.51	66.30	1.74	4.86	0.80	9.45
2011-2012 Actual	26.74	74.20	1.64	4.51	0.67	8.17
2012-2013 Actual	32.52	71.40	1.63	4.85	0.65	9.30
2013-2014 Projection	36.83	45.98	1.00	5.63	0.84	9.37
2014-2015 Budget	77.70	58.86	1.18	8.50	1.23	7.85
Tolerances			>1.00	<8.00	<5.00	>1.50

Future Borrowings

It is planned that the capital program for non commercial facilities will be generally funded from specific grants and charges and internally from funds maintained through depreciation. For new long life assets required in response to Council commitments, it is recognised that Council's contribution may need to be funded via borrowings to avoid impacting on other 10 year capital works priorities.

Where Council is developing commercial facilities which will generate future income to pay back the initial investment, Council will also borrow to develop those facilities.

Council has identified the future development of the Geelong Library & Heritage Centre, Armstrong Creek, Community Facilities and Landfill rehabilitation as projects to be funded by loans.

	2014-2015 \$'000	2015-2016 \$'000	2016-2017 \$'000	2017-2018 \$'000
Community Facilities	11,667	4,575	7,825	9,100
Geelong Library & Heritage Centre	8,210	0	0	0
Corio Landfill Rehabilitation	5,377	0	0	0
Drysdale Landfill Cells	5,350	0	3,600	3,000
Central Geelong Revitalisation	4,190	3,570	0	0
Ocean Grove Infrastructure Plan	1,250	1,250	0	0
Leisurelink Expansion	0	1,400	0	0
Armstrong Creek	0	3,290	3,655	6,885
Geelong Ring Road Employment Precinct	0	1,050	1,050	0
Yarra St Pier	0	0	750	1,975
Deferred Loans from 2013-2014	16,530	0	0	0
Total Loans	52,574	15,135	16,880	20,960

Council has committed to maintain loans at a level to ensure Council is at all times within the tolerances on the above ratios assessed by the State Government.

The following table sets out future proposed borrowings, based on the projected financial position of Council as at 30 June 2014. The loan balance can be compared to the net debt position which recognises Council's significant cash balances.

Year	New Borrowings \$'000	Principal Repayment \$'000	Interest Repayments \$'000	Loan Balance \$'000	Net Debt \$'000
2013-2014	11,800	(7,489)	(2,121)	36,833	9,151
2014-2015	52,574	(11,701)	(3,611)	77,703	(18,839)
2015-2016	15,135	(12,386)	(4,262)	80,452	(20,207)
2016-2017	16,880	(13,881)	(4,465)	83,451	(19,452)
2017-2018	20,960	(15,702)	(4,642)	88,709	(23,195)

These principal and interest loan repayments have been factored into the strategic resource plan estimates. The impact of future loan borrowings and repayments on future budgets will be significant.

INFRASTRUCTURE

Councils infrastructure maintenance and renewal backlog is regularly reviewed as part of asset management plans.

Council maintains a strategy to address the backlog by steadily increasing expenditure on infrastructure capital renewal and maintenance. Information on asset conditions is retained in the Asset Management System to assist in determining priorities for asset maintenance and renewal.

2014-2015 Budget Initiatives

As part of the 2014-2015 Budget Council has continued to increase spending on infrastructure maintenance and renewal. Capital renewal includes an additional \$1.50M of renewal expenditure for priority Road Surfacing \$0.60M, Building Renewals \$0.50M, Kerb & Channel \$0.25M, Renewal of Civil Assets in Parks \$0.10M and Bridge Renewal Works \$0.05M. Recurrent renewal increases includes an additional \$0.04M for Unsealed Pathways maintenance, \$0.60M for Civil Infrastructure and Parks Growth maintenance and \$0.02M extra for Sporting Ground maintenance.

Other related infrastructure includes allocation for :

	\$'000
Lee's Road Bridge Replacement	500
Splashdown Main Pool Tiling	250
Kardinia Pool Underground Infrastructure	200
Clifton Springs Coastal Erosion Mitigation Works	100
Gravel Shoulder Re-establishment	100
Bellarine Rail Trail Remedial Works	120
Barwon River Trail Realignment	109

Trend of Maintenance and Renewal

It is recognised that maintenance expenditure during the life of assets, assists for the asset to remain functional and achieve its expected useful life. An optimum level of maintenance will delay and minimise renewal expenditure. Council has developed a measure of core maintenance and renewal expenditure to monitor performance on infrastructure maintenance and renewal. The table below is an indicator of Council's capital renewal and asset maintenance expenditure over the last two years and into the budget year.

Asset Maintenance and Renewal Program

	Budget 2012-2013 \$'000	Budget 2013-2014 \$'000	Budget 2014-2015 \$'000
Parks & Roads Routine Maintenance	34,915	37,150	38,563
Road and Footpath Renewal Works			
Road Rehabilitation Program	4,600	4,400	4,400
Kerb & Channel Program	1,418	1,618	1,868
Footpath Program	3,375	3,475	3,475
Bicycle Path Program	90	90	90
Asphalt Overlay Program	2,809	3,009	3,609
Reseal Program	1,602	1,602	1,602
Bitumous Surfacing Rubber Seal Program			
Drainage	1,051	1,051	1,051
Other Road Infrastructure	1,981	2,081	2,231
	16,926	17,326	18,326
Building Renewal & Maintenance	4,346	3,946	4,635
Recreation Infrastructure			
Recreation Reserves	159	159	159
Playgrounds	655	525	525
Irrigation Upgrade	250	258	264
Hard Surface Program	220	227	247
Ground Renovation Upgrade	214	214	214
Recreation Facilities Maintenance	1,169	1,206	1,238
	2,667	2,589	2,647
Community Development	248	248	249
Program Totals	59,102	61,259	64,420

Parks & Roads Routine Maintenance \$38.6M - (Increased by \$1.4M)

The general routine maintenance of Council's Roads and Parks assets has increased by \$1.6M. Council's Infrastructure Operations and Parks Management departments undertake routine maintenance of roads, signs, bridges, footpaths, drains, roadside furniture, parks, gardens, golf courses, sporting facilities, reserves and trees, linemarking, major patching, street sweeping, toilet cleaning and irrigation.

Initiatives introduced as part of 2014-2015 Budget are:

- Additional funding of \$0.20M for maintenance grading of unsealed roads.
- An increase of \$0.60M in funding will allow Council to accommodate the increased cost of routine maintenance of Civil Infrastructure and Parks assets due to increase in asset growth within the City of Greater Geelong.
- An increase of \$0.04M for maintenance of unsealed shared pathways.
- Balance of increase due to effect of salary increases and general material cost increases.

Road & Footpath Infrastructure Renewal and Major Maintenance Works \$18.3M - (Increased by \$1.0M)

The infrastructure maintenance program covers the programmed maintenance, renewal and rehabilitation of the City's engineering infrastructure assets including, roads, kerb and channel, footpaths, bicycle paths and carparks as well as roadways within parks and reserves. Drainage infrastructure including open drains, underground piped systems and storm water retarding basins is also included.

The 2014-2015 Budget includes additional funds of \$1.00M for renewal programs - in particular Road Surfacing (\$0.60M), Kerb & Channel (\$0.25M), Renewal of Civil Assets in Parks \$0.10M and Bridge Renewals (\$0.05M) in recognition of the continuing need to renew ageing infrastructure.

Building Renewal & Maintenance \$4.6M - (Increased by \$0.7M)

Building renewal provisions have been increased from \$0.5M to \$1.0M.

The Budget for building maintenance includes essential maintenance \$0.7M, scheduled maintenance \$2.1M (includes \$0.2M increase), and emergency maintenance \$0.8M for the 750 individual buildings owned or controlled by Council. The works are implemented through the use of over 35 service contractors complimented by in-house carpentry resources. Scheduled maintenance is prioritised to ensure that resources are allocated to optimise expenditure and meet their required service standards.

Recreation Infrastructure \$2.6M - (Increased by \$0.06M)

Works include ongoing maintenance of the rolling program in the area of Aquatic Centres and other Recreation assets. The budget includes maintenance for hard court surfacing, recreation reserves irrigation works, ground renovation and on upkeep of playgrounds.

Renewal Gap

A key objective of the Infrastructure Strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community. A measure of Council's performance in respect to infrastructure management is the proportion of the total asset value consumed (equivalent to the annual depreciation charge), compared to the amount spent in preserving the asset (expenditure aimed at renewing the assets service potential) on an annual basis. A value of 100% or greater is the desired target.

The following table shows Council's gross capital expenditure on renewal and expenditure on upgrade, compared to the annual depreciation to give a measure of how Council is maintaining its service capacity.

Council, in reviewing the condition and replacement of old assets, often decides not only to replace the asset but to upgrade it to modern standards and improve the facilities available to the community. Including both renewal and upgrade expenditure in the measure shows that Council is spending a lower than required percentage of depreciation on renewal and upgrade.

	2012-2013 Budget \$'000	2013-2014 Budget \$'000	2014-2015 Budget \$'000
Capital Renewal Expenditure	24,491	20,676	25,956
Capital Upgrade Expenditure	7,762	7,547	12,170
Assets Used (Depreciation)	45,719	48,831	50,147
Renewal Gap Measure - Renewal Expenditure / Depreciation	54%	42%	52%
Upgrade and Renewal Gap Measure - Upgrade and Renewal Expenditure / Depreciation	71%	58%	76%

SERVICE DELIVERY

The key objectives in Council's Strategic Resource Plan are to maintain existing service levels and to achieve recurrent operating savings in order to assist funding of the capital program. The cost of service delivery is influenced by a number of internal and external influences that management were requested to take into account in developing the Budget. In addition, management were requested to absorb CPI cost increases for external goods and services within existing funding levels, unless specific increases were authorised. Mandatory and critical funding increases for service delivery priorities were reviewed in detail with Council.

The following comments are provided as a guide to service delivery planned for 2014-2015.

Key Services

Landfill Sites / Transfer Stations

Commercial fees for Drysdale landfill and the transfer stations have increased by 7.7% to cover CPI increases plus a further \$5.30 per tonne increase in the EPA Levy. Work will continue on creation of Cell 6 at Drysdale.

Waste Collection

The cost for collection and disposal of recyclable waste, green waste and garbage will increase in 2014-2015 by \$1.01M from \$16.03M to \$17.04M. This increase includes effect of EPA Levy increase of \$5.30 per tonne and increase in collection contracts. This cost increase will be fully recovered in the Waste Collection Service Charge.

Infrastructure Operations

Council manages significant infrastructure maintenance programs throughout the region with expected spending on Sealed Roads Maintenance \$2.47M, Unsealed Roads Maintenance \$2.60M, Footpath Kerb & Channel Maintenance \$0.77M, Drainage Works \$1.40M and City Cleansing \$3.51M in 2014-2015.

Aged & Disability Services

Government funding for Aged and Disability services is expected to decrease by approximately \$0.41M in total for 2014-2015 due to clients transitioning from home and community care (HACC) to the National Disability Insurance Scheme. This includes General Care, Personal Care, Respite Care and Meals. The net cost of Aged Care Services is budgeted to be \$4.8M.

Community Development

Council maintains a number of buildings across the region for community use including Preschools, Neighbourhood Houses, Community Halls, Civic Centres and Community Buses. Net cost for program delivery is \$8.9M.

Arts & Culture

Council is actively committed to promoting heritage and cultural programs for community benefit including cost of support for the National Wool Museum \$1.08M and sponsorship for many community and youth arts programs. In 2014-2015 Council is to provide increased contribution to the Geelong Regional Library \$0.18M and Geelong Gallery \$0.05M. Council will also be contributing to the Geelong Regional Library \$1.0M for Collection costs for the new Geelong Library & Heritage Centre. Overall, net increased cost to Council is \$1.21M.

Aquatics

Increased operational costs are anticipated in 2014-2015 from existing aquatic centres and include a decrease in fees and charges of \$0.30M, plus \$0.26M increase in costs to deliver new service increments.

Family Services

Childcare fees are increasing by \$16 per week from July to cover cost increases for the service resulting from staffing ratio and quality standards changes. Overall Childcare income has increased \$2.46M as a result of increase from Federal contributions and user charges, mainly due to opening in January of new Integrated Children's Centres. Offset by \$3.48M increase in costs to deliver new service increments to comply with Children's Services Regulations. Net Child Care cost to Council for 2014-2015 is \$2.04M. Government support of \$0.62M will continue in 2014-2015 for Family Service initiatives - Best Start, Indigenous Kindergarten Assistance, Playgroup Support, Family Relationship Services Program, Regional Parenting Service and Family Coaching.

Events

Council proactively sponsors and promotes major sporting and cultural events within the region which provides ongoing tourism and economic benefits to the community. In 2014-2015 major events include: 2015 Australian International Airshow, Festival of Sails, Victorian Open Golf, Toast to the Coast, Geelong Revival Festival, Pako Festa, Carols by the Bay and National Celtic Festival. Total funding is \$1.39M.

Tourism

Council is an active supporter of regional promotion including support for Information Centres, conference marketing and promotion and support of Geelong Otway Tourism. Overall, net cost to Council is \$1.84M.

Planning Strategy

The importance of statutory planning function to the community continues to be recognised by Council and is a high priority area for service enhancements. Net cost for business unit is budgeted to be \$2.7M.

Service Review

Council have been engaged in a Financial Sustainability Review of the organisation which has resulted in the implementation of service planning / reviews across all departments.

The service planning / review is a 3 phase project of which Phase 1 is completed and Phase 2 is being implemented.

Phase 1 - Review report identifying potential cost reduction and / or additional revenue for inclusion in the 2014-2015 Annual Budget. Savings included in the 2014-2015 Budget were approximately \$0.5M.

Phase 2 - Commence work on detailed Service reviews for Geelong Saleyards, Elcho Park Golf Course, Breamlea Caravan Park, Long Day Care, Construction Unit and Customer Service Centres.

Phase 3 - Executive Management Team and / or Council will recommend services to have a Full Service Review completed.

ENVIRONMENTAL MANAGEMENT

The ongoing impact of climate change is placing an array of pressures and threats on our natural environment and our environmental capital. Council's response has been to partner with the community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption. The Environment Protection Authority impose standards and specifications in the management of landfill sites, resulting in increased costs of compliance.

Future Proofing Geelong

Program to support and promote new and existing initiatives seeking to improve environmental outcomes for Geelong. Cost of \$0.3M has been allocated in 2014-2015.

Reserves and Waterways

- **Environment Reserves Capital Improvement Program** - Cost \$0.15M for adopted conservation and environment reserves management plans.
- **Geelong Healthy Waterways Program** - Cost \$0.08M ongoing maintenance and upgrading of freshwater waterway assets.
- **Bellarine Catchment Network** - \$0.02M to support the Network in providing environmental projects for the Bellarine Peninsula.
- **Friends of Buckley Falls** - \$0.03M to Geelong Environment Council - Friends of Buckley Falls.

Coastal Erosion

Programs funded in 2014-2015 are as follows:

- **Clifton Springs Coastal Erosion mitigation works** - Cost \$0.1M to deliver rock stability buttress to stabilise slope and protect the shoreline.
- **Access to the Dell** - Cost \$0.06M for stage two which will deliver a path that will provide safe and all ability access.

Sustainable Water Use Plan

Programs funded in 2014-2015 are as follows:

- **Ground Renovation Program** - Cost \$0.2M for improvements to sports fields.
- **Council Recreation Reserves and Parks Water Saving Initiatives** - Upgrade Botanic Gardens irrigation system cost \$0.4M.
- **Wastewater / Stormwater reuse** - Ongoing implementation of City's Stormwater Management Plan cost \$0.2M.

Landfill Management

Council has a present and ongoing responsibility for high standards of environmental management of Landfill sites according to Environment Protection Authority requirements.

Corio

Council has been making provision for funding the rehabilitation of the Corio Landfill for several years. Funding to carryout year two works of the three year programme in 2014-2015 is \$6.4M.

Drysdale

Council has budgeted \$2.1M in 2014-2015 for construction of Cell 4A bunding at Drysdale Landfill, with a further \$5.3M for the completion of Cell 6 works.

An additional \$0.05M has been budgeted for Leachate Management at Drysdale Landfill.

Closed Landfill Project

A further \$0.01M has been budgeted in 2014-2015 for a continuation of risk assessments and monitoring works on disused landfills.

Corio and Drysdale landfills are audited each year by the EPA and recommendations from these audits must be implemented. Council has budgeted \$0.05M in 2014-2015 to implement recommended works.

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
BUILDINGS						
C09505	Potato Shed Facility Renewal	Capital fund as part of agreement between CoGG, Bellarine Secondary College and Catholic Regional College for critical facility maintenance and improvement.	Municipal	43,504	18,645	24,859
C09203	Roof Safety Access Program	Provide safe roof access systems on Council buildings.	Corporate	50,000		50,000
C02622	Building Design - Core Program	Emergency design requirements for safety and emerging priorities, specifications for sports floodlighting.	Municipal	22,000		22,000
C13507	Ocean Grove Library Circulation Desk	Installation of a new circulation desk to replace the existing inadequate Ocean Grove library desk dated from 1982. This is an OH&S issue as the current desk is totally inadequate for IT and staff/visitor requirements.	Beangala	20,000		20,000
C15501	Civic Car Park Green Roof and Vertical Garden	Installation of an innovative living Green Roof and Wall garden with integrated Water Cycle Management (IWCM) to mitigate the need for urgent remedial work to fix major structural issues on the Civic Car Park building as identified in GHD's 2008 engineer's report. Extreme heat loading of the car park's top level is causing excessive structural movement, cracking and flaking of concrete promoting severe concrete cancer and causing a risk of further major repair work.	Brownbill	80,000		80,000
C15503	Animal Pound - Refurbishment of the Isolation Room	In accordance with the Code of Practice, isolation facilities are required to be provided at the Pound to isolate and treat injured and diseased animals that are in Council's custody. This ensures a safe environment for rehabilitation and prevents the spread of infectious diseases to the general impound areas.	Cheetham	15,000		15,000
C15507	Stock Pound Horse/Cattle Shelter	In performing its responsibilities under the Impounding of Livestock Act, Council is required to house, shelter and feed impounded stock in accordance with legal requirements. Currently within the Pound yard there exists a low level shed/shade structure, which is suitable for small animals such as sheep and goats but not for larger animals such as cattle, horses and llamas etc. It is proposed to erect a taller structure that offers the animals protection from the elements.	All Wards	20,000		20,000
C09201	Office Alteration / Improvement Program	Ongoing program of minor office alterations and improvements.	Corporate	20,000		20,000
C10206	Toilet Block Renewal / Replacement Program	Ongoing program of public toilet refurbishment ensuring they meet community needs and expectations.	Municipal	250,000		250,000
C12202	Building Renewals	Annual building renewals funding for roof replacements and switchboard upgrades.	Corporate	1,000,000		1,000,000
C15203	Air Conditioning Replacement - Brownlow Stand	The air conditioning plant on the Brownlow Stand has been identified as no longer serviceable due to age, condition, and non-availability of spare parts. This plant needs to be replaced. It is an Essential Service item in this Stand.	Kardinia	63,000		63,000

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15204	Building security panels upgrades	Security panels at City Hall and the three depots are non serviceable due to age and parts being unavailable.	All Wards	55,000		55,000
C15206	Mayor and Councillor accommodations	Physical improvements to accommodate staffing and take into account the needs of the Mayor and Councillors.	All Wards	150,000		150,000
C15802	Ceres Temperance Hall	Remedial structural works and capital renewal works on Ceres Temperance Hall following acquisition by Council. Works include highest priority structural works as identified in the engineering structural assessment. Capital works in the establishment of hot water supply, kitchen and toilet upgrade to improve community facility for broader use options.	Deakin	50,000	50,000	0
C15820	Disability Access	Identification and completion of works, designs, plans and estimates of community facilities that do not provide equal accessibility to people with disabilities.	Municipal	320,000		320,000
C15821	Children Services Facilities Upgrades	Upgrade of children service facilities including childcare centres, kindergartens and occasional care venues to ensure compliance with Children service regulations and continuation of service delivery.	Various	395,000		395,000
C15822	Community Halls Upgrade	Upgrades to major halls to maintain a standard of venue delivery.	Various	214,000		214,000
Community Facilities Upgrades Include:				42,032,500	20,658,888	21,373,612
C15509	Old Courthouse Signage	Design and installation of signage for the Old Courthouse, Geelong. Situated on the corner of Little Malop and Gheringhap Streets, the building is home to youth arts organisation Courthouse ARTS, internationally renowned company Back to Back Theatre, and popular eatery the Courthouse Café. Presently there is no signage at the Old Courthouse advising the public of what lies inside the building. Originally built in the 1940s, the building is heritage listed.	Brownbill			
C13505	Acquisition and Replacement of Resources and Equipment to meet the National Quality Standards - 3rd Year	In order to ensure compliance with the National Quality Standards and the Education and Care Service National Regulations and the Education and Care Services Act, a wide variety of equipment must be maintained that supports children's learning outcomes. Equipment and resources audits conducted at the centres are used to identify equipment that requires upgrading and key learning area that have insufficient resources to provide appropriate educational programs that meet the Standards.	All Wards			
C12605	Armstrong Creek Health & Wellbeing Centre	This project refers to a Health and Wellbeing Centre which has been funded by the State Government for the Armstrong Creek East Precinct (adjacent to Barwon Heads Road). This is a \$6.8M funding commitment from the State Government to provide early health and wellbeing facilities into the Armstrong Creek growth corridor.	Buckley			

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15601	Community and Visitor Information Centre Portarlington	Postcode 3223 (ie. Portarlington, Indented Head and St Leonards) does not have an information centre. There's no better location than the Portarlington Rotunda, recently refurbished. This iconic building on a major gateway to the Bellarine meets the criteria for a Community Information Centre.	Coryule			
C68052	Armstrong Creek East - NAC Pavilion - 2nd Year	This project is for the design and construction of a community pavilion facility within the Armstrong Creek East Precinct Neighbourhood Activity Centre recreation area. The facility will serve a range of community uses in the initial stages of the development of the Armstrong Creek East (Warralily) communities. The project is part-funded by a State Government grant of \$500,000 in accordance with the development agreement entered into by Council.	Buckley			
C68054	Armstrong Creek East - NAC Community Complex - Design	The Neighbourhood Activity Centre community complex is identified as a key Development Contribution Plan infrastructure item to be delivered to service the community of the Armstrong Creek East precinct (Warralily estate) with early years / children's service and associated meeting space and facilities. The Development Contribution Plan estimates the project cost at approx \$13.8M with an indicative provision trigger of no later than 2,500 dwellings occupied.	Buckley			
C68151	Armstrong Creek West - NAC Community Complex - Design	The Neighbourhood Activity Centre community complex is identified as a key Developer Contribution Plan infrastructure item to be delivered to service the community of the Armstrong Creek West precinct. The Developer Contribution Plan estimates the project cost at \$9,313,373 with an indicative provision trigger of no later than 2,000 dwellings occupied.	Buckley			
C68904	Jetty Road Children's and Community Hub	Planning and Design of the child and maternal services area and neighbourhood community hub. The Children's Services Infrastructure Plan 2013 indicates that the Drysdale / Clifton Springs Planning area is a high priority and recommends commencing preliminary concept planning. The Project will involve planning for both community and early years needs as the site is relatively small (4,000sqm).	Cheetham			
C68905	Jetty Road Regional Community and Learning Hub	Construction of regional community and learning hub to service existing and new Drysdale / Clifton Springs catchment. The project has strategic support via UDF, structure plan, CIA and it is part funded via Jetty Road DCP.	Cheetham			
C11801	Ocean Grove Neighbourhood House Upgrade	To provide Year 2 funding to complete the project. Includes additional grant funding of \$500,000. If grant is unsuccessful the project reverts to original \$950,000 project.	Beangala			
C12827	Barwon Heads Early Learning Centre	Final year of funding for the Barwon Heads Early Learning Centre.	Buckley			

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C12828	Grovedale Children's & Community Centre	Funding to complete construction stage of project.	Buckley			
C12856	Geelong Library & Heritage Centre	Provide Year 3 funding for the construction of the Geelong Library & Heritage Centre.	All Wards			
C13802	Windsor Park Early Learning Centre	Year 3 funding to complete construction of Windsor Park Early Learning Centre.	Corio			
C13803	Leopold Community Hub Stage 1	Year 3 funding to support construction of Stage 1 of the Leopold Community Hub.	Cheetham			
C14802	Geelong Library & Heritage Centre Car Park	Funding for the 2nd Year of the car parking component of the Geelong Library & Heritage Centre Project.	Brownbill			
C15801	Bellevue Highton Family Hub	Concept development, site investigation, initial design for a new family hub in the Bellevue Highton area. This project is part of Council's proposed major initiatives and identified in the Four Year Strategic Resource Plan.	Deakin			
C15827	Fyans Park Kindergarten extension	To extend the existing room to comply with the minimum standard for 33 children and build a second compliant 33 place room.	Kildare			
C15837	Whittington Infrastructure Upgrade	Expansion and upgrade to Bellarine Living and Learning Centre. Dependant on funding.	Austin			
C15841	Leopold Community Hub Stage 2	Funding for a concept design for stage 2 of the project to commence in 2014-2015.	Cheetham			
C15846	Portarlinton community facility	To upgrade the current senior citizens centre in Portarlinton to enable the facility to be shared with the Portarlinton neighbourhood house.	Coryule			
TOTAL BUILDINGS				44,800,004	20,727,533	24,072,471

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
CORPORATE SERVICES						
C06210	Capital Program Project Management - Capitalised Salaries	Annual allowance for salaries associated with delivering the Capital Projects Program - based on current approved headcount.	Corporate	2,705,094		2,705,094
C14322	Maintenance Management System - Continuance of Total System Roll-out	The implementation of the MMS is staged over a number of financial years. This concept is for the estimated expenditure for 2014-2015 to enable progression of the project, which will achieve administrative, productivity, OH&S compliance and operational consistency to City Services Department functions.	All Wards	318,500		318,500
C15201	DataWorks Upgrade 4.03	DataWorks 4.03 upgrade is a totally new version of ECM that requires training of all Council staff users.	All Wards	70,000		70,000
C15205	PABX / Telephony System Replacement	Replacement of the Ericsson MD110 PAX with a Unified Communication platform that address CoGG departments current and future business needs.	All Wards	705,000		705,000
C05207	Minor Acquisitions Program - Core Program	Funding of minor items below \$20K via IT Steering Committee for hardware, software and minor infrastructure items.	Corporate	214,000		214,000
C05208	IT Asset Replacement Program - Core Program	Based on cycle replacement.	Corporate	761,300		761,300
C15803	Capital Projects - Project Server Upgrade	Upgrade of the project server and contract payment systems.	All Wards	50,000		50,000
C09202	Furniture Replacement	Annual capital allocation for furniture and equipment replacement.	Corporate	10,000		10,000
C15202	Light and Decorate Greater Geelong	This is to fund projects including the installation of an Iconic Christmas Tree, Cantenary Lighting, Street Decorations, Tree Lighting and Light Projections.	All Wards	2,000,000		2,000,000
C15828	Myer & Bellarine Street parking, cycling and safety improvements	Due to increasing demands in the hospital and medical precincts, little has been undertaken in regards to parking provisions, streetscape design and public amenity. Frequent parking supply enquiries are received by those that are often unable to walk very far and increasing parking and safety in the immediate area would be beneficial. This is a priority project identified in the Central Geelong Action Plan.	Brownbill	408,000		408,000
C15829	Central Geelong Advancement Fund	Provides Council with the ability to match funding for any successful funding to RDV under the Geelong Advancement Fund to implement one or more Central Geelong Action Plan priority action. This project is linked to the \$2M budget concept for laneway linkages as part of a potential matching funding of \$5M.	Brownbill	3,000,000		3,000,000
C15832	Detailed Plantings in Central Geelong	This project consists of the implementation of flowering shrubs and annual plants within Central Geelong placed in a variety of different locations and styles.	Brownbill	200,000		200,000

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15833	Improve Pedestrian Connections to Deakin and Gordon	This project is based around improving the pedestrian realm along and around Gheringhap Street. It is one of the recommendations of the Central Geelong Action Plan.	Brownbill	80,000		80,000
C15834	Myers Street Unifying Streetscape Works	The project involves the physical upgrade of Myers Street to unify the Medical Precinct and to cater for the large number of patients, staff and visitors to this precinct. The precinct is a major economic driver for the City and this project seeks to protect that and to maximise other linked economic development around this area. This is a priority project of the Central Geelong Task Force.	Brownbill	1,000,000	500,000	500,000
C15836	Weight Restriction for heavy vehicles in Central Geelong	To trial truck restrictions in Malop and Mercer Streets in Central Geelong by removing approximately half of all local road truck movements onto the adjacent arterial roads. Future investigations to encourage non essential trucks along Ryrie Street to be restricted to other arterial roads further south of the City to replicate amenity improvements expected to be achieved on Malop Street. Finalise investigations of current trial to determine stage 2 of introducing restrictions on Ryrie Street.	Brownbill	90,000		90,000
C15847	City loop bus feasibility and expansion of park and ride service	The introduction of a free, regular city service loop bus to connect park and ride areas and key destination points such as the station, hospital and city centre is a priority action identified in the Central Geelong Action Plan. This project involves the purchase of a bus.	Brownbill	120,000		120,000
C15850	Central Geelong Lighting Strategy Implementation	The Lighting Strategy for Central Geelong will examine existing lighting arrangements in Central Geelong and plan for changes to improve street lighting and centre ambience and attractiveness by identifying opportunities for uplighting of buildings or other significant features. The project involves for priority lighting project implementation. This is a recommendation in the Central Geelong Action Plan.	Brownbill	50,000		50,000
C15819	Public Realm Strategy	Production of a strategy for the treatment of all public realm areas of Central Geelong. This document would build on existing work but continue to ensure a consistent approach in all areas. It would specify materials and styles as well as dealing with different precincts in the centre. It will become a key document for any alteration to public realm areas and therefore impact on engineering works and planning applications as well as any urban design works. This is a priority project of the Central Geelong Task Force.	Brownbill	100,000		100,000
C11206	New Corio / New Station Estates Voluntary Purchase Scheme	Purchase of land in the New Corio and New Station Estates Corio, being old and inappropriate subdivisions comprising total of 847 small lots.	Corporate	56,000		56,000
C15207	Rosewall/Connections Park Land Acquisition	Funding required for land acquisition to obtain DEECD land required for social infrastructure as per Corio Norlane Structure Plan Concept Plan.	Windermere	150,000		150,000

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C68901	Jetty Rd NS Collector Rd Land Acquisition - 2nd Year	Jetty Road DCP (item R002) - Land acquisition of approx 1.34 ha, impacting three parcel of land north of Portarlinton Road (within the Jetty Road Growth Area). A PAO exist over most of the land to be acquired, with an additional PAO to be approved mid - late 2013. This will allow either staging of acquisition proceeds or concurrent early in 2014.	Cheetham	130,000		130,000
TOTAL CORPORATE SERVICES				12,217,894	500,000	11,717,894

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
PARKS & LEISURE						
C13808	Leisurelink Gymnasium Development Construction	The Leisurelink gymnasium has surpassed all usage and financial targets and planning has commenced to increase its size. Architects will soon finish the detailed design and building specification stage of this project with construction to commence soon after. Construction will be staged over 2 financial years with Government funding included.	Buckley	500,000	500,000	0
C09811	Concrete Core Replacement Program	Ongoing core replacement program for concrete and concourse replacement in the aquatic areas. Seventh year into a 10 year program.	All Wards	100,000		100,000
C10850	Gymnasium Equipment Replacement Program	Annual replacement of gymnasium equipment in line with 10 year gymnasium equipment replacement plan. The objective of the core replacement plan is to reduce the impact on customer satisfaction with equipment breakdowns, minimise repair costs and to meet financial leasing commitments. Also to maintain customer recruitment and retention levels through keeping up with industry technology advancements with equipment.	All Wards	250,000		250,000
C15813	Bellarine Aquatic and Sports Centre Filter Upgrade	The underground filters at the Bellarine Centre are continually breaking down. The filters were installed with substandard sand filter media which has caused damage to the pipework laterals and is causing sand to enter the pool. The filtration standard is below the level required for these heavily used pools. The works would require restricted access process to replace the lateral pipework with pressure quality material and replace the sand media with good quality sand.	Beangala	160,000		160,000
C15814	Leisurelink Aquatic Area Air Handling	The air handling within the Leisurelink Aquatic area needs to be upgraded to reduce the level of damage caused to equipment and building structure due to the current corrosive atmosphere. Better pool hall ventilation will resolve current operational short falls with high humidity and condensation and also reduce energy costs and facility maintenance costs. This is a two year project that will include planning and documentation in year one and construction in year two.	Buckley	20,000		20,000
C15815	Leisurelink Main Pool Headwall Replacement	Replace the existing headwalls on the 50m pool that have deteriorated and are at risk of becoming a safety hazard. These headwalls have corroded due to the material used and the corrosive atmosphere in the pool hall. They have been repaired and reinforced on a number of occasions but are now in a condition that could cause safety concerns and unplanned replacement impacting on service.	Buckley	200,000		200,000

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15816	Splashdown Main Pool Tiling	The Splashdown Main Pool is due for resurfacing again, after it was repainted 3 years ago. Painting the pool is problematic due to the multi purpose use of the pool and paint and lines are being rubbed off the bottom. The last paint surface started to breakdown within the first year causing an old tired look and poor lap swimming experience. A tiled surface will lift the look of the pool and facility and will provide pay back within 3 repaints.	Austin	250,000		250,000
C15817	Waterworld Gymnasium Roof Replacement	The Waterworld gymnasium roof has come to the end of its effective lifespan and does not withstand all weather conditions. On windy rainy days, water floods into the gymnasium in a number of areas making conditions unsafe and impacts on customer satisfaction. Damage to electronic gymnasium equipment is also a large concern.	Corio	65,000		65,000
C15818	Waterworld Outdoor Pools Boiler Replacement	The outdoor pool boilers at Waterworld have come to the end of their operational lifespan. The centre is currently operating at risk due to the age and condition of these boilers and any breakdown will cause large impacts to service delivery. It is proposed to replace these 2 old boilers with a new condensing boiler that will increase efficiency and reduce energy usage. This boiler is similar to those installed indoors as part of the energy efficiency works.	Corio	60,000		60,000
C15826	Kardinia Pool Underground Infrastructure Upgrade & Leak Prevention	Following inspection works carried out this financial year, rectification works are required on the ageing underground infrastructure at Kardinia Pool. Pipework, pit covers, valve maintenance and replacement, and wall predaments and soiled water gutters are all in need of maintenance or replacement.	Kildare	200,000		200,000
C15848	Splashdown Aquatic Play Centre	Plan and construction of an aquatic play park within the current toddlers pool area at Splashdown. This play park structure will be a design and build project and will require the adaptation of a play structure similar to Bellarine and Leisurelink modified to fit the current area.	Austin	50,000		50,000
Total Aquatics				1,855,000	500,000	1,355,000
C13302	Clifton Springs Coastal Erosion Mitigation Works	Ongoing project following the completion of the first two stages of the Clifton Springs coastal erosion mitigation works over the past 2 years. The third stage is to deliver a rock stability buttress which will serve to stabilise a section of slope and protect the shoreline from further erosion.	Coryule	100,000		100,000
C14302	The Dell Access Path, Stage 2	The Dell access path, Stage 2, preliminary investigations (geotechnical, engineering and cultural heritage, all ability access) design and approval works have been completed and Stage 1 will be constructed in the Autumn 2014. Additional funding is required to deliver a path that will meet many of the elements essential for safe and all ability access.	Coryule	60,000		60,000
C15314	Clifton Springs Fishing Pier	Construction of "T" fishing platform for anglers.	Cheetham	150,000	150,000	0

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15812	Western Beach Boat Yard Environment Reclamation	Environmental clean up of former boat yards to enable new waterfront business and recreation opportunities.	Brownbill	300,000	150,000	150,000
Total Foreshores				610,000	300,000	310,000
C08308	Environment Reserves Capital Improvement Program	A program of priority capital works as indentified in adopted conservation and environment reserves management plans.	Municipal	149,000		149,000
C15811	Cargo Boxes Artwork	Renew and relocate cargo boxes artwork to more suitable location to meet moral rights obligations of Artist workmanship.	Brownbill	18,000		18,000
Total Other				167,000	0	167,000
C06405	Geelong Healthy Waterways Program	The ongoing maintenance and upgrading of the City's numerous freshwater waterway assets.	Various	80,000		80,000
C13304	Barwon River Infrastructure Project	The ongoing Barwon River Infrastructure Program is the implementation of the Mt Brandon Landscape Plan and provides infrastructure along the new open space section of the Barwon River catering for the growing housing areas to the east of the Geelong Ring Road.	Deakin	206,000		206,000
C15313	Geelong Botanic Gardens Interpretative Signage and Plant Labelling	Upgrade and replacement of Geelong Botanic Gardens Interpretative Signage and Plant Labelling.	Brownbill	35,000		35,000
C15504	Dog Control Signage Upgrades - Domestic Animal Management Plan (DAMP)	With the recent adoption of the 2013-2017 DAMP, a significant number of dog control signs need to be upgraded/changed. It is estimated that during the first year of the plan, this will involve approximately 200 signs along pathways, playgrounds, reserves, parks etc. A number of new 'off leash' areas have been identified and such areas need specific 'off leash' signage.	All Wards	40,000		40,000
C14604	Austin Park Redevelopment - Lara	As part of the overall Lara Town Centre Redevelopment Plan, there is a commitment to the redevelopment of Austin Park in its reconfigured form to deliver a high-level amenity urban park for central Lara. The proposal is funded via contributions from Coles Pty Ltd as the successful tenderer for the Lara Town Centre site, and a grant from the Putting Locals First initiative - Regional Growth Plan - Regional Development Victoria.	Windermere	2,400,000	2,400,000	0
C12861	Geelong Botanic Gardens Irrigation Upgrade	Year 3 of project implementation funds.	All Wards	447,000		447,000

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C13810	Barwon River Trail Realignment at Queens Park	Requirement to realign two further sections of the Barwon River Trail at Queens Park to pull them away from the river bank where it has been undercut by high river flows. Cost estimate is based on costs of recently completed works. These eroded sections of the path provide a significant risk to Council as the stability and security of this public walking path cannot be guaranteed. Completion of these works will remove the current hazard that the path will be destabilised by erosion.	Deakin	109,000		109,000
C13855	Walter Conservatory Repairs	Funding to complete the rehabilitation works for the Walter Conservatory.	Austin	260,000		260,000
C05508	Open Space Networks Study and Acquisitions Plan Implementation	To implement the recommendations of these plans which will be funded out of the Open Space Reserve Fund. Income is from previously collected developer contributions.	Municipal	320,000		320,000
Total Parks				3,897,000	2,400,000	1,497,000
C15809	Barwon Heads Village Park Playground Upgrade	Upgrade of the playground at Barwon Heads Village Park on Sheepwash Rd. This was identified as a sub-regional playground in the Geelong Play Strategy. The playground is due for upgrade works to provide greater opportunities for informal recreation. Sub-regional playgrounds within the Geelong are designed to provide unique play experiences throughout the municipality. This project is part of a successful funding application through the Minor Facilities funding scheme through SRV.	Buckley	250,000	70,000	180,000
C15823	Playground Development Program Implementation - Core Program	Playground development program to bring existing playgrounds up to standard to legislative requirements and the needs of the community.	Various	525,000		525,000
Total Playgrounds				775,000	70,000	705,000
	Recreation Reserves and Facilities Upgrades Include:					
C15312	Irrigation systems - Leopold Reserve Oval 1	Carry out upgrade works to the irrigation system on Leopold Reserve Oval 1 to resolve poor performance which is adversely impacting on turf condition.	Cheetham			
C11827	Shell Road Reserve Masterplan Implementation	Year 2 funding to complete the implementation of the masterplan including pavilion, car parking and lighting works. Total Project Cost \$6M.	Beangala			
C12854	Thomson Reserve Tennis Court Sportlighting	Installation of competition standard sportlighting on two existing synthetic tennis courts at Thomson Reserve. The St Mary's Tennis Club have agreed to fund half of the cost of the project. This is a mandatory project as it is a requirement of a funding agreement with the State Government.	Austin			

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15806	Home for Cycling - Regional Pavilion	Construction of a pavilion at the Geelong Criterium Circuit (Belmont). This project will provide much needed amenity, administrative and social facilities for cycling events, club competition and training, and programmed activities at the criterium circuit. The criterium circuit currently has no pavilion or amenity facilities. Project is part of a successful funding submission for a Major facility grant through Sport & Recreation Victoria.	Kardinia			
C15807	Waurm Ponds Skate Park - Vert Ramp Replacement	This project will involve the replacement of the vert ramp at Waurm Ponds Skate Park. This item has been identified as a risk by the Risk Department and no longer meets industry standards. The current recurrent maintenance skate park budget cannot account for this project, requiring additional funds.	Kardinia			
C15808	Barwon Heads Village Park - Soccer Pitch Upgrade	Upgrade of the playing field of H. Blythe field at Barwon Heads Village Park to include irrigation and drought tolerant turf. This project will allow increased use of the playing field for soccer. This project is supported by the Barwon Heads Village Park Master Plan. This project is part of a successful funding application through the Soccer Facilities Category through SRV.	Buckley			
C15810	Regional Paddle Sports Pavilion Redevelopment	Redevelopment of the existing pavilion/storage facility on the Barwon River at Balyang Sanctuary. This project will provide increased capacity for multiple user groups to use the facility as a base for activities. The pavilion is the central facility for paddle sports within the municipality, providing regional benefit to the community. This project has been successful in receiving funding through the SRV Minor Facility Grant Scheme. Additional funds required in 2015-2016 to finalise project.	Kildare			
C15824	Ground Renovation Program - Core Program	Improvements to sports fields.	Various			
C15825	Capital Projects Design Program	Funds for design work on Capital projects.	Corporate			
C15838	West Oval Stadium Lighting	The lighting at West Oval was installed 30 years ago (at 300 lux) to allow for night football and cricket to be played. Since this time, the lighting has deteriorated due to lamp failure and general degradation. It is likely that all existing fittings will need to be replaced (rather than just lamps) to create a fit for purpose, low ongoing maintenance solution that will allow West Oval to become the significant community asset it could be for day and night sporting and other events.	Borwnbill			

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
C15839	Landy Field Storage Facility	Removal of inferior buildings from site, clearance of proposed building area. No destruction of native or other vegetation will be involved. Construction of a new storage building with greater floor area, and increased access height. Construction will be of concrete floor, steel frame/tilt slab full height walls to rear and both ends, to 1.5m at from with colour bond over. Roller and pedestrian doors as per plan, insulated metal roof draining towards the rear.	Brownbill			
C15840	Mount Duneed Pony Club - Project Arena	To construct an enclosed riding arena. This will be stage 1 of the Mt Duneed Pony Club's facility upgrade.	Buckley			
C15842	Geelong Amateurs Football Netball Club and Newtown Chilwell Cricket Club Change room renovation	Geelong Amateurs Football Netball Club and Newtown Chilwell Cricket Club Change room renovation. Project dependant on government funding to proceed.	Deakin			
C15843	Upgrade of the Melaluka Road Leopold Football, Cricket and Netball Clubrooms	A full renovation and upgrade of the existing clubrooms situated on Melaluka Road Leopold. The upgrade will improve the toilet, showers and social amenities of the existing rooms.	Cheetham			
C15844	Stead Park - BMX	This project aims to supplement existing funding to develop a beginner level BMX track at Stead Park. Cost to be finalised.	Corio			
C15849	Elcho Golf Course Fairway Replacement Program - Year 1	Replacement of the drought affected fairway grass at the Elcho Park golf course over a 10 year period. This is the commencement of the program that will replace the grass with warm season grasses that will better suit the environment.	Windermere			
C15845	Geelong Soccer Club Concept Planning	The key focus is to develop the facilities to be able to best support our community needs and increasing participation levels in the game of football. Current issues being experienced include: 1) The facilities do not cater for people with disabilities. 2) The facilities do not adequately cater for our female members. 3) The facilities and grounds do not adequately cater for current junior numbers.	Corio			
Total Recreation Reserves and Facilities				6,213,922	3,067,500	3,146,422
TOTAL PARKS & LEISURE				13,517,922	6,337,500	7,180,422

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
PLANT & EQUIPMENT						
C02314	Heavy and Dedicated Plant Replacement - Core Program	Heavy and dedicated plant replacement program.	Corporate	2,048,000	457,000	1,591,000
C15306	Plant Purchase for Parks Asset Growth	The purchase of large ride-on mower and truck to deliver project concept - Parks Asset Growth 2014-2015.	All Wards	95,000		95,000
C02313	Light Fleet Program	Light Fleet Replacement Program.	Corporate	2,956,970	1,195,710	1,761,260
C02320	Minor Plant & Equipment - Replacements - Core Program	Fund from which minor plant and equipment replacement can be purchased.	Corporate	64,000		64,000
C15505	LED Lights for School Crossing Supervisor Battens	To improve visibility of school crossing supervisors when on roadways at all times. Continuing to experience 'near misses' with drive throughs and in one case a serious incident where a staff member was struck and hospitalised with serious injuries. Lights will provide earlier awareness to stop in time, avoid rushing and/or be more prominent in inclement weather. A key preventative OH&S measure.	All Wards	40,000		40,000
C15506	Parking Machine Upgrade	Council is required to comply with EFTPOS/Mastercard/Visa (EMV) security requirements for cash receiving appliances (parking machines). This will enable the existing machines to be upgraded and supplied with further enhancements that boost reception (dual SIM Card) to reduce credit card failure. To support the Central Geelong Taskforce objectives of revitalising the CAA and focussing on enhanced customer service and experiences, the machines are able to be upgraded.	Brownbill	1,000,000		1,000,000
C15508	New Parking Machines	Installation of (22) additional Parking Machines.	All Wards	220,000		220,000
TOTAL PLANT & EQUIPMENT				6,423,970	1,652,710	4,771,260

2014-2015 CAPITAL PROJECTS BY CATEGORY

Project Number	Project Name	Description	Ward	2014-2015		
				Expenditure \$	Income \$	Net \$
ROADS, FOOTPATHS, DRAINAGE & WASTE						
Drainage	Various Drainage Projects	Ongoing program of drainage improvements.	Various	4,327,000	100,000	4,227,000
Footpaths	Various Footpath and Bikepath Projects	Ongoing program of footpath and bikepath improvements.	Various	3,135,000	59,000	3,076,000
Roads, Kerb & Channel	Various Road Projects	Includes Road Pavement, Road seals, Other road associated assets, Special rates & Charges and Kerb & Channel.	Various	23,975,000	4,831,000	19,144,000
C04308	New Property Mobile Bins - Core Program	Supply of mobile bins to new and additional occupancy residential properties and for new commercial customers.	Municipal	555,000		555,000
C15304	Drysdale Landfill - Leachate Management	With the future development of Cells 4A, 5 and 6 at Drysdale Landfill there will be additional leachate generated and resultant additional leachate management measures implemented at the site. Currently a Leachate Management Plan is being developed which will recommend options for the future but is it anticipated that works will be required to commence in 2014-2015.	Coryule	500,000		500,000
C13857	Corio Landfill Rehabilitation	Funding required to carryout out Year 2 works of 3 year program.	All Wards	6,377,000	1,000,000	5,377,000
C13859	Drysdale Landfill Cell 6	Funding required to complete Drysdale Cell 6 Works.	All Wards	5,350,000		5,350,000
C15804	Drysdale Landfill Cell 4A - Bunding	Funding required to progressively construct the separation bund.	All Wards	2,100,000		2,100,000
TOTAL ROADS, FOOTPATHS, DRAINAGE & WASTE				46,319,000	5,990,000	40,329,000
TOTAL EXPENDITURE - CAPITAL PROJECTS				123,278,790	35,207,743	88,071,047

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
CHIEF EXECUTIVE OFFICER					
Enterprise Geelong	Knowledge Economy Facilitation	Support initiatives to facilitate development of knowledge economy in CoGG.	50,000		50,000
Enterprise Geelong	Geelong Ring Road Employment Precinct (GREP)	Planning, design and implementation work associated with the Geelong Ring Road Employment Precinct.	200,000		200,000
Enterprise Geelong	Geelong Centre for Emerging Infectious Disease (GCEID) □ City of Greater Geelong Contribution	The Geelong Centre for Emerging Infectious Disease is Australia' □s first 'one health' facility. Council has pursued funding for this centre which has been successful through the Regional Development Australia Infrastructure funding grant program. As part of Council' □s bid for this grant, which is matched by Barwon Health and Deakin University contributions, Council committed \$100,000 to support the initial operations of the Geelong Centre for Emerging Infectious Disease.	100,000		100,000
Enterprise Geelong	Avalon Airshow - Business Connections	The corporate sponsorship of the Avalon Airshow provides the opportunity for Enterprise Geelong to create business development activity and to showcase the attributes of Geelong to business in investing in Geelong. In 2013, (for the first time) Economic Development partnered with the Australian Aviation and Aerospace Association (AAA) to deliver a networking event bringing together Geelong business with international delegates attending the AAA Asia Pacific conference.	20,000		20,000
Enterprise Geelong	Enterprise Geelong Strategy	A review of the (out of date) Strategy that sets the City's future economic direction is urgently required. Over the next decade the Geelong economy will be faced with a number of challenges such as a manufacturing sector in transition, skill shortages, unprecedented use of the digital platforms and climate change. A Strategy that provides a clear pathway for addressing these issues is critical.	100,000	50,000	50,000
Enterprise Geelong	CGAP - Investment Facilitation and Attraction	Identified as part of the Central Geelong Action Plan, this project seeks to identify and action opportunities to increase investment in the Geelong Central Activities Area. Primarily the project is three fold: 1) Land Economic Feasibility 2) Identification and database development to match up landowners with investors. (essentially a demand register) 3) Marketing of the genuine opportunities for business in locating and developing in Geelong's central business district.	50,000		50,000
Enterprise Geelong	ICT Invention Test	This event is managed by the ICT Geelong cluster. Now in its 4th year, the event continues to gain momentum and put a spotlight on Geelong as a hub for ICT capability and business activity.	15,000		15,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
Enterprise Geelong	Online Communications Platform Development	The online communications environment has changed rapidly over recent years. In order to be responsive to the needs of business it is imperative that communication methods are congruent with those used by our target audience. Enterprise Geelong have explored the ability of internal services resourcing our online development needs and have been advised that there is no capacity to do so currently.	25,000		25,000
Enterprise Geelong	Enterprise Geelong Memberships	Budget allocation to develop partnerships with relevant associations such as: * Australia China Business Council; * American Chamber of Commerce.	20,000		20,000
Enterprise Geelong	BioGeelong Cluster Development	BioGeelong is an industry based network that was formed by the City's Economic Development Unit in 2005 to assist in growing a local biotechnology cluster and to maximise the opportunities being generated by Geelong's world class biotechnology activities. It is a major initiative aimed at diversifying the Geelong region economy base and assisting the transition of the region into a knowledge based economy.	100,000		100,000
Chief Executive Officer Total			680,000	50,000	630,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
CITY SERVICES					
Engineering Services	Water Sensitive Urban Design (WSUD) Infrastructure Maintenance	Funding to initially develop a long term growth strategy for the monitoring, testing and maintenance of all WSUD and Stormwater Harvesting assets. Funding to undertake the monitoring, testing and maintenance of all WSUD and Stormwater Harvesting assets infrastructure that has been constructed in conjunction with development works.	175,000		175,000
Environment and Waste Services	Hardwaste Initiatives - 2014-2015	To develop and deliver alternative options in lieu of full kerbside hardwaste collection and to support the at call service. This will target specific items and materials causing greatest disposal issues for the community.	150,000		150,000
Environment and Waste Services	HACC Hardwaste Support Program	Support program of HACC Clients in regard to hard waste.	50,000		50,000
Environment and Waste Services	Waste Hardship Support	Support Program for approved hardship applicants in regards to hard waste.	150,000		150,000
Environment and Waste Services	Closed Landfills Project - 2014-2015	Continue Risk Assessments and monitoring as required of up to 12 disused landfills across the City. EPA have issued Guidelines (Publication 1490) which may require monitoring or audits of disused landfills. The Landfill BPEM also requires Council Planning Unit to consider the risk to any Planning application/rezoning within 500 metres of a disused landfill to ensure that the proposed development will not be adversely affected due to its proximity to the landfill.	100,000		100,000
Environment and Waste Services	Drysdale Quarry - Quarry to Landfill Feasibility	To carry out the final step in the feasibility of developing a landfill within the Drysdale Quarry. This will build on the work due for completion in March 2014 and complete preparation work to be included in a Works Approval application to EPA in 2015-2016 if the site is suitable. There will be a need, as part of the feasibility, to obtain some certainty for the future of the site from an EPA accredited auditor and carry out more detailed cost models for developing and operating the site.	50,000		50,000
Environment and Waste Services	Drysdale Landfill - Desilting and improvements to Eastern Dam	The eastern dam at the Drysdale Landfill has been designed to catch silt and retain it within the Landfill Licence site to ensure there is no negative impact on downstream properties. The ongoing nature of the site development means that there are always areas of exposed clay material which creates some silt runoff in heavy rain events. The eastern dam has retained this silt well for many years but has now reached the point that requires desilting.	120,000		120,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
Environment and Waste Services	North Shore Asbestos Clean Up	In 2011 illegally dumped asbestos was discovered on a Council reserve on North Shore near the Graincorp Wharf. Over the past year Council has developed an Asbestos Clean Up Plan that has been approved and referred to in the EPA Clean up notice, issued in Nov. Council has to date spent approximately \$40,000 and has received \$40,000 in State funding.	50,000	40,000	10,000
Environment and Waste Services	Geelong Queenscliffe Coastal Adaptation Program	Geelong Queenscliffe Coastal Adaptation Program will lead on from the recently completed Bellarine Peninsula Corio Bay Local Coastal Hazard Assessment. Funding for the Bellarine Peninsula Corio Bay Coastal Risk Assessment has been secured. Further funding is being sought to extend the project to undertake adaptation planning. This funding is required to represent Council's commitment to support a project officer.	560,000	500,000	60,000
Environment and Waste Services	Ramblers Road Foreshore Management Plan	The Ramblers Road Foreshore Management Plan was released in 2007 following extensive consultation with the community and stakeholder organisations. The life of the Ramblers Road Foreshore Management Plan was for 5 years and is therefore due for review. The results of the recently completed Local Coastal Hazard Assessment have identified this area as one of Council's most vulnerable sites in terms of inundation from Port Phillip Bay.	25,000		25,000
Environment and Waste Services	VASP grants	CoGG was successful in 3 Victorian Adaptation Sustainability grant applications to the value of \$525,000 and have committed to provide the following financial contributions to each grant: 1. Bellarine Peninsula Corio Bay - Coastal Climate Change Risk Assessment \$26,250. 2. Heatwaves and Social Vulnerability \$17,500. 3. Understanding support context for embedding climate change adaptation in Council \$15,000.	583,750	525,000	58,750
GM City Services Admin	Fire Prevention - Urban / Rural Interfaces	Project will investigate the need for introducing fire breaks at urban/rural interfaces and how bushfire enters townships.	5,000		5,000
City Services Total			2,018,750	1,065,000	953,750

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
COMMUNITY SERVICES					
Arts and Culture	Contribution - Geelong Regional Library Corporation Superannuation liability	City of Greater Geelong Council contribution for the Unfunded Superannuation liability of the Geelong Regional Library Corporation.	182,085		182,085
Arts and Culture	Geelong Library and Heritage Centre Collection	Purchase of required new library collection stock in preparation for the new Geelong Library and Heritage Centre as per Council capital commitment for the Geelong Library and Heritage Centre project.	1,000,000		1,000,000
Arts and Culture	Visible Voices - Integrated sound and Projection Installation, Lt Malop St Mall	This multi-faceted art installation formed our 2013 application for Arts Victoria's \$100,000 Public Sculpture Award. It will use a technologically innovative and re-useable sound and projection platform in Lt Malop St Mall (a recommendation of CoGG's Public Art Strategy 2012). Following very positive feedback it will be further developed in 2014 and resubmitted.	150,000	100,000	50,000
Arts and Culture	Feasibility Study to determine viability for a Community Arts Hub in Barwon Heads	The study will be delivered in two parts: 1) Identify site and model - including community consultation to assess demand and future usage, analysis to demonstrate ongoing financial sustainability, analysis to determine suitable site. One possible location is Council owned land situated next to the Community Arts Garden. 2) Preparation of concept drawings and costings. Following completion of the feasibility study, Barwon Heads Arts Council intend to seek State Government grants for capital.	15,000		15,000
Arts and Culture	Geelong After Dark	Funding for new major city centre night festival, Geelong After Dark, which intersects with the M~M Extreme Arts Walk.	50,000		50,000
Arts and Culture	M~M 24 hour Extreme Arts Walk	Funding for development of the M~M 24-hour Extreme Arts Walk, which is being developed as a biennial community pilgrimage in response to community demand.	50,000		50,000
Community Development	Aboriginal Action Plan Implementation	Develop and implement the policies and actions as outlined in the Action Plan that supports Aboriginal communities.	30,000		30,000
Community Development	Whittington FlameFest 2014-2015	To organise a successful and sustainable annual community festival that will foster a sense of pride in Whittington and strengthen community.	26,000	6,000	20,000
Community Development	Jetty Road Community Precinct Concept Plan	Prepare concept plan and undertake community consultation for community infrastructure site set aside in the Jetty Rd NAC. This planning will ensure successful delivery of DCP funded facilities within stipulated timeframes.	20,000		20,000
Family Services	Stronger Families	Fully funded DHS placement prevention program.	103,082	103,082	0

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
Family Services	MCH IT system	Funds to contribute to the development of an up to date client data management system. The current providers of the MCH client data system have indicated that they have no interest in further developing the software, leaving MCH using software that is out of date and does not provide the level of function required for comprehensive client data management and reporting.	50,000		50,000
Family Services	Linking Learning 0-12 years Eastern Suburbs	Community outreach program to engage vulnerable children and families in early childhood education and transition to school. DEECD funding specifically for Whittington area, this project will extend the initiative to all of 3219 postcode.	160,000	80,000	80,000
Health and Local Laws	General Local Law Review	Council is required to conduct a review of its General Local Law 2005 by July 2015. As part of this process, a revised document needs to be developed, post community consultation stage. Community consultation will require the assessment against the Human Rights Charter and the development of a community impact statement. The process will require the conduct of community information sessions, legal assistance/advice, advertising and final stage gazettal of the completed document.	100,000		100,000
Community Services Total			1,936,167	289,082	1,647,085

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
CORPORATE SERVICES					
Administration and Governance	Electoral Representation Review	Section 219D of the LGA requires Council to undertake an Electoral Representation Review. One is required in 2014-2015.	40,000		40,000
Organisation Development	Meerkin & Apel Employee Relations Advice - 2nd Year	Meerkin & Apel are a legal firm that offer support services for advice on employee relations matters. This service allows for COGG's participation in Council Enterprise Agreement meetings, attendance at training and information seminars and advice on matters that arise in relation to the management of employee relations issues.	10,000		10,000
Corporate Services Total			50,000	0	50,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
PLANNING & TOURISM					
Planning Strategy and Urban Growth	Municipal Strategic Statement Review 2014	The Municipal Strategic Statement is the principal planning and strategic guide for development across the municipality. The Municipal Strategic Statement must be reviewed on a four-yearly basis. The next review must be undertaken in 2014-2015. The timing for the review is consistent with the development of the new City Plan, with the MSS to build on the objectives and strategies of Councils corporate City Plan.	80,000		80,000
Planning Strategy and Urban Growth	Armstrong Creek Urban Growth Area - Implementation	This is the seventh year of a commitment to implement the Armstrong Creek Urban Growth Plan. This budget is required to manage the day to day implementation of Precinct Structure Plans (and their review as required), planning scheme amendments, legal and consultant work, infrastructure advocacy and development facilitation.	350,000		350,000
Planning Strategy and Urban Growth	Lara Town Centre Expansion Project - 5th Year	Lara Town Centre Expansion Project will be progressing to its final stage in 2014-2015 with the anticipated handover of the development site to Coles in the second quarter of 2014. There will be ongoing project management associated with the Austin Park redevelopment and the Coles development of the commercial site (former southern portion of Austin Park), which will require the oversight of a project manager.	100,000		100,000
Planning Strategy and Urban Growth	Future Proofing Geelong	Future Proofing Geelong project is in its 3rd year under the structure of an EPA sustainability covenant with a number of partners. Future Proofing Geelong is Council's sustainability flagship focused on three principal activities of 1) Clean technology (Cleantech Innovations Geelong), 2) Community engagement and 3) Green building program. The budget bid is to pursue the continued implementation of the Low Carbon Growth Plan and current initiatives.	300,000		300,000
Planning Strategy and Urban Growth	Bellarine Structure Plans	The Council has resolved that all Structure Plans developed in the last five years reflect a commitment to review Structure Plans developed for individual towns and precincts on a minimum of a five-year cycle. In the 2014-2015 financial year St Leonards Structure Plan will be finalised, and reviews of Portarlington and Ocean Grove need to be undertaken to meet the requirements of this Council commitment.	60,000		60,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
Planning Strategy and Urban Growth	Managing Future Growth	Further investigation areas at Lovely Banks and Batesford South were identified in the G21 Regional Growth Plan as the next potential growth fronts for Geelong after Armstrong Creek is developed. Council needs to develop a strategic delivery plan to ensure development in these areas is coordinated and sequenced to ensure that the financial investment required for infrastructure for these new communities can be managed in a fiscally responsible manner (at a local and state level).	100,000		100,000
Planning Strategy and Urban Growth	Portarlington Safe Harbour Strategic Plan - Year 2	The City will work with the State Government to deliver the Portarlington Harbour Upgrade. The project will provide infrastructure at Portarlington to address the poor condition of the existing pier/marina facilities and provide infrastructure to grow a substantial commercial aquaculture/recreation facility supporting the broader community of Geelong and the local community of Portarlington and the Bellarine. The project will stimulate significant additional jobs across aquaculture/tourism.	150,000	50,000	100,000
Planning & Tourism Total			1,140,000	50,000	1,090,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
PROJECTS, RECREATION & CENTRAL GEELONG					
Capital Projects	Evans Reserve Asbestos Remediation	To remediate asbestos contamination of spoil at Evans Reserve - Undertaken in 2013-2014.	180,000		180,000
Central Geelong Task Force	Central Geelong Action Plan monitoring data	Develop a range of data sets to enable assessment against targets in the Central Geelong Action Plan to be monitored. Targets include increasing the number of people living and working in Central Geelong, reducing vacant property rates and increasing the amount of A and B grade office stock in Central Geelong. Data sources will include VicCLUE (census of land use and employment), updating of the Vision 2 Land Use Analysis and Market Review Report and pedestrian counts and vehicle traffic data.	80,000		80,000
Central Geelong Task Force	Central Geelong Building Advisory Service	Retaining an external building surveyor with commercial expertise to support the implementation of the Postcode 3220 project. Free building advice will be provided to landowners intending to convert their properties to accommodate new uses such as residential. The project is a priority Central Geelong Action Plan project.	60,000		60,000
Central Geelong Task Force	Central Geelong Lighting Strategy Development and Implementation	The Lighting Strategy for Central Geelong will examine existing lighting arrangements in Central Geelong and plan for changes to improve street lighting and centre ambience and attractiveness by identifying opportunities for uplighting of buildings or other significant features. The project involves for priority lighting project implementation. This is a recommendation in the Central Geelong Action Plan.	100,000		100,000
Central Geelong Task Force	Central Geelong Major Heritage Fund	Establishment of a major heritage fund providing a combination of grants and loans of over \$20,000 for major external facade restoration for heritage buildings within Central Geelong which make a significant contribution to the streetscape and facilitate adaptive building reuse and support uses consistent with the Central Geelong Action Plan. The project is a key recommendation of the Central Geelong Action Plan.	125,000		125,000
Central Geelong Task Force	Central Geelong Taskforce Team	Employment of core team to manage the implementation of the Central Geelong Action Plan. Team includes a project manager, 3 band 7's (to cover additional or seconded personnel which includes senior traffic engineer/transport planner). Costs include oncosts. Employment of a dedicated team for a minimum period of 4 years is a key recommendation of the Central Geelong Action Plan.	400,000		400,000

2014-2015 NON CAPITAL PROJECTS PROGRAM

Business Unit	Project Name	Description	2014-2015		
			Expenditure \$	Income \$	Net Expenditure \$
Central Geelong Task Force	City loop bus feasibility and expansion of park and ride service	The introduction of a free, regular city service loop bus to connect park and ride areas and key destination points such as the station, hospital and city centre is a priority action identified in the Central Geelong Action Plan. This project involves: a) an analysis of service viability and operational needs and b) capacity to extend the existing park and ride service.	250,000		250,000
Central Geelong Task Force	Design Assessment Panel	Establish a Design Assessment Panel of independent architecture/urban design experts to provide advice and design negotiation support for major development applications in Central Geelong. Costs include professional services fees for meeting attendance by experts. Establishment of the Panel is a recommendation of the Central Geelong Action Plan.	50,000		50,000
Central Geelong Task Force	Postcode 3220 Strategy and Stage 1 implementation	To develop a strategy to facilitate the identification and investment in key activity sites and unlocking barriers to investment with a particular focus on inner city living opportunities. The budget includes development and implementation of initial priority actions. The Strategy is a key priority identified in the Central Geelong Action Plan.	80,000		80,000
Central Geelong Task Force	Transport Network Operating Plan for Central Geelong	Prepare a transport operating plan for Central Geelong which manages the movement network required to support the directions of the Central Geelong Action Plan including public and active transport, public realm and road works. The plan to set out a balanced approach to promote smart transport choice by foot, bike, public transport or private vehicle to make it easier to enter and to get around the City. Project includes some early initial modelling and signal upgrades actions.	125,000		125,000
Central Geelong Task Force	City Heart Investigation	Investigate the possibilities of creating a new city heart as described in Vision 2 and planned in the Central Geelong Action Plan. This would involve employment of consultants to investigate suitable sites and then financial plans that may make the production of such an asset financially viable.	150,000		150,000
Events Central Geelong and Waterfront	Australian International Airshow	To Provide the City of Greater Geelong chalet at the Australian International Airshow in 2015.	60,000		60,000
Sport and Recreation	Geelong Arena Cyclical and Programmed maintenance - 6th year	Ensure the Geelong Arena complies with current codes and regulations.	123,000		123,000
Projects, Recreation & Central Geelong Total			1,783,000	0	1,783,000
NON CAPITAL PROJECTS TOTAL			7,607,917	1,454,082	6,153,835

DISBURSEMENTS DETAIL

Division	Cost Centre Description	Job Description	2014-2015 Budget \$	Comments
Approval Status				
In accordance with Council's governance requirements all proposed Council Disbursements are subject to the recipient community group completing an application and funding agreement. The application requires the community group to specify the objectives and outcomes of the proposed project. Projects that exceed \$20,000 will require a milestone plan and no one payment will exceed \$20,000.				
Exempt groups that have their own agreement are: Barwon Region Waste Management Group, Geelong Cricket Association, Geelong Art Gallery, Courthouse, Geelong Kindergarten Association, Major Events managed via Geelong Major Events and G21 Contributions.				
Grants				
City Services	GM City Services	Emergency Management	75,874	Contribution from Department of Justice in 2013-2014 was \$54,374. This disbursement was split between Grants to (4) SES units around Geelong to the value of \$75,874 (no increase in Council contribution of \$21,500).
Community Services	Arts & Culture	Community Arts Sponsorship	120,000	Advertised seeding grants for groups or programs related to Arts.
Community Services	Arts & Culture	Festival & Community Arts	100,000	Grants to community festivals.
Community Services	Community Development	Councillor Community Grants Program	240,000	Funds available for community grants.
Community Services	Community Development	Neighbourhood Houses	169,000	Neighbourhood Houses grants (13 @ \$12,500 plus 1 @ 6,500). (Now includes Geelong West Neighbourhood House).
Community Services	Development Officer Aged & Disability Services	Senior Citizens Week	20,000	Seeding grants for community organisations who wish to run programs for Senior Citizens Week.
Enterprise Geelong	Enterprise Geelong	Economic Development (Industrial Invest Support)	25,000	Incentive grants to support investment attraction.
Grants Sub Total			749,874	
Donations				
Community Services	Community Development	Life Education Van	8,000	Contribution to operating costs.
Community Services	Community Development	Give Where We Live	20,000	Contribution to operating costs.
Donations Sub Total			28,000	

DISBURSEMENTS DETAIL

Division	Cost Centre Description	Job Description	2014-2015 Budget \$	Comments
Contributions				
City Services	Environment & Natural Resources	Community Stewardship Fund	65,000	Assist community groups working on Council Parks.
City Services	Environment & Natural Resources	Friends of Buckley Falls	30,000	To provide funding for the Geelong Environment Council - Friends of Buckley Falls.
City Services	Environment & Natural Resources	Bellarine Catchment Network	20,000	To support the Bellarine Catchment Network in providing environment projects for the Bellarine Peninsula community.
City Services	Operations	Emergency Management	1,800	Contribution to CREST (Citizens Radio Volunteers).
City Services	Waste Collection Waste Disposal	Barwon Region Waste Management Group	89,000	Contribution to regional waste management projects.
Community Services	Arts & Culture	Lara Performing Arts Centre Stage 2	10,000	Contribution for design of Stage sound lights, curtain, seating.
Community Services	Arts & Culture	Courthouse Youth Arts	237,920	Continuation of funding (plus \$5,803 increase).
Community Services	Arts & Culture	Geelong Art Gallery	1,070,000	Triennial agreement adopted in 2013-2014.
Community Services	Arts & Culture	Geelong Maritime Museum	8,000	Continuation of funding.
Community Services	Community Development	Ocean Grove Carols by Candlelight	10,000	Contribution to the Ocean Grove Carols by Candlelight event held every December at Ocean Grove Park.
Community Services	Community Development	Neighbourhood Watch	3,000	Council contribution.
Community Services	Community Development	Christmas Carols - Northern Suburbs	10,000	Funding for Christmas Carols
Community Services	Community Development	Peninsula Park & Ride	12,000	Contribution to the Ocean Grove/Barwon Heads shuttle bus that is managed by Barwon Coast for 6 weeks over the summer period.
Corporate Services	GM Corporate Services Admin	G21 Contribution	436,000	Contribution to G21 Regional Organisation (as per Memorandum of Understanding).
Projects, Recreation and Central Geelong	Geelong Major Events	Australian International Airshow 2014-2015	400,000	Sponsorship of the Australian International Airshow.
Projects, Recreation and Central Geelong	Geelong Major Events	Queenscliff Music Festival	5,000	Sponsorship of the Queenscliff Music Festival.
Projects, Recreation and Central Geelong	Geelong Major Events	Geelong Regional Christmas Carols event	40,000	Sponsorship.
Projects, Recreation and Central Geelong	Geelong Major Events	Carols by Candlelight	19,000	Contribution to Carols by Candlelight.
Projects, Recreation and Central Geelong	Geelong Major Events	Geelong Show	10,000	Contribution to the Geelong Show.

DISBURSEMENTS DETAIL

Division	Cost Centre Description	Job Description	2014-2015 Budget \$	Comments
Projects, Recreation and Central Geelong	Geelong Major Events	Geelong Gala Day	10,000	Contribution to Geelong Gala Day.
Projects, Recreation and Central Geelong	Geelong Major Events	Geelong (Thoroughbred) Racing Club	16,000	Sponsorship.
Projects, Recreation and Central Geelong	Geelong Major Events	Australia Day Committee	33,000	Contribution for Australia Day Committee.
Projects, Recreation and Central Geelong	Geelong Major Events	Events Funding	930,000	Funding for the attraction of major events to Geelong.
Projects, Recreation and Central Geelong	Sport & Recreation	GCA Agreement	236,617	As per Council report 28/6/11 - allocation will be \$216,125 p.a. plus CPI for a five year term. (2014-2015 will be \$230,846 plus \$5,771).
Projects, Recreation and Central Geelong	Sport & Recreation	Park Stewardship Funds	10,000	Council commitment to groups to develop parks (including Hoffman Walk).
Projects, Recreation and Central Geelong	Sport & Recreation	Surf Life Saving Grants	40,377	Commitment to professional life guards at Ocean Grove, Barwon Heads and Bancoora (\$985 increase).
Projects, Recreation and Central Geelong	Sport & Recreation	Barwon Sports Academy	50,000	Council contribution - \$40K cash and \$10K in kind (office accommodation etc.).
Projects, Recreation and Central Geelong	Sport & Recreation	Belmont Bowls Club	30,000	Contribution for solar panels at the Belmont Bowls Club.
Projects, Recreation and Central Geelong	Sport & Recreation	St Albans Football & Netball Club	20,000	Contribution for upgrade to scoreboard.
Projects, Recreation and Central Geelong	Sport & Recreation	Corio Cricket Club	10,000	Need cement and net repairs.
Contributions Sub Total			3,862,714	

DISBURSEMENTS DETAIL

Division	Cost Centre Description	Job Description	2014-2015 Budget \$	Comments
Sponsorship				
Enterprise Geelong	Enterprise Geelong	Economic Development GBE Sponsorship	9,000	Geelong Business Excellence Awards sponsorship.
Community Services	Youth Services	Youth Administration - Young Achievers Program	5,000	Young Achievers business development program for young people.
Projects, Recreation and Central Geelong	Sport & Recreation	Recreation Sponsorships	6,000	Support for Bizsport and locally held State and National Championships.
Sponsorship Sub Total			20,000	
Grand Total			4,660,588	

2014-2015 FEES & CHARGES MAJOR PRICE CHANGES

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
City Services				
Fire Prevention				
Fire Prevention Penalty Notice	1,408.00	1,444.00	36.00	Fees set by State Government, penalties have increased as per the CFA Act.
Geelong Saleyards				
Sheep/Lamb Sale	0.85	0.90	0.05	
S/Yards Beef/Stores/Dairy Cattle	9.40	9.65	0.25	
Saleyards Agents Rental	35.50	0.00	(35.50)	Building not currently available for rent.
Saleyards Canteen Rental	69.50	0.00	(69.50)	Building not currently available for rent
Saleyards Market Fees (For Yards)	112.00	115.00	3.00	
Saleyards Poultry	0.90	75.00	74.10	Change in price structure - new lease arrangement of \$75 per week for 48 weeks.
Subdivisions				
Subdivision Building Site Access Permit	115.00	120.00	5.00	
Subdivision Property Information Fees	65.00	75.00	10.00	
Subdivision Road Opening Permit	115.00	120.00	5.00	
Subdivision Vehicle Crossing Permits	175.00	180.00	5.00	
Reinstatements				
Up to 10m ² Deep Strength Asphalt	231.25	248.60	17.35	Based on CPI plus proposed increase of \$6/tonne for asphalt.
Up to 10m ² Asphalt Path	132.20	142.10	9.90	Based on CPI plus proposed increase of \$6/tonne for asphalt.
Up to 10m ² Concrete Path - 75mm	153.70	165.20	11.50	Increased price due to material price increases.
Up to 10m ² Concrete Kerb	163.00	175.20	12.20	Increased price due to material price increases.
Up to 10m ² Segmental Block Pavers	161.10	169.15	8.05	Increased price due to material price increases.
Transfer Stations				
Car Boot	18.50	20.00	1.50	Increase of 8.11% due to increase in EPA Levy of \$5.30/tonne plus CPI increase.
Utilities, Vans, Single Axle trailers	37.00	40.00	3.00	Increase of 8.11% due to increase in EPA Levy of \$5.30/tonne plus CPI increase.
Single axle trailers (heaped) min	48.00	51.50	3.50	Increase of 7.29% due to increase in EPA Levy of \$5.30/tonne plus CPI increase.
Tandem Trailers (waterline)	48.00	51.50	3.50	Increase of 7.29% due to increase in EPA Levy of \$5.30/tonne plus CPI increase.
Tandem Trailers (heaped) min	96.00	103.00	7.00	Increase of 7.29% due to increase in EPA Levy of \$5.30/tonne plus CPI increase.

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Waste Disposal				
Animal Carcass (single)	38.30	45.00	6.70	Increase of 17.49%.
Industrial Waste	123.00	132.50	9.50	
Seaweed	104.00	112.00	8.00	
Mattresses	20.50	21.50	1.00	Increase of 4.88%.
Fish Waste	167.00	178.60	11.60	
Filter Cake	123.00	132.50	9.50	
Green Waste (clean)	112.00	120.50	8.50	Increase of 7.59%.
Tyres	9.50	9.50	0.00	Recycled - No EPA levy applicable.
Corporate Services				
Revenue				
Debt Collection - Field Call	55.00	55.00	0.00	Income previously recorded under reimbursements and recoveries. Classification changed to be recorded as a fee.
Debt Collection - Listing Fee	11.00	11.00	0.00	Income previously recorded under reimbursements and recoveries. Classification changed to be recorded as a fee.
Property & Valuations Rate search over 7 years	25.00	50.00	25.00	Increased due to the amount of work required to produce the information. Information is also available from Historical records.
Economic Development & Planning				
Building Services				
Building - Alimaks, chutes, fixed crane bases space occupancy fee (per wk)	160.00	200.00	40.00	Increased to align with the local laws street occupation fee of \$210.00.
Build - Info - Sec H - Housing Standard of Habitation	85.00	250.00	165.00	Increase fee to better reflect the cost of service and to bring it into line with other building inspection fees.
Community Services				
National Wool Museum				
NWM General Admission	7.50	8.25	0.75	
NWM General Admission Child	4.00	4.50	0.50	
NWM General Admission Family	25.00	25.00	0.00	
NWM Membership Adult	25.00	30.00	5.00	
NWM Membership Family	45.00	50.00	5.00	
Commercial Kitchen rental - day rate	0.00	400.00	400.00	New Fee.
Security & Out of Hours Costs - Museum Staff 5pm-9am Hourly Rate	50.00	75.00	25.00	Based on external vendor fee.

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Integrated Children Centres				
Kinder - 4 Year Old Parent Fees	231.50	322.00	90.50	Fees introduced at Ocean Grove. To be rolled out at Grovedale, Barwon Heads & Norlane.
Kinder - 3 Year Old Parent Fees (Ocean Grove, Barwon Heads, Grovedale)	231.50	460.00	228.50	Fees introduced at Ocean Grove. To be rolled out at Grovedale & Barwon Heads in 2014-2015.
Kinder - 3 Year Old Parent Fees (Norlane)	0.00	200.00	200.00	Fee to be rolled out at Norlane.
Child Care				
Ariston Child Care	Weekly \$402 Daily \$86 Sessions \$60	Weekly \$418 Daily \$89 Sessions \$62	Weekly \$16 Daily \$3 Sessions \$2	
City Learning & Care Belmont, Drysdale	Weekly \$397 Daily \$83 Sessions \$54	Weekly \$413 Daily \$86 Sessions \$56	Weekly \$16 Daily \$3 Sessions \$2	
City Learning & Care Corio, Trudy Moritz, The Link	Weekly \$392 Daily \$83 Sessions \$54	Weekly \$408 Daily \$86 Sessions \$56	Weekly \$16 Daily \$3 Sessions \$2	
F.D.C. Child Care Assistance Service Levy	0.70	0.75	0.05	
Kindergarten Development Services				
4 Yr Old Kindergarten Fees	231.50	321.25	89.75	Fees set to match State Government Fee Subsidy.
Aged Care				
Meal Charges to Clients	7.35	8.70	1.35	
Meal Charges to Agencies	18.67	18.67	0.00	
Food Services - Hardship Fee	0.00	3.60	3.60	Required by DH for clients experiencing financial hardship.
Food Services - National Disability Insurance Fee	0.00	13.00	13.00	New fee for NDIS services.
Personal Care	5.20	5.20	0.00	No increase as currently about the DH recommended fee.
Personal Care - Hardship Fee	0.00	2.60	2.60	Required by DH for clients experiencing financial hardship.
General Care	5.50	5.80	0.30	
General Care - Hardship Fee	0.00	2.60	2.60	Required by DH for clients experiencing financial hardship.
Respite Care	3.50	3.50	0.00	No increase as currently about the DH recommended fee.
Home Maintenance	11.40	11.60	0.20	
Community Aged Care Packages	31.00	36.00	5.00	
NDIS - Domestic Activities	0.00	34.21	34.21	New Fee.
NDIS Personal Support - out of hours	0.00	52.56	52.56	New Fee.
NDIS Personal Support Cluster	0.00	34.21	34.21	New Fee.

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Community Development				
Virginia Todd Hall Weekend & Weekday Casual Hire 4 hrs	125.00	150.00	25.00	Change in pricing structure - fees used to be for 3 hour hire. Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Centenary Hall Supper Room Weekdays 4 hrs	140.00	190.00	50.00	Change in pricing structure - fees used to be for 3 hour hire. Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Civic Hall Main Hall Weekdays 4 hrs	310.00	334.00	24.00	Change in pricing structure - fees used to be for 3 hour hire. Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Cobbin Farm Chapel Weekend 4 hrs	310.00	480.00	170.00	Change in pricing structure - fees used to be for 3 hour hire. Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Cobradah Weekend & Weekday Casual Hire 4 hrs	230.00	116.00	(114.00)	Change in pricing structure - Used to be a casual rate of \$230 - Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Geelong West Town Hall Whole Venue Weekdays 4 Hrs	475.00	490.00	15.00	Change in pricing structure - fees used to be for 3 hour hire. Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
Lara Hall Weekend & Weekday Casual Hire 4 hrs	290.00	150.00	(140.00)	Change in pricing structure - Used to be a flat rate of \$290 - Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
St Leonards Reserve Hall Weekend & Weekday Casual Hire 4 hrs	225.00	116.00	(109.00)	Change in pricing structure - Used to be a flat rate of \$225 - Fees now range from 2 hour, 4 hour, 6 hour or 8+ hour hire.
12 Seater Community Bus Hire - per 4 hours	32.00	33.00	1.00	
12 Seater Community Bus Hire - per 8 hours	65.00	66.00	1.00	
12 Seater Community Bus Hire - per 12 hours	95.00	99.00	4.00	
km rate over 400 kms	0.55	0.60	0.05	
Youth Services				
Ramp Delivery	10.00	10.00	0.00	
Ramp Hire	155.00	160.00	5.00	
Potato Shed				
Facility Hire - Community Rate - All areas daily	850.00	850.00	0.00	
Facility Hire - Community Rate - All areas weekly	3,900.00	3,900.00	0.00	
Facility Hire - Community Rate - All areas weekend	1,700.00	1,700.00	0.00	
Facility Hire - Community Rate - Auditorium	360.00	360.00	0.00	
Facility Hire - Corporate Rate - All areas daily	1,600.00	2,000.00	400.00	
Facility Hire - Corporate Rate - All areas weekly	7,000.00	7,500.00	500.00	
Facility Hire - Corporate Rate - All areas weekend	3,000.00	3,300.00	300.00	
Facility Hire - Corporate Rate - Auditorium	3,100.00	3,300.00	200.00	
Seating Bank Reinstall	0.00	300.00	300.00	New Fee.
Seating Bank Dismantle	0.00	300.00	300.00	New Fee.

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Local Laws & Traffic				
Street Parking Fees per hour	2.00	2.50	0.50	
Reserve Car Park Space - metered	38.70	39.70	1.00	
Reserve Car Park Space - unmetered	20.80	21.30	0.50	
Busport Casual per day (weekends)	4.00	0.00	(4.00)	Fee reduction due to free parking Saturdays.
Busport reserved space	1,743.00	2,143.80	400.80	
Busport unreserved permit	1,285.00	1,580.00	295.00	
Civic centre car park reserved space	1,743.00	2,143.80	400.80	
Civic centre car park unreserved permit	1,285.00	1,580.40	295.40	
Civic centre casual parking	1.90	2.50	0.60	
Wesley car parking permits	1,285.00	1,317.00	32.00	
Wesley casual Parking	1.90	2.00	0.10	Minimum hourly rate increase and number of transactions reduced to reflect both the usage on Monday - Friday & Free parking on Saturday in line with CoGG decision.
Haymarket month permit	1,056.80	1,299.00	242.20	
Haymarket day parking	7.50	9.00	1.50	
Street Occupation per day (no building permit)	0.00	30.00	30.00	Fee used to be included in the category of Local Laws Other - used to be a 7 day permit.
Animal Registrations				
Dog Registration - Full	151.00	155.00	4.00	
Dog over 10 years old	54.00	55.50	1.50	
Dog Breeder	54.00	55.50	1.50	
Dog Working Dog	54.00	55.50	1.50	
Dog Member Canine Association	54.00	55.50	1.50	
Dog Obedience Trained	54.00	55.50	1.50	
Dog Microchipped	57.00	58.50	1.50	
Dog Desexed	48.00	49.50	1.50	
Dog Desexed and Microchipped	37.00	38.00	1.00	
Dog Pensioner Desexed	24.00	24.75	0.75	
Dog Pensioner Microchipped	28.50	29.25	0.75	
Dog Pensioner Microchipped and Desexed	18.50	19.00	0.50	
Dog Pensioner Fee - Full	75.50	77.50	2.00	
Cat Registration - Full	114.00	117.00	3.00	
Cat Desexed	34.00	35.00	1.00	
Cat Pensioner Desexed	17.00	17.50	0.50	
Cat Desexed and Microchipped	26.00	27.00	1.00	

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Cat Pensioner Microchipped and Desexed	13.00	13.50	0.50	
Cat Microchipped	47.00	48.50	1.50	
Microchip Sales	16.50	17.00	0.50	
Food and Health Act				
Failing to Register Food Premises	0.00	722.00	722.00	Unregistered premises now regulated by Infringements.
Health Temporary Premise Not for Profit (High Risk)	33.00	0.00	(33.00)	Low numbers of premises as most on Street trader and coming in from other Councils with no fees required under legislation.
Additional Registration fee - off site trading	40.00	45.00	5.00	
Busking (month)	16.50	17.00	0.50	
Projects Recreation and Central Geelong				
Swim, Sport & Leisure				
Waterworld, Splashdown, Leisurelink, BASC				
Monthly membership	80.00	82.00	2.00	
3 months membership	432.00	445.00	13.00	
12 months membership	920.00	984.00	64.00	12 x direct debit monthly fee - no joining fee incentive for upfront payment.
Family 3 months	722.00	745.00	23.00	
Family 12 months	1,340.00	1,380.00	40.00	12 x direct debit monthly fee - no joining fee incentive for upfront payment.
Corporate Adult Monthly Membership	72.00	74.00	2.00	
Corporate Adult 12 mths	760.00	888.00	128.00	12 x direct debit monthly fee - no joining fee incentive for upfront payment.
Corporate Adult Renew 12 mths	0.00	800.00	800.00	New Product.
Corporate Family 12 month	1,074.00	1,344.00	270.00	
Corporate Family 12 month renew	0.00	1,130.00	1,130.00	New Product.
Gym Adult	17.00	17.50	0.50	
Gym Adult x 10 visits	136.00	140.00	4.00	
Swimming Adult	5.80	6.00	0.20	
Swimming Concession	4.00	4.10	0.10	
School Swimming	3.30	3.40	0.10	
Learn to Swim	12.10	12.70	0.60	
Casual 25m Lane Hire	32.00	33.00	1.00	
Club 25m Lane Hire	9.70	10.40	0.70	
Arena				
Main Stadium Hire - Community Group (per day)	2,310.00	2,500.00	190.00	
Main Stadium Hire - Commercial (per day)	3,950.00	4,200.00	250.00	

Description	Charge 2013-2014 \$ per unit	Charge 2014-2015 \$ per unit	Movement in price per unit Inc/(Dec) \$	Comment
Corio Leisure Time Centre				
Casual Squash After 5pm	19.00	19.00	0.00	Fee held to remain competitive.
Meeting Room - Casual before 5pm	18.50	20.00	1.50	
Basketball After 5pm	33.00	33.50	0.50	
Badminton After 5pm	13.60	14.00	0.40	
BVAC				
Court One Basketball Casual Hire	33.08	33.50	0.42	
Sunday Market Outdoor Stall	16.00	18.00	2.00	
Sunday Market Indoor Stall	23.00	23.00	0.00	
Kardinia / Lara Pool				
Pool Swim Spectator	2.00	2.00	0.00	
Pool Swim	5.80	6.00	0.20	
Season ticket (adult)	266.00	275.00	9.00	
Golf				
Queens Park Adult Green Fee	20.50	21.00	0.50	
Queens Park Memberships Adult 12mths	470.00	486.00	16.00	
Queens Park Memberships Pensioner 12mths	370.00	383.00	13.00	
Queens Park Student Green Fee	13.00	13.50	0.50	
Elcho Adult Green Fee	19.50	20.00	0.50	
Elcho Park Memberships Adult 12mths	410.00	424.00	14.00	
Elcho Park Memberships Pensioner 12mths	325.00	336.00	11.00	
Elcho Park Student Green Fees	11.50	12.00	0.50	
Balyang Adult Membership	300.00	310.00	10.00	
Balyang Adult Green Fee	11.00	11.50	0.50	
Balyang Concession Adult Green Fee	9.80	10.20	0.40	
Carousel				
Wedding - Ceremony 1 hour	360.00	380.00	20.00	
Private Booking 2-4 hours	1,030.00	1,080.00	50.00	
Admission - Child	3.90	4.00	0.10	
Admission - Adult	4.40	4.50	0.10	

KEY STRATEGIC ACTIVITIES

The Annual Budget converts the activities and initiatives identified in the plan into financial terms to ensure that there are sufficient resources for their achievement. Listed below are the detailed financial commitments included in the 2014-2015 Budget.

1. COMMUNITY WELLBEING

	2014-2015 Gross Expenditure \$
Annual City Plan Actions 2014-2015	
<i>Priority: Healthy lifestyles</i>	
Learn to Swim program	1,717,266
School swim program	228,698
Stronger Families / Family Coaching program	104,281
Corio-Norlane Best Start project	105,203
Healthy Together Geelong - Early Years	616,135
Healthy Together Geelong - Workplaces	561,531
Coordination of the City of Greater Geelong Municipal Public Health and Wellbeing Plan	Funded through recurrent budget
Development of a Food Policy to secure long term food production options	Funded through recurrent budget
Implementation of the Physical Activity Strategy	Funded through recurrent budget
Promote breastfeeding through additional consultations and referrals to other agencies.	Funded through recurrent budget
Promote kindergarten enrolments through public media releases.	Funded through recurrent budget
Provide Maternal Child Health nurses with professional development opportunities on lactation.	Funded through recurrent budget
<i>Priority: Healthy environments</i>	
<i>Recreation Reserves Upgrades</i>	6,091,922
Austin Park, Lara redevelopment	
Barwon Heads Village Park soccer pitch upgrade	
Capital renewal of civil assets in parks across the municipality	
Evan Reserve asbestos remediation	
Shell Road Reserve Master Plan implementation	
St Albans Football and Netball Club scoreboard relocation	
West Oval stadium lighting	
<i>Footpaths</i>	3,565,000
Construction of footpath in Montpelier Drive(East side) between Culzean Crescent and Lambhill Crescent, Highton,.	
Construction of footpath in Roslyn Road (south side) between Thornhill Road and Remony Ave, Highton.	
Footpath renewal program	
<i>Bike paths and facilities</i>	1,885,000
Bellarine Rail Trail chicane/vehicle access point remedial works	
Bellarine Rail Trail pedestrian lights (Jetty Road)	
Bicycle infrastructure program	
Geelong Criterium Circuit - Regional cycling pavilion construction	
Greater Geelong Cycle Strategy implementation	
<i>Swim Sport and Leisure Centre Upgrades</i>	1,728,000
Bellarine Aquatic and Sports Centre filter upgrade	
Concrete core replacement program	
Geelong Arena cyclical and programmed maintenance	
Kardinia Pool underground infrastructure upgrade and leak prevention	
Leisurelink Aquatic and Recreation Centre - aquatic area air handling	
Leisurelink Aquatic and Recreation Centre gymnasium extension construction	
Leisurelink Aquatic and Recreation Centre main pool headwall replacement	
Splashdown aquatic play park plan and construction	
Splashdown main pool tiling	

Annual City Plan Actions 2014-2015		2014-2015 Gross Expenditure \$
Waterworld gymnasium roof replacement		
Waterworld outdoor pools boiler replacement		
<i>Recreation Facility Upgrades</i>		1,245,000
Belmont Bowls Club solar panel contribution		
Corio Cricket Club disbursement		
Elcho Golf Course Fairway Replacement Program - Year 1		
Geelong Amateurs Football Netball Club and Newtown Chilwell Cricket Club change room renovation		
Geelong Soccer Club facilities upgrade - concept planning		
Landy Field storage facility		
Leopold Football and Netball Club clubroom upgrade		
Mt Duneed Pony Club - enclosed riding arena construction		
Regional Paddle Sports Pavilion Redevelopment		
Stead Park beginner level BMX track development		
Thomson Reserve tennis court sports lighting		
Waurm Ponds Skate Park ramp replacement		
<i>Playgrounds</i>		775,000
Barwon Heads Village Park playground upgrade		
Playground development program		
Parks and reserves maintenance		7,644,181
Renewal work on Council owned buildings		1,000,000
Toilet block renewal and replacement program		250,000
Clifton Springs fishing pier construction		150,000
Dog control signage upgrades		40,000
School Crossing Supervisor - LED light batters		40,000
Jetty Road community precinct concept plan development		20,000
Conduct community dog/cat micro-chipping and registration/pet ownership roadshows and forums	Funded through recurrent budget	
Continue to conduct investigations of barking dogs and nuisance animals	Funded through recurrent budget	
Implement Municipal Emergency Management Plan	Funded through recurrent budget	
Implement Municipal Fire Prevention Plan	Funded through recurrent budget	
Implement year two actions of the Domestic Animal Management Plan	Funded through recurrent budget	
Monitor, assess and register all food premises based on compliance	Funded through recurrent budget	
Respond, resolve or refer for resolution all neighbourhood amenity and local law requests	Funded through recurrent budget	
Safer Greener Geelong – planting up of three roundabouts	Funded through recurrent budget	
<i>Priority: Connected, creative and strong communities</i>		
<i>Community Hubs</i>		12,567,000
Barwon Heads Early Learning Centre construction		
Bellevue Highton Family Hub concept development		
Grovedale Children's and Community Centre construction		
Jetty Road Regional Community and Learning Hub construction		
Jetty Road Children's and Community Hub planning and design		
Leopold Community Hub stage 1 construction		
Leopold Community Hub stage 2 concept design		
Windsor Park Early Learning Centre construction		
<i>Geelong Library and Heritage Centre</i>		8,944,265
Geelong Library and Heritage Centre collection stock purchase		
Geelong Regional Library contribution		
<i>Armstrong Creek</i>		7,350,000
Armstrong Creek East - Neighbourhood Activity Centre pavilion construction		
Armstrong Creek Health and Wellbeing Centre construction		
Armstrong Creek West - Neighbourhood Activity Centre design		

Annual City Plan Actions 2014-2015	2014-2015 Gross Expenditure \$
<i>Neighbourhood Houses</i>	1,309,193
Grovedale Neighbourhood House upgrade	
Neighbourhood Houses support	
Ocean Grove Neighbourhood House upgrade	
<i>Youth activities, programs and events</i>	1,217,490
Including Skaart Festival, Lara Youth Festival, skate program, Spud Fest, National Youth Week, Courthouse Youth Arts, SSAGQ youth suicide prevention initiative, Geelong Adolescent Sexuality Project (GASP), L2P Learner Driver program, Engage it up , Youth activity services and centres, Youth action teams, Switch quarterly magazine, multicultural youth development, YAMS,	
<i>Youthcan Van</i>	
<i>Children's Services Upgrades</i>	885,000
Acquisition and replacement of resources and equipment at City Learning and Care Centres	
Children services facilities upgrades	
Fyans Park Kindergarten extension	
<i>Community Facility Upgrades</i>	784,000
Ceres Temperance Hall remedial and renewal works	
Community halls upgrade program	
Disability access program	
Portarlinton Senior Citizens Centre upgrade	
<i>Whittington Community Building and renewal</i>	425,500
Bellarine Living and Learning Centre expansion	
Linking The Link pedestrian and active transport improvements	
Whittington community building and engagement	
Whittington Flamefest 2014	
<i>Arts, Culture and Heritage</i>	345,000
Barwon Heads Community Arts Hub feasibility study	
Community arts sponsorship	
Festival and Community Arts program	
Geelong After Dark - city centre night festival	
Lara Performing Arts Centre stage 2 development	
M-M 24 Hour Extreme Arts Walk	
School Holiday Program	489,186
Councillor Community Grants Program	240,000
Linking Learning Program - Eastern Suburbs	160,000
Rosewall/Connections Park land acquisition	150,000
Supported playgroups and parent groups initiative	112,633
Indigenous kindergarten assistance	39,068
Implementation of Women in Community Life project	33,863
Children's Week activity program	30,026
Implementation of Aboriginal Action Plan	30,000
Geelong Seniors Festival	24,000
Implementation of the Multicultural Action Plan 2014-2015 priorities	Funded through recurrent budget

2. GROWING OUR ECONOMY

<i>Support existing businesses and encourage new and emerging growth sectors</i>	
Enterprise Geelong Strategy development	100,000
Economic Development Industrial Investment Support	25,000
Online Communications Platform Development - Enterprise Geelong	25,000
Avalon Airshow - Enterprise Geelong business connections opportunity	20,000
Six Ways roundabout redevelopment - Lara	15,000
Marketing skill capability and lifestyle attributes of the Geelong Region	Funded through recurrent budget

	2014-2015 Gross Expenditure \$
Annual City Plan Actions 2014-2015	
<i>Facilitate major infrastructure and investment to enable economic growth</i>	
<i>Geelong Ring Road Employment Precinct (GREP)</i>	4,000,000
Development of 25 McManus Rd, Corio	
Elcho infrastructure services construction - industrial estate at 162 McManus Road	
Geelong Ring Road Employment Precinct (GREP) design and implementation	
<i>Armstrong Creek</i>	1,200,000
Armstrong Creek West - Baanip Boulevard / North South connector intersection	
Implementation of Armstrong Creek Urban Growth Plan.	
Western Beach boat yard environment reclamation	300,000
Portarlinton Safe Harbour Strategic Plan	150,000
Lara Town Centre expansion project	100,000
Managing future growth - Lovely Banks and Batesford South growth investigation	100,000
Municipal Strategic Statement review 2014	80,000
Bellarine Structure Plans review - St Leonards Structure Plan review finalisation, Portarlinton and Ocean Grove Structure Plan reviews to commence	60,000
<i>A prosperous and innovative Geelong</i>	
Implementation of the Whittington Works project	135,000
Skilled migration program	132,390
BioGeelong cluster development	100,000
Geelong Centre for Emerging Infectious Disease (GCEID) iCity of Greater Geelong Contribution	100,000
Knowledge economy facilitation project	50,000
<i>A successful and vibrant city centre</i>	
<i>Central Geelong Action Plan (CGAP)</i>	6,668,000
CGAP - Investment, facilitation and attraction	
CGAP - Monitoring Data	
Central Geelong Advancement Fund - matching fund	
Central Geelong building advisory service	
Central Geelong Design Assessment Panel	
Central Geelong lighting strategy implementation	
Central Geelong Major Heritage Fund	
Central Geelong Task Force Team	
City heart investigation	
City loop bus - park and ride service	
City loop bus feasibility and expansion of park and ride service	
Detailed plantings in Central Geelong	
Improve pedestrian connections to Deakin University and The Gordon	
Myer and Bellerine Street parking, cycling and safety improvements	
Myers Street unifying streetscape works	
Postcode 3220 Strategy	
Public Realm Strategy	
Transport Network Operation Plan	
Visible Voices installation	
Weight restriction for heavy vehicles in Central Geelong	
<i>Geelong Library and Heritage Centre</i>	20,110,000
Geelong Library & Heritage Centre construction	
Geelong Library & Heritage Centre car park construction	
Geelong Central City Management programs and activities	805,900
Central Geelong Park and Ride shuttle service	190,057
<i>Greater Geelong is a leading city for tourism, arts, culture and events</i>	
Light and decorate Geelong	2,000,000
Geelong Art Gallery contribution	1,070,000

	2014-2015 Gross Expenditure \$
Annual City Plan Actions 2014-2015	
Geelong Major Events Funding	930,000
Australian International Airshow 2014-2015	460,000
Conference Marketing & Delegate Boosting programs	385,793
Provide for tourist information and administrative support centres within the Geelong region	369,770
Walter Conservatory repairs - Geelong Botanic Gardens	260,000
Community and Visitor Information Centre - Portarlington Rotunda	35,000
Geelong Botanic Gardens interpretive signage and plant labelling	35,000

3. SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

Enhance and protect natural areas and ecosystem health

<i>Water programs</i>	461,000
Geelong Healthy Waterways program	
Stormwater Quality Management Plan implementation	
Water Quality programs	
Council environmental reserves maintenance and improvement works	882,293
Geelong / Queenscliffe coastal adaptation planning program	560,000
Tree planting, establishment and aftercare	400,000
Barwon River infrastructure project implementation (Mt Brandon Landscape Plan)	206,000
Coastal and conservation reserves and infrastructure maintenance	178,000
Clifton Springs Dell	114,366
Barwon River trail realignment at Queens Park	109,000
Clifton Springs coastal erosion mitigation works	100,000
The Dell Access Path, Stage 2	60,000
Friends of Buckley Falls contribution	30,000
Ramblers Road Foreshore Management Plan review	25,000

Support our community to live sustainably

<i>Waste initiatives</i>	350,000
Hardwaste initiatives	
Hardwaste pick up service for eligible Home and Community Care (HACC) clients	
Waste Hardship Support	
Victorian Adaptation Sustainability grants	583,750
Future Proofing Geelong	300,000
Peninsula Park & Ride service	12,000

Advocate for and promote sustainable design and development

Implement and promote actions within Councils Sustainable Buildings Policy	Funded through recurrent budget
Promotion and assistance with National Sustainable House Day	Funded through recurrent budget

Minimise our environmental footprint

<i>Landfill works</i>	14,597,000
Closed landfills monitoring project - 2014-2015	
Corio landfill rehabilitation	
Drysdale landfill - construction of cell 6	
Drysdale Landfill - Desilting and improvements to eastern dam	
Drysdale Landfill - Leachate management	
Drysdale Landfill Cell 4A - separation bund construction	
Drysdale Quarry - quarry to landfill feasibility	
Geelong Botanic Gardens irrigation upgrade	447,000
Civic Car Park green roof and vertical garden installation	80,000
Leopold Reserve Oval 1 - irrigation system upgrade	60,000
Development of an integrated water cycle management plan	Funded through recurrent budget

4. HOW WE DO BUSINESS

<i>Lead by advocating and collaborating on issues important to the Greater Geelong community</i>	
G21 contribution	436,000
Electoral Representation Review	40,000
<i>Efficient and customer focused organisation</i>	
Roads - construction and design including local roads, Federal Roads Program and Vic Funded works	11,810,000
Drainage design and construction program	5,654,000
Special rates and charges to carry out roads, footpaths, kerb and channel and drainage works	2,525,000
Kerb and channel renewal program	1,868,000
Parking machine upgrades to comply with EFTPOS/credit card security requirements	1,000,000
Bridge upgrades including major renewal works and Lee's Road bridge replacement	915,000
Traffic management - investigation, design and construction	733,000
PABX / Telephone System replacement	705,000
New parking machine installations	220,000
Mayor and Councillor accommodation improvements	150,000
DataWorks (data management system) upgrade 4.03	70,000
Maternal Child Health IT system update	50,000
Project Server upgrade	50,000
Develop the new Information Services Strategy	Funded through recurrent budget
Implement change control and business transformations around new integration communications system	Funded through recurrent budget
<i>Responsible and sustainable financial management</i>	
Completion of the Buildings Asset Management Plan inclusive of community service levels	Funded through recurrent budget
Financial Sustainability Review project actions implementation	Funded through recurrent budget
<i>Informed and engaged community</i>	
General Local Law Review	100,000
Community engagement training to staff who conduct these activities, based on the International Association for Public Participation (IAP2) principles.	Funded through recurrent budget
Corporate banner and billboard program	Funded through recurrent budget
Distribution of Community Update via electronic media six times per year	Funded through recurrent budget
Expand the use and increase the promotion of the MyGeelong personal web space to residents and ratepayers	Funded through recurrent budget
Publication and distribution of annual calendar	Funded through recurrent budget
Publication of City News advertising weekly	Funded through recurrent budget
Social media development of channels and content	Funded through recurrent budget
Undertake internal Plain English campaign	Funded through recurrent budget
<i>Motivated and skilled staff in a safe work environment</i>	
Actively seek feedback to continuously improve training and development opportunities for staff within Council	Funded through recurrent budget
Develop best practice and innovative HR functional delivery through Centres of Excellence	Funded through recurrent budget
Improve HR access and service to all employees through HR Service Desk	Funded through recurrent budget
Improve strategic HR support to the organisation through HR Business Partners	Funded through recurrent budget
Ongoing review and communication of CitySafe procedures	Funded through recurrent budget
Provide training and development opportunities to enhance and support potential leaders throughout the organisation	Funded through recurrent budget

GLOSSARY OF TERMS

Act	Local Government Act 1989.
Accounting Standards	Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund the capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or Deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items.
Annual budget	Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other sources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion	Expenditure which extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. Expansion expenditure is discretionary which increases future operating and maintenance costs because it increases Council's asset base, but may be associated with additional revenue from the new user group.
Asset renewal	Expenditure on an existing asset, which returns the service potential or the life of the asset, up to, that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.
Asset upgrade	Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the asset base.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	<p>The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budgeted comprehensive income statement	The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted Financial Statements	<p>Prepared under section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act, budgeted financial statements are required in the :</p> <ul style="list-style-type: none">- Strategic Resource Plan.- Budget.- Annual Report. <p>The budgeted financial statements are the:</p> <ul style="list-style-type: none">- Budgeted Comprehensive Income Statement.- Budgeted Balance Sheet.- Budgeted Statement of Changes in Equity.

- Budgeted Statement of Cash Flows.
- Budgeted Statement of Capital Works.

The budgeted financial statements must be in the form set out in the Local Government Model Financial Report.

Budgeted statement of capital works	The budgeted statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The budgeted statement of capital works should be prepared in accordance with Regulation 9.
Budgeted statement of cash flows	<p>The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows.</p> <p>The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 Cash Flow Statements. The budgeted cash flows statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>
Budgeted statement of changes in equity	The budgeted statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 31 August each year. From the 2015-2016 Budget, adoption will need to take place by 30 June.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2014-2015 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry Forward Capital Works	Carry forward capital works are those that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.
Council plan	Means a Council Plan prepared by the Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Current year rate increase (Rating information)	A statement included in the budget quantifying the amount of the rate change for the forthcoming year and disclosing any significant factors influencing the rate change.
Differential rates	When a Council intends to declare a differential rate (e.g.. business and residential), information prescribed by the Act under section 161 must be disclosed in the Council Budget.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution, change the purpose of these reserves.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential to ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.

Four way budgeting methodology (Strategic Resource Plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	<p>An infrastructure strategy is the process by which the Council's current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored.</p> <p>The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.</p>
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control e.g. approval of unbudgeted capital expenditure.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Government (Planning And Reporting) Regulations 2014	<p>The objective of these Regulations, made under Section 243 of the Local Government Act 1989 and which came into operation on 18 April 2014, is to prescribe:</p> <p>(a) the content and preparation of the financial statements of a Council</p> <p>(b) the performance indicators and measures to be included in a budget, revised budget and annual report of a Council</p> <p>(c) the information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report</p> <p>(d) Other matters required to be prescribed under Parts 6 and 7 of the Act.</p>
New asset expenditure	New assets or capital expenditure does not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
Non financial resources	Resources of a non financial nature (such as human resources, information systems and processes, asset management systems) that are consumed by a Council in the achievement of its strategic resource plan goals.
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by the Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance (<i>impact of current year on 2014-2015 budget</i>)	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.

Operating revenue	Operating revenue is defined as inflows or other enhancements, or savings in outflows of future economic benefits, in the form of increases in assets or reductions in liabilities; and that result in an increase in equity during the reporting period.
Own-source revenue	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
Performance statement	Performance statement prepared by a Council under section 131 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's Budget financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act 2004	The purpose of this Act which came into operation from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989.
Services, Initiatives and Major Initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the Council plan during the current year and have a major focus in the budget.</p>
Statement of Capital Works	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff.
Strategic Resource Plan	Means the Strategic Resource Plan prepared by a Council under Section 126 of the Act.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.
Strategic planning framework	A "community owned" document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.

Strategic resource plan (SRP)	<p>Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.</p> <p>Section 126 of the act states that:</p> <ul style="list-style-type: none"> - the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives. - the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years. - the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years. - the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan. - council must review their strategic resource plan during the preparation of the council plan. - council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Act being to:</p> <ul style="list-style-type: none"> - prudently manage financial risks relating to debt, assets and liabilities. - provide reasonable stability in the level of rate burden. - consider the financial effects of council decisions on future generations. - provide full, accurate and timely disclosure of financial information. <p>In addition to section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.