



WARRNAMBOOL
CITY COUNCIL

Budget 2015/16

Meeting the Challenges



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Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2015/16 year.

When considering this budget it must be viewed in the context of a growing city and the need for Council to provide services and infrastructure to the community of today whilst continuing to plan for the future. Warrnambool, based on current annual growth rates, is planning for a city of approximately 50,000 by the year 2036.

Council is committed to maintaining quality services to the community and delivering capital works programs that will continue to ensure that Warrnambool remains a vibrant and leading regional city.

To achieve these outcomes the Budget incorporates increases in rates and charges of 5.5%, an operating budget of \$64.1 million and a capital works program of \$17.3 million.

The principal responsibility of Council is to deliver a diverse range of services for the community. These services require a substantial level of expenditure and include:

• Family & Children's services	(\$8.4 million)
• Aged & Disabled services	(\$3.9 million)
• Waste Management	(\$2.7 million)
• Parks & Gardens	(\$3.5 million)
• Roads & Other Infrastructure	(\$4.9 million)
• Recreation & Culture	(\$7.0 million)
• Promotions & Events	(\$1.7 million)
• Planning and Building services	(\$1.6 million)

The capital works budget balances the requirements of reinvestment in Council's existing infrastructure assets as well as catering for new projects which enhance the liveability of the city and cater for the demands of continuing growth and achieve the objectives of the Council Plan.

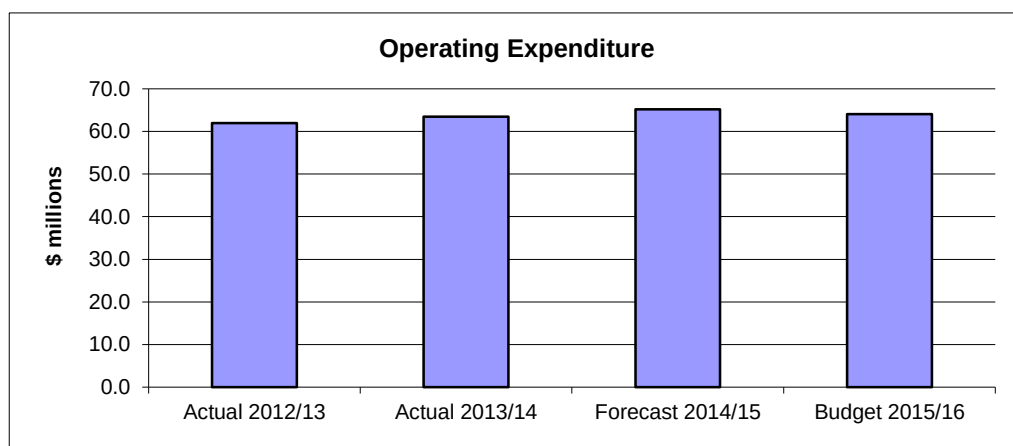
The budget reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

Service Delivery

Warrnambool City Council fulfils the role of regional service provider and operates over 85 business units and delivers over 100 service programs to the Warrnambool and district community. These services include meals on wheels, home care, family day care, centre based child care, maternal child care, seniors programs, festivals and events, library, performing arts, leisure activities, parks and gardens, roads and infrastructure, asset maintenance, waste management, street cleaning, port and airport, economic development, tourism, environmental health and planning and regulatory services.

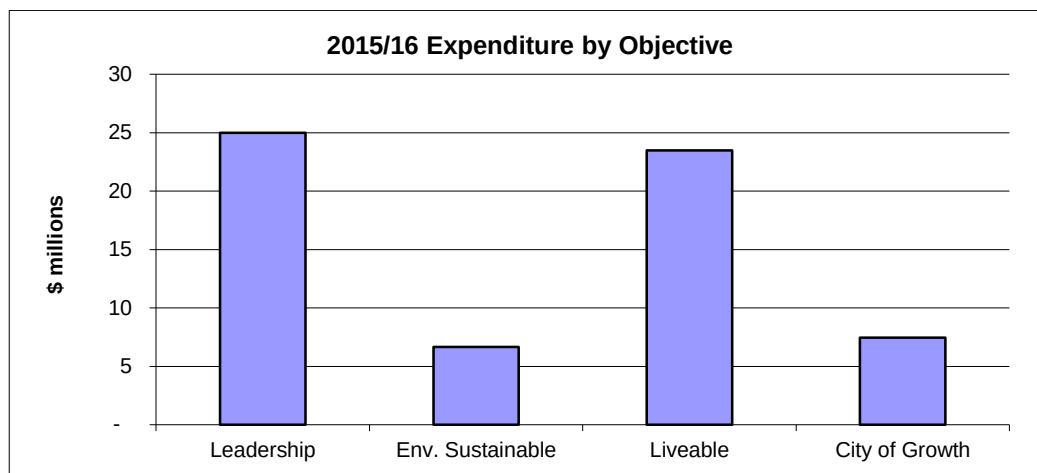
Operating expenditure



Executive Summary Cont.

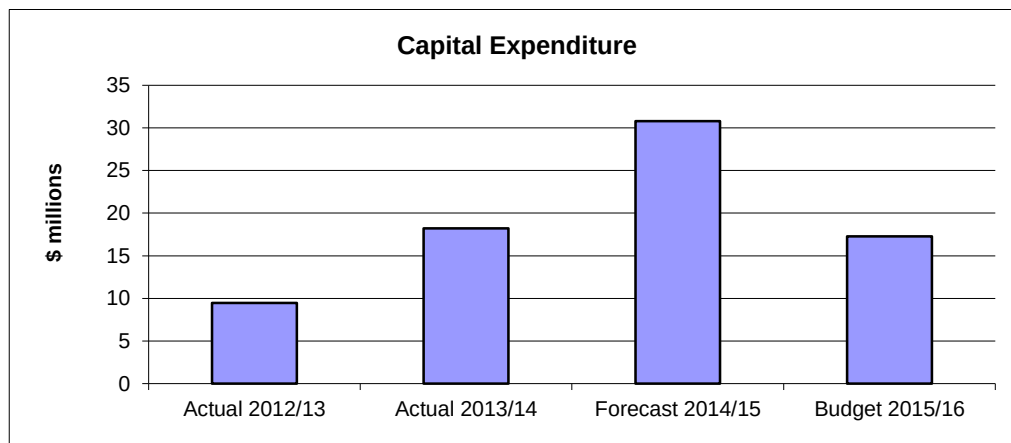
The cost of services delivered to the community for the 2015/16 year is expected to decrease slightly from 2014/15 forecast levels to just over \$64 million. One of the key drivers of expenditure for services delivered is wage movements which are governed by Councils Enterprise Agreement. Service levels have been reviewed and mostly maintained with a number of efficiencies and initiatives proposed to maintain operating costs at 2014/15 levels.

Strategic objectives



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the four broad strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2015/16 year.

Capital works



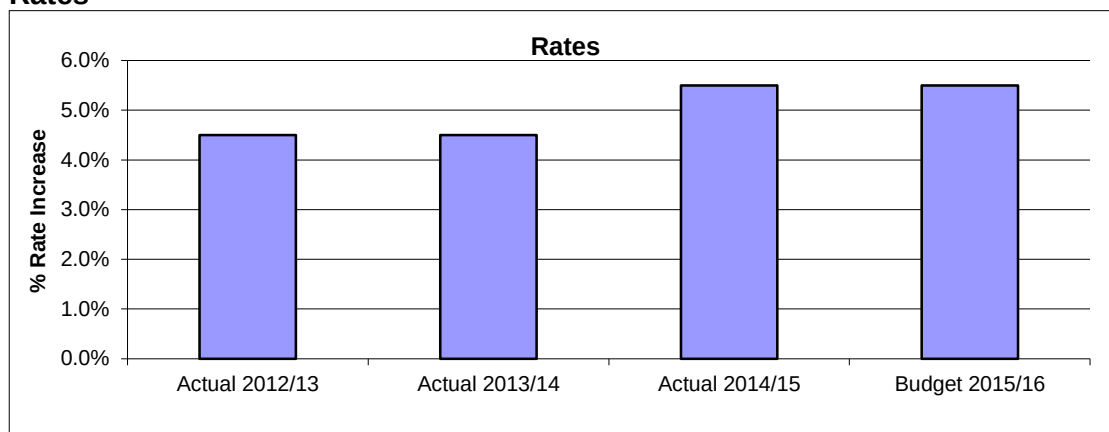
The capital works program for the 2015/16 year is \$17.3 million. Of the total allocation, \$11.3 million is committed to infrastructure asset renewal which will include expenditure on the Simpson Street tunnel drainage network while \$6 million has been allocated to new capital works and the upgrading of existing facilities. Council continues to have a strong focus on asset renewal.

Council is completing major works at the airport, Horne Rd, Aberline Rd, North Warrnambool Floodplain mitigation works and commencing stage 1 of Simpson St drainage in 2014/15. 2015/16 will continue Councils strong focus towards Councils number one priority the renewal of the city centre. Council is optimistic of securing government funding to match its \$1 million budget allocation to revitalise the city centre. In addition Council will undertake capital works as part of the Flagstaff Hill redevelopment and Simpson St drainage tunnel stage 2.

The capital expenditure program has been set and prioritised based on a rigorous process of evaluation framed around the Council Plan that has enabled Council to assess needs and develop sound business cases for each project.

Executive Summary Cont.

Rates

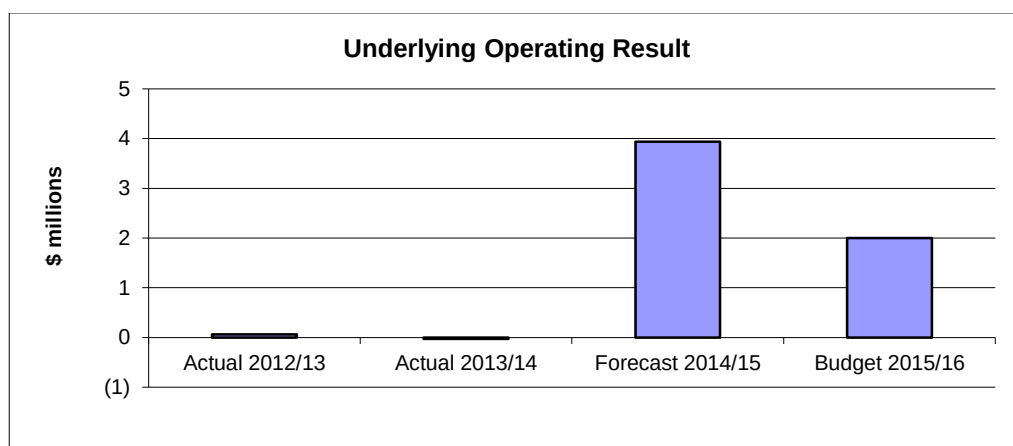


It is proposed that rates and charges be increased by 5.5% for the 2015/16 year, raising total rates of \$32.8 million.

The increase in rates and charges proposed is as follows:

Underlying increase in rates & charges	4.5%
New initiatives – Small infrastructure levy	0.5%
– Asset renewal funding	0.5%
Overall increase in rates & charges	5.5%

Underlying operating result & financial sustainability



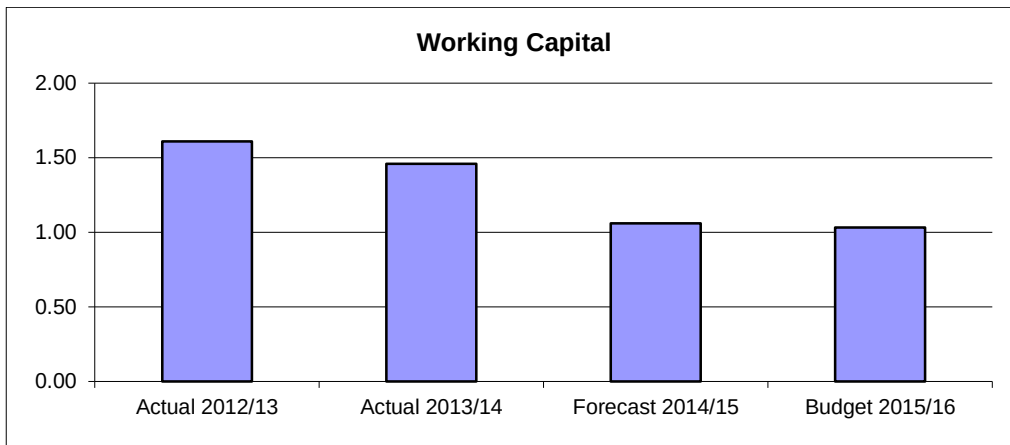
The underlying result is calculated based upon the accounting surplus or deficit and then removing items such as capital grants and subdivider gifted assets and adding back expenditure which is of a capital nature not on Councils assets. The calculation attempts to provide consistent reporting by removing capital fluctuating influences from the income statement and enhance the comparability between years and like Councils.

Council is forecasting a \$3.9 million underlying surplus for 2014/15 which includes \$2.4m in developer contributions for capital works which are not excluded. The underlying result will drop back to \$2 million in 2015/16 and small positive underlying results expected through the balance of the Strategic Resource Plan. This will contribute towards Council achieving a low risk rating by the Victorian Auditor General (VAGO).

A high level Strategic Resource Plan for the years 2016/17 to 2018/19 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, while still achieving the Council's strategic objectives as specified in the Council Plan. Producing a positive underlying result is a key indicator of financial sustainability.

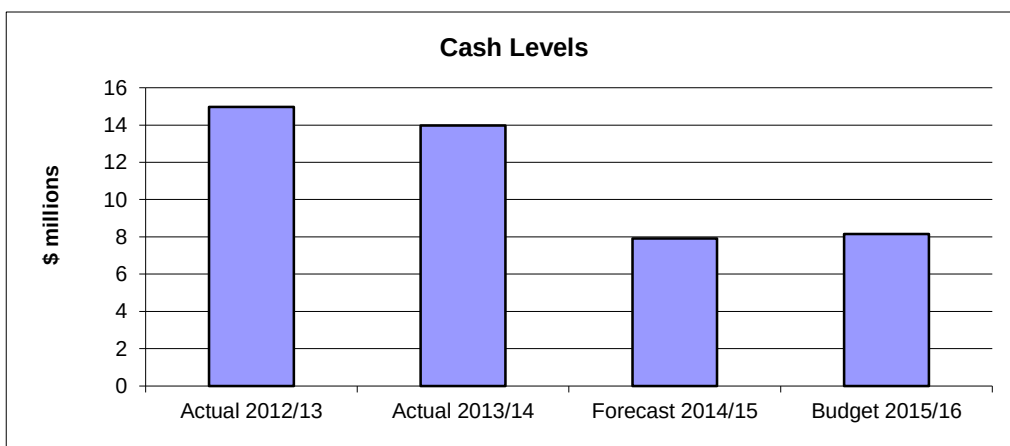
Executive Summary Cont.

Working capital



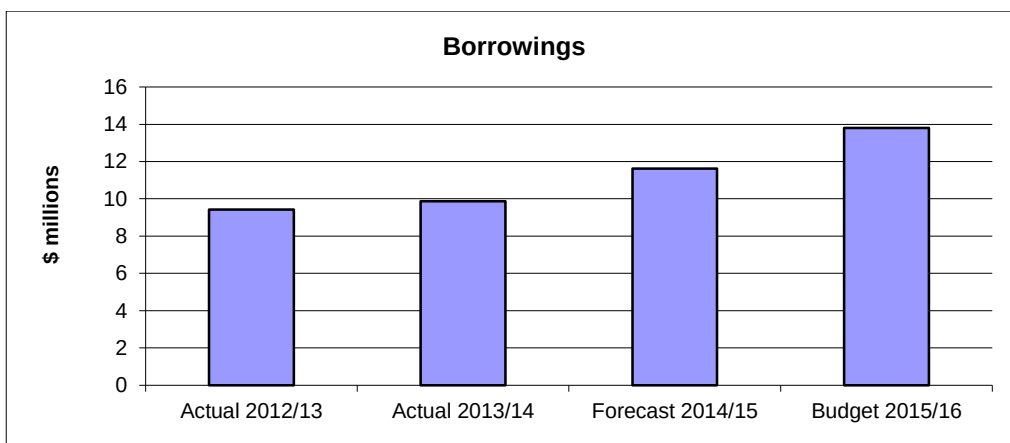
Working capital is a measure which compares Council's current assets to its current liabilities. The forecast 2014/15 ratio is based upon the assumption of completing all capital works within the year and to replicate this in 2015/16. A ratio of greater than 1 should be maintained by Council, and again this is a measure used by VAGO in assessing Councils Financial Sustainability Risk Rating.

Cash and financial assets



Council maintains strong cash levels as it is a major driver in the working capital ratio of Council, which is illustrated in the above graph. The above forecast is based upon the assumption Council completes its 2014/15 capital works program.

Borrowings



Executive Summary Cont.

Councils borrowing strategy within the Strategic Resource Plan has been consistent that new borrowings are utilised to fund infrastructure in new growth areas and drainage works. These works are completed to provide long term benefits for the city. In 2014/15 Councils new borrowings are for stage 1 of Simpson Street tunnel drainage works, infrastructure in new growth areas and the street lighting replacement project which will require borrowings of \$2.9 million. 2015/16 borrowings of \$4 million are higher than originally in Councils previous Strategic Resource Plan's due to the staging of Simpson St drainage tunnel works.

This strategy ensures Council's loan liability remains under the maximum prudential limit as stipulated by Local Government Victoria.

BRUCE A. ANSON
CHIEF EXECUTIVE

Budget Preparation

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2015/16 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required and other financial information 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. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this longer term context, begins with officers preparing the operating and capital components of the annual budget between December and March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings. 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.

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 for Local Government by 31 August each year, although given the Strategic Resource Plan (four year resource plan) must be lodged with the Minister by June 30, this is the effective date. The key dates for the budget process are summarised below:

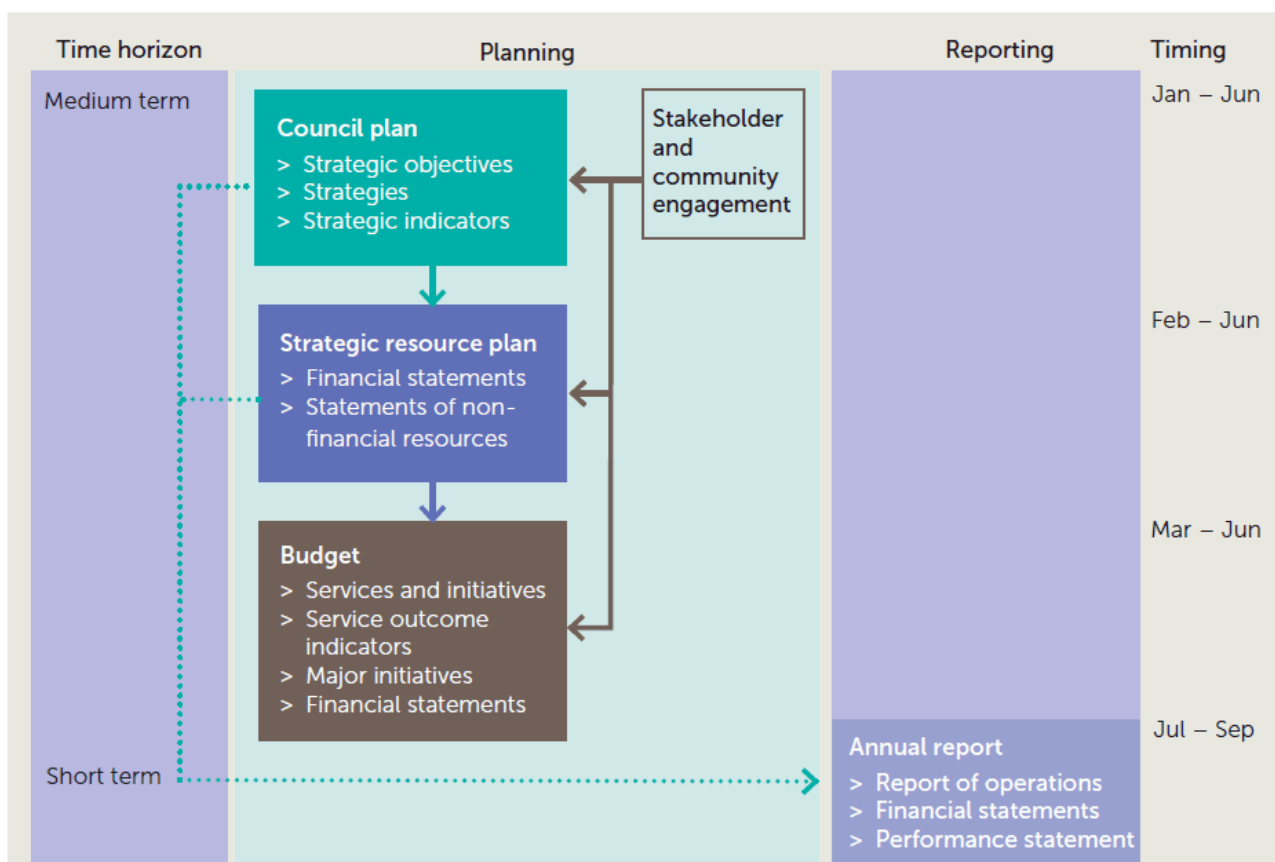
Budget process	Timing
1. Officers update Council's Draft SRP and long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Jan – Mar
3. Council considers draft budgets	April
4. Draft budget submitted to Council for approval	4 th May
5. Public notice advising intention to adopt budget	6 th May
6. Budget available for public inspection and comment	6 th May
7. Public submissions period closes	3 rd June
8. Submissions considered by Council	9 th June
9. Budget presented to Council for adoption	22 nd June
9. Copy of adopted budget submitted to the Minister	30 th June
10. Revised budget where a material change has arisen	Sept – Jun

1. Linkage to the Council Plan

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

1.1 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The audited financial statements then provide the necessary accountability. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year to ensure that there is sufficient time for officers to develop their Activities and Initiatives and Key Strategic Activities in draft form prior to the drafting of the Annual Budget. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.2 Our purpose

To benefit the people of Warrnambool by providing:

- Responsible governance;
- Quality and valued service; and
- Effective strategic planning based on the City's natural features and diverse assets.

Linkage to Council Plan Cont.

Our vision for Warrnambool “to be a thriving, culturally rich and inclusive leading regional city”

Warrnambool City Council’s mission is to work in collaboration with the community to:

- Be a financially sustainable organisation
- Make Warrnambool a great place for people to live, work and visit
- Support and encourage creativity and innovation
- Create safe, connected and resilient communities that respect cultural diversity
- Strengthen community health and wellbeing
- Improve our environmental sustainability
- Maintain our strong sense of community pride
- Encourage and promote economic development

Our Values

Our decisions, services and allocation of resources will be guided according to the following values:

- **Good Governance**
We will have open, accessible and accountable governance in touch with the existing and changing needs of our community. Key decisions will be based on engaging with our community, with decisions made in a transparent and accountable manner. Council will set clear goals and measure results to achieve innovation and improvement.
- **Fairness, Equity and Respect**
We will ensure that all people are treated with dignity, fairness and respect, and that people’s different perspectives are acknowledged. We will ensure all people in our community have equal access to services, facilities and involvement in decision making.
- **Communication and Engagement**
We will deliver accurate, timely and relevant information involving the open exchange of ideas and information with the community.
- **Innovation and Quality**
New and emerging ideas and technologies will be at the forefront of Council thinking to improve our services and facilities, and the health and wellbeing of our community. We will strive for excellence in all that we do and continuously improve our performance and our services to achieve outstanding results.
- **Sustainability**
Environmental and financial sustainability will underpin all that we do to maximise opportunities for all people and future generations.
- **Vibrant Democracy**
People’s different perspectives will be respected and vigorous debate encouraged to improve our decision making.

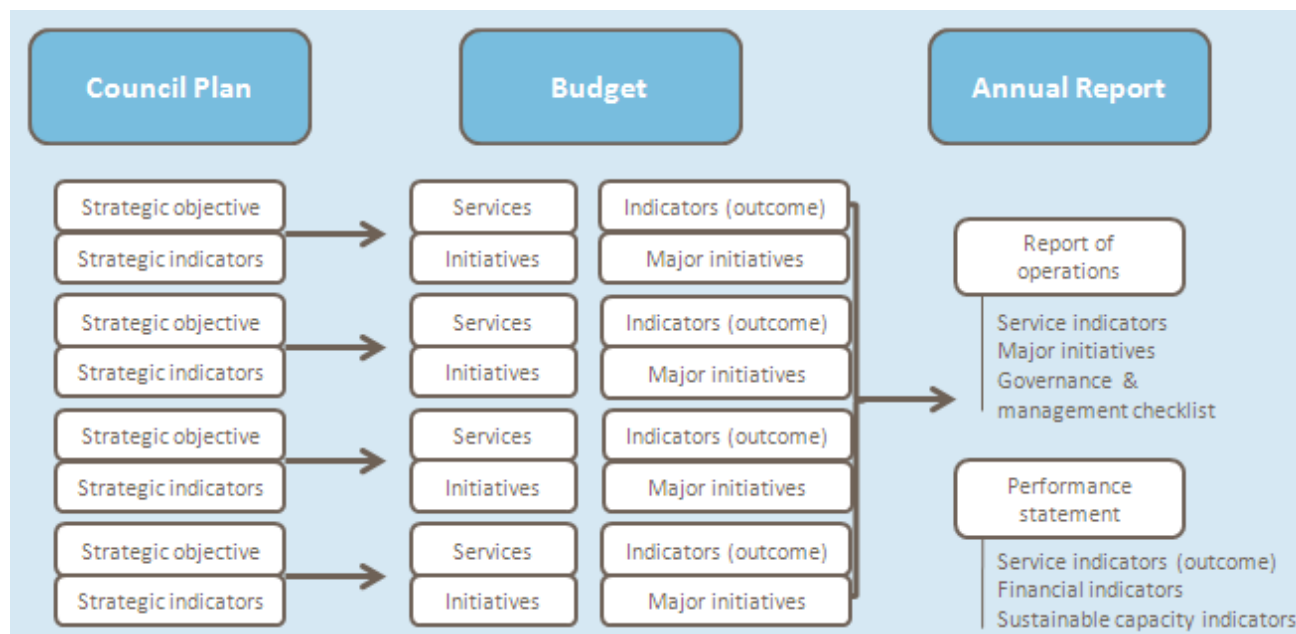
1.3 Strategic objectives

The Council delivers activities and initiatives under numerous major service categories. Each contributes to the achievement of one of the four Council Themes as set out in the Council Plan for the 2013-17 years. The following table lists these four as described in the Council Plan.

Strategic Objective	Description
1. A Leading Regional City	Long-term financial planning, sustainable asset management, responsible governance and community engagement will drive our city into the future.
2. A Sustainable City	Environmental considerations will underpin all future planning and development.
3. A Liveable City	Excellent cultural, recreational, health and social services will support people in our community.
4. A City of Growth	Planned and sustainable development will direct our city’s growth.

2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2014/15 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the below sections.

2.1 Strategic Objective 1: A Leading Regional City

Warrnambool is a thriving regional city supporting substantial growth and unprecedented expansion. Our city has a strong, secure economy and consistently low unemployment levels. As a leading regional city, Warrnambool will support our community in its quest to improve our tertiary education and health care facilities. We will strengthen our regional role through local, regional, national and international partnerships and develop opportunities for businesses to compete on the world stage. We will advocate strongly for improved services that make living in a regional city even more attractive.

The service categories to deliver these key strategic objectives are described below.

Activity		2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	672	739
		(16)	(16)
		656	723
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Councils insurance portfolio and providing internal support on insurance matters to council officers.	563	604
		(3)	(3)
		560	601

Services, Initiatives and Service Performance Indicators cont.

Activity		2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing	893 (127) 766	910 (129) 781
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	1,212 (350) 862	1,216 (297) 920
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	1,896 (31) 1,864	2,014 (40) 1,974
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time be highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	610 (38) 572	661 (28) 633
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, insurances, overhead costs including utilities.	2,261 (3,632) (1,371)	1,940 (3,506) (1,567)
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	1,944 (416) 1,529	1,957 (414) 1,544
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	4,662 (1,109) 3,553	4,949 (1,197) 3,752
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over there useful lives.	11,500 11,500	10,000 10,000

Refer to Appendix E for the complete list of activities and initiatives to achieve each four year strategy.

Services, Initiatives and Service Performance Indicators cont.

Major Initiatives

- 1.04.01 – Expand the range of e-business services available for Councils customers
- 1.04.02 – Develop and implement an efficiency and innovation program within Council
- 1.04.05 – Implement a system to audio record all ordinary Council meetings.

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
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.

2.2 Strategic Objective 2: A Sustainable City

Our sustainable city will be financially secure and environmentally progressive, with improved transport options and vibrant recreation spaces. We will have well maintained assets, some of which will help preserve our pristine environment. While protection of the environment will always be a significant issue, environmental sustainability will be balanced with financial viability of our Council.

The service categories to deliver these key strategic objectives are described below.

Activity	Description	2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	498 (35) 463	508 (17) 491
Waste Management & Street Cleaning	This service provides kerbside rubbish collections of garbage, and recycling waste from all households and some commercial properties in Council. It also provides street cleaning (14/15 only), leaf collection and street litter bins throughout Council.	2,906 2,906	2,652 2,652
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	3,296 (111) 3,186	3,510 (111) 3,399

Refer to Appendix E for the complete list of activities and initiatives to achieve each four year strategy.

Services, Initiatives and Service Performance Indicators cont.

Major Initiatives

2.01.04 – Support and promote Seal the Loop bins and support the community to maintain them.

2.02.01 – Implement dune stabilisation and rehabilitation between Granny's Grave and the Flume.

2.04.03 – Prioritise and implement Council Small Infrastructure projects to improve linkages within the municipality.

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

2.3 Strategic Objective 3: A Liveable City

People who live in Warrnambool, or visit our city, are spoiled for choice. We have a beautiful coastline with tasteful development – such as the coastal promenade - that brings people closer to nature but also serves to protect our natural attractions. This is a part of what makes our city liveable. People can commute to work along the promenade, surf at lunch time and ride or walk on our many paths and trails. Our efforts to make our city one of the best cities to live in will include our Council encouraging creativity and social inclusion, and providing services and facilities to support people in their quest to have a quality life. We will be innovative in our approach to improve people's health and wellbeing, we will provide opportunities for our youth and increase volunteering in our community. We will also support and encourage our communities to strengthen our city's artistic, sporting and recreation culture.

The service categories to deliver these key strategic objectives are described below.

Activity	Description	2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	354 (303) 51	403 (350) 53
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	4,182 (3,441) 741	3,939 (3,177) 762
Family Services	This service provides family oriented support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunization, family day care.	8,365 (7,867) 497	8,408 (7,803) 606
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	2,280 (1,638) 641	2,362 (1,697) 665

Services, Initiatives and Service Performance Indicators cont.

Activity	Description	2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Library Services	Provision of quality library and information services to the community.	749	782
		749	782
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	378 (71) 307	394 (72) 323
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	3,377 (2,960) 418	3,501 (3,090) 411
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	1,139 (2,114) (976)	1,189 (2,084) (896)
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	566 (200) 365	766 (207) 559
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival along with attracting events to the city to deliver economic benefits.	2,301 (1,160) 1,142	1,745 (603) 1,142

Refer to Appendix E for the complete list of activities and initiatives to achieve each four year strategy.

Major Initiatives

3.02.02 – Complete the East Parks project

3.02.02 – Complete a master plan for the Lake Pertobe precinct incorporating foreshore parking

3.02.03 – Develop a future strategic plan for the Reid Oval

3.08.01 – Undertake a review of current HACC services to ensure that they can effectively transition to the Commonwealth.

Services, Initiatives and Service Performance Indicators cont.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who 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 MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
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 (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 notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

2.4 Strategic Objective 4: A City of Growth

Warrnambool is experiencing steady and sustained growth and as the regional centre of south west Victoria it relies on a thriving regional economy. The security and beauty of our city is attracting young business people with families who are establishing their lives in a city that has volumes to offer. Our new residents, who are coming from all over Australia and overseas, are providing our city with a dynamic mix of culture. Investors are also seeing the potential of our region including the opportunities that food and fibre production offer, as major development shapes our region and our city. Council will continue to develop our city considering the balance required to meet the diverse and growing needs of our community.

Services, Initiatives and Service Performance Indicators cont.

We will work with partners to provide affordable housing, industrial development, retail opportunity and economic prosperity. We will be innovative, creative and positive as we develop our city using new and exciting technologies that enhance our physical and natural assets.

Tourism remains a key regional industry and Warrnambool City Council, as the owner and manager of holiday parks and the Flagstaff Hill Maritime Village, is the single biggest tourism operator in the city. In managing areas including the foreshore, Lake Pertobe and whale viewing platforms, the Council also plays a role in shaping the tourism image of Warrnambool.

The service categories to deliver these key strategic objectives are described below.

Activity	Description	2014/15 Budget Expenditure (Revenue) Net Cost \$'000	2015/16 Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	410 (235) 175	414 (212) 202
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	1,228 (280) 948	1,218 (237) 980
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	914 (1,279) (365)	1,015 (1,437) (422)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,455 (2,484) (1,030)	1,585 (2,644) (1,059)
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.	1,778 (1,352) 427	1,768 (1,318) 450
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	1,120 (345) 775	1,096 (245) 851
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	211 (139) 72	264 (138) 126
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	120 (124) (4)	87 (91) (4)

Services, Initiatives and Service Performance Indicators cont.

Refer to Appendix E for the complete list of activities and initiatives to achieve each four year strategy.

Major Initiatives

4.01.03 – Finalise designs for the upgrade of Gillies Street landscape inclusive of taxi rank, public toilet and landscaping elements and undertake construction of the new amenities facility.

4.01.04 – Adopt amendment C73 to implement Stage 3b of the Heritage Gap Study

4.02.02 – Implement Stage 1 of the Simpson Street drainage project

4.03.04 – Develop an investment prospectus to encourage investment within the City Centre.

Service Performance Outcome Indicators

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

2.7 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2015/16 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 8) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A Regional Leading City	19,361	24,991	(5,630)
An Environmentally Sustainable City	6,543	6,670	(127)
A Liveable City	4,406	23,489	(19,083)
A City of Growth	1,124	7,446	(6,322)
Total activities & initiatives	31,434	62,596	(31,162)
Other non-attributable	1,847		
Deficit before funding sources	33,281		
Rates & charges	32,802		
Capital grants	2,660		
Capital contributions – cash	1,312		
Contributions – non monetary assets	5,000		
Other comprehensive income	10,000		
Total funding sources	51,774		
Comprehensive result for the year	18,493		

3. Budget Influences

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

3.1 Snapshot of Warrnambool City Council

In 2014 the estimated resident population of the City of Warrnambool was 33,500 persons. The City's population has grown on average by 1.1% per annum over the past decade, making it the fifth-fastest growing regional city in Victoria. In terms of numbers, this represented an approximate net increase of just over 3,300 residents.

Warrnambool is a growing, vibrant regional centre with a forecast population approaching 50,000 people by the year 2036. The City plays a key regional services role for the wider Great South Coast region's population of 120,000 persons. Around 2,500 of the City's workers reside in other regional Victorian LGAs, mainly in neighbouring Moyne and nearby Corangamite, emphasising the City's significance as a regional employment hub.

Warrnambool is the eighth-largest economy outside metropolitan Melbourne with a Headline Gross Regional Product (GRP) of \$1.4 billion. The following six sectors account for over two thirds of employees whose place of work is located within Warrnambool: Healthcare and Social Assistance; Retail trade; Education and Training; Accommodation and Food Services; Construction and Manufacturing. Future population changes in Warrnambool will be closely associated with the city's employment, particularly in service sectors such as tourism, retail, trade, health and education. Warrnambool and surrounds are fortunate to have a strong food processing base, led by dairy and meat production. Large investments in these areas are expected to result in employment growth opportunities in this sector.

3.2 Budget Impacts

In preparing the 2015/16 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:

- Labour costs (annual cost of approx. \$28m) moving at an average of 4.4% (Enterprise Agreement 3.6% or \$40/week)
- Increased cost of Goods & Services (most recent MAV local government cost index was 3.6% compared to CPI of 1.7%)
- Grants Commission allocation of \$3.5 million will not increase again in 2015/16 being the second year of a three year freezing on indexation.
- Waste disposal costs increasing 14% due to State Government regulations
- Workcover, asset and public liability insurance premium increases above CPI
- Sensitivities around fee increases for Councils vulnerable residents
- Government restrictions on fees e.g. building and planning fees (no movement since 2009 for planning fees)
- Nil or partial indexation of government grants

3.4 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 and the overriding direction was for Recurrent (day to day operations) Program Budgets to be prepared based upon the Enterprise Agreement for salaries with no additional staffing hour and the balance of the budget (materials & contracts and income) to be capped at a net increase of 1.7% (December 2015 CPI) over the 2014/15 Adopted Budget.

Council's overriding direction to Managers again this year builds upon the previous 3 years where Managers have been requested to deliver their budgets at or below their main cost drivers (MAV Cost Index and WCC's Enterprise Agreement).

Directors and Managers were requested to review all income and expenditure items in assembling the draft budgets to ensure ongoing efficient delivery of Services and to ensure that:

- Operational net budget increases limited to CPI (1.7%) or EA movement

Budget Principles cont.

- Service levels to be maintained at 2014/15 levels with the aim of being efficient and innovative and to maximise resource use
- Retain existing levels of subsidy for user fees in all Community Development programs. All fees and charges to be increased based on market analysis, regulation restrictions and consideration of the client bases ability to pay

In reviewing fees and charges, options for alleviating pressure on low income members of our community and the unemployed have been explored. Noting that some fees are commercially based and charged to both visitors and residents, others impact on welfare recipients and some are subject to national competition principles.

Council reviewed the following Budget principles for 2015/16:

- Service levels to be maintained at prior year levels.
- Retain existing levels of subsidy for user fees where practicable.
- New revenue sources to be identified where possible (innovation).
- Maintain and renew existing assets in accordance with Council's Asset Management Policy.
- Invest in infrastructure to facilitate development in growth areas.
- Real savings and efficiencies to be identified and preserved wherever possible.
- Focus on advancing the liveability of Warrnambool.
- New Projects do not become recurrent items unless endorsed by Council.
- Recognise the needs of the disadvantaged where possible.

3.5 Long Term Strategy

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2015/16 to 2018/19 (section 8), Rating Strategy (section 9) and other Long Term Strategies (section 10) including borrowings, infrastructure and service delivery.

4. Analysis of Operating Budget

This section analyses the operating budget including expected income and expenses of the Council for the 2015/16 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Total income	4.2	79,498	72,595	(6,903)
Total expenses	4.3	65,169	64,102	1,067
Surplus (deficit) for the year		14,329	8,493	(5,836)
Less: Grants – capital	4.2.5	(9,480)	(2,660)	6,820
Less: Contributions – non-monetary assets		(3,000)	(5,000)	(2,000)
Add: Net loss on asset disposal		923	1,165	242
Add: Expensed capital works		1,164	0	(1,164)
Underlying surplus (deficit)	4.1.1	3,935	1,998	(1,937)

4.1.1 Underlying surplus (\$1.9 million decrease)

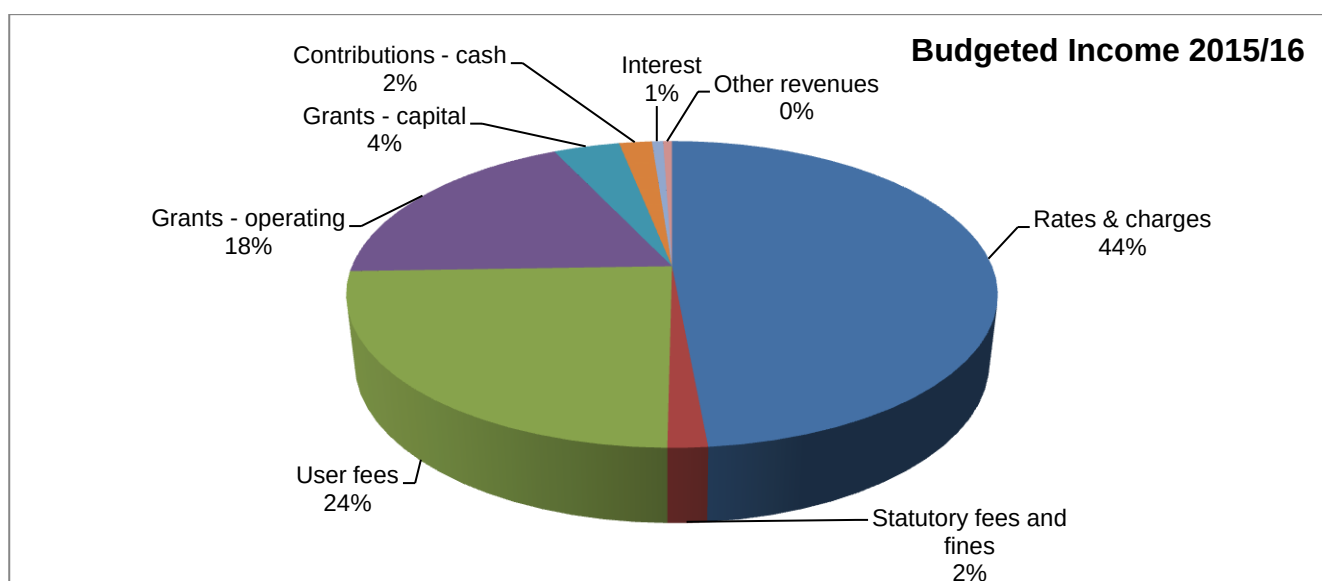
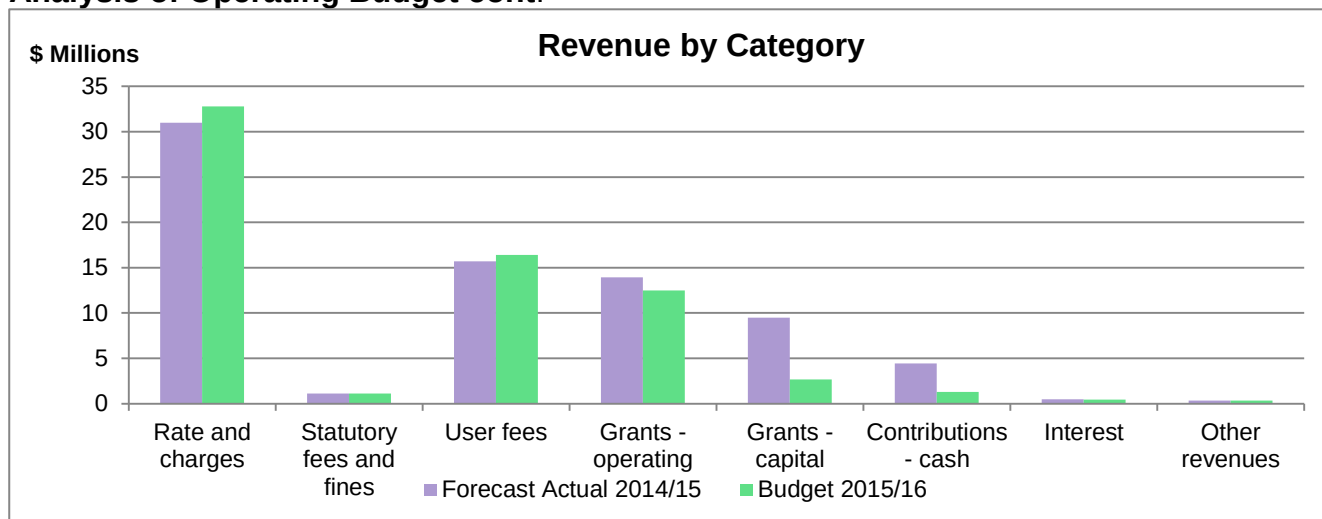
The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurring or once-off items of income and expenses which can often mask the operating result. The underlying result for the 2015/16 year is a surplus of \$2.0 million which demonstrates Council's continuing solid financial sustainability.

4.2 Income

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Rate and charges	4.2.1	30,978	32,802	1,824
Statutory fees and fines	4.2.2	1,125	1,123	(2)
User fees	4.2.3	15,694	16,418	724
Grants - operating	4.2.4	13,938	12,476	(1,462)
Grants - capital	4.2.5	9,480	2,660	(6,820)
Contributions - cash	4.2.6	4,445	1,312	(3,133)
Interest	4.2.7	494	450	(44)
Other revenues	4.2.8	344	354	10
Total operating revenue		76,498	67,595	(8,903)
Granted assets	4.2.9	3,000	5,000	2,000

Source: Appendix A

Analysis of Operating Budget cont.



4.2.1 Rates and charges (\$1.82 million increase)

It is proposed that income from rates and charges will increase by \$1.8 million to \$32.8 million in 2015/16. The increase in revenue is generated by the proposed 5.5% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council's rating base. Section 9 "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2015/16

4.2.2 Statutory fees and fines (\$0.002 million decrease)

Statutory fees and fines are mainly levied in accordance with legislation and relate to income collected through parking fines, health registrations, animal registrations, planning permits and building permits.

Statutory fees and fines revenues for 2015/16 are expected to marginally decrease and are being impacted by town planning fees which have not increased since 2009.

4.2.3 User fees (\$0.72 million increase)

User fees relate to the wide range of services Council provides across its extensive service delivery programs and includes holiday park fees, leisure centre and performing arts centre user charges, fees for the provision of child care, family day care and home help, entrance fees at flagstaff hill, car parking fees and saleyards stock fees.

Analysis of Operating Budget cont.

Fees and charges income is predicted to increase by \$0.7 million with marginal increases in individual user fees. Some of the major increases include the Holiday Parks \$0.1 million, Aquazone \$0.1 million and the Lighthouse Theatre \$0.1 million along with a timing variance in the recognition of income for the Fun4Kids festival \$0.2 million.

Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

A detailed listing of fees and charges is attached as Appendix D and also available on Council's web site.

4.2.4 Grants - Operating (\$1.46 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants will decrease by \$1.46 million compared to 2014/15 forecasts. A number grant funded projects have been obtained and spent during the 2014/15 year and are reflected in the forecast. These additional projects in 2014/15 include Baby Makes 3 \$0.2m, Great South Coast Recovers and Beyond the Bell \$0.2m, City Renewal \$0.2m and Sister City development \$0.2m.

Funded programs vary from year to year, however a number of specific grant funded services are struggling to receive funding increases that equate to the movement in CPI. Significant areas of grant funding are summarised below:

Operating Grant Funding Types	Forecast	Budget	Variance
	Actual		
	2014/15 \$'000	2015/16 \$'000	\$'000
Victorian Grants Commission	3,563	3,563	0
Port operations	86	86	0
Employment initiatives	43	28	(15)
Economic development	536	25	(511)
Family and children	5,102	4,575	(527)
Aged services	2,541	2,507	(34)
Recreation	326	135	(191)
Cultural services	270	273	2
Rural access	292	288	(5)
Festivals and events	70	67	(4)
Environmental initiatives	57	53	(4)
School crossing supervision	114	115	1
Pension rebate	538	545	7
Other recurrent grants	400	216	(184)
Total operating grants	13,938	12,476	(1,465)

4.2.5 Grants - Capital (\$6.82 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The movement in capital grants income reflects the movement in major capital works that are grant funded. Section 6 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2015/16 year. Council is coming off the back of record levels of grant funding in the previous two years which are delivering major projects including Horne road, Coghlan's road, airport redevelopment, the north Warrnambool flood mitigation works and the Flagstaff Hill redevelopment. The 2015/16 budget contains an additional allocation for the Flagstaff Hill redevelopment as well as funding from the State Government for City Centre renewal works.

Analysis of Operating Budget cont.

Capital Grant Funding Types	Forecast	Budget	Variance
	Actual		
	2014/15	2015/16	
	\$'000	\$'000	\$'000
Roads to recovery	375	660	285
Infrastructure services	7,289	0	(7,289)
Recreation and culture	491	0	(491)
Environmental initiatives	1,325	1,000	(325)
Economic development	0	1,000	1,000
Total capital grant funds	9,480	2,660	(6,820)

4.2.6 Contributions (\$3.13 million decrease)

Contributions include monies paid to Council for works, including roads and drainage, required to be completed by developers in accordance with planning permits issued for property development. Also included are philanthropic donations and contributions by any organisations to specific projects.

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2014/15 forecast assumes contributions for the new Industrial Estate and North of the Merri housing estate. Contribution income is budgeted to decrease by \$3.13 million in 2015/16.

4.2.7 Interest – (\$0.044 million decrease)

Investment interest is impacted on by the level of cash held and the return on investment. It is anticipated that cash levels will reduce in 2015/16 as capital works are completed and the level of return on investment continues at near record lows.

4.2.8 Other revenue (\$0.01 million increase)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. No significant variation is expected in 2015/16.

4.2.9 Contributions – non-cash (\$2.00 million increase)

Upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement.

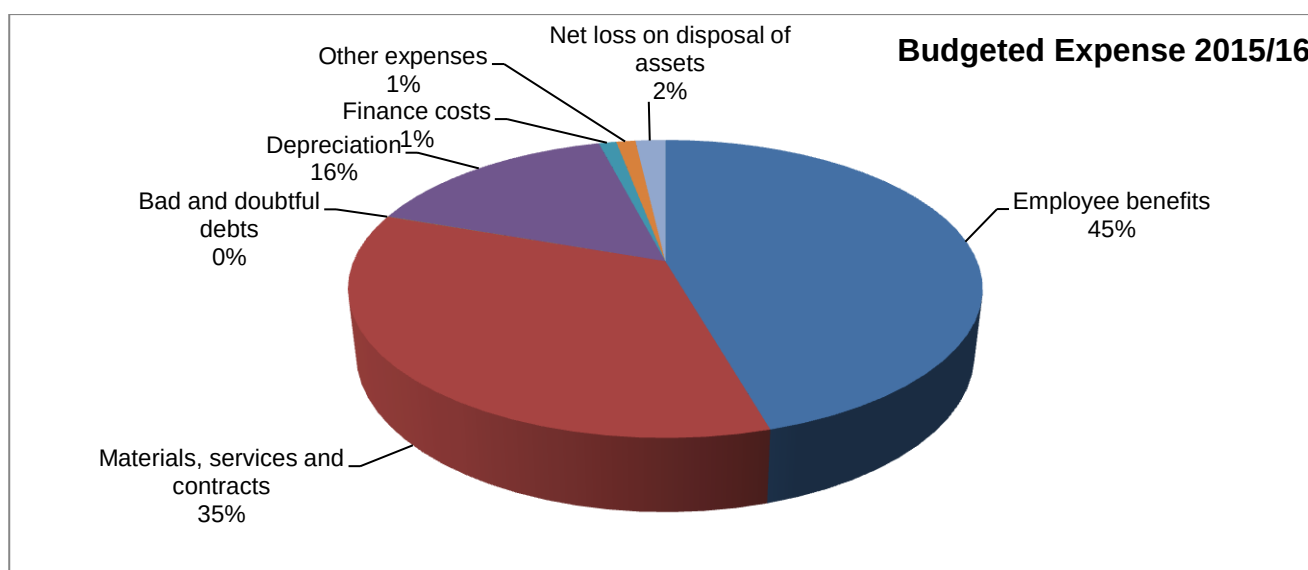
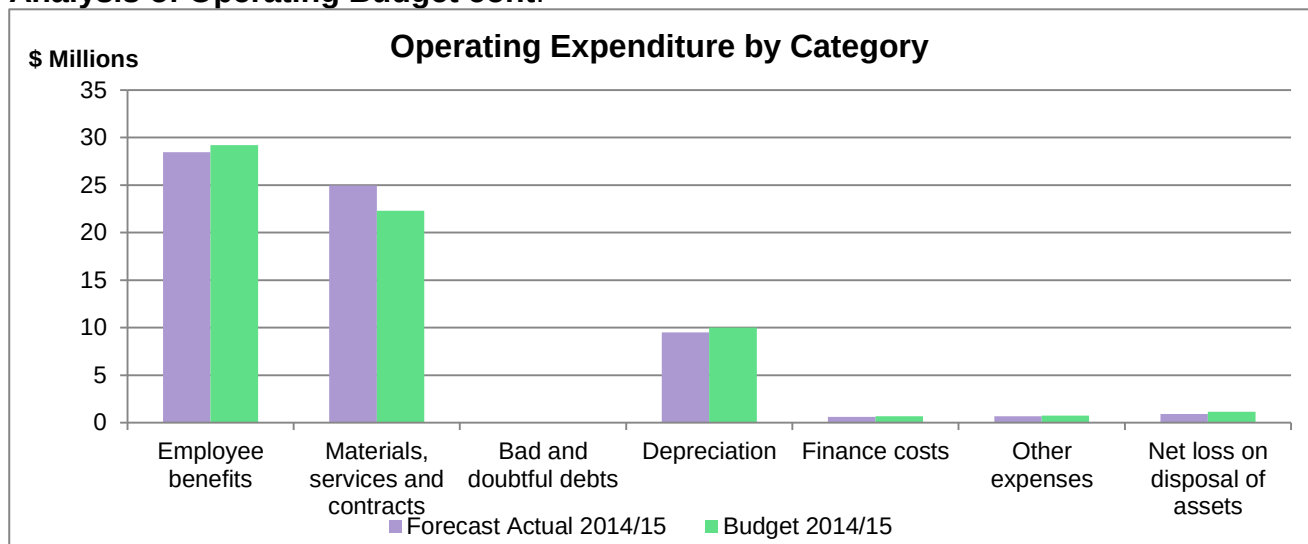
Council is expecting a higher level of subdivisions to be finalised in 2015/16 following lower levels of activity in the previous two years.

4.3 Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual		
		2014/15	2015/16	
		\$'000	\$'000	\$'000
Employee benefits	4.3.1	28,474	29,194	(720)
Materials, services and contracts	4.3.2	24,960	22,292	2,668
Bad and doubtful debts	4.3.3	13	16	(3)
Depreciation	4.3.4	9,500	10,000	(500)
Finance costs	4.3.5	613	687	(74)
Other expenses	4.3.6	686	748	(62)
Total operating expenditure		64,246	62,937	1,309
Net loss on disposal of assets		923	1,165	(242)

Source: Appendix A

Analysis of Operating Budget cont.



4.3.1 Employee benefits (\$0.72 increase)

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

Employee costs are budgeted to increase by \$0.72 million compared to the 2014/15 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which is currently increasing by 3.6% or \$40 per week, this along with banding increments equates to a 4.4% growth in wage costs without employing any additional staff. The \$0.72 million increase is below a 4.4% increase and reflects some project based staffing positions expiring and a decrease in the hours of service for Home and Community Care based on the Federal Government funding model.

Various funded programs impact on the level of staff and staff costs from year to year.

Analysis of Operating Budget cont.

A summary of the number of full time equivalent (FTE) Council staff (at the end of each reporting period) is provided in the table below:

Type of employment	Forecast Actual 2014/15 EFT's	Budget 2015/16 EFT's
Permanent	340	339
Casual and temporary	67	66
Total	407	405
By Directorate		
Corporate Strategies	51	51
City Infrastructure	105	105
Community Development	195	193
City Growth	56	56
Total	407	405

4.3.2 Materials & services (\$2.67 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and overhead costs including insurances and utilities.

Council's expenditure on materials and services is budgeted to decrease in 2015/16 with a number of project based expenditure decreasing e.g. Baby Makes 3, Regional Cities auspice arrangement, City Centre renewal. In addition, the 2014/15 forecast includes \$1.2 million of Capital Works that are to be expensed relating to the installation of low energy street lights and the affordable housing rebate scheme in Dennington.

Council is managing to tightly control expenditure in the face of rising costs through the continual revision of service delivery and ongoing pursuit of efficiencies in operations.

4.3.3 Bad and doubtful debts (\$0.003 million increase)

Bad debt write-offs are expected to be consistent with the prior year levels.

4.3.4 Depreciation and amortisation (\$0.50 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.50 million for 2015/16 will be due to the capitalisation of 2014/15 infrastructure. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2015/16 year.

4.3.5 Finance costs (\$0.074 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs is a result of Council borrowing \$3.198 million for Capital Works and the final stage of the Street Lighting project.

Section 10 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

4.3.6 Other expenditure (\$0.062 million increase)

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items.

4.3.7 Net loss on sale of assets (\$0.24 million increase)

The net gain on sale of assets is the balance of income received less the written down value of an asset.

The disposal of fleet and road assets are predicated to remain steady in the 2015/16 year with the 2014/15 forecast including profit on sale of land during the year.

5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2015/16 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.

5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
General rates		30,978	32,474	1,496
Grants		23,418	15,136	(8,282)
Contributions		4,445	1,312	(3,133)
Interest		494	450	(44)
Statutory fees and fines		1,125	1,123	(2)
User fees		15,694	16,418	724
Other revenue		344	354	11
		76,498	67,267	(9,230)
<i>Payments</i>				
Employee costs		(28,224)	(28,976)	(752)
Materials, consumables & contracts		(25,733)	(22,242)	3,491
Finance costs		(613)	(687)	(75)
		(54,570)	(51,905)	2,664
Net cash provided by operating activities		21,928	15,362	(6,566)
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, plant & equipment		2,041	508	(1,533)
Payments for property, plant and equipment		(30,793)	(17,797)	12,996
Net cash used in investing activities		(28,752)	(17,289)	11,463
Cash flows from financing activities	5.1.3			
Proceeds from borrowings		3,199	4,000	801
Repayment of borrowings		(1,448)	(1,828)	(381)
Proceeds from financial assets		11,000	12,000	1,000
Payments for financial assets		(6,000)	(12,000)	(6,000)
Proceeds from trust deposits		1,000	1,000	0
Payments for trust deposits		(1,000)	(1,000)	0
Net cash provided by financing activities		6,751	2,172	(4,579)
Net increase/(decrease) in cash and cash equivalents		(73)	245	318
Cash and cash equivalents at the beginning of the period		1,982	1,909	(73)
Cash and cash equivalents at end of year	5.1.4	1,909	2,154	245

Analysis of Budgeted Cash position cont.

5.1.1 Operating activities (\$6.57 million decrease)

The decrease in net cash from operating activities is mainly due to the decrease in grant income, specifically capital grants that are forecast to be received during 2014/15 to fund Councils capital expenditure. The decrease in income is reflected in the decrease in investing activities with payments for property plant and equipment (capital expenditure).

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Surplus (deficit) for the year	14,329	8,493	(5,837)
Depreciation	9,500	10,000	500
Loss (gain) on sale of assets	923	1,165	242
Granted assets	(3,000)	(5,000)	(2,000)
Net movement in current assets and liabilities #	176	704	528
Cash flows available from operating activities	21,928	15,362	(6,566)

Note the full movement in current assets and liabilities includes payables which relate to Investing activities within the cash flow statement.

5.1.2 Investing activities (\$11.46 million increase)

2014/15 is forecast to include high levels of capital expenditure with major works including Horne Road Industrial Park, a section of Aberline Rd being completed, the Airport Business Park and Flagstaff Hill redevelopment. Council's 2015/16 capital expenditure budget is more consistent with the previous 4 years levels. These activities are funded partially funded through the increase in operating and financing activities.

5.1.3 Financing activities (\$4.58 million decrease)

Net borrowings (Loan funds less repayments) are expected to increase by \$0.42 million with \$4.0 million expected to be borrowed in 2015/16 to fund the Simpson Street tunnel project. This is offset by the decrease in financial assets (investments greater than 90 days) which is being converted to cash to fund our Capital Works program in 2014/15.

5.1.4 Cash and cash equivalents at end of the year (\$0.24 million increase)

Cash levels at 30 June 2016 are budgeted to remain consistent with 2015 levels as this enables sufficient working capital at this point annually to service current liabilities including trade payables, loan servicing and wage costs.

5.2 Restricted funds and working capital

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. Based on the budgeted cash flow statement above Council is estimating at 30 June, 2016 it will have cash and financial assets of \$8.15 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Total cash and financial assets		7,909	8,154	245
Restricted cash and financial assets				
- Statutory reserves	5.2.1	(190)	(220)	(30)
- Trust funds and deposits	5.2.2	(1,000)	(1,000)	0
Unrestricted cash and financial assets	5.2.3	6,719	6,934	215
- Discretionary reserves	5.2.4	(1,985)	(1,059)	926
Unrestricted cash and financial assets adjusted for discretionary reserves	5.2.5	4,734	5,875	1,141

Analysis of Budgeted Cash position cont.

5.2.1 Statutory reserves (\$0.22 million)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, they are not available for other purposes. This reserve holds Councils Public Open Space funds generally received from developers.

5.2.2 Trust funds and deposits (\$1.0 million)

Trust funds and deposits represent amounts received and held by Council as a surety for either works to be completed in the future or to hold a reservation. Council may not recognise these amounts as income because if certain conditions are met the funds must be returned.

5.2.3 Unrestricted cash and investment (\$6.93 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds available for use by Council.

5.2.4 Discretionary reserves (\$1.06 million)

These funds are available for whatever purpose Council decides is their best use. Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The Main Drainage Fund established by Council in 2005 and Car Parking Fund established in 2010 are included in these funds, along with proceeds from asset sales. Council will be drawing on both funds during 2015/16 to complete works on the Simpson St drainage network and Grace Avenue car park. A small infrastructure fund was established in 2014/15 in response to community/neighbourhood needs for infrastructure which were often overlooked in the Capital Works program. The fund which commenced with a 0.5% increase in rates in 2014/15 and is budgeted to increase by another 0.5% in rates in 2015/16.

5.2.5 Unrestricted cash and financial assets adjusted for discretionary reserves (\$5.87 million)

These funds are available for all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

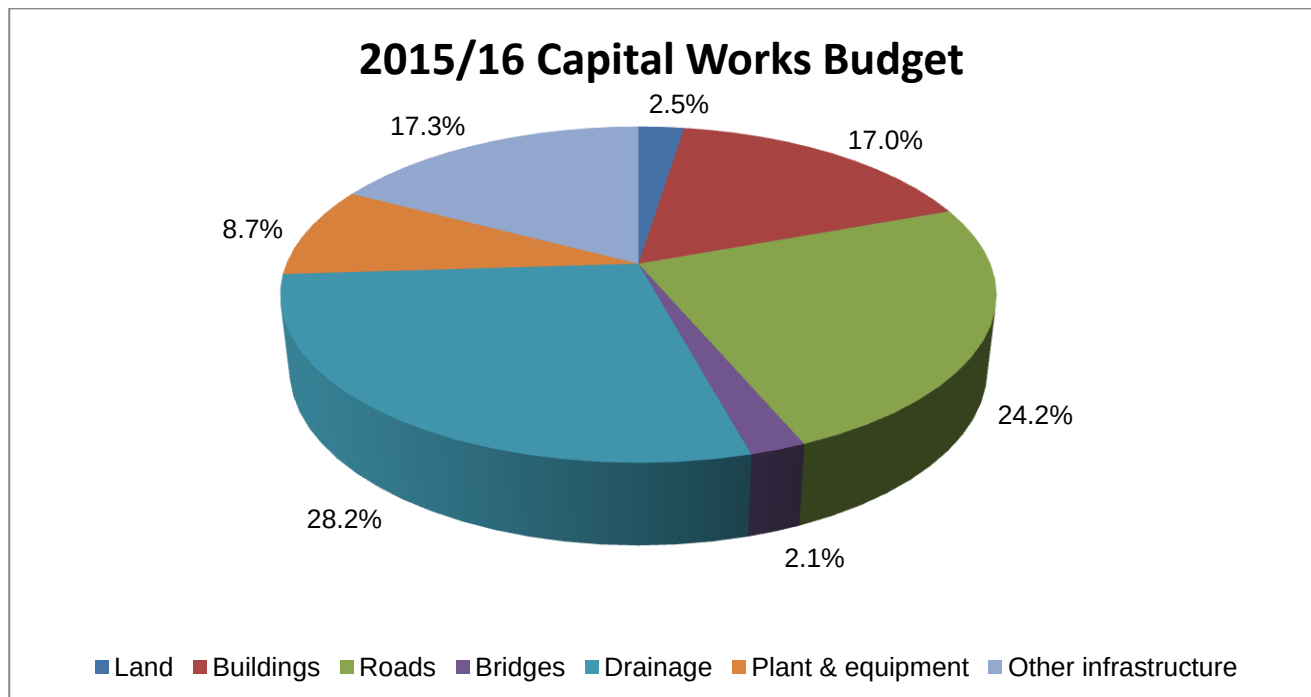
6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2015/16 year and the sources of funding for the capital budget.

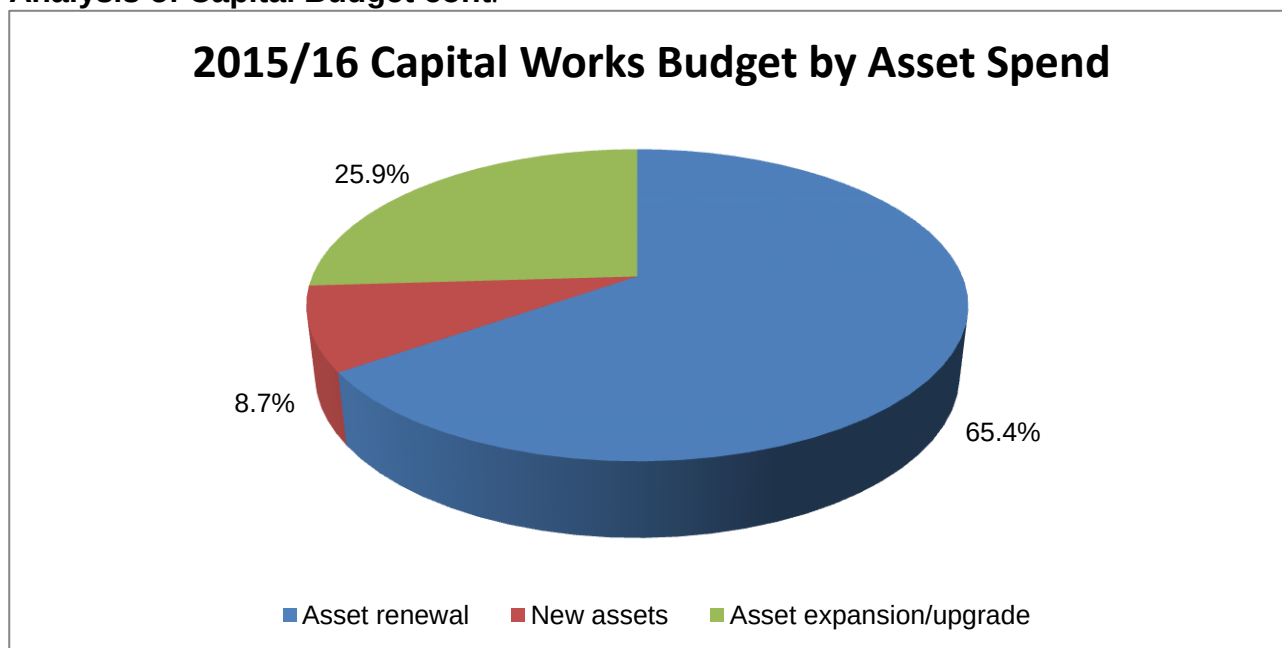
6.1 Capital Works

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Capital works				
Land	6.1.1	1,622	425	(1,197)
Buildings	6.1.1	4,608	2,930	(1,678)
Roads	6.1.2	14,574	4,175	(10,399)
Bridges	6.1.2	511	370	(141)
Drainage	6.1.3	3,441	4,875	1,434
Plant & equipment	6.1.4	1,193	1,507	314
Other infrastructure	6.1.5	4,844	2,984	(1,860)
Total capital works		30,793	17,266	(13,527)
Represented by:				
Asset renewal		13,153	11,286	(1,867)
New assets		10,592	1,500	(9,092)
Asset expansion/upgrade		7,048	4,480	(2,568)
Total capital works		30,793	17,266	(13,527)

Source: Appendix A



Analysis of Capital Budget cont.



A more detailed listing of the capital works program is included in Appendix C.

6.1.1 Land & buildings (\$3.36 million)

Council has over 240 major buildings with a replacement cost of over \$150 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings. These assets require renewal investment in addition to the new scheduled building projects. The majority of Council's building capital works program is focused on asset renewal rather than building new assets.

6.1.2 Roads & bridges (\$4.55 million)

Roads include local roads, streets, car parks and bridges.

For the 2015/16 year \$2.89 million will be expended on Council's annual road program and include road rehabilitation, resealing, re-sheeting and major patching works. In addition to this, \$1.0 million has been budgeted for road works in the City Centre, \$0.4 million for bridge renewal and \$0.1 million for car park works.

6.1.3 Drainage (\$4.88 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network. Major works for 2015/16 include the Simpson St tunnel network and the completion of the North Warrnambool Floodplain works.

6.1.4 Plant & equipment (\$1.51 million)

Plant, equipment and other includes Council's fleet of heavy plant, trucks and motor vehicles and miscellaneous plant items.

Plant and equipment items are traded based on Council policy and Council 10 year plant replacement program.

6.1.5 Other (\$2.98 million)

Other capital works include footpaths, playground equipment, information technology and other miscellaneous items.

For 2015/16 Council has an allocation of \$0.75m to replace technology at Flagstaff Hill's night show (\$0.75 million) and footpath construction including major works in the City Centre (\$1.7 million).

Analysis of Capital Budget cont.

6.1.6 Asset renewal (\$11.29 million), new assets (\$1.5 million), & expansion/upgrade (\$4.48 million)

A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The majority of the \$2.0 million investment towards the City Centre renewal and elements of the Simpson St drainage network will be classified as asset renewal and are examples of the fluctuating nature of asset renewal spends. This expenditure along with Councils annual commitment to asset renewal classes ensures that Councils existing assets are being maintained in line with community expectations.

7. Analysis of Budgeted Financial Position

7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Current assets	7.1.1			
Cash assets		1,909	2,154	245
Financial assets		6,000	6,000	0
Trade and other receivables		4,000	4,100	100
Inventories		120	120	0
Other current assets		440	450	10
Total current assets		12,469	12,824	355
Non-current assets	7.1.1			
Trade and other receivables		160	130	(30)
Investments in associates		660	675	15
Property, infrastructure, plant & equipment		658,105	678,698	20,593
Total non-current assets		658,925	679,503	20,578
Total Assets		671,393	692,327	20,934
Current liabilities	7.1.2			
Trade and other payables		3,500	3,550	50
Trust funds		1,000	1,000	0
Provisions		5,427	5,622	195
Interest-bearing liabilities		1,828	2,248	420
Total current liabilities		11,755	12,420	665
Non-current liabilities	7.1.2			
Provisions		505	528	22
Interest-bearing liabilities		9,795	11,548	1,752
Total non-current liabilities		10,300	12,076	1,776
Total liabilities		22,055	24,496	2,441
Net Assets	7.1.3	649,338	667,831	18,493
Equity	7.1.4			
Accumulated surplus		195,965	205,034	9,069
Reserves		453,373	462,797	9,424
Total equity		649,338	667,831	18,493

Source: Appendix A

7.1.1 Current assets (\$0.36 million increase) and Non-Current Assets (\$20.58 million increase)

Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to remain relatively consistent with a \$0.25 million increase during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to marginally increase by \$0.1 million in 2015/16.

Long term debtors (non-current) mostly relate to loans to community organisations, these are reducing over time with no new agreements identified for 2015/16.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and accrued revenue to be received in the next 12 months.

Analysis of Budgeted Financial Position Cont.

Investments in associates are Councils share of the Corangamite Regional Library Corporation (CRLC). Council makes an annual contribution to this CRLC and depending on their operating result and movements in population Councils investment moves. Council is budgeting small increments within the SRP reflecting Councils population increase compared with other member Councils of the CRLC.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant, equipment, etc. which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

7.1.2 Current liabilities (\$0.66 million increase) and Non-Current Liabilities (\$1.78 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain at a consistent level with 2014/15.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.83 million over the year and drawdown new loan funds of \$4.0 million in accordance with the Loan Strategy (Section 10).

7.1.3 Net Assets and Equity (\$18.49 million increase)

Net Assets describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June and equals Councils Equity.

The increase in net assets of \$18.49 million results predominantly from the operating surplus and increase in property plant and equipment.

Equity consists of the following components:

- Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.
- Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves were outlined under section 5.2 and include statutory reserves, Councils drainage, car park and small infrastructure funds. The asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change or revalued on a 2 to 5 year cycle.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2016 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 99.0% of total rates and charges raised will be collected in the 2015/16 year
- Trade payables to remain stable
- Debtors to increase slightly with increased levels of revenue.
- Employee entitlements to be increased by the Enterprise Agreement outcome, offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$1.83 million and new borrowings to be \$4.0 million in accordance with Councils loan strategy.
- Capitalised expenditure to be \$17.27 million, revaluation increment of \$10 million, gifted assets of \$5 million and depreciation of \$10 million.

8. Strategic Resource Plan & Key Financial Indicators

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

8.1 Plan Development

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. In preparing the SRP, Council must consider all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015/16 to 2018/19 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 SRP, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve an underlying breakeven operating result in the medium term
- Maintain a capital expenditure program of at least \$10 million per annum
- Achieve a balanced budget (underlying surplus) on a cash basis.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of sound financial management as contained in the Act:

- 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.

The SRP is updated annually through a process of consultation with Council service providers.

8.2 Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2015/16 to 2018/19 along with the 2014/15 forecasts. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

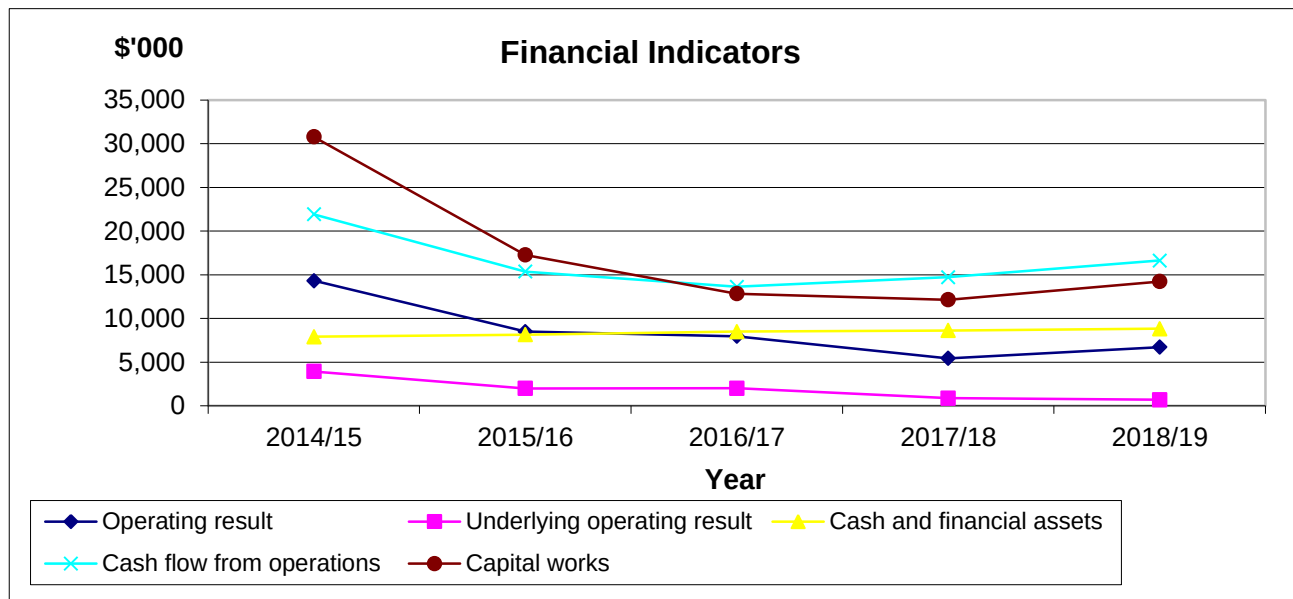
	Forecast Actual	Budget	Strategic Resource Plan Projections				Trend +/-
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000		
Operating result	14,329	8,493	7,973	5,442	6,732	0	
Underlying operating result	3,935	1,998	2,016	888	704	-	
Cash and financial assets	7,909	8,154	8,506	8,629	8,823	0	
Cash flow from operations	21,928	15,362	13,624	14,721	16,639	0	
Capital works	30,793	17,266	12,841	12,155	14,241	-	

Key to Forecast Trend:

- + Improvement in Council's financial performance/financial position indicator
- o Council's financial performance/financial position indicator will be steady
- Deterioration in Council's financial performance/financial position indicator

Strategic Resource Plan & Key Financial Indicators cont.

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments are forecast to increase steadily over the next four years.
- **Rating strategy (section 9)** – A 5.5% rate increase has been built into the 2015/16 budget followed by a base increase of 2.5%. With additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 10)** – Borrowings are forecast to increase to a peak of \$13.80 million at the end of 2015/16 to fund drainage (Simpson Street network) and infrastructure works in the cities growth areas.

8.3 Key Financial Indicators

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

Indicator	Indicator	Note	Forecast 2014/15	Budget 2015/16	Strategic Resource Plan			Trend +/-
					2016/17	2017/18	2018/19	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.9%	2.8%	2.6%	1.2%	0.9%	-
Liquidity								
Working capital	Current assets / Current liabilities	2	106.1%	103.3%	104.7%	106.3%	108.5%	+
Unrestricted cash	Unrestricted cash / current liabilities		58.8%	57.6%	59.1%	59.9%	61.3%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	37.5%	42.1%	40.1%	32.4%	25.9%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		6.7%	7.7%	9.1%	8.8%	7.5%	o
Indebtedness	Non-current liabilities / own source revenue		19.4%	23.0%	21.7%	17.8%	14.2%	+
Asset renewal	Asset renewal expenditure / depreciation	4	138.5%	112.9%	91.3%	90.4%	96.1%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	49.5%	51.6%	52.0%	52.1%	52.3%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.6%	0.6%	0.6%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,996	\$3,877	\$4,216	\$4,043	\$4,119	o
Revenue Level	Residential rate revenue / no. of residential property assessments		\$1,624	\$1,700	\$1,763	\$1,828	\$1,896	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of staff for the financial year		10.5%	10.0%	10.0%	10.0%	10.0%	o

Key Financial Indicators Cont.

Key to Trend:

- + Improvement in Council's financial performance/financial position indicator
- o Council's financial performance/financial position indicator will be steady
- 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. The underlying result is expected to improve in 2014/15 with an underlying surplus of \$2.0 million and positive underlying results expected through the balance of the Strategic Resource Plan.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is shown to remain stable over the Strategic Resource Plan.

3 Debt compared to rates – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Council's debt is planned to peak in 2015/16 before tapering off as existing loans are paid out.

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). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal ratio is relatively high in 2014/15 before reducing in future years reflecting the fluctuating nature of renewal expenditure influenced by capital grants.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's reliance on rate revenue is to remain steady around 50%.

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. The following table summarises the non-financial resources for the next four years.

Indicator	Forecast	Budget	Strategic Resource Plan Projections			
	Actual					
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	
Employee costs	28,474	29,194	29,820	30,594	31,387	
Employee numbers (FTE)	407	405	404	403	402	

9. Rating Strategy

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

9.1 Strategy Development

In developing the Strategic Resource Plan (referred to in Section 9), rates and charges was identified as an important source of revenue, accounting for 51.6% of the underlying revenue received by Council annually. Planning for future rate increases has been influenced by the State Governments decision to introduce rate capping and is an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils.

Councils rating strategy is continually evolving due to a committed effort to achieve optimum rating equity throughout the municipality. The principles of the strategy are to ensure that the Council has a sound basis on which to develop the various charging mechanisms when determining its revenue strategies.

Statement of Principles

1. The application of the rating strategy should be simple, efficient, and include a mechanism, which contains principles of public benefit taxation.
2. While General Rates are not a user pay mechanism other elements of the rate strategy will embrace the user pays principle where applicable.
3. Warrnambool City Council applies a Capital Improved Valuation method because it takes into account the full development value of the property. Council recognises that people with higher value properties generally have a greater ability to meet the provision of public services.
4. All properties within the municipality are valued irrespective of whether the properties are subject to rates or are exempt under Government legislation.
5. The rating strategy shall endeavour to promote and encourage economic development throughout the municipality.
6. To promote equity in rating a municipal and or a minimum charge may be used, or where appropriate an ex-gratia amount is to be negotiated.
7. The rating strategy provides for a series of differential rates. This takes into account low economic return to large landholdings, avoid distortions in the market or an ability to contribute above the standard charge.
8. The rating strategy must ensure that there is sufficient funding to meet the cost of providing and maintaining infrastructure assets, for the benefit of current and future communities.

9.2 Current Year Rate Increase

In order to maintain existing service levels and to fund the capital works program, general rates and charges will increase by 5.5% in 2015/16 raising a total rate of \$32.8 million, including \$0.12 million generated from supplementary rates.

9.3 Rating Structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Rating Strategy cont.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is developed or undeveloped and whether the property is used for residential or business purposes. This distinction is based on the concept that promotes the development of land and that business should pay a fair and equitable contribution to rates taking into account the benefits those businesses derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1994/1995 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change this.

The existing rating structure comprises six differential rates to ensure there is flexibility in the rating model to enable rates to be raised at different levels and a concessional charge for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act. The rate concession is by category and based on a percentage of the ad valorem rate that would apply in relation to general rates that might be levied in respect of any recreational land. The concession also has consideration to;

- National Competition Policy;
- Introduction of activities of a commercial character, being increasingly divergent from the meaning of recreational/cultural interpretation of use under the Act, notwithstanding the continuing not-for-profit nature of a controlling body; and
- The need to apply increased categorisation of such lands, having regard to impacts on amenity, scale of activity and the character of business-like operations.

Council also has a municipal charge to ensure some of its fixed administrative costs are recovered as a uniform contribution by all of its ratepayers, and a waste management charge to recover the full cost of the service through an annual charge.

The following table summarises the rates to be levied for the 2015/16 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2014/15	2015/16
Other land rates	Cents in \$ of CIV	.003475	.003666
Farm land rates	Cents in \$ of CIV	.001951	.002058
Commercial land rates	Cents in \$ of CIV	.005838	.006159
Industrial land rates	Cents in \$ of CIV	.006112	.006448
Vacant land rates	Cents in \$ of CIV	.005414	.005713
Industrial 2 land rates	Cents in \$ of CIV	.004889	.005158
Recreational land Cat 1	\$ per property	\$20,675.41	\$21,812.56
Recreational land Cat 2	Cents in \$ of CIV	.002940	.003102
Municipal charge	\$ per property	\$232.00	\$244.00
Waste Management charge	\$ per property	\$246.00	\$260.00

9.4 General Revaluation of Properties

As required by legislation, a revaluation of all properties within the municipality is carried out every two years. A revaluation was returned in 2014 with a revaluation date of 1 January 2014 and these valuations will apply from 1 July 2014 for the 2015/16 rating year.

10. Borrowing Strategies

In developing the Strategic Resource Plan SRP (see Section 8), borrowings have been identified as an important funding source for infrastructure necessary to support the new growth areas. In the past, Council has borrowed strongly to finance large infrastructure projects and the provision of drainage infrastructure to facilitate new development in the city was systematic of this direction. The updated SRP contains borrowings to fund the new infrastructure works necessary to facilitate development in the identified growth areas.

The SRP includes the results of an analysis of Council's debt position against both State averages and Regional Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis confirms that Council remains within the suggested limits for debt levels and debt servicing ratios.

For the 2015/16 year, Council continues with new borrowings of \$4.0 million and makes loan principal repayments of \$1.83 million, which will see total debt rise to \$13.80 million as at 30 June 2016. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2015.

Year	New Borrowings	Principal Paid	Interest Paid	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2014/15	3,199	1,448	613	11,623
2015/16	4,000	1,828	687	13,795
2016/17	2,000	2,248	815	13,548
2017/18	0	2,262	796	11,285
2018/19	0	2,019	653	9,266

Appendices

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted Statements	44
B	Statutory Disclosures	51
C	Capital Works Program	59
D	Fees and Charges Schedule	63
E	Activities and Initiatives	86
F	Glossary of Terms	100

Appendix A

Budgeted Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2015/16 to 2018/19 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include in the Financial Statements in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the financial statements in the Budget

The appendix includes the following budgeted information:

- Comprehensive Income Statement.
- Balance Sheet.
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Income					
Rate and charges	30,978	32,802	33,786	34,800	35,844
Statutory fees and fines	1,125	1,123	1,151	1,180	1,209
User fees	15,694	16,418	16,829	17,249	17,680
Grants - operating	13,938	12,476	12,418	12,667	12,922
Grants - capital	9,480	2,660	4,630	2,087	3,668
Contributions - cash	4,445	1,312	1,874	1,070	1,101
Contributions - non monetary assets	3,000	5,000	7,000	4,000	4,000
Interest	494	450	464	478	492
Other revenues	344	354	363	372	382
Total income	79,498	72,595	78,515	73,903	77,298
Expenses					
Employee benefits	28,474	29,194	29,820	30,594	31,387
Materials, services and contracts	24,960	22,292	27,202	23,734	24,556
Bad and doubtful debts	13	16	17	17	18
Depreciation	9,500	10,000	10,500	11,000	11,500
Finance costs	613	687	815	796	653
Other expenses	686	748	765	788	811
Net loss on disposal of property, infrastructure, plant and equipment	923	1,165	1,423	1,532	1,641
Total expenses	65,169	64,102	70,542	68,461	70,566
Surplus (deficit) for the year	14,329	8,493	7,973	5,442	6,732
Other comprehensive income					
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000	10,000
Comprehensive result	24,329	18,493	17,973	15,442	16,732

Balance Sheet

For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Assets					
Current assets					
Cash assets	1,909	2,154	2,506	2,629	2,823
Financial assets	6,000	6,000	6,000	6,000	6,000
Trade and other receivables	4,000	4,100	4,200	4,300	4,400
Inventories	120	120	120	120	120
Other current assets	440	450	470	490	510
Total current assets	12,469	12,824	13,296	13,539	13,853
Non-current assets					
Trade and other receivables	160	130	100	70	40
Investments in associates	660	675	690	705	720
Property, infrastructure, plant & equipment	658,105	678,698	696,247	709,490	724,199
Total non-current assets	658,925	679,503	697,037	710,265	724,959
Total Assets	671,393	692,327	710,333	723,804	738,812
Liabilities					
Current liabilities					
Trade and other payables	3,500	3,550	3,650	3,750	3,850
Trust funds	1,000	1,000	1,000	1,000	1,000
Provisions	5,427	5,622	5,791	5,964	6,143
Interest-bearing liabilities	1,828	2,248	2,262	2,019	1,773
Total current liabilities	11,755	12,420	12,703	12,733	12,766
Non-current liabilities					
Provisions	505	528	543	560	576
Interest-bearing liabilities	9,795	11,548	11,285	9,266	7,493
Total non-current liabilities	10,300	12,076	11,828	9,826	8,069
Total liabilities	22,055	24,496	24,530	22,559	20,835
Net Assets	649,338	667,831	685,803	701,245	717,977
Represented by:					
Accumulated surplus	195,965	205,034	212,923	218,373	225,079
Reserves	453,373	462,797	472,880	482,872	492,898
Total equity	649,338	667,831	685,803	701,245	717,977

Statement of Changes in Equity

For the four years ending 30 June 2019

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
Balance at beginning of the financial year	649,338	195,965	447,044	6,329
Comprehensive result	8,493	8,493	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(350)	0	350
Transfer from reserves	0	926	0	(926)
Balance at end of the financial year	667,831	205,034	457,044	5,753
2017				
Balance at beginning of the financial year	667,831	205,034	457,044	5,753
Comprehensive result	7,973	7,973	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(350)	0	350
Transfer from reserves	0	266	0	(266)
Balance at end of the financial year	685,803	212,923	467,044	5,837
2018				
Balance at beginning of the financial year	685,803	212,923	467,044	5,837
Comprehensive result	5,442	5,442	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(300)	0	300
Transfer from reserves	0	308	0	(308)
Balance at end of the financial year	701,245	218,373	477,044	5,829
2019				
Balance at beginning of the financial year	701,245	218,373	477,044	5,829
Comprehensive result	6,732	6,732	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(28)	0	28
Transfer from reserves	0	2	0	(2)
Balance at end of the financial year	717,977	225,079	487,044	5,855

Statement of Cash Flows

For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Receipts					
General rates	30,978	32,474	33,448	34,452	35,485
Grants	23,418	15,136	17,048	14,754	16,590
Contributions	4,445	1,312	1,874	1,070	1,101
Interest	494	450	464	478	492
Statutory fees and fines	1,125	1,123	1,151	1,180	1,209
User fees	15,694	16,418	16,829	17,249	17,680
Other revenue	344	354	363	372	382
	76,498	67,267	71,177	69,555	72,939
Payments					
Employee costs	(28,224)	(28,976)	(29,636)	(30,404)	(31,191)
Materials, consumables & contracts	(25,733)	(22,242)	(27,102)	(23,634)	(24,456)
Finance costs	(613)	(687)	(815)	(796)	(653)
	(54,570)	(51,905)	(57,553)	(54,834)	(56,300)
Net cash provided by operating activities	21,928	15,362	13,624	14,721	16,639
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	2,041	508	369	380	391
Payments for property, plant and equipment	(30,793)	(17,797)	(13,393)	(12,716)	(14,817)
Net cash used in investing activities	(28,752)	(17,289)	(13,024)	(12,336)	(14,426)
Cash flows from financing activities					
Proceeds from borrowings	3,199	4,000	2,000	(0)	(0)
Repayment of borrowings	(1,448)	(1,828)	(2,248)	(2,262)	(2,019)
Proceeds from financial assets	11,000	12,000	12,000	12,000	12,000
Payments for financial assets	(6,000)	(12,000)	(12,000)	(12,000)	(12,000)
Proceeds from trust deposits	1,000	1,000	1,000	1,000	1,000
Payments for trust deposits	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Net cash provided by (used in) financing activities	6,751	2,172	(248)	(2,262)	(2,019)
Net increase/(decrease) in cash held	(73)	245	352	123	194
Cash at the beginning of the financial year	1,982	1,909	2,154	2,506	2,629
Cash at the end of the financial year	1,909	2,154	2,506	2,629	2,823

Statement of Capital Works

For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000

Capital works areas

Land	1,622	425	0	300	0
Buildings	4,608	2,930	2,627	3,474	5,024
Roads	14,574	4,175	6,256	4,331	4,429
Bridges	511	370	190	196	202
Footpaths	1,696	1,730	1,751	1,774	1,797
Drainage	3,441	4,875	50	50	700
Playground equipment	990	130	135	140	145
Plant & equipment	1,193	1,507	1,552	1,599	1,647
Other infrastructure	154	79	81	84	86
Computers	1,971	1,010	165	169	174
Paintings & exhibits	33	35	36	37	38
Furniture & Fittings	0	0	0	0	0

Total capital works

30,793	17,266	12,841	12,155	14,241
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Represented by :

Asset renewal	13,153	11,286	9,583	9,946	11,054
New assets	10,592	1,500	752	1,110	1,778
Asset expansion/upgrade	7,048	4,480	2,506	1,099	1,409

Total capital works

30,793	17,266	12,841	12,155	14,241
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Statement of Human Resources

For the four years ending 30 June 2019

Indicator	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Employee costs	28,474	29,194	29,820	30,594	31,387
Employee numbers (FTE)	407	405	404	403	402

Appendix B

Statutory Disclosures

This appendix presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings.
- Rates and charges.
- Differential rates.

Statutory disclosures

1. Borrowings

	2014/15	2015/16
	\$	\$
New borrowings (other than refinancing)	5,465,125	4,000,000
Debt redemption	1,405,109	1,828,096

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2014/15	2015/16
	cents/\$CIV	cents/\$CIV
General rate for rateable other land properties	.003475	.003666
General rate for rateable farm land properties	.001951	.002058
General rate for rateable commercial land properties	.005838	.006159
General rate for rateable industrial land properties	.006112	.006448
General rate for rateable vacant land properties	.005415	.005713
General rate for rateable industrial 2 land properties	.004889	.005158
Recreational land category 1 properties [#]	\$20,675.41	\$21,812.56
Recreational land category 2 properties	.002940	.003102

[#] Charge is \$ per property.

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2014/15	2015/16
	\$ '000	\$ '000
Other land	16,286	17,282
Farm land	363	387
Commercial land	4,082	4,332
Industrial land	1,334	1,395
Vacant land	904	924
Industrial 2 land	112	118
Recreational land category 1	21	22
Recreational land category 2	38	40

2.3 The estimated total amount to be raised by rates

	2014/15	2015/16
	\$ '000	\$ '000
Total rates to be raised	23,140	24,500

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2014/15	2015/16
	Change	Change
	%	%
Other land	5.5	5.5
Farm land	5.5	5.5
Commercial land	5.5	5.5
Industrial land	5.5	5.5
Vacant land	5.5	5.5
Industrial 2 land	5.5	5.5
Recreational land category 1	5.5	5.5
Recreational land category 2	5.5	5.5

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2014/15	2015/16
Other land	14,213	14,448
Farm land	159	161
Commercial land	926	920
Industrial land	408	405
Vacant land	586	581
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	13	15
Total number of assessments	16,307	16,532

2.6 The basis of valuation to be used is the Capital Improved Value (CIV)**2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year**

Type of Property	2014/15 \$ '000	2015/16 \$ '000
Other land	4,686,486	4,714,247
Farm land	186,144	188,177
Commercial land	699,337	703,322
Industrial land	218,289	216,307
Vacant land	166,966	161,707
Industrial 2 land	22,848	22,848
Recreational land category 2	12,960	13,062
Total	5,993,030	6,019,670

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$
Municipal	232.00	244.00
Waste Management	246.00	260.00
Total	478.00	504.00

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2014/15 \$ '000	2015/16 \$ '000
Municipal	3,797	4,026
Waste Management	3,897	4,156
Total	7,694	8,182

2.10 The estimated total amount to be raised by rates and charges:

	2014/15 \$ '000	2015/16 \$ '000
Rates and charges	30,834	32,682
Supplementary rates	244	120
Total	31,078	32,802

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.3666% (0.003666 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.2058% (0.002058 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.6159% (0.006159 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.6448% (0.006448 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5713% (0.005713 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.5158% (0.005158 cents in the dollar of CIV) for all rateable industrial 2 properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

3.2 Commercial land

Commercial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Commercial Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

1. Rateable property used for business and administrative purposes, including, but not limited to, properties used for:
 - (a) The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
 - (b) The manufacture of goods where the goods are sold on the property;
 - (c) The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
 - (d) Media establishments, e.g. radio stations, newspaper offices, television stations;
 - (e) The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
 - (f) The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
 - (g) Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
 - (h) The provision of education, e.g. schools, museums, art galleries;
 - (i) Showrooms, e.g. display of goods;
 - (j) Religious purposes;
 - (k) Public offices and halls.
2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 financial year.

3.3 Farm land

Farm land is any land, which is:

- "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement of sustainable and productive use and management of Farm Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 financial year.

3.4 Industrial land

Industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned Industrial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Industrial Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

Rateable properties which are used in the process of income generation, including, but not limited to the following:

- (a) The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- (b) The storage of goods;
- (c) The provision of services for the repair of goods;
- (d) The storage of plant and machinery;
- (e) The production of raw materials in the extractive and timber industries;
- (f) The treatment and storage of industrial waste materials.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 financial year.

3.5 Vacant land

Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council
- Land on which no building designed or adapted for human occupation is erected

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for orderly planning through development of serviced urban properties.
- Provision of municipal administrative services.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of vacant unoccupied land and on which no building designed or adapted for human occupation is erected within the Warrnambool City Council.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are no buildings are constructed.

3.6 Industrial 2 land

Industrial 2 land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, milk products such as powdered milk

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for sustainable and economically beneficial milk production in the municipality.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described below.

- Rateable properties where each rateable property is used for the purpose of milk product production in the municipality.
- To fit within the classification the rateable property must be occupied and operating in the production of milk products.
- For the purpose of this classification the rateable properties must be within an Industrial 1 Zoning under the Warrnambool Planning Scheme.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 financial year.

3.7 Other land

Other land is any land, which is:

- occupied for the principal purpose of human habitation including dwellings, flats and units
- "residential use land" as described in of Section 2 (1) of the Valuation of Land Act 1960.
- "urban farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of a property which is used for human habitation including dwellings, flats and units, or is residential use land or urban farm land as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/15 financial year.

3.8 Cultural and Recreational land

Assessment Number	Property Address	Property Locality	Ratepayer	Amount \$
129359	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	7,140.80
129759	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,640.96
131150	1-35 Younger St	Warrnambool	Warrnambool Golf Club Inc.	4,215.62
131388	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	1091.90
132180	66 Henna St	Warrnambool	Christ Church Tennis Club	1,519.98
134926	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc.	437.38
138135	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc.	443.59
135344	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc.	14,331.24
138747	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc.	648.32
139872	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,560.31
140336	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	3,874.40
141525	36 Princes Hwy	Dennington	Dennington Bowling Club Inc.	2031.81
141935	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,219.09
134927	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	21,812.56
17654	48 Viaduct Rd	Warrnambool	Warrnambool Offshore Light Game Fishing Club	46.543
159399	51 Pertobe Rd	Warrnambool	Warrnambool BMX Club	316.40

Appendix C

Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2015/16 year.

The capital works projects are grouped by class.

Capital works program

For the year ending 30 June 2016

Capital Works Area	Project Cost \$'000	Asset expenditure types			Funding Sources			
		New \$'000	Renewal \$'000	Upgrade / Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<u>Land</u>								
Land Acquisition	425	425					425	
Total for Land	425	425	0	0	0	0	425	0
<u>Buildings</u>								
Building Renewal General Funding	800		800				800	
Flagstaff Hill Improvements	750		750	0	500		250	
Public Toilet Renewal	350		350				350	
Depot Reallocation	300	240	60				300	
Saleyards Improvements	180		180				180	
Community Services Building Improvements	180			180			180	
Holiday Park Facility Improvements	150		150				150	
SRV Minor Facilities Projects	140	70	70				140	
Country Football Netball	50	25	25				50	
Airport Minor Works	30		30				30	
Total for Buildings	2,930	335	2,415	180	500	0	2,430	0
<u>Roads</u>								
Local Roads Rehab & Resheets	2,060		2,060		660		1,400	
City Centre Renewal	1,000		900	100	500		500	
Reseal Program (Inc. Carparks)	700		700				700	
Airport Business Park	160	160					160	
Carpark Construction	100	100					100	
Carpark Line Marking	55		55				55	
Road Safety Strategy Implementation	40			40			40	

Capital Works Area	Project Cost \$'000	Asset expenditure types			Funding Sources			
		New \$'000	Renewal \$'000	Upgrade / Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
Street Lighting	30		30				30	
Road Safety Audit Implementation	30			30			30	
Total for Roads	4,175	260	3,745	170	1,160	0	3,015	0
<u>Bridges</u>								
Bridge Renewal	370		370				370	
Total for Bridges	370	0	370	0	0	0	370	0
<u>Footpaths</u>								
City Centre Renewal	1,000		600	400	500		500	
Small Infrastructure Fund Projects	310	310					310	
Footpath & Bicycle Path Renewal	285		285				285	
Footpath Construction	135	135					135	
Total for Footpaths	1,730	445	885	400	500	0	1,230	0
<u>Drainage</u>								
Simpson St Upgrade	4,725		1,418	3,308			725	4,000
North Warrnambool Floodplain	100		30	70			100	
Priority Back works	50		50				50	
Total for Drainage	4,875	0	1,498	3,378	0	0	875	4,000
<u>Playground Equipment</u>								
Playground Renewal	130		130				130	
Total for Playground Equipment	130	0	130	0	0	0	130	0
<u>Plant & Equipment</u>								

Capital Works Area	Project Cost \$'000	Asset expenditure types			Funding Sources			
		New \$'000	Renewal \$'000	Upgrade / Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
Heavy Plant Capital	925		925				925	
Light Plant Capital	582		582				582	
Total for Plant & Equipment	1,507	0	1,507	0	0	0	1,507	0
<u>Other Infrastructure</u>								
Hopkins & Merri Rivers	79		79				79	
Total for Other Infrastructure	79	0	79	0	0	0	79	0
<u>Computers</u>								
Flagstaff Hill Improvements	750		750		500		250	
IT System Upgrade	100		100				100	
ICT Strategy Implementation	100			100			100	
IT Hardware	55		28	28			55	
Hardware Collection Data	5		5				5	
Total for Computers	1,010	0	883	128	500	0	510	0
<u>Paintings & Exhibits</u>								
Public Art Initiatives	20	20					20	
Art Work Acquisitions	15	15					15	
Total for Paintings & Exhibits	35	35	0	0	0	0	35	0
Total Capital Works Statement	17,266	1,500	11,511	4,255	2,660	0	10,606	4,000

Appendix D

Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2015/16 year.

All fees and charges are inclusive of GST, where applicable, or unless otherwise stated.

1. LEADERSHIP

Property Management

User Fees & Charges	2013/14	2014/15	2015/16
Applications to use Crown & Council Land	\$19.00	\$20.00	\$21.00
Licences preparation fee	\$97.50	\$100.00	\$102.00
Lease preparation fee	\$138.00	\$142.00	\$144.00
Survey plan fee	\$1,535.00	\$1,588.00	\$1,590.00
Title search fee	\$24.50	\$26.00	\$28.00
Rate history search fee (1 st 3 hours)	\$322.00	\$335.00	\$338.00
Rate history search fee (after 3 hours)	\$92.00	\$95.00	\$98.00
Rate history search fee (0 - 10 years)	\$12.50	\$13.00	\$14.00

Interest on Unpaid Monies

Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 11.50% but subject to change when the rate is set at 30th June 2015.

Revenue Management

Description	2014/15	2015/16
Monetary Complaints: Notices on a Debt		
Filing Fee		
Less than \$500	\$135.00	\$135.00
\$500 - \$999	\$135.00	\$135.00
\$1,000 - \$4,999	\$282.00	\$282.00
\$5,000 - \$7,499	\$282.00	\$282.00
\$7,500 - \$9,999	\$282.00	\$282.00
\$10,000 - \$20,000	\$429.00	\$429.00
Necessary Certificate x2		
Less than \$500	\$92.00	\$92.00
\$500 - \$999	\$164.00	\$164.00
\$1,000 - \$4,999	\$164.00	\$164.00
\$5,000 - \$7,499	\$192.00	\$192.00
\$7,500 - \$9,999	\$228.00	\$228.00
\$10,000 - \$20,000	\$228.00	\$228.00
Professional (Item 1 Complaints)		
Less than \$500	\$205.00	\$205.00
\$500 - \$999	\$429.00	\$429.00
\$1,000 - \$4,999	\$429.00	\$429.00
\$5,000 - \$7,499	\$527.00	\$527.00
\$7,500 - \$9,999	\$634.00	\$634.00
\$10,000 - \$20,000	\$634.00	\$634.00
Service Fee		
Service Fee	\$67.00	\$67.00
Other Professional Costs		
Warrant		
Less than \$500	\$53.00	\$53.00
\$500 - \$999	\$109.00	\$109.00
\$1,000 - \$4,999	\$109.00	\$109.00
\$5,000 - \$7,499	\$129.00	\$129.00
\$7,500 - \$9,999	\$162.00	\$162.00
\$10,000 - \$20,000	\$162.00	\$162.00
Summons for Oral Examination		
Less than \$500	\$55.00	\$55.00
\$500 - \$999	\$130.00	\$130.00
\$1,000 - \$4,999	\$130.00	\$130.00
\$5,000 - \$7,499	\$158.00	\$158.00
\$7,500 - \$9,999	\$174.00	\$174.00
\$10,000 - \$20,000	\$174.00	\$174.00
Necessary Affidavit		
Less than \$500	\$93.00	\$93.00
\$500 - \$999	\$191.00	\$191.00
\$1,000 - \$4,999	\$191.00	\$191.00
\$5,000 - \$7,499	\$232.00	\$232.00
\$7,500 - \$9,999	\$277.00	\$277.00
\$10,000 - \$20,000	\$277.00	\$277.00

Revenue Management Cont.

Description	2014/15	2015/16
Application for Order		
Less than \$500	\$42.00	\$42.00
\$500 - \$999	\$42.00	\$42.00
\$1,000 - \$4,999	\$42.00	\$42.00
\$5,000 - \$7,499	\$42.00	\$42.00
\$7,500 - \$9,999	\$42.00	\$42.00
\$10,000 - \$20,000	\$42.00	\$42.00
Instructions to Defend		
Less than \$500	\$95.00	\$95.00
\$500 - \$999	\$203.00	\$203.00
\$1,000 - \$4,999	\$203.00	\$203.00
\$5,000 - \$7,499	\$252.00	\$252.00
\$7,500 - \$9,999	\$301.00	\$301.00
\$10,000 - \$20,000	\$301.00	\$301.00
Order for Substituted Service		
Less than \$500	\$138.00	\$138.00
\$500 - \$999	\$249.00	\$249.00
\$1,000 - \$4,999	\$249.00	\$249.00
\$5,000 - \$7,499	\$296.00	\$296.00
\$7,500 - \$9,999	\$350.00	\$350.00
\$10,000 - \$20,000	\$350.00	\$350.00
Necessary Notice/Certificate		
Less than \$500	\$46.00	\$46.00
\$500 - \$999	\$82.00	\$82.00
\$1,000 - \$4,999	\$82.00	\$82.00
\$5,000 - \$7,499	\$96.00	\$96.00
\$7,500 - \$9,999	\$114.00	\$114.00
\$10,000 - \$20,000	\$114.00	\$114.00
Issue Fees		
Claim or Counterclaim		
Fee	\$135.00	\$135.00
Application for Order		
Fee	\$39.70	\$39.70
With Preparation	\$64.90	\$64.90
46A Summons/46B Rehearing Application		
Fee	\$140.30	\$140.30
With Preparation	\$165.50	\$165.50
Summons for Oral Examination inc hearing		
Fee	\$92.70	\$92.70
Certificate for Supreme Court		
Fee	\$18.50	\$18.50
With Preparation	\$43.70	\$43.70
Application for Attachment of Earnings		
Fee	\$132.40	\$132.40
Attachment of Earnings/Debt Order		
Fee	\$18.50	\$18.50
With Preparation	\$43.70	\$43.70
Warrant Fees		
Warrant of Delivery		
Fee	\$15.90	\$15.90

2. SUSTAINABLE

Coast & Rivers

New fees to apply from 1 August 2015

User Fees & Charges	2013/14	2014/15	2015/16
Mooring Fees			
Boat less than 10m pa	\$228.80	\$238.00	\$246.00
Boat 10.1m to 15m pa	\$286.00	\$297.50	\$300.00
Boat 15.1 – 20m pa	\$332.80	\$346.10	\$350.00
Boat 20.1 – 25m pa	\$416.00	\$433.00	\$440.00
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$182.00	\$189.30	\$190.00
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$57.20	\$59.50	\$60.00

Infrastructure Services

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Road reserve works permit - crossover	\$80.00	\$82.00	\$85.00
Road reserve works permit - additional inspection	\$80.00	\$82.00	\$85.00
Road reserve works permit - minor works	\$80.00	\$82.00	\$85.00
Road reserve works permit - general works	NA	\$150.00	\$155.00
Road reserve works permit - major works**		\$500.00	\$515.00
** fees greater than the specified may be required for major development works. Consultation by developer/applicant prior to application	NA		
Asset Inspection Checklist	\$115.00	\$120.00	\$124.00
Stormwater Legal Point of Discharge Application:			
Single dwelling development	\$58.00	\$61.10	\$63.00
Multi – dwelling development	\$58.00	\$61.10	\$63.00
Commercial premises	\$58.00	\$61.10	\$63.00
Industrial premises	\$58.00	\$61.10	\$63.00
Information only	\$52.00	\$53.00	\$56.00
Short notice fee	\$100.00	\$102.50	\$110.00
Street tree – supply and install including maintenance period of 24 months	\$300.00	\$310.00	\$315.00
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,600.00	\$2,665.00	\$2,800.00
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,800.00	\$2870.00	\$2,960.00
Stormwater drainage line inspection (high resolution camera) – 4 hours	NA	\$600.00	\$620.00
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	NA	\$1190.00	\$1,225.00

3. LIVEABILITY

Lighthouse Theatre

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Community & Local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales	\$750.00	\$825.00	\$850.00
THEATRE: Rehearsal Hire per hour Work lights only	\$65.00	\$68.00	\$70.00
Stage lights and all technical facilities	\$85.00	\$90.00	\$92.50
STUDIO: Ticketed Performance Hire	\$450.00	\$465.00	\$475.00
STUDIO: Rehearsal Hire per hour Work lights only	\$45.00	\$48.00	\$48.00
Stage lights and all technical facilities	\$55.00	\$60.00	\$60.00
Staff: Additional hours all venues per hour Supervising Technician	\$42.00	\$42.00	\$45.00
Technician	\$37.50	\$37.50	\$40.00
Front of House Coordinator	\$39.00	\$42.00	\$45.00
Equipment & Consumable Items Steinway Grand piano	\$80.00	\$80.00	\$80.00
Radio Mics	\$40.00	\$40.00	\$40.00
Stage Extension	\$150.00	\$125.00	\$125.00
Ticketing Fees Tix under \$11.00	\$1.25	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.40	\$2.40	\$2.40
Tix \$40.00 plus	\$3.40	\$3.40	\$3.40
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Local Community Theatre/Arts Company*			
STUDIO: Ticketed Performance Hire	10% of Box Office net of ticketing fees + agreed staff	12% of Box Office net of ticketing fees + agreed staff	12% of Box Office net of ticketing fees + agreed staff
STUDIO: Rehearsal Hire per hour	\$35.00	\$35.00	\$40.00
Local Artists and Non-local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales	\$995.00	\$1,030.00	\$1,050
THEATRE: Rehearsal Hire per hour Work lights only	\$70.00	\$70.00	\$70.00
Stage lights and all technical facilities	\$85.00	\$85.00	\$92.50
STUDIO: Ticketed Performance Hire	\$450.00	\$450.00	\$475.00
STUDIO: Rehearsal Hire per hour Work lights only	\$50.00	\$50.00	\$50.00
Stage Lights & Technical Facilities	\$65.00	\$65.00	\$65.00
Staff additional hours (all venues per hour) Supervising Technician	\$42.00	\$42.00	\$45.00
Technician	\$37.50	\$37.50	\$40.00
Front of House Coordinator	\$39.00	\$42.00	\$45.00
Equipment & Consumable Items Steinway Grand piano	\$80.00	\$80.00	\$80.00
Radio Mics	\$40.00	\$40.00	\$40.00
Stage Extension – labour additional	\$125.00	\$125.00	\$125.00
Ticketing Fees Tix under \$11.00	\$1.25	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.40	\$2.40	\$2.40
Tix \$40.00 plus	\$3.40	\$3.40	\$3.40
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Subsidised Professional Companies			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,525.00	\$1,575.00	\$1,600.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$85.00	\$88.00	\$90.00
Stage lights and all technical facilities	\$105.00	\$110.00	\$110.00
STUDIO: Ticketed Performance Hire	\$750.00	\$750.00	\$775.00
STUDIO: Rehearsal Hire per hour)			
Work lights only	\$55.00	\$55.00	\$55.00
Stage Lights & Technical Facilities	\$80.00	\$80.00	\$80.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$49.00	\$52.00
Technician	\$39.00	\$39.00	\$45.00
Front of House Coordinator	\$42.00	\$42.00	\$49.00
Merchandise Seller			\$42.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$145.00	\$165.00
Radio Mics	\$99.00	\$99.00	\$99.00
Stage Extension	\$225.00	\$225.00	\$225.00
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	\$2.85
Tix \$11.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 \$60.00	\$4.50	\$4.50	\$4.50
Tix \$60 plus	\$5.20	\$5.20	\$5.20
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Standard Hirer Rates			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,800.00	\$1,850.00	\$1,900.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$90.00	\$90.00	\$95.00
Stage lights and all technical facilities	\$105.00	\$105.00	\$110.00
STUDIO: Ticketed Performance Hire	\$850.00	\$850.00	\$875.00
STUDIO: Rehearsal Hire per hour			
Work lights only	\$90.00	\$90.00	\$95.00
Stage Lights & Technical Facilities	\$105.00	\$105.00	\$110.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$49.00	\$52.00
Technician	\$42.00	\$42.00	\$45.00
Front of House Coordinator	\$45.00	\$45.00	\$49.00
Merchandise seller	\$40.00	\$39.00	\$42.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$160.00	\$165.00
Radio Mics	\$99.00	\$99.00	\$99.00
Stage Extension	\$225.00	\$225.00	\$225.00
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	\$2.85
Tix \$11.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 \$60.00	\$4.50	\$4.50	\$4.50
Tix \$60 plus	\$5.20	\$5.20	\$5.20
Credit Card Fees		Up to 3.0%	Up to 3.0%
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room		11% on all merchandise sold	11% on merchandise sold

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
NON TICKETED EVENTS			
Non for Profit Organisations			
THEATRE: Event Hire	\$995.00	\$1,035.00	\$1,065
THEATRE: Additional Venue Hire per hour	\$75.00	\$75.00	\$80.00
STUDIO: Event Hire (including duty officer)			
Sunday to Thursday	\$500.00	\$500.00	\$515.00
Friday or Saturday	\$650.00	\$650.00	\$675.00
STUDIO: Additional Venue Hire per hour	\$25.00	\$25.00	\$30.00
MEETING ROOM: Event hire			
Monday – Friday between 8am & 6pm	\$180.00	\$180.00	\$180.00
Monday – Friday after 6pm & Saturday	\$200.00	\$200.00	\$200.00
Sunday anytime	By negotiation	By negotiation	By negotiation
STUDIO: Used in conjunction with Theatre: Event Hire			
Sunday to Thursday	\$350.00	\$350.00	\$365.00
Friday or Saturday	\$400.00	\$400.00	\$425.00
MEETING ROOM: Used in conjunction with Theatre or Studio: Event Hire			
Monday to Sunday	\$100.00	\$100.00	\$120.00
Additional event hours	\$5.00	\$5.00	\$10.00
MAIN FOYER per hour (minimum 2hrs)			
Used in conjunction with studio	\$75.00	\$75.00	\$100.00
Used separately to any event	\$105.00	\$105.00	\$125.00
Staffing: Additional hours all venues per hour			
Duty Officer	\$37.50	\$42.00	\$45.00
Technician or FOH Coordinator	\$39.00	\$39.00	\$40.00
Equipment & Consumable Items			
Steinway Grand piano	\$75.00	\$80.00	\$80.00
Radio Microphone	\$35.00	\$40.00	\$40.00
Rubbish Removal (chargeable per skip)			\$85.00
Standard Hire Rates – NON TICKETED EVENTS			
THEATRE: Event Hire	\$1,625.00	\$1,750.00	\$1,800.00
THEATRE: Additional Venue Hire per hour	\$65.00	\$75.00	\$90.00
STUDIO” Event Hire			
Sunday to Thursday	\$600.00	\$600.00	\$615.00
Friday or Saturday	\$750.00	\$750.00	\$775.00
STUDIO: Used in conjunction with Theatre			
Sunday to Thursday	\$400.00	\$400.00	\$420.00
Friday or Saturday	\$500.00	\$500.00	\$525.00
STUDIO: Additional Venue Hire per hour	\$30.00	\$30.00	\$35.00
MEETING ROOM: Event hire			
Monday – Friday between 8am & 6pm	\$200.00	\$200.00	\$200.00
Monday – Friday after 6pm & Saturday	\$240.00	\$240.00	\$240.00
Sunday anytime	By negotiation	By negotiation	By negotiation
MAIN FOYER: per hour			
Used in conjunction with studio	\$75.00	\$75.00	\$120.00
Used separately to any event	\$105.00	\$105.00	\$160.00
Staffing: Additional hours (all venues per hour)			
Duty Officer	\$49.00	\$49.00	\$52.00
Technician or FOH Coordinator	\$39.00	\$42.00	\$45.00
Foyer set up fee- large events			\$135.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$145.00	\$165.00
Radio Microphone	\$45.00	\$45.00	\$99.00
Rubbish Removal (chargeable per skip)			\$85.00
Weddings or Catered Events			
STUDIO: Event Hire			
Sunday to Thursday	\$750.00	\$750.00	\$775.00
Friday or Saturday	\$900.00	\$900.00	\$930.00
MAIN FOYER: per hour			
Used in conjunction with your event	\$75.00	\$75.00	\$120.00
Used separately to any event	\$105.00	\$105.00	\$160.00
STUDIO with MEETING ROOM			
Additional Venue Hire Hours (per hour)	\$20.00	\$20.00	\$30.00

AquaZone

New fees to apply from 1 July 2015

User Fees and Charges	2013/14	2014/15	2015/16
Day Admissions: Aquatics			
Adult swim	\$6.20	\$6.50	\$6.50
Child swim (3-15 years)	\$4.50	\$4.70	\$4.70
Concession swim	\$5.00	\$5.00	\$4.70
Family swim (unlimited family members/same residence)	\$19.00	\$20.00	\$20.00
Day Admissions: Health & Fitness			
Gymnasium	\$16.95	\$17.90	\$18.10
Fitness class	\$13.30	\$14.00	\$14.10
Older adult exercise class	\$9.40	\$9.90	\$10.00
Preventative Health Classes	\$5.50	\$5.50	\$5.50
School aerobics	\$6.90	\$7.20	\$7.20
Personal Training 1 hour	\$69.50	\$73.00	\$73.70
Personal Training 45 minutes	\$52.20	\$54.80	\$55.30
Personal Training ½ hour	\$38.80	\$40.70	\$37.40
Creche			
Per child per hour (Member)	\$5.50	\$5.80	\$5.80
Per child per hour (Non Member)	\$8.60	\$9.50	\$9.10
Learn to Swim (Pool Entry & Assessment)			
Per class (2 nd child and 3 rd child discounts apply)	\$13.70	\$14.30	\$14.30
Private lessons ½ hour lesson	\$46.10	\$48.40	\$48.90
1 hour lesson	\$92.20	\$92.20	\$93.10
School swim <i>no instruction</i>	\$4.00	\$4.20	\$4.50
School swim <i>with instruction</i>	\$7.40	\$7.80	\$7.80
School at pool	\$9.10	\$8.90	\$9.50
Group Entry			
Adult Swim	\$5.50	\$5.80	\$5.90
Gym	\$15.20	\$16.00	\$16.10
Fitness class	\$12.00	\$12.60	\$12.60
Other			
General entry	\$2.50	\$2.50	\$3.00
Locker hire	\$2.60	\$2.70	\$3.00
Towel hire	\$2.60	\$2.70	\$3.00
Multi Pass – Health & Fitness			
Fitness class – 20 pass	\$238.80	\$250.70	\$263.20
Multi Pass – Aquatics			
Adult 20 Pass	\$111.60	\$117.20	\$119.50
50 Pass	\$270.70	\$284.20	\$289.90
Child 20 Pass	\$81.00	\$85.10	\$86.80
50 Pass	\$195.20	\$205.00	\$209.10
Concession 20 Pass	\$90.00	\$94.50	\$96.40
50 Pass	\$218.25	\$229.20	\$233.80
Multi Pass: Creche/Occasional Care			
1 child/1hr Creche 10 Pass	\$52.00	\$54.60	\$60.00
1 child/1hr Occasional Care 10 Pass	\$81.32	\$85.50	\$100.00
Facility Hire			
Pools Up to four hours	\$391.00	\$410.60	\$420.00
Up to ten hours	\$721.00	\$757.10	\$757.10
Lane hourly commercial	\$32.30	\$33.90	\$35.00
Lane hourly community	\$3.40	\$3.50	\$3.70
Pool closure advertising fee	\$114.70	\$120.40	\$113.80
School booking cancellation fee (per lane) (<12 hrs notice)	\$32.60	\$34.20	\$35.00
Crèche – per hour	\$29.60	\$34.20	\$40.00
Multi-purpose room – per hour	\$32.55	\$34.20	\$40.00
Birthday Party			
Aqua Fun Pack	\$63.00	\$64.40	\$68.00

AquaZone (Cont.)

New fees to apply from 1 July 2015

User Fees and Charges		2013/14	2014/15	2015/16
Memberships				
Gold	12 months	\$976.60	\$996.30	\$996.30
	3 months	\$439.60	\$448.40	\$457.40
	Direct debit joining fee	\$122.10	\$99.00	\$99.00
	Direct debit monthly rate	\$81.40	\$82.20	\$82.20
Gym & Swim	12 months	\$830.28	\$871.80	\$871.80
	3 months	\$373.70	\$392.40	\$363.80
	Direct debit joining fee	\$103.80	\$99.00	\$99.00
	Direct debit monthly rate	\$69.20	\$71.30	\$71.30
Fitness & Swim	12 months	\$830.28	\$871.80	\$871.80
	3 months	\$373.70	\$392.40	\$363.80
	Direct debit joining fee	\$103.80	\$99.00	\$99.00
	Direct debit monthly rate	\$69.20	\$71.30	\$71.30
Swim Only	12 months	\$703.20	\$738.40	\$738.40
	3 months	\$281.30	\$295.40	\$301.30
	Direct debit joining fee	\$83.90	\$99.00	\$99.00
	Direct debit monthly rate	\$58.70	\$60.50	\$60.50
Family Swim	12 months	\$1,505.90	\$1,581.20	\$1,581.20
	3 months	\$494.80	\$519.50	\$529.90
	Direct debit joining fee	\$127.30	\$99.00	\$99.00
	Direct debit monthly rate	\$125.60	\$129.40	\$129.40
Corporate				
10 – 20 people		- 12.5% term	- 12.5% term	- 12.5% term
		- 12.5% debit	- 12.5% debit	- 12.5% debit
21 + people		- 15% term	- 15% term	- 15% term
		- 15% debit	- 15% debit	- 15% debit

Warrnambool Art Gallery

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour	\$30.00	\$35.00	\$42.00
Curatorial Advice – per hour	\$35.00	\$35.00	\$49.00
Education workshop/activity	Dependent on activity	Dependent on activity	Dependent on activity
Public program event/activity	Dependent on activity	Dependent on activity	Dependent on activity
Annual Subscription			
Family	\$60.00	\$60.00	\$60.00
Individual	\$35.00	\$35.00	\$35.00
Individual concession	\$25.00	\$25.00	\$25.00
Life	\$800.00	\$800.00	\$800.00
Corporate	\$550.00	\$550.00	\$550.00
Student	\$25.00	\$25.00	\$25.00
School	\$350.00	\$350.00	\$350.00
Rental			
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation
Commission on art sales	40%	40%	40%
Commission on shop sales	100%	100%	100%
Meetings/functions etc. – per hour	\$120.00	\$120.00	\$125.00
Weddings (2 hours. Additional hours \$110ph)	\$500.00	\$500.00	\$500.00
Weddings (full day)		\$5,000.00	\$5,000
Piano – per hour	\$90.00	\$90.00	\$99.00
Transparency/digital image (for reproduction)	\$180.00	\$180.00	\$180.00
Exhibition equipment	Negotiation	Negotiation	Negotiation
Advertising			
Enclosure in mail out – 20 cents per DL item	\$75.00	\$75.00	\$75.00
Advertising in Art page (quarter/half/full pages)	N/A	N/A	Negotiation

Sports Grounds

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Sports ground casual hire (includes use of pavilion)			
Half day	\$63.00	\$66.00	\$66.00
Full day	\$124.00	\$129.00	\$129.00
Pre-season training session	\$63.00	\$66.00	\$66.00
Football practice match (with line marking)	\$124.00	\$129.00	\$129.00
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$468.00	\$487.00	\$487.00
Football/Netball League Finals (junior competition only) (per day)	\$234.00	\$243.00	\$243.00
Commercial hire (per day)	\$624.00	\$649.00	\$649.00

Warrnambool Stadium

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Player Fees			
Adult	\$9.80	\$10.00	\$10.00
Junior	\$7.00	\$7.30	\$7.60
School	\$4.05	\$4.20	\$4.30
Casual Shot		\$4.00	\$4.00
Stadium Hire			
Three courts up to 12 hours	\$1,222.00	\$1,270.00	\$1,300.00
Hourly rate without lights: commercial	\$153.40	\$160.00	\$165.00
Hourly rate without lights: community/school	\$119.10	\$124.00	\$128.00
Hourly rate with lights: commercial	\$198.50	\$206.50	\$215.00
Hourly rate with lights: community/school	\$157.50	\$164.00	\$169.00
School use between 9am - 3pm	\$738.40	\$768.00	\$790.00
Single court hourly: user group squads: without lights	\$31.50	\$20.00	\$20.00
Single court hourly: user group squads: with lights	\$38.00	\$30.00	\$30.00
Highball court up to 12 hours	\$432.50	\$450.00	\$465.00
Hourly rate without lights: commercial	\$50.00	\$52.00	\$54.00
Hourly rate without lights: community/school	\$39.50	\$41.00	\$42.00
Hourly rate with lights: commercial	\$62.00	\$64.50	\$67.00
Hourly rate with lights: community/school	\$52.00	\$54.00	\$56.00
School use between 9am - 3pm	\$260.00	\$270.00	\$280.00
Show court up to 12 hours	\$580.00	\$603.00	\$620.00
Hourly rate without lights: commercial	\$65.50	\$68.00	\$70.00
Hourly rate without lights: community/school	\$54.00	\$56.00	\$57.00
Hourly rate with lights: commercial	\$75.50	\$78.50	\$81.00
Hourly rate with lights: community/school	\$64.80	\$67.40	\$69.00
School use between 9am - 3pm	\$270.50	\$281.00	\$290.00
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$616.00	\$640.00	\$640.00
Single Team	\$368.00	\$382.00	\$382.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$195.50	\$200.00	\$200.00
Up to 12 hours (room only)	\$346.00	\$350.00	\$350.00
Per hour	\$33.00	\$35.00	\$35.00
User groups up to 12 hours	\$117.50	\$122.00	\$122.00
User groups per hour	\$12.50	\$13.00	\$13.00
Meeting room up to 12 hours	\$58.50	\$61.00	\$61.00
Per hour	\$12.50	\$13.00	\$13.00
Kitchen facilities	\$155.00	\$161.00	\$161.00
User group sports hire up to 12 hours	\$1,020.00	\$1,060.00	\$1,060.00
3crt stadium Commercial users up to 12 hours	\$1,645.00	\$1,650.00	\$1,690.00
2crt NB stadium up to 12 hours	\$800.00	\$832.00	\$865.00
Gymnastics			
1 hour recreational class fee (per hour)	\$10.50	\$10.90	\$11.20
2 hour classes class fee (per hour)	\$10.50	\$10.90	\$11.20
3 hour class fee (per hour)	\$7.60	\$7.90	\$8.15
Above 3 hour class fee (per hour)	\$7.60	\$7.90	\$8.15
School gymnastics with instruction (per student)	\$5.50	\$5.70	\$6.00
Small school group class fee (1hr)	\$54.00	\$57.00	\$60.00
Adult Group (per person)	\$9.15	\$9.50	\$9.80
Gymnastics facility hire (per hr) for external gymnastics groups	\$54.00	\$57.00	\$60.00
Ed gym 1 hr class	\$8.60	\$9.00	\$9.50
School Holiday Program 2 hr class	\$17.50	\$18.00	\$20.00
Birthday Party Program per child	\$11.50	\$12.00	\$12.50
Outside School Hours Care			
Vacation care daily rate	\$57.50	\$59.80	\$62.00
After school care casual rate per session	\$21.00	\$22.00	\$27.30
After school care permanent rate per session	\$17.00	\$18.00	\$22.70

Kindergartens

New fees to apply from 1 January 2015

User Fees & Charges	2014	2015	2016
Fee's Per Term- 4 year old (15 hour per week)			
Term 1 & 2	\$220.00 per term	\$245.00 per term	TBC per term
Term 3 & 4	\$235.00 per term	\$270.00 per term	TBC per term
Fee's Per Term- 3 year old (3 hours per week)			
Term 1 & 2	\$145.00 per term	\$155.00 per term	\$185.00 per term
Term 3 & 4	\$150.00 per term	\$170.00 per term	TBC per term

Note: 4 y/o kindergarten teacher to student ratio proposed changes may impact fees from 2016 onwards.

After Kinder Care

New fees to apply from 1 July 2015

User Fees & Charges		2014/15	2015/16
	Term 3 & 4	NA	\$38.00
Session fee – per day			
	Term 1 & 2	\$35.00	\$40.00

Centre Based Care

New fees to apply from 1 July 2015

User Fees & Charges	2014	2015	2016
Weekly fee	Nil Weekly Fee	Nil Weekly Fee	Nil Weekly Fee
Daily fee	\$87.40*	\$91.00* (July-Dec 2014) \$94.60* (Jan-June 2015)	TBC
Session fee - morning	\$8.74 Hour*	\$9.10* (July-Dec 2014) \$9.46* (Jan-June 2015)	TBC
Session fee - afternoon	\$8.74 Hour*	\$9.10* (July-Dec 2014) \$9.46* (Jan-June 2015)	TBC

*Actual cost to families will depend on each families' Childcare Benefit Status (as determined via Centrelink), and will also attract a rebate on out of pocket expenses determined by the Federal Government

Family Day Care

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
8am to 6pm – per hour	Independent fees & charges set by Educators under National guidelines	Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines
After hours – per hour			
Public holidays – per hour			
Breakfast			
Lunch			
Dinner			
Snacks			
Trips			
Parent Admin Levy	\$7.80*	\$8.00*	\$8.20*
Educator Levy	\$0.40 per hour	\$0.45 per hour	\$0.55 per hour

*per child per week, capped at 2 children

Home Maintenance

User Fees & Charges	2013/14	2014/15	2015/16
Lawn mowing and tip fees: low	\$16.98	\$17.43	\$18.00
Lawn mowing and tip fees: medium	\$30.75	\$31.58	\$32.00
Lawn mowing and tip fees: high	\$55.03	\$56.51	\$57.00
Property maintenance (plus cost of materials): low	\$13.77	\$14.14	\$15.00
Property maintenance (plus cost of materials): medium	\$27.54	\$28.28	\$30.00
Property maintenance (plus cost of materials): high	\$51.86	\$53.26	\$55.00

New fee to apply from 1 July 2015– Minimum 1 hour applies.

Home Care

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Home care – low	\$8.16	\$8.38	\$8.63
Home care – medium	\$14.53	\$14.92	\$15.36
Home care – high	\$34.22	\$35.14	\$36.19
Personal care –low	\$6.83	\$7.01	\$7.36
Respite care – adult	\$6.83	\$7.01	\$7.36
Respite care – children	\$5.30	\$5.44	\$7.36
Linkages (GST inc.)	\$44.55	\$45.75	\$58.47
CACPS (GST inc.)	\$44.55	\$45.75	\$58.47
Post-Acute Care (GST inc.)	\$44.55	\$45.75	\$58.47
Plus travel costs per km – 6 cylinder vehicle	\$1.08	\$1.11	\$1.12
Plus travel costs per km – 4 cylinder vehicle	\$0.90	\$0.93	\$0.93

Minimum 1 hour applies to Home Care and Respite Care services.

Minimum ½ hour applies to Personal Care services.

Minimum 1 hour will apply to all services provided *outside* of regular hours, Monday to Friday 6 am to 6pm.

Time and ½ is charged to Linkages, CACPS and PAC after 6pm for the first 2 hours and then double time after that, Saturday incurs time and ½ for the first 2 hours and then double time before midday. After midday until Monday morning 6am charges are double time.

Planned Activity Group

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Daily session fee – low	\$7.10	\$7.30	\$7.40
Daily session fee – medium	\$11.45	NA	NA
Daily session fee – high (GST free)	\$28.00	\$29.00	\$30.00
Meal	\$7.50	\$8.00	\$8.20
Soup	\$1.50	\$1.50	\$1.50
Sweet	\$1.40	\$1.50	\$1.50

Food Services

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Full cost meals (GST free)	\$16.50	\$16.94	\$17.50
Option 1 Main meal, juice OR fruit	\$8.50	\$8.70	\$8.90
Option 2 Soup, main, dessert, juice OR fruit	\$10.71	\$11.00	\$11.40

Archie Graham Community Centre

New fees to apply from 1 July 2015

User Fees & Charges	2013/14	2014/15	2015/16
Hydro pools casual admission	\$8.50	\$8.50	\$8.70
Commercial pool use	\$85.00	\$85.00	\$87.00
Community pool use	\$51.00	\$52.00	\$53.20
Commercial rate per hour per room	\$48.00	\$50.00	\$51.30
Casual community rate per hour per room	\$32.00	\$32.00	\$32.00
Annual regular community rate (less than 10 bookings per year) per hour per room	\$40.00	\$40.00	\$41.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$18.00	\$18.00	\$18.50
Community Computer Centre per 1 hour session	\$3.80	\$4.00	\$4.50
Health promotion programs: strength training	\$5.80	\$6.00	\$6.20
Health promotion programs: Warrnambool Senior Club Members	\$5.40	\$5.60	\$6.20
Heartmoves	\$5.00	\$5.00	\$5.40
Lift 4 life	NA	\$6.00	\$6.00
Aqua lite / Mother & Babies Programs (9 week sessions)	NA	NA	\$10.00/ session
Bike Hire Group Program	NA	NA	\$5.00

Health

New fees to apply from 1 August 2015

User Fees & Charges		2013/14	2014/15	2015/16
Food				
Class 1		\$390.00	\$400.00	\$410.00
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$365.00	\$375.00	\$385.00
	Where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500) (e.g. supermarkets)	\$22.00	\$23.00	\$25.00
	Accommodation Kitchen (e.g. motels)	\$270.00	\$275.00	\$280.00
	Bed and Breakfast (register as a food)	\$165.00	\$170.00	\$180.00
	Community Group (e.g. not-for-profit groups)	\$115.00	\$120.00	\$125.00
Class 3	Class 3 General	\$135.00	\$140.00	\$145.00
	Domestic Kitchen	NA	NA	NA
	Community Group (e.g. not-for-profit groups)	\$102.00	\$105.00	\$107.00
Class 4		No Fee	No Fee	No Fee
Health				
Hairdressers, beauty salons		\$105.00	\$110.00	\$115.00
Skin penetration establishments		\$105.00	\$110.00	\$115.00
Accommodation premises (motels)		\$190.00	\$195.00	\$200.00
Additional fee for microbiological testing of potable water, swimming pools and spas		\$102.00	\$105.00	\$107.00
Septic tank applications		\$230.00	\$240.00	\$250.00
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government
Inspection request fee (prior to transfers)		\$115.00	\$120.00	\$125.00
Re-inspection fee (NEW FEE)			\$60.00	\$65.00
New registrations		Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee
Transfer fee and late payment fee		Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee

Pro-rata fees apply for new registrations (quarterly)

Local Laws

New fees to apply from 1 August 2015

User Fees & Charges	2013/14	2014/15	2015/16
Derelict vehicle release	\$300.00	\$310.00	\$320.00
Tables and chairs	\$160.00	\$160.00	\$170.00
Goods on footpath	\$160.00	\$170.00	\$180.00
A/Frames permit	\$115.00	\$120.00	\$125.00
Impounded trolley release fee	\$80.00	\$85.00	\$90.00
Permit to burn	\$60.00	\$75.00	\$80.00
Horses on beach permit	\$200.00	\$200.00	\$220.00
Hire of cat cage	\$25.00	\$25.00	\$30.00

Parking Fees & Fines

New fees to apply from 1 August 2015

User Fees & Charges	2013/14	2014/15	2015/16
On-Street (per hour)			
Area A (1P)	\$1.10	\$1.10	\$1.10
Area B (2P)	\$0.90	\$1.00	\$1.00
Area C (4P)	\$0.60	\$0.70	\$0.70
Off-Street Carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone, Parkers & Target)	\$0.90/hr	\$0.90/hr	\$0.90/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street) off Fairy Street.	\$0.80/hr or \$4.20/day	\$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street, Grace Av.	\$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street, Grace Av.
Parking Permits			
Disabled and Returned Service:			
Replacement	\$7.00	\$7.00	\$7.00
New	\$12.00	\$12.00	\$12.00
Car parking Fines			
Car parking fines set by Council	\$65.00	\$66.00	\$67.00

Animal Registrations

New fees to apply from 1 August 2015

User Fees & Charges	2013/14	2014/15	2015/16
Unsterilised dog	\$135.00	\$145.00	\$155.00
Sterilised dog	\$45.00	\$48.00	\$50.00
Unsterilised dog (pensioner)	\$67.00	\$72.00	\$75.00
Sterilised dog (pensioner)	\$23.00	\$24.00	\$25.00
Declared Dangerous or Restricted Breed		\$200.00	\$210.00
Unsterilised cat	\$102.00	\$112.00	\$120.00
Sterilised cat	\$34.00	\$39.00	\$40.00
Unsterilised cat (pensioner)	\$51.00	\$56.00	\$60.00
Sterilised cat (pensioner)	\$17.00	\$19.00	\$20.00
Replacement registration tag	\$14.00	\$16.00	\$18.00
Grazing permit	\$155.00	\$160.00	\$170.00
Registered animal businesses	\$145.00	\$150.00	\$155.00
Impounded animal release fee:			
Cat	\$89.00	\$93.00	\$96.00
Dog	\$128.00	\$132.00	\$136.00

Pro-rata fees – 50% of pet registration fees apply after 1 November.

Deceased animals – 50% refund of fees available up to 1 November.

4. GROWTH

Warrnambool Livestock Exchange

New fees to apply from 1 September 2015 • Includes GST

User Fees & Charges	2013/14	2014/15	2015/16
Bobby Calves	\$3.77	\$3.90	\$4.00
Calves	\$8.98	\$8.20	\$8.35
Bulls	\$17.45	\$17.95	\$18.30
Cattle	\$12.05	\$12.40	\$12.65
Sheep	\$0.60	\$0.60	\$0.60
Store - cattle	\$10.61	\$10.95	\$11.20
Dairy - cattle	\$13.25	\$13.65	\$13.90
Hire of dairy ring	<100 \$11.07 per head >100 head \$1,107.00 >200 head \$1,448.00 >300 head \$1,765.00 >400 head \$2,100.00 >500 head \$2,450.00	<100 \$11.40 per head >100 head \$1,140.00 >200 head \$1,490.00 >300 head \$1,820.00 >400 head \$2,165.00 >500 head \$2,525.00	<100 \$11.62 per head >100 head \$1,162.00 >200 head \$1,520.00 >300 head \$1,856.00 >400 head \$2,208.00 >500 head \$2,575.00
Agents fees	\$104,000	\$107,000	\$109,140
Office rental (per office)	\$2,620	\$2670	\$2,723
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.88	\$0.90	\$0.92
Truck wash fees (per minute) all other times	\$1.33	\$1.35	\$1.38
Weigh fees 1 Head	\$2.35	\$2.45	\$2.50
2 Head	\$2.04	\$2.10	\$2.14
3 Head	\$1.68	\$1.75	\$1.79
4 Head	\$1.43	\$1.50	\$1.53
5 Head	\$1.12	\$1.15	\$1.17
6 Head or more	\$0.82	\$0.85	\$0.87
Scanner fee hire per day	\$97.00	\$100.00	\$102.00
Scanner transfer fee per head	\$1.78	\$1.85	\$1.90
Cattle not sold at store sale: scanning fee per head	\$2.25	\$2.35	\$2.40
Private weighs	\$5.90	\$6.10	\$6.20

Flagstaff Hill Maritime Village

New fees apply from 1 April 2014 – 31 March 2015 in accordance with Tourism Industry Standards

User Fees & Charges	2013/14	2014/15	2015/16
Admission Fees			
Adults	\$16.00	\$16.00	\$16.50
Concession	\$12.50	\$12.50	\$13.00
Child	\$6.50	\$6.50	\$6.50
Family	\$39.00	\$39.00	\$39.00
"Shipwrecked" Sound & Light Show Admissions			
Adults	\$26.00	\$26.00	\$26.50
Concession	\$23.00	\$23.00	\$23.50
Child	\$13.95	\$13.95	\$14.50
Family	\$67.00	\$67.00	\$69.00
Flagstaff Hill Memberships			
Individual	\$35.00	\$40.00	\$40.00
Grandparents (2A + 2C)	\$70.00	\$70.00	\$70.00
Family (2A + 2C)	\$80.00	\$85.00	\$85.00
Lighthouse Lodge			
Room Rate – Normal	\$155.00	\$155.00	\$165.00
Room Rate – Peak	\$175.00	\$175.00	\$185.00
Exclusive Use Rate – Normal	\$375.00	\$375.00	\$385.00
Exclusive Use Rate - Peak	\$425.00	\$425.00	\$435.00

Visitor Services

User Fees & Charges	2013/14	2014/15	2015/16
Access to Visitor Information Centre			
Displays in Visitor Centre	\$100p/w	\$100p/w	
Display of brochures and access to visitor	Rates to be reviewed as part of Regional Tourism Board implementation	Rates to be reviewed as part of Regional Tourism Board implementation	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus

Holiday Parks

New fees to apply from 1 July 2015

Note: Surfside is moving to use of online sales.

Rates will move to demand yield model in 2013/14 and will vary dependent upon demand.

User Fees & Charges	2013/14	2014/15	2015/16
Surfside Holiday Park			
Sites Powered : Peak Season			
Site fees: weekly powered	\$392.00	\$392.00	\$400.00
Site fees: daily powered	\$56.00	\$56.00	\$58.00
Site fees: night two person	\$56.00	\$56.00	\$58.00
Site fees: night single	\$56.00	\$56.00	\$58.00
Sites Powered: High Season			
Site fees: weekly powered			\$330.00
Site fees: daily powered	\$45.00	\$47.00	\$48.00
Site fees: night two person	\$35.00	\$35.00	\$36.00
Site fees: night single	\$30.00	\$30.00	\$31.00
Sites Powered: Low Season			
Site fees: weekly			\$210.00
Site fees: night family	\$42.00	\$45.00	\$46.00
Site fees: night two person	\$32.00	\$33.00	\$34.00
Site fees: night single	\$27.00	\$29.00	\$30.00
Shipwreck Holiday Park			
Sites Unpowered : Peak Season			
Site fees: weekly unpowered		\$343.00	\$350.00
Site fees: daily family unpowered	\$48.00	\$49.00	\$50.00
Site fees: night two person	\$48.00	\$49.00	\$50.00
Site fees: night single	\$48.00	\$49.00	\$50.00
Sites Unpowered: High Season			
Site fees: weekly			\$280.00
Site fees: daily family	\$36.00	\$40.00	\$40.00
Site fees: night two person	\$32.00	\$33.00	\$34.00
Site fees: night single	\$27.00	\$28.00	\$29.00
Sites Unpowered: Low Season			
Site fees: weekly			
Site fees: night family	\$30.00	\$33.00	\$33.00
Site fees: night two person	\$30.00	\$31.00	\$31.00
Site fees: night single	\$25.00	\$26.00	\$26.00
Freedom Choice Area - Low Season			
Sites fees: night	NA	\$20.00	\$20.00
Surfside Cabins			
Beach Chalet: Peak Season			
Beach Chalets - Daily	\$240.00	\$240.00	\$245.00
Beach Chalets - Weekly	\$1,225.00	\$1,680.00	\$1715.00
Beach Chalet: High Season			
Beach Chalets - Daily	\$195.00	\$197.00	\$197.00
Beach Chalets - Weekly	\$1,365.00	\$1,379.00	\$1379.00
Beach Chalet: Low Season			
Beach Chalets - Daily	\$165.00	\$170.00	\$170.00
Beach Chalets - Weekly	\$1,155.00	\$1,190.00	\$1190.00
Cedar Cabins: Peak Season			
Cedar cottages: daily	\$180.00	\$180.00	\$180.00
Cedar cottages: weekly	\$1,100.00	\$1,260.00	\$1260.00
Cedar Cabins: High Season			
Cedar cottages: daily	\$150.00	\$150.00	\$150.00
Cedar cottages: weekly	NA	\$1,050.00	\$1050.00
Cedar Cabins: Low Season			
Cedar cottages: daily	\$140.00	\$140.00	\$140.00
Cedar cottages: weekly	NA	\$980.00	\$980.00
Mariner cottages: Peak Season			
Mariners cottages: daily	\$165.00	\$170.00	\$175.00
Mariners cottages: weekly	\$980.00	\$1,190.00	\$1,200.00
Mariner cottages: High Season			
Mariners cottages: daily	\$130.00	\$135.00	\$140.00
Mariners cottages: weekly	NA	\$945.00	\$950.00
Mariner cottages: Low Season			
Mariners cottages: daily	\$109.00	\$115.00	\$120.00
Mariners cottages: weekly	NA	\$805.00	\$820.00

City Strategy & Development

New fees to apply from 1 July 2015

Fees are in accordance with the Planning and Environment (Fees) Regulation 2000 and the Subdivision (Permit and Certification Fees) Regulation 2000, and **are subject to change in accordance with changes to the government legislation and regulations.**

All Planning Applications

An application for a permit under Section 47 must be accompanied by the fee set out for an application of that particular Class, as follows:

General Planning Fees

Class	Type of Permit Application	2013/14	2014/15	2015/16
1	Use Only	\$502.00	\$502.00	\$502.00
2	Single Dwelling (\$10,000 - \$100,000)	\$239.00	\$239.00	\$239.00
3	Single Dwelling (More than \$100,001)	\$490.00	\$490.00	\$490.00
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other Developments (10,000 or less)	\$102.00	\$102.00	\$102.00
5	Other Developments (\$10,000 - \$250,000)	\$604.00	\$604.00	\$604.00
6	Other Developments (\$250,000 - \$500,000)	\$707.00	\$707.00	\$707.00
7	Other Developments (\$500,000 - \$1 million)	\$815.00	\$815.00	\$815.00
8	Other Developments (\$1,000,001 million - \$7 million)	\$1,153.00	\$1,153.00	\$1,153.00
9	Other Developments (\$7,000,001 - \$10 million)	\$4,837.00	\$4,837.00	\$4,837.00
10	Other Developments (\$10,000,001 - \$50 million)	\$8,064.00	\$8,064.00	\$8,064.00
11	Other Developments (More than \$50,000,000)	\$16,130.00	\$16,130.00	\$16,130.00
12	To Subdivide an existing building	\$386.00	\$386.00	\$386.00
13	To Subdivide land into two lots	\$386.00	\$386.00	\$386.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$386.00	\$386.00	\$386.00
15	All other Subdivisions than Class 12, 13, 14	\$781.00	\$781.00	\$781.00
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	\$249.00	\$249.00	\$249.00
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right-of-way.	\$541.00	\$541.00	\$541.00
18	To Create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown	\$404.00	\$404.00	\$404.00

City Strategy & Development (Cont.)

New fees to apply from 1 July 2015

Subdivision of Land	2013/14	2014/15	2015/16
Fee for processing application to certify a plan of subdivision in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot
Fee for processing any other application for certification under the Subdivision Act 1988 in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00	\$100.00	\$100.00
Fee for checking Engineering Plans as per Section 17 (2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 5.	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works
Fee for supervision of works as per section 17(2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 6.	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work

Fees to Amend Applications after Notice has been given (Regulation 8A)

	2013/14	2014/15	2015/16
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 7.	\$102.00	\$102.00	\$102.00
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 8B.	\$102.00	\$102.00	\$102.00

Applications for Amendments to Permit (Regulation 8B)

Class	Type of Permit Application	2013/14	2014/15	2015/16
1	To amend a permit to use land if that amendment is to change the use for which the land may be used.	\$502.00	\$502.00	\$502.00
2	To amend a permit: (a) to change the statement of what the permit allows (b) to change any or all of the conditions which apply to the permit (c) in any way not otherwise provided for in this regulation	\$502.00	\$502.00	\$502.00
3	To amend a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is: > \$10,000 - \$100,000	\$239.00	\$239.00	\$239.00
4	> \$100,001	\$490.00	\$490.00	\$490.00
5	To amend a permit to develop land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less	\$102.00	\$102.00	\$102.00
6	To amend a permit if the estimated cost of any additional development to be permitted by the amendment is > \$10,001 - \$250,000	\$604.00	\$604.00	\$604.00
7	> \$250,001 - \$500,000	\$707.00	\$707.00	\$707.00
8	> \$500,001	\$815.00	\$815.00	\$815.00
9	To amend a permit to: (a) subdivide an existing building. (b) Subdivide land into two lots. (c) Effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$386.00	\$386.00	\$386.00

City Strategy & Development (Cont.)

New fees to apply from 1 July 2015

Planning Scheme Amendment Fees

Set in Accordance with Planning and Environment (Fees) Regulations 2000

Class	Type of Permit Application	2013/14	2014/15	2015/16
1.	Considering a Request for an Amendment	\$798.00	\$798.00	\$798.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$798.00	\$798.00	\$798.00
3.	Adoption of Amendment by Responsible Authority	\$524.00	\$524.00	\$524.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$798.00	\$798.00	\$798.00

Other Matters Regulation 10, 11 & 12

User Fees & Charges	2013/14	2014/15	2015/16
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$102.00	\$102.00	\$102.00
Planning Certificates	NA	NA	NA
Certificates of Compliance	\$147.00	\$147.00	\$147.00

Planning Fees

User Fees & Charges	2013/14	2014/15	2015/16
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$90.00	\$93.15	\$94.75
Extension of time for Planning Permits:			
First extension	\$93.00	\$96.25	\$97.90
Second extension	\$258.00	\$267.00	\$271.55
Additional extensions	\$350.00	\$362.25	\$368.40
Approval of Development Plans to the satisfaction of the Responsible Authority	\$608.00	\$629.25	\$639.95
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	\$608.00	\$629.25	\$639.95
Approval of 173 Agreements (plus cost of legal advice if required)	\$150.00	\$155.25	\$157.90
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	\$150.00	\$155.25	\$157.90
Liquor License requests	\$140.00	\$144.90	\$147.35
Notification of Planning Applications or Planning Scheme Amendments:			
Up to 10 letters/notices	\$100.00	\$103.50	\$105.25
Additional letters/notices	\$5.00	\$5.00	\$5.10
Property Inquiry relating to planning history	\$70.00	\$72.45	\$73.70

Mapping Products (Commercial Use)

Option of **a) aerial photography** or **b) customised colour map** using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF.

Size	2013/14	2014/15	2015/16
A0	\$128.00	\$132.50	\$135.00
A1	\$102.00	\$105.50	\$107.00
A2	\$76.00	\$78.50	\$80.00
A3	\$52.00	\$54.00	\$55.00
A4	\$50.00	\$52.00	\$53.00

Note: When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.

Mapping Products (Commercial Use)

Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer. Can be provided as hardcopy or PDF. NB 4% increase onto unit cost from 2009/10.

Size	2013/14	2014/15	2015/16
A0	\$200.00	\$207.00	\$210.50
A1	\$155.00	\$160.50	\$163.00
A2	\$117.00	\$121.00	\$123.00
A3	\$76.00	\$78.50	\$80.00
A4	\$38.00	\$39.50	\$40.00

Note: Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.

Building Services

* charges are subject to GST. All application fees are subject to change

Class	Description	Value of Work	2014/15 Fees	2015/16 Fees
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$693.45	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$705.00
1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,001-\$250,000 \$250,001-\$300,000 >\$300,000	\$1,397.25 \$1,852.65 \$2,380.50 \$3,084.30 Large projects negotiable	\$1,421.00 \$1,884.00 \$2,421.00 \$3,137.00 Value ÷ 105 Large projects negotiable
1A	Dwellings – extensions/alterations (including demolitions)	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 \$100,001-\$150,000 >\$150,000	\$512.30 \$636.50 \$869.40 \$1,216.10 \$1,624.95 Value ÷ 110	\$521.00 \$647.00 \$884.00 \$1,237.00 \$1,653.00 Value ÷ 105
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$377.75 \$512.30 \$755.55 \$952.20 Value ÷ 110	\$384.00 \$521.00 \$768.00 \$968.00 Value ÷ 105
10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$5,000 Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$377.75 \$512.30 \$636.50 \$755.55 \$952.20 Value ÷ 110	\$384.00 \$521.00 \$768.00 \$968.00 Value ÷ 105
10B	Pool fence (without pool)	N/A	\$155.25	\$158.00
Sundry	Any additional inspection	Domestic Commercial	\$175.95 \$238.05	\$179.00 \$242.00

Please refer below for details of additional charges and conditions relevant to all Building Applications.

NOTE: THE FOLLOWING COSTS APPLY IN ADDITION TO THE BASIC FEE SCALE:

- A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt) - **SET BY STATE GOVERNMENT**
- A lodgement fee of \$34.85 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt). – **SET BY STATE GOVERNMENT**
- The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
- Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.
- Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc. are charged on a cost recovery basis.

Additional Fees

* Charges are subject to GST.

Description	2014/15 Fees	2015/16 Fees
Amendment and/or extension of building permits	\$175.95	\$178.95
Amendment of approved plans		
Building Notice	\$621.00	\$631.55
Building Order	\$414.00	\$421.00
Temporary Structure Siting Approval	\$414.00	\$421.00
Places of public entertainment occupancy permit	\$517.50	\$526.30
Swimming Pool Safety Fence Inspections	\$155.25	\$157.90
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.00	\$15.25
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$30.00	\$30.50
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$60.00	\$61.00
Property inquiry relating to Building History	\$72.45	\$73.70
Essential Safety Measure Assessment	\$569.25 (min)	\$578.90 (min)

Building Services (Cont.)

* charges are subject to GST.

All application fees are subject to change

Statutory Fees

*Set in Accordance with Building Regulations 2006 and are subject to change.

Description	2014/15 Fees	2015/16 Fees
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	\$47.60 each	\$47.60 each
Dispensation for siting of single dwellings	\$230.00 each	\$230.00 each
Application for demolition consents (Section 29A) (GST not applicable)	\$58.17	\$58.17
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00

Appendix E

Activities & Initiatives 2015-2016

Objective 1: A Leading Regional City

STRATEGY: 1.01 – Govern as a well-planned, researched, accountable, strategic and sustainable Council.

Strategic Indicator: 1.01.01 – Ensure statutory compliance with the Local Government Act by delivering all actions in Council's compliance checklist.

Indicator	Activity & Initiative	Date
1.01.01	Ensure Councils statutory compliance requirements are met and updated in the compliance checklist.	June 2016
1.01.01	Ensure completion and legislative compliance of the 2016 General Revaluation	April 2016
1.01.01	Ensure Councils Annual Report is completed and lodged to meet statutory compliance including the introduction of the Local Government Performance Reporting Framework.	Sep 2015

Strategic Indicator: 1.01.02 – Deliver strategic outcomes as outlined in Council Plan.

Indicator	Activity & Initiative	Date
1.01.02	Report quarterly on Council Plan achievements	June 2016

Strategic Indicator: 1.01.03 – Achieve “low risk” financial sustainability rating by the Victorian Auditor General.

Indicator	Activity & Initiative	Date
1.01.03	Ensure the annual budget is structured and finances are managed to achieve low risk financial sustainability.	Dec 2015

STRATEGY: 1.02 – Advocate for the city and the Great South Coast region.

Strategic Indicator: 1.02.01 – Recognise the Great South Coast Regional Plan and its cross-over with the Council Plan and focus on advocacy efforts accordingly.

Indicator	Activity & Initiative	Date
1.02.01	Advocate for Councils priority projects for the City and to maximise funding opportunities.	June 2016

Strategic Indicator: 1.02.02 – Develop and implement an Advocacy Plan for Warrnambool.

Indicator	Activity & Initiative	Date
1.02.02	Review and update Councils advocacy plan	Dec 2015

STRATEGY: 1.03 – Enhance community engagement and transparency in Council activities.

Strategic Indicator: 1.03.01 – Ensure community engagement and communication initiatives provide a range of options for community involvement.

Indicator	Activity & Initiative	Date
1.03.01	Contribute to the development of a community engagement approach that supports and informs all services and projects within community services	June 2016
1.03.01	Induct the new Youth Council and facilitate preparation and implementation of their annual plan.	June 2016

STRATEGY: 1.04 – Deliver efficient and effective Council services.

Strategic Indicator: 1.04.01 – Provide excellent customer service and implement the Customer Service Strategy and Charter.

Indicator	Activity & Initiative	Date
1.04.01	Complete a review of the City Assist Customer Service Model to establish an understanding as to whether it continues to meet current service delivery model best practice.	June 2016
1.04.01	Expand the range of e-business services available for Councils customers	April 2016

Strategic Indicator: 1.04.02 - Support staff to be innovative and efficient in the delivery of services and consider collaborative and resource sharing opportunities

Indicator	Activity & Initiative	Date
1.04.02	Provide opportunities for staff to participate in regional and sector related Leadership Development Programs	June 2016
1.04.02	Create electronic data capture and devise reporting systems on all outdoor works programs.	June 2016
1.04.02	Develop and implement an efficiency and innovation program within Council.	June 2016

Strategic Indicator: 1.04.03 - Implement the annual Service Review program and Continuous Improvement principles.

Indicator	Activity & Initiative	Date
1.04.03	Implement a framework for ongoing review of Council services in line with LG Act Best Value Principles	June 2016
1.04.03	Implement LEAN Management training program for key Council staff	Sept 2015
1.04.03	Undertake a service review and gap analysis for asset management	June 2016
1.04.03	Undertake a detailed service review including service standards of both street and footpath cleaning.	June 2016
1.04.03	Complete a service review for the Community Services Administration functions.	June 2016
1.04.03	Participate in the Corangamite Regional Library review of the regional library service.	June 2016

Strategic Indicator: 1.04.04 - Consistent review of strategic risk in Council decision making.

Indicator	Activity & Initiative	Date
1.04.04	Implement the annual review program of Council's strategic risks.	Dec 2015
1.04.04	Review tree assets audited in annual power-line clearance programs and identify ways of reducing trimming demands	June 2016

Strategic Indicator: 1.04.05 - Utilise technological advances to improve service delivery and recognise staff innovations and input into new ideas and change processes.

Indicator	Activity & Initiative	Date
1.04.05	Recommend software supplier for upgrade of Councils Electronic Document Management System	June 2016
1.04.05	Implement a system to audio record all ordinary council meetings.	July 2015
1.04.05	Replacement of the Lotus Notes suite of software in accordance with Councils Information Communication Technology (ICT) Strategy	June 2016
1.04.05	Implement electronic timesheet management for staff across the organisation	Dec 2015
1.04.05	Develop and implement a Council intranet facility	Dec 2015
1.04.05	Use new technology to undertake condition assessments of Council assets for best quality information and efficiency	June 2016

Strategic Indicator: 1.04.06 - Implement and promote environmentally sustainable practices.

Indicator	Activity & Initiative	Date
1.04.06	Work in partnership with organisations and community for Ride to Work and Walk to Work events.	June 2016

STRATEGY: 1.05 – Manage our resources responsibly.

Strategic Indicator: 1.05.01 - Implement an accountable, sustainable budget and financial strategy.

Indicator	Activity & Initiative	Date
1.05.01	Coordinate, prepare and have adopted Council's Annual Budget and Strategic Resource Plan.	June 2016
1.05.01	Review and update Councils Long Term Financial Plan.	June 2016
1.05.01	Prepare Councils Annual Financial Statements and lodge with the Minister by 30 September.	Sep 2015
1.05.01	Identify Councils approach to the introduction of rate capping.	Mar 2016

Strategic Indicator: 1.05.02 - Implement processes to ensure Council's research, partnerships and advocacy activities maximise grant funding opportunities to achieve maximum outcomes for the Warrnambool community.

Indicator	Activity & Initiative	Date
1.05.02	Council seek grant funding opportunities to maximise outcomes for the Warrnambool community	June 2016

Strategic Indicator: 1.05.03 - Implement strategies that ensure Council can attract and retain suitable qualified and experienced staff.

Indicator	Activity & Initiative	Date
1.05.03	Promote participation in WCC's Learning and Development programs.	June 2016

Strategic Indicator: 1.05.04 - Promote an open and inclusive workplace culture where individuals are supported to reach their potential.

Indicator	Activity & Initiative	Date
1.05.04	Ensure staff undertake a range of compliance training in accordance with Council's Learning and Development Program.	June 2016
1.05.04	Assess compliance with Councils workplace safety framework associated with outdoor employees and implement recommendations for any improvements.	Dec 2015

Strategic Indicator: 1.05.05 - Comply with the requirements of Council's Asset Management Plan.

Indicator	Activity & Initiative	Date
1.05.05	Complete the asset management plan for drainage including an audit of assets.	June 2016

STRATEGY: 1.06 – Foster regional collaboration and coordination to improve social, economic and health outcomes for residents living across the Great South Coast.

Strategic Indicator: 1.06.01 - Strengthen Council's contribution to Great South Coast initiatives and projects.

Indicator	Activity & Initiative	Date
1.06.01	Participate in Great South Coast forums to promote Councils priority projects.	June 2016
1.06.01	Advocate for Stage 2 of the South West Healthcare redevelopment and improvements to specialist medical services.	June 2016

Strategic Indicator: 1.06.02 - Support, advocate and contribute to the Great South Coast Regional Plan.

Indicator	Activity & Initiative	Date
1.06.02	Promote the Great South Coast Regional Plan as part of Councils advocacy initiatives.	June 2016
1.06.02	Ensure Councils priority projects are included in the Great South Coast Regional Advocacy Plan.	June 2016

Strategic Indicator: 1.06.03 - Improve service co-ordination across the region.

Indicator	Activity & Initiative	Date
1.06.03	Explore shared services opportunities with other local Councils in relation to Information Technology	Dec 2016
1.06.03	Explore shared service opportunities with other local Councils for road resealing	June 2016

Objective 2: A Sustainable City

STRATEGY: 2.01 – Aim to be a leading recycler and environmentally sustainable organisation.

Strategic Indicator: 2.01.01 - Implement purchasing programs and retrofitting buildings for sustainable energy as outlined in Council's Climate Change Action Plan.

Indicator	Activity & Initiative	Date
2.01.01	Commence implementation of outcomes from the Smart Building energy consumption audit at the Gymnastics Centre.	June 2016
2.01.01	Implement priority actions from the Civic Precinct Smart Buildings project	June 2016
2.01.01	Incorporate demonstrable sustainability measures into Council's Building maintenance program	June 2016
2.01.01	Increase utility efficiency through the implementation of trend monitoring software at the Lighthouse Theatre	June 2016

Strategic Indicator: 2.01.02 – Continue to improve staff knowledge and awareness of sustainability initiatives that reduce Council's carbon footprint through Council's Green Environment Team.

Indicator	Activity & Initiative	Date
2.01.02	Allocate funding to Council's Green Environment Team to facilitate sustainable initiatives relevant to Council operations.	June 2016
2.01.02	Implement initiatives from Council's Green Environment Team.	June 2016

Strategic Indicator: 2.01.03 - Implement works that protect our natural environment and biodiversity.

Indicator	Activity & Initiative	Date
2.01.03	Implement environmentally sustainable measures in asset renewal programs	June 2016
2.01.03	Establish a proactive pest animal management program	June 2016
2.01.03	Establish a proactive weed management program	June 2016
2.01.03	Prepare a Vegetation Precinct Plan for the Warnambool Foreshore	June 2016

Strategic Indicator: 2.01.04 - Work in partnership with local businesses, organisations and the community to promote and implement environmentally sustainable initiatives.

Indicator	Activity & Initiative	Date
2.01.04	Support and promote Seal the Loop bins and support the community groups that maintain them	June 2016
2.01.04	Support the Sustainable Living Festival	June 2016
2.01.04	Facilitate the Smart Living Workshops	June 2016

STRATEGY: 2.02 - Protect, enhance and improve access to our coastal reserves and waterways.

Strategic Indicator: 2.02.01 - Adopt and implement key initiatives from the Coastal Management Plan and Vegetation Management Plan.

Indicator	Activity & Initiative	Date
2.02.01	Implement dune stabilisation and rehabilitation between Granny's Grave and the Flume	June 2016
2.02.01	Seek funding to assist in implementation actions of the Coastal Management Plan and Vegetation Management Plan.	June 2016

Strategic Indicator: 2.02.02 - Undertake programs that enhance the health of our rivers and wetland systems.

Indicator	Activity & Initiative	Date
2.02.02	Support and work with the grant funded program Making A Difference for the Merri.	June 2016

Strategic Indicator: 2.02.03 - Review the combined needs of all users of lady bay including safer boating facilities and provide for a sustainable future

Indicator	Activity & Initiative	Date
2.02.03	Implement priority actions from the Coastal Management Plan relating to access points along the coast.	June 2016

STRATEGY: 2.03 - Promote sustainable transport systems.**Strategic Indicator:** 2.03.01 - Implement key actions from Council's Sustainable Transport Strategy.

Indicator	Activity & Initiative	Date
2.03.01	Implement Annual program of Sustainable Transport Infrastructure works for pedestrians and bicycles	June 2016
2.03.01	Monitor and report to Council usage data for key sustainable transport routes	June 2016
2.03.01	Implement the Healthy Moves Program and support local walking and cycling groups	June 2016

Strategic Indicator: 2.03.02 - Pursue funding to implement key actions relating to sustainable transport as outlined in the City Centre Revitalisation Plan including rail, bus, cycling and trails initiatives.

Indicator	Activity & Initiative	Date
2.03.02	Pursue funding for Councils allocation towards the City Centre Revitalisation Project	June 2016

Strategic Indicator: 2.03.03 - Advocate for renewal of the Warrnambool Railway Precinct to facilitate improved traffic flow, parking and accessibility and implement actions from the Railway Station Precinct Plan.

Indicator	Activity & Initiative	Date
4.06.03	Work with State Government on options to facilitate car park redevelopment within the Railway precinct.	June 2016

STRATEGY: 2.04 – Create natural and open space environments in Warrnambool.**Strategic Indicator:** 2.04.01 - Adopt and implement key recommendations of the Open Space Strategy for Warrnambool.

Indicator	Activity & Initiative	Date
2.04.01	Seek funding to implement actions from the Open Space Strategy	June 2016
2.04.01	Embed Open Space Strategy into the Planning Scheme.	June 2016

Strategic Indicator: 2.04.02 - Ensure new growth areas in Warrnambool cater effectively for the public open space needs of residents in accordance with growth area structure plans and the Warrnambool Open Space Strategy.

Indicator	Activity & Initiative	Date
2.04.02	Align open space requirements from new developments with Councils Open Space Strategy.	June 2016

Strategic Indicator: 2.04.03 - Improve accessibility to Warrnambool's parks and open spaces by improving linkages, trails etc. and ensuring adequate infrastructure in local neighbourhoods in accordance with the Warrnambool Open Space Strategy.

Indicator	Activity & Initiative	Date
2.04.03	Prioritise and implement Councils Small Infrastructure projects to improve linkages within the municipality.	June 2016

Strategic Indicator: 2.04.04 - Mitigate growth area impacts on existing residential locations.

Indicator	Activity & Initiative	Date
2.04.04	Acknowledge the infrastructure needs of existing residential neighbourhoods and balance with the needs of new growth areas.	June 2016

STRATEGY: 2.05 – Increase access to sustainability initiatives for the community and Council.**Strategic Indicator:** 2.05.01 - Promote and facilitate opportunities for the community to take advantage of National, State and local environmental initiatives.

Indicator	Activity & Initiative	Date
2.05.01	Review the benefits of participation in the AussivIC Resourcesmart Program.	June 2016

Strategic Indicator: 2.05.02 - Seek the support of appropriate agencies to ensure the Warrnambool community has access to contemporary and innovative sustainability programs.

Indicator	Activity & Initiative	Date
2.05.02	Maximise funding opportunities from the Barwon South West Waste and Resource Recovery Group to benefit waste minimisation within the city	June 2016

STRATEGY: 2.06 – Balance financial viability with environmental sustainability.

Strategic Indicator: 2.06.01 – Implement plans and strategies that improve Warrnambool's environmental sustainability and achieve efficiency gains.

Indicator	Activity & Initiative	Date
2.06.01	Reduce waste disposal costs from storm water pit cleaning.	June 2016
2.06.01	Investigate and trial innovative infrastructure to reduce litter escaping from street bins.	June 2016
2.06.01	Review Councils Environmental Sustainability Strategy	June 2016

STRATEGY: 2.07 – Manage Council assets in a sustainable manner.

Strategic Indicator: 2.07.01 – Review and update Council's renewal funding model to ensure Council adequately funds asset replacement and maintenance while considering Council's risks.

Indicator	Activity & Initiative	Date
2.07.01	Update Councils 10 Year Fleet renewal program.	Mar 2016
2.07.01	Reseal the main runway at the Warrnambool Regional Airport facility	Dec 2015

Objective 3: A Liveable City

STRATEGY: 3.01 – Improve community health, wellbeing and safety.

Strategic Indicator: 3.01.01 - Work in partnership with others across the Great South Coast to address the significant health and wellbeing issues that impact on our communities

Indicator	Activity & Initiative	Date
3.01.01	Advocate for regional health and wellbeing initiatives through the GSC strengthen our Communities Pillar group.	June 2016

Strategic Indicator: 3.01.02 - Work in partnership with the local community to address the significant health and wellbeing issues that impact the Warrnambool community as outlined in the Warrnambool Health and Wellbeing Plan 2013 – 2017.

Indicator	Activity & Initiative	Date
3.01.02	Professional development for HACC staff and community members in relation to elder abuse recognition and prevention strategies.	June 2016
3.01.02	Increase the number of physical activity program options available to the community.	June 2016
3.01.02	Develop strategic objectives with Alzheimer's Australia Victoria for the South West Region.	June 2016
3.01.02	Implement the Health Achievement, Healthy Little Smiles and Smiles for Miles programs within services	June 2016

Strategic Indicator: 3.01.03 - Implement the Municipal Road Safety Strategy to improve road safety in the community

Indicator	Activity & Initiative	Date
3.01.03	Promote and implement road safety improvements (minor works) in accordance with the Road Safety Plan	June 2016
3.01.03	Review black spot and grey spot funding opportunities with VicRoads biannually	June 2016

Strategic Indicator: 3.01.04 - Work with the CFA to promote fire safety and implement the Municipal Fire Prevention Plan.

Indicator	Activity & Initiative	Date
3.01.04	Implement actions from the Municipal Fire Prevention Plan	June 2016

Strategic Indicator: 3.01.05 - Maintain a contemporary Municipal Emergency Management Plan.

Indicator	Activity & Initiative	Date
3.01.05	Finalise documentation for the Municipal Flood Emergency Plan	June 2016

Strategic Indicator: 3.01.06 - Participate in regional community safety initiatives.

Indicator	Activity & Initiative	Date
3.01.06	Meet Quarterly with Victoria Police and VicRoads to review emerging road safety and traffic management issues	June 2016

STRATEGY: 3.02 – Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.

Strategic Indicator: 3.02.01 – Increase participation in sport and recreation programs.

Indicator	Activity & Initiative	Date
3.02.01	Assist with the implementation of the Aquazone Access and Inclusion Report.	June 2016
3.02.01	Develop a program for increased participation in the learn to swim program, including obtaining feedback from participants regarding opportunities for improvement	June 2016
3.02.01	Investigate options regarding water treatment for the centre	June 2016
3.02.01	Undertake design and costing work for options around the future of the Aquazone dive pool area.	June 2016

Strategic Indicator: 3.02.02 - Implement initiatives and review the Warrnambool Recreation Plan 2007 – 2017.

Indicator	Activity & Initiative	Date
3.02.02	Complete the East Parks project.	June 2016
3.02.02	Complete the Jubilee Park Woodford Playspace community infrastructure project	June 2016
3.02.02	Complete the Allansford Recreation Reserve Playspace community infrastructure project	June 2016
3.02.02	Commence work on the development of a new Sport Recreation and Physical Activity Plan for Warrnambool.	June 2016
3.02.02	Complete master plan for the Lake Pertobe precinct incorporating foreshore parking	June 2016

Strategic Indicator: 3.02.03 - Develop a Strategic Plan for the future use of Reid Oval

Indicator	Activity & Initiative	Date
3.02.03	Develop a future strategic plan for the Reid Oval	June 2016

STRATEGY: 3.03 – Develop and support cultural activities that provide opportunities to celebrate, engage and participate in creative and artistic endeavours.

Strategic Indicator: 3.03.01 – Increase participation in Council's cultural programs

Indicator	Activity & Initiative	Date
3.03.01	Upgrade venue management software at the Lighthouse Theatre	June 2016
3.03.01	Develop and implement engagement strategy to encourage community performing arts group use.	June 2016
3.03.01	Constitute an Industry Panel to advise WAG on its programs and development	June 2016
3.03.01	Complete the Museum Accreditation Program for the Warrnambool Art Gallery	June 2016
3.03.01	Work with Museums Australia to develop an alternative approach to WAG's asset insurance	June 2016
3.03.01	Develop a plan for the upgrade of WAG's storage and visitor amenities	June 2016

Strategic Indicator: 3.03.02 – Work with local networks and organisations to promote cultural development across Warrnambool through the Creative Warrnambool Network

Indicator	Activity & Initiative	Date
3.03.02	Continue to work with members of the network to implement cultural development in Warrnambool.	June 2016

3.03.03 – Strengthen partnerships and support cultural initiatives of the Warrnambool community.

Indicator	Activity & Initiative	Date
3.03.03	Work in partnership with Local Aboriginal Health agencies and service providers to develop a culturally appropriate respite program	June 2016

STRATEGY: 3.04 – Invest in and create opportunities for children and young people to reach their potential and participate fully in society.

Strategic Indicator: 3.04.01 - Work in partnership to address low levels of educational attainment across the region by implementing the Great South Coast Beyond the Bell Regional Action Plan.

Indicator	Activity & Initiative	Date
3.04.01	Participate in the Great South Coast Educational Attainment Project (Beyond the Bell).	June 2016

Strategic Indicator: 3.04.02 - Work with the local community to address low levels of educational attainment across Warrnambool by leading the implementation of the Great South Coast Beyond the Bell Warrnambool Community Action Plan

Indicator	Activity & Initiative	Date
3.04.02	As part of the Great South Coast Group's 'Beyond the Bell' Year 12 Attainment project, develop an engagement strategy for people with a disability.	June 2016
3.04.02	Identify opportunities for intergenerational learning and mentoring	June 2016
3.04.02	Participate in SWLLEN volunteers in schools pilot	June 2016

Strategic Indicator: 3.04.03 - Work to improve the integration and effectiveness of Council programs driving improvement in educational attainment across the City.

Indicator	Activity & Initiative	Date
3.04.03	Apply Beyond the Bell initiatives to the Warrnambool Community.	June 2016

STRATEGY: 3.05 – Take the next steps to improving the quality of public library services in Warrnambool.

Strategic Indicator: 3.05.01 - Advocate for a new joint use Library and Learning Centre for Warrnambool.

Indicator	Activity & Initiative	Date
3.05.01	Continue to advocate for the development of a new Joint Use Library in Warrnambool.	June 2016

STRATEGY: 3.06 – Deliver high quality community services that strengthen client health and wellbeing.

Strategic Indicator: 3.06.01 - Achieve external accreditation in all Community Services areas against relevant legislation and industry standards.

Indicator	Activity & Initiative	Date
3.06.01	Position Council Services to effectively transition to the National Disability Insurance Scheme (across all age groups).	June 2016
3.06.01	Implement NDIS preparation project	June 2016
3.06.01	Implement the Early Years Frame Work into the After Kinder Care Service.	June 2016
3.06.01	Participate in the development and the implementation of Out of Home Care protocols as determined by Municipal Association of Victoria and the Department of Education and Training	June 2016
3.06.01	Address recommendations from the QIP external audit.	June 2016

STRATEGY: 3.07 – Promote an inclusive, connected, diverse and resilient community.

Strategic Indicator: 3.07.01 – Celebrate volunteer participation throughout the Warrnambool community.

Indicator	Activity & Initiative	Date
3.07.01	Support youth targeted volunteer programs including the Duke of Edinburgh and the DOJ Diversion Program	June 2016
3.07.01	Create a Volunteering website within WCC's site	June 2016

Strategic Indicator: 3.07.02 - Address the high levels of family violence within our community by promoting improved gender equity in aspects of community life.

Indicator	Activity & Initiative	Date
3.07.02	Continue implementing the Take a Stand training across the organisation to raise awareness of domestic violence against women.	June 2016

Strategic Indicator: 3.07.03 – Develop a more inclusive approach to community planning and development that encompasses:

- Community accessibility
- Positive ageing
- Cultural diversity
- People and places

Indicator	Activity & Initiative	Date
3.07.03	Work with members of the Hampden Hurricanes Steering Group to develop a program structure that will support the sustainability and growth of the Hampden Hurricanes (football team for players with a disability).	June 2016
3.07.03	Work with South West Advocacy Association and the South West Disability Network to develop a program structure that will support the sustainability of Advocacy South West (client self-advocacy group).	June 2016
3.07.03	Build the capacity of community organisations to include people with a disability, including: • Warrnambool Surf Club • Warrnambool Tri Club • Volunteer-involving organisations • Men's Sheds • Neighbourhood Houses	June 2016

STRATEGY: 3.08 – Ensure community, recreation and cultural services and facilities are responsive to changing community needs and expectations.

Strategic Indicator: 3.08.01 - Undertake comprehensive reviews of current Community Services to ensure quality and efficiency.

Indicator	Activity & Initiative	Date
3.08.01	Undertake a review of current HACC services to ensure that they can effectively transition to the Commonwealth.	June 2016
3.08.01	Assist with the implementation of the Early Years facilities audit and associated works	June 2016
3.08.01	Implement outcomes of the Community Programs review	June 2016
3.08.01	Embed a person centred planning approach for all people attending Community Programs with support programs	June 2016
3.08.01	Establish formal partnerships with other support service providers that assist participants to access Community Programs with Support activities	June 2016
3.08.01	Develop joint initiatives across Council that result in increased usage of the Archie Graham Community Centre facility	June 2016
3.08.01	Develop partnerships with community groups and organizations that will increase access to the Archie Graham Community Centre and its programs	June 2016
3.08.01	Support the National Respite Carers Program to transition to the Commonwealth Home Support Program	June 2016
3.08.01	Develop a community wide action plan to facilitate Child Care Services for Warrnambool into the future.	June 2016
3.08.01	Review and explore more effective service delivery practices and models for the Enhanced Maternal and Child Health service	June 2016
3.08.01	Implement the priority actions from the Youth Services Review Implementation Plan	June 2016

Strategic Indicator: 3.08.02 - Review strategy for open space planning.

Indicator	Activity & Initiative	Date
3.08.02	Implement recommendation from the adopted Open Space Strategy	June 2016

STRATEGY: 3.09 – Support events that deliver economic, social, environmental and cultural outcomes for the community.

Strategic Indicator: 3.09.01 – Review Council's strategic approach to events.

Indicator	Activity & Initiative	Date
3.09.01	Maintain and expand the One & All Inclusive Events program.	June 2016
3.09.01	Develop a vibrant and energetic program within budget for the 2015 Fun4Kids Festival to attract visitors to the City.	June 2016
3.09.01	Complete an events strategy incorporating Fun4Kids covering the planning and delivery requirements of future festivals.	June 2016
3.09.01	Delivery of the Sports Marking Australia – Warrnambool Gift	June 2016
3.09.01	Delivery of the Sports Marking Australia – Surf Life Saving Junior Championships	June 2016
3.09.01	Delivery of the Sports Marking Australia – Tour of the South West	June 2016
3.09.01	Delivery of the Bias Bowls	June 2016
3.09.01	Support the Triathlon Club events in particular the Sufferfest event	June 2016
3.09.01	Implementation of new Summer Activities marketing collateral	June 2016

Objective 4: A City of Growth

STRATEGY: 4.01 Encourage creativity and innovation in urban design and development.

4.01 – Encourage creativity and innovation in urban design and development.

Strategic Indicator: 4.01.01 - Promote and deliver sustainable design workshops to the community.

Indicator	Activity & Initiative	Date
4.01.01	Facilitate Toolbox Talk sessions which promote sustainable design and use of sustainable materials and techniques	June 2016
4.01.01	Through the City Landscape Development Advisory Committee facilitate a design recognition award.	June 2016

Strategic Indicator: 4.01.02 - Promote the revised Warrnambool City Council Statutory Building service.

Indicator	Activity & Initiative	Date
4.01.02	Market and promote Councils Statutory Building Service.	June 2016

Strategic Indicator: 4.01.03 - Promote city renewal through building projects that are innovative and add to diversity of uses.

Indicator	Activity & Initiative	Date
4.01.03	Work with landowners, businesses and community to upgrade selected laneways in the City Centre	June 2016
4.01.03	Finalise designs for the upgrade of Gillies Street landscape inclusive of taxi rank, toilet and landscaping elements and undertake construction of the new amenities facility.	June 2016

Strategic Indicator: 4.01.04 - Complete and implement the Warrnambool Heritage Gap Study and promote heritage developments.

Indicator	Activity & Initiative	Date
4.01.04	Adopt amendment C73 to implement Stage 3b of the Heritage Gap Study	June 2016

Strategic Indicator: 4.01.05 - Prepare a housing Diversity Strategy to ensure housing growth in established areas occurs in the right way and in appropriate locations.

Indicator	Activity & Initiative	Date
4.01.05	Complete the Housing Diversity Strategy.	June 2016

STRATEGY: 4.02 - Invest in planning and infrastructure for growth areas.

Strategic Indicator: 4.02.01 - Deliver roads, drainage and community infrastructure commitments as outlined in structure plans for growth areas.

Indicator	Activity & Initiative	Date
4.02.01	Implement the requirements of the Infrastructure Design Manual for new development	June 2016
4.02.01	Approve the North Dennington Growth Area development plan	June 2016
4.02.01	Facilitate the preparation of Development of the North Dennington Growth Area development plan	June 2016

Strategic Indicator: 4.02.02 - Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.

Indicator	Activity & Initiative	Date
4.02.02	Implement Stage 1 of the Simpson Street drainage project	June 2016
4.02.02	Complete design and commence construction for stage 2 of the Simpson St drainage project.	June 2016

STRATEGY: 4.03 – Support and promote economic development in Warrnambool with a focus on job creation and investment.

Strategic Indicator: 4.03.01 - Engage strongly with local key industries and the small business sector to support their long term sustainability.

Indicator	Activity & Initiative	Date
4.03.01	Assist relevant local health/employment providers to adapt to the pending rollout of the National Disability Insurance Scheme.	June 2016

Strategic Indicator: 4.03.02 - Contribute to the Great South Coast Food and Fibre Action Plan and promote the economic opportunity to relevant Warrnambool businesses.

Indicator	Activity & Initiative	Date
4.03.01	Promote business delegations and economic prospects, including the Changchun Warrnambool economic Partnership Program.	June 2016

Strategic Indicator: 4.03.03 - Promote Warrnambool's competitive advantages to potential investors.

Indicator	Activity & Initiative	Date
4.03.03	Implement City Wide Housing Strategy priority actions	June 2016

Strategic Indicator: 4.03.04 - Deliver skilled migration and jobs initiatives that assist filling regional job vacancies.

Indicator	Activity & Initiative	Date
4.03.04	Provide a certification service for employer sponsored visa nominations as the Great South Coast's Regional Certifying Body (RCB).	June 2016

Strategic Indicator: 4.03.04 – Support and promote economic development in Warrnambool with a focus on job creation and investment.

Indicator	Activity & Initiative	Date
4.03.04	Develop an investment prospectus to encourage investment within the City Centre.	June 2016

Strategic Indicator: 4.03.05 - Seek alliances that improve our city's connection to the latest available communication technologies.

Indicator	Activity & Initiative	Date
4.03.05	Engage with "digital" business champions in our City to promote the capacity and capability of businesses towards accessing next generation broadband.	June 2016
4.03.05	Continue advocacy for early rollout of NBN to Warrnambool.	June 2016

Strategic Indicator: 4.03.06 - Create an economic strategy in partnership with industry that builds on Warrnambool's key strengths and drivers.

Indicator	Activity & Initiative	Date
4.03.06	Advocate for funding of the next priority projects of the Airport Development Plan	June 2016
4.03.06	Promote and facilitate investment in the Warrnambool Regional Airport Business Park and other employment precincts in Warrnambool	June 2016

Strategic Indicator: 4.03.07 - Work with Great Ocean Road Regional Tourism (GORRT) to implement regional priorities and local Destination Action Plans.

Indicator	Activity & Initiative	Date
4.03.07	Undertake in conjunction with GORRT a service review of the Visitor Information Centre.	June 2016

Strategic Indicator: 4.03.08 - Engage with the State Government regarding tourism opportunities on Crown Land, in particular Flagstaff Hill.

Indicator	Activity & Initiative	Date
4.03.08	Further explore opportunities for private investment in and around the Flagstaff Hill site.	June 2016

Strategic Indicator: 4.03.09 - Develop key strategies to support Deakin Warrnambool student numbers and its connectivity with Warrnambool.

Indicator	Activity & Initiative	Date
4.03.09	In conjunction with Deakin University develop initiatives that support growth in enrolments in the Warrnambool campus.	Mar 2016

Strategic Indicator: 4.03.10 - Create a supportive investment environment which encourages business development and local innovation and jobs growth in the region.

Indicator	Activity & Initiative	Date
4.03.10	Prepare an investment prospectus promoting the City's attributes and opportunities to attract new businesses and industries to Warrnambool.	June 2016
4.03.10	Case manage investment enquiries that contribute to employment opportunities or offer significant benefit to the local community.	June 2016

STRATEGY: 4.04 – Manage a viable port facility.

Strategic Indicator: 4.04.01 - Identify options to provide safer boating and harbour facilities at the Port of Warrnambool, to maximise the significant tourism and commercial potential of the harbour.

Indicator	Activity & Initiative	Date
4.04.01	Finalise recommendations from the Safer Harbour Reference Group.	Dec 2015

Strategic Indicator: 4.04.02 - Identify funding options to implement improvements to port facilities in partnership with government.

Indicator	Activity & Initiative	Date
4.04.02	Explore funding opportunities based on the recommendations from the Safer Harbour Reference Group.	June 2016

STRATEGY: 4.05 - Deliver leading edge city planning services to the Warrnambool community.

Strategic Indicator: 4.05.01 - Implement key recommendations of the Planning Scheme Rewrite Project.

Indicator	Activity & Initiative	Date
4.05.01	Prepare Planning Scheme Review amendment	June 2016
4.05.01	Exhibit Planning Scheme Review Amendment	June 2016

Strategic Indicator: 4.05.02 - Complete infrastructure agreements and development plans for the North East Warrnambool growth area.

Indicator	Activity & Initiative	Date
4.05.02	Review the approach to the next stages of development in the North East Growth area.	June 2016

Strategic Indicator: 4.05.03 - Undertake continuous improvement of the City Development Toolkit and internal processes to improve statutory planning process.

Indicator	Activity & Initiative	Date
4.05.03	Implement the findings from the Statutory planning internal audit.	June 2016

Strategic Indicator: 4.05.04 - Complete review and rezoning of North Dennington growth area and adopt a development plan for the area.

Indicator	Activity & Initiative	Date
4.05.04	Facilitate the preparation of the Stage 1 Development Plan in North Dennington	June 2016

Strategic Indicator: 4.05.05 - Initiate monitoring and control systems for infrastructure works in growth areas as strategic planning is completed.

Indicator	Activity & Initiative	Date
4.05.05	Report into Councils Development Control Group in line with Councils Developer Contributions Policy and Procedure documents.	June 2016

Strategic Indicator: 4.05.06 - Complete City Centre Revitalisation Plan and growth area planning and confirm Warrnambool's urban growth boundary.

Indicator	Activity & Initiative	Date
4.05.06	Progress the next steps in the City centre Revitalisation Plan	June 2016

STRATEGY: 4.06 - Create a thriving and culturally rich City Centre supported by secondary retail precincts.

Strategic Indicator: 4.06.01 - Prioritise and implement the City Centre Revitalisation Plan.

Indicator	Activity & Initiative	Date
4.06.01	Facilitate a City Renewal Committee based on stakeholder/community representation	June 2016
4.06.01	Support Warrnambool City Centre through continuous implementation of key priority initiatives identified in the City Centre Revitalisation Plan 2012.	June 2016
4.06.01	Work with State and Federal Governments to attract external funding that delivers best value City Centre renewal projects	June 2016
4.06.01	Develop detailed design and specification package for Liebig Street streetscape plan in preparation for infrastructure works.	June 2016
4.06.01	Subject to external funding commence infrastructure work upgrade works of Liebig Street between Koroit and Lava Streets.	June 2016

Strategic Indicator: 4.06.02 - Adopt a car parking strategy as an adjunct to the City Centre Revitalisation Plan.

Indicator	Activity & Initiative	Date
4.06.02	Finalise and adopt a car parking strategy.	Dec 2015

Strategic Indicator: 4.06.03 - Facilitate public and private investment in the Warrnambool commercial zones.

Indicator	Activity & Initiative	Date
4.06.03	Subject to external funding work with key city centre landowners, businesses and community to prepare streetscape designs for Liebig Street between Koroit and Merri Street.	June 2016
4.06.03	Engage with business operators, development proponents and community stakeholders to encourage innovative business ideas and activities in the city centre.	June 2016

Strategic Indicator: 4.06.04 - Grow the retail industry in Warrnambool through expansion in neighbourhood activity centres, convenience centres and retail stores in the city.

Indicator	Activity & Initiative	Date
4.03.10	Prepare an investment prospectus promoting the City's attributes and opportunities to attract new businesses and industries to Warrnambool.	June 2016

Strategic Indicator: 4.06.05 - Improve pedestrian safety for all ages and abilities in the city, particularly the CBD and core retail precincts.

Indicator	Activity & Initiative	Date
4.06.05	Implement pedestrian safety initiatives in the CBD.	June 2016

Appendix F

Glossary of Terms

Model Budget

Council uses the “Model Budget” which is a format initiated in 2003 by representatives of FinPro (local government finance professionals), Institute of Chartered Accountants Australia and New Zealand, LGPro and the MAV to achieve consistency in the preparation of budgets and to enable comparison of budget information between local governments. It is now a requirement of the Local Government Act Section 127(2)(a) Regulation 9 to complete the financial statements in the form set out in the Local Government Model Financial Report. The Model Budget is the local government industry best practice guide to ensure:

- all statutory requirements relating to budget preparation have been met
- budget preparation and reporting are at best practice standards
- the budget has been developed in the strategic planning framework
- the budget is consistent with annual reporting requirements

Glossary of Terms

Term	Definition
Act	Local Government Act 1989
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non- recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3
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. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3
Annual budget	Plan under Section 127 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 resources 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	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability. Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life. Local Government (Planning and Reporting) Regulations 2014 – Regulation 5

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.
Balance sheet	The 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. The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report
Financial Statements	Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements: -Strategic resource plan -Budget -Annual report The financial statements to be included in the Budget include: - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works The financial statements must be in the form set out in the Local Government Model Financial Report.
Statement of capital works	The 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 statement of capital works should be prepared in accordance with Regulation 9. Local Government (Planning and Reporting) Regulations 2014 – Regulation 9
Statement of cash flows	The 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. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.
Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The 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 30 June each year. The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer section 11(1) of the Bill. This amends section 130 (3) of the Act
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 2015/16 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 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.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP). It was previously part of the former: • Department of Transport, Planning and Local Infrastructure (DTPLI). • Department of Planning and Community Development (DPCD). • Department of Victorian Communities (DVC)
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 in 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 (<i>Strategic resource plan</i>)	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	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. 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.
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 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, planning 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	Regulations, made under Section 243 of the Act prescribe: (a) The content and preparation of the financial statements of a Council (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council (c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist. Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget. SRP Better Practice Guide - Glossary
Non-recurrent grant	Means 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 a Council's Strategic Resource Plan. SRP Better Practice Guide Glossary
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 2014/15 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	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report SRP Better Practice Guide - Glossary
Rate structure (<i>Rating information</i>)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement
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 long term 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 the 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	The revised budget prepared by a Council under Section 128 of the Act. 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	The purpose of this Act which operates 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	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. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year. The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community. Initiatives means actions that are once-off in nature and/or lead to improvements in service. 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.
Statement of Capital Works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report. Refer also Commentary Financial Statements Appendix A. SRP Better Practice Guide - Glossary
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Commentary Financial Statements Appendix A. SRP Better Practice Guide - Glossary
Strategic Resource Plan	Means the Strategic Resource Plan prepared by a Council under Section 126 of the Act. Refer also to Section 8 of this Model Budget.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Community Plan/Vision	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)	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. Section 126 of the Act states that. - 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. In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to: • 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. 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.
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. Valuations of Land Act 1960 – Section 1
