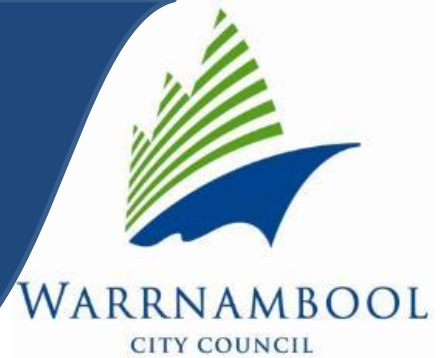


MINUTES

SPECIAL MEETING

WARRNAMBOOL CITY COUNCIL

5.45PM - THURSDAY 22 JUNE 2017



VENUE:

Reception Room

25 Liebig Street

Warrnambool

COUNCILLORS

Cr. Kylie Gaston (Mayor)

Cr. Robert Anderson

Cr. Sue Cassidy

Cr. Tony Herbert

Cr. Peter Hulin

Cr. Michael Neoh

Cr. David Owen

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can be obtained online at www.warrnambool.vic.gov.au

Bruce Anson
CHIEF EXECUTIVE

AUDIO RECORDING OF COUNCIL MEETINGS

All Open and Special Council Meetings will be audio recorded, with the exception of matters identified as confidential items in the agenda. This includes public participation sections of the meeting. Audio recordings of meetings will be made available for download on the internet via the Council's website by noon the day following the meeting and will be retained and publicly available on the website for 12 months following the meeting date. The recordings will be retained for the term of the current Council, after which time the recordings will be archived and destroyed in accordance with applicable public record standards. By participating in Open and Special Council meetings, individuals consent to the use and disclosure of the information that they share at the meeting (including any personal/sensitive information), for the purposes of Council carrying out its functions.

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**MINUTES OF THE SPECIAL MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE
RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON
THURSDAY 22 JUNE 2017 COMMENCING AT 5.45PM**

PRESENT: Cr. Kylie Gaston, Mayor/Chairman
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Tony Herbert
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

IN ATTENDANCE: Mr Peter Utri, Director Corporate Strategies
Mr Scott Cavanagh, Director City Infrastructure
Ms. Vikki King, Director Community Development
Mr Andrew Paton, Director City Growth
Ms. Wendy Clark, Executive Assistant

1. OPENING PRAYER

Almighty God
Grant to this Council
Wisdom, understanding and Sincerity of purpose
For the Good Governance of this City
Amen.

ORIGINAL CUSTODIANS STATEMENT

I wish to acknowledge the traditional owners of the land on which we stand and pay my respects to their Elders past and present.

2. APOLOGIES

Nil.

**3. DECLARATION BY COUNCILLORS & OFFICERS OF ANY CONFLICT OF INTEREST IN ANY
ITEM ON THE AGENDA**

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended) direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

- (a) direct financial interest
- (b) indirect interest by close association
- (c) indirect interest that is an indirect financial interest
- (d) indirect interest because of conflicting duties
- (e) indirect interest because of receipt of an applicable gift
- (f) indirect interest as a consequence of becoming an interested party
- (g) indirect interest as a result of impact on residential amenity
- (h) conflicting personal interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

Nil

4. REPORTS

4.1 2017-2021 COUNCIL PLAN

PURPOSE

This report presents the 2017-2021 Council Plan for adoption by Council.

EXECUTIVE SUMMARY

- Council at a meeting on June 5, 2017 noted submissions received in relation to the Draft Council Plan.
- Responses to these submissions were presented at the June 5 meeting and Council subsequently met to consider whether changes to the Draft Council Plan would be made. The submissions did not result in amendments to the draft Council Plan.
- The Council Plan represents a significant shift in focus for Council with a new vision for Warrnambool to be a *Cosmopolitan City by the Sea*. This references our beautiful and unique location and proclaims that the city is striving to be more welcoming, open and inclusive.
- Council also devised a theme for the Council Plan – *Growing Pride and Confidence in the City* - which emphasises the need to celebrate and promote our city, its attributes and its appeal to those in the region and beyond.
- Council is now required to adopt the 2017-2021 Council Plan and lodge the document with the Minister for Local Government.

MOVED: CR. HULIN
SECONDED: CR. OWEN

That Council, pursuant to Section 125 of the Local Government Act 1989, adopt the Warrnambool City Council Plan 2017 – 2021 and, in accordance with Section 126(3)(b) of the Act, the 2017-2021 Strategic Resource Plan; that both documents be lodged with the Minister for Local Government by 30 June 2017 and be made available for public inspection at the Civic Centre, 25 Liebig Street, Warrnambool, and on Council's website, www.warrnambool.vic.gov.au.

CARRIED – 7:0

BACKGROUND

Council is required to develop a four-year Council Plan, which includes a Strategic Resource Plan, under Section 125 of the Local Government Act. In accordance with the Act the draft Council Plan was made available for public inspection for 28 days.

The Council Plan is the feature document in Council's suite of strategic planning documents, formulated to guide the work of Council over the next four years.

Earlier this year Council met on several occasions to workshop ideas that would shape the new Council Plan.

In March this year a Council Plan discussion document was prepared and released to the community for public comment.

Following this process Council prepared a draft Council Plan 2017-2021 which reflects the aspirations and direction of the new council for its full term of office.

The Council Plan draws on an extensive base of community engagement activities undertaken by Council over the past four years. This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The draft Council Plan outlines key activities and initiatives Council will undertake over 2017-2018 to deliver on the five objectives described in the plan. Those objectives are for Council to:

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability

As required by the Local Government Act the plan includes Strategic Objectives, Strategies for achieving the Objectives and Strategic or Key Performance Indicators for monitoring the achievement of the Objectives.

The Council Plan is a statutory requirement of the Local Government Act and is used by a number of other audiences and purposes including:

- A reference for the community.
- A framework for Council staff to build the annual Activities & Initiatives adopted by Council.
- A reference for State Government departments.
- Support for grant applications.
- Support for advocacy positions taken by Council.

At the Council Meeting on 1 May 2017 Council voted to release the Draft Council Plan for public comment.

A total of six submissions were received and they were noted at a meeting of Council on June 5 and subsequently considered at a Council briefing.

APPENDICES

Appendix A - submissions and response.

Appendix B – Draft Council Plan 2017-2021

APPENDIX A**Submissions in relation to the 2017-2021 Council Plan**

Submission	Issue raised in submission	Officer Response
1	Dog walking park	Addressed in Council Plan activity 2.4.7 which recommends consulting with the community with regard to establishing a location for a dedicated dog park in Warrnambool.
2	Recycling program for businesses and a household organic waste collection	Council Plan activity 1.5.1 which undertaking a trial of a food organics and green (garden) organics collection. The plan is silent on the establishment of a recycling program for businesses but this is available through commercial providers
3	Permanent sound stage on the foreshore for live music	Not identified as a priority in the Draft Council Plan. Referred to the 2018-2019 Budget process for consideration
4	Increase rates and charges in accordance with the rate cap only.	Council has complied with the Victorian Government's Fair Go Rates system without any variation for 2017 -2018.
5	Warrnambool Community Gardens helps achieve key strategic objectives including that Council: 1. Sustain and enhance the natural environment 2. Foster a healthy city that is socially and culturally enriched 3. Maintain and improve the physical fabric of the city	Council to note the submission.
6	Carbon neutral by 2040 is inadequate and overdue. Council should generate more energy than is required to run Council buildings and lead the way on renewable energies; it should have a fleet vehicle policy that ensures least polluting cars are purchased; it should establish policy that sustains and enhances all environments.	Council has established goals viewed as achievable in relation to reducing carbon pollution and impact on the natural environment.

WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea

Draft Council Plan 2017-2021



www.warrnambool.vic.gov.au | Connect to Council



This is the draft version of the Council Plan 2017-2021

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The Council Plan

The Council Plan is a key local government document that sets the strategic direction for the city over the next four years.

It contains a vision broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives.

Allocating resources to deliver a Council Plan is done through the development of a Strategic Resource Plan, which identifies the financial and non-financial resources needed over the four years of a Council Plan.

Council also produces an annual budget which describes objectives and activities over a one-year period and the resources required to achieve those objectives.

Over the next year Council will also, in consultation with the community, develop a 30-year Community Plan. In 2018 the Council Plan will be reviewed to ensure alignment with the community's long-term vision for Warrnambool as described in the Community Plan.

The Council Plan incorporates the Strategic Resources Plan, which outlines the allocation of Council resources over a four-year period to help deliver the Council Plan objectives.

Why have a Council Plan?

Along with providing guidance and certainty around Council direction and actions over a four-year period, the Council Plan is also a requirement under the Local Government Act 1989.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic

indicators for monitoring achievement around the objectives. The Council then develops actions and initiatives to deliver on the objectives in the plan.

The Council plan is our overt statement to the community of what Council is committed to for the term of the plan.

The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act 1989.

The Act specifies that the primary objective of Council is to achieve the best outcomes for the community having regard to the following:

- Promoting social, economic and environmental viability and sustainability.
- Ensuring that resources are effectively and efficiently used.
- Improving people's overall quality of life.
- Promoting business and employment opportunities.
- Ensuring services and facilities are accessible and equitable.
- Ensuring equitable setting of rates.
- Ensuring transparency in decision-making.

Council is responsible for establishing strategic objectives for the municipality, establishing and guiding policies, setting service standards and for monitoring the organisation's performance.





Mayor Cr Kylie Gaston

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters. The seven Councillors were elected in October 2016 for a four-year term.

Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Kylie Gaston was elected mayor on November 14, 2016.



Cr Robert Anderson



Cr Sue Cassidy



Cr Tony Herbert



Cr Peter Hulin



Cr Michael Neoh



Cr David Owen



The organisation

The Councillors are the decision-makers who, with help from the community, set the vision and strategic direction for the municipality.

The Council's operational staff, some 700 full-time, part-time and casual staff, headed by the Chief Executive Officer, Bruce Anson, help deliver the vision and goals of the Council.

The staff implement Council decisions, provide advice to the Council, help ensure compliance with relevant legislation and assist with the management of resources and assets to provide services to the community.

The municipality

The Warrnambool municipality is 120sqkm in size and situated in the Great South Coast region of Victoria, 263km south-west of Melbourne.

It contains the coastal city of Warrnambool and the towns of Allansford, Bushfield and Woodford.

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities.

Stunning Lady Bay provides a focal point and major attraction for residents and visitors and in winter and spring the bay is home to southern right whales and their calves. Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college, a Deakin University campus including a School of



Medicine and a base hospital which is part of South West Healthcare.

The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction.

Warrnambool has a moderate climate with an average maximum summer temperature of 22°C, while the average winter maximum is 14°C.

The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park.

It also features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Three major dairy manufacturers and a large meat processor are situated in and around Warrnambool providing a major source of employment.

Our Vision

A cosmopolitan city by the sea

Our theme for 2017

Growing pride and confidence in the city

Our Objectives

These five objectives support the Council's vision.

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability





A message from the Mayor

Welcome to the Council Plan for 2017-2021!

Developing a Council Plan is one of the first major duties undertaken by all Councils following Local Government elections. The plan has to cover a great deal – the vision and aspirations for the municipality over a four-year period, along with the strategies that will help us get there.

In drafting the vision and objectives for the Council Plan the councillors frequently spoke about how beautiful our city and the municipality were. We spoke about the opportunities in work and education and about our part in the Great Ocean Road visitor experience. We spoke about the wonderful people who help enrich the experience of living in our special part of the world. The discussion led to a conclusion that we needed to enthusiastically celebrate our city and encourage more people to feel more pride in Warrnambool. It is certainly worthy of celebration and this led us to propose that our theme over the next year be *Growing pride and confidence in our city.*

Our vision – *A cosmopolitan city by the sea* – talks about who we are and what we can enhance. A cosmopolitan city is one that is open, welcoming, inclusive and diverse. They are characteristics we value and seek to enhance. And we need to emphasise our uniqueness – outside Port Phillip Bay we are Victoria's largest coastal city.

Cr Kylie Gaston
Mayor





A message from the CEO

Warrnambool is faced with great opportunities and also some challenges as we look ahead at the next four years.

We live in a prosperous region with traditionally low levels of unemployment, a great lifestyle and an unparalleled setting within the Great South Coast region.

But we still have major goals to work towards such as the completion of our city centre renewal, an upgrade of Reid Oval and improving residents' health and wellbeing.

These are matters for the community and Council to consider as we develop priorities to focus on and formulate budgets to support our actions.

In addition to the engagement and feedback we will seek from the community on this Draft Council Plan, also taken into consideration is the feedback we have received from community engagement activities carried out over the past four years. These activities have examined issues including

our Open Space Strategy, master plans for Lake Pertobe and the Botanic Gardens, public amenities, the city centre, coastal management and safer boating at the Port of Warrnambool.

A number of issues that affect our community fall under the control of other levels of government. On these matters, such as the Princes Highway West and improving rail services, Council has a role to play in advocating on our community's behalf.

Council has a successful track record in advocacy over recent years, having won support from Commonwealth and State governments for projects including the City Centre Renewal, the Aviation Park at the Warrnambool Regional Airport and the North Warrnambool Flood Mitigation Project.

Bruce Anson
Chief Executive Officer



Objective

Sustain and enhance the natural environment

Protected waterways, coast and land

Preparedness for climate change

Options for waste minimisation

Benefit from eco-business

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay.

Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Strategies

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Invest in climate change preparedness
- 1.4 Encourage environmentally sustainable business
- 1.5 Review options for managing waste
- 1.6 Educate the community on Council's sustainability initiatives
- 1.7 Partner with the community on local sustainability projects

Strategic indicators

- Greenhouse gas emissions reduction of 30% from 2012 levels by 2020
- A net increase in the amount of domestic waste diverted from landfill
- Increased net visitation to natural attractions in the region
- Net increase in the number of new native plantings and revegetation areas
- 100% delivery of funded vermin control program



Existing Strategies and Plans that support this objective:

- **Environmental Sustainability Strategy (due for review)**
- **Climate Change Action Plan**
- **Open Space Strategy**
- **Sustainable Transport Strategy**
- **Coastal Management Plan**
- **Domestic Waste Water Management Plan**
- **Merri River Restoration Strategy**
- **St James Park Masterplan**
- **Waste and Litter Education Strategy**
- **Port of Warrnambool Safer Boating Launching Master Plan (under development)**



What we will do

1.1.1	Implement the Coastal Management Plan and Vegetation Management Plan	Ongoing
1.1.2	Ensure compliance with Local Laws relating to horses on Lady Bay	Ongoing
1.1.3	Directly protect our waterways by septic tank compliance with EPA Code of Practice.	Ongoing
1.1.4	Manage and implement the Moyil Cultural Heritage Plan	June 2018
1.1.5	Introduce measures to reduce litter spread through improved equipment, education and enforcement.	June 2018
1.2.1	Develop and commence implementation of a new Warrnambool sustainability plan	June 2018
1.3.1	Deliver the Barwon South West – Local Coastal Hazard Assessment – Stage 1 Pursue funding for Stage 2	June 2018
1.4.1	Deliver on the actions from the Waste and Litter Education Strategy	June 2018
1.4.2	Develop a waste management strategy	December 2017
1.5.1	Undertake a food organics and green organics trial to divert material from landfill.	June 2018
1.6.1	Prepare a foreshore master plan; investigate potential for eco-tourism at the foreshore	June 2018
1.7.1	Work with the community to advocate for Warrnambool to be a plastic bag-free city	June 2018





Objective

Foster a healthy city that is socially and culturally rich

More people
healthy and
well

More people
learning

More people
culturally
involved

More people
connected and
participating

Resilience in
emergencies

A healthy and
safe place to
live and study

A stroll through Warrnambool's streets reveals some excellent street art, much of which has been added in the past decade.

The street art reflects a growing arts and culture scene in Warrnambool. Along with well-established institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists' co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier. Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council.

Warrnambool is a university city, providing opportunities for students to come to the city from outside the region

to study – and for the region's young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (eg educational attainment, family violence). Council's health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- Seek equity, access, safety and inclusion for all
- Improve access to economic resources

Recreation is a significant part of the Warrnambool lifestyle and the city's residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.



Strategies to achieve this objective

- 2.1 Promote healthy lifestyles
- 2.2 Seek equity, access, safety and inclusion for everyone
- 2.3 Increase community health and social connections
- 2.4 Encourage and support participation in sport, recreation and physical activity
- 2.5 Encourage and support more lifelong learning
- 2.6 Engage a broader range of people in cultural activities
- 2.7 Actively acknowledge local Aboriginal culture
- 2.8 Increase participation opportunities for disadvantaged members of the community

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2016 levels
- Education attainment indicators higher than 2016 levels
- Tertiary education participation rates higher than 2016 levels
- Participation in health and wellbeing campaigns/initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2016 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2013-2017 (under review)
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Recreation Plan 2007-2017 (under review)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan (in development)
- Lake Pertobe Master Plan (in development)
- Allansford Recreation Reserve Master Plan
- Road Users Plan
- Municipal Emergency Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



Other policies which influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government 2016
- Victorian Primary Care Partnerships Future Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-2019
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria
- Victorian Council of Social Services Strategic Plan 2015-2018
- Australian Council of Social Services Strategic Plan 2014-2017
- National Disability Insurance Scheme - Victorian Program Introduction and Rollout 2016-2019
- Aged Care Reform Strategy, Australian Government
- Royal Commission into Out Of Home Care Findings & Regional Strategy 2017
- Royal Commission into Family Violence. Family Violence The Plan for Change
- Victorian Early Years Management Framework, Dept Education and Training
- Victorian Child Safe Standards

What we will do

2.1.1	Implement requirements of the new tobacco legislation in accordance with the Tobacco Act and MAV Tobacco Agreement.	June 2018
2.1.2	Develop a new Municipal Health and Wellbeing Plan for 2017-2021	November 2017
2.1.3	Increase awareness and understanding of priority health and wellbeing issues within the community	June 2018
2.1.4	Deliver and support initiatives which encourage healthy lifestyles.	June 2018
2.1.5	Provide communications support to promote Council services and facilities.	June 2018
2.1.6	Develop a plan to support healthy choices at the Stadium & AquaZone kiosks drawing on recent learnings from the VicHealth funded 'nudge' project.	December 2017
2.2.1	Ensure compliance with requirements of the Food Act and Public Health Act.	December 2017
2.2.2	Review immunisation facilities to ensure they are fit-for-purpose.	June 2018
2.2.3	Increase influenza immunisation by providing a bespoke, walk-up immunisation clinic.	December 2017
2.2.4	Continue to partner with social, health and justice advocacy groups to improve outcomes for the communities across the South West.	June 2018
2.2.5	Continue to work in partnership with the Primary Care Partnership to implement priority health promotion and prevention initiatives across the South West.	June 2018
2.2.6	Implement Rural Access 2017-18 Directions report actions.	June 2018
2.3.1	Develop Community Programs that have a health & wellbeing focus and respond to community need.	June 2018
2.3.2	Encourage a more connected community by growing the audience and reach of the Connect Warrnambool and Warrnambool Walks Facebook pages.	June 2018
2.3.3	In partnership with Arts Centre Melbourne and the Arts Wellbeing Collective, deliver a seminar supporting better mental health outcomes for arts workers in the region.	August 2017
2.3.4	Implement the East Warrnambool re-engagement program in partnership with Warrnambool College, School Focussed Youth Services and Western Bulldogs Football Club	December 2017
2.3.5	Maintain and enhance child immunisation rates	June 2018
2.4.1	Report on the outcomes of the condition assessment of the 50 metre outdoor pool, including lifecycle costs.	December 2017
2.4.2	Complete the Active Warrnambool Strategy.	April 2018
2.4.3	Commence implementation of the Reid Oval Development Plan with design of priority recommendations and advocate for State Government investment in its implementation.	June 2018

2.4.4	Continue implementation of the sports ground management review, incorporating a review of fees and subsidies for sports.	June 2018
2.4.5	Complete the following recreation infrastructure projects: <ul style="list-style-type: none"> • Friendly Societies Park Sports Ground Lighting Redevelopment • Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade • Walter Oval Sports Ground Irrigation development 	June 2018
2.4.6	Review operating models at AquaZone and Warrnambool Stadium .	June 2018
2.4.7	In consultation with the community investigation the location and scope of a dedicated dog park in Warrnambool.	June 2018
2.5.1	Facilitate implementation of an electronic borrowing system at Warrnambool Library.	June 2018
2.5.2	Introduce extended Saturday opening hours at Warrnambool library.	September 2017
2.5.3	In partnership with the Beyond the Bell Local Area Group, lead the Early Year's Literacy working group program development and delivery in Warrnambool	June 2018
2.5.4	Work with SW TAFE to explore an Early Years/Social Services workforce maintenance and development strategy	June 2018
2.5.5	Review Council's parenting programs.	December 2017
2.5.6	In partnership with primary schools, review and improve the transition from Preschool to Primary School to ensure children are fully supported and integrated into the primary school environment based on individual needs.	June 2018
2.6.1	Complete accreditation for WAG through the Museums Australia Accreditation program.	May 2018
2.6.2	Complete implementation of the Diversity Plan for Council's Commonwealth Home Support Program and Home and Community Care Younger Persons Program.	January 2018
2.6.3	Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.	June 2018
2.6.4	Recognise the importance of indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer.	June 2018
2.7.1	Involve the local Aboriginal community in the development of major Council strategies and plans.	June 2018
2.7.2	Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Pertobe master plans.	June 2018
2.7.3	Introduce indigenous road names in selected new subdivisions in consultation with the indigenous community.	June 2018
2.7.4	Increase participation rates, and provide culturally safe environments, for indigenous children across Council's Early Years Services.	June 2018
2.8.1	Deliver inclusive community engagement activities which provide a variety of opportunities to participate.	June 2018
2.8.2	Review Council's Family Day Care Service Model	October 2017
2.8.3	Review Council's Centre-Based Childcare Service Model	October 2017
2.8.4	Improve the capacity of vulnerable and disadvantaged families to access services, employment, and provide flexible service models to meet their needs	June 2018
2.8.5	Establish the Archie Graham Community Centre as a point of information for health and wellbeing activities and opportunities for older adults.	June 2018
2.8.6	Ensure Council's Aged Care services adapt and align to the current Aged care reforms.	June 2018



Objective

Maintain and improve the physical fabric of the city

More of our
city connected

More vibrancy
in our city

More
fit-for-purpose
infrastructure

Greater
amenity and ease
of movement

Be proud
of what we
already have

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services.

In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road over the Merri River at Wellington Street.

Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future. Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques.

Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

- 3.1 Build better connections for cyclists and pedestrians**
- 3.2 Create a more vibrant city through activating high quality public places**
- 3.3 Build infrastructure that best meets current and future community needs**
- 3.4 Enhance movement in and around the city**
- 3.5 Maintain and enhance existing Council infrastructure**
- 3.6 Advocate for better regional connections**

Strategic indicators

- **Reduced asset renewal gap from 2016**
- **Results of Community satisfaction survey in relation to appearance of public places**
- **Local Government Performance Reporting indicators (roads and animal management) at 2016 levels or better**



Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan (in development)
- Lake Pertobe Master Plan (in development)
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy (under development)

- Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan
- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moyne Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

- Creative State Strategy, Victorian State Government, 2016
- VicHealth Action Agenda, 2013-2023



What we will do

3.1.1	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.	June 2018
3.2.1	Deliver the Active Hubs program to encourage residents to use public spaces for active, social connection.	June 2018
3.2.2	Deliver community murals to transform and activate public spaces.	June 2018
3.2.3	Improve active and passive open space in East Warrnambool through the implementation of the Neighbourhood Parks Community Infrastructure project.	December 2017
3.2.4	Implement the key initiatives of the Open Space Strategy.	June 2018
3.2.5	Develop an Open Space Contributions Policy.	June 2018
3.2.6	Develop civic pride and story through development of town entrances.	June 2018
3.2.7	Develop food van trading plans for the harbour and city centre precincts.	June 2018
3.3.1	Develop pound facilities that comply with relevant Acts and codes of practice.	June 2018
3.3.2	Implement the 2017-2018 actions in the Disability Action Plan.	June 2018
3.3.3	Consider special rates and charges schemes to develop footpath, drainage and road infrastructure.	June 2018
3.3.4	Progressively plan and renew city centre streetscapes.	June 2018
3.3.5	Develop and expand off-street car parking areas.	June 2018
3.3.6	Develop a significant and heritage tree renewal program.	June 2018
3.4.1	Begin rollout of new "smart" parking machines.	June 2018
3.5.1	Undertake a tender process for the operation of pound services.	June 2018
3.5.2	Prepare a strategy and funding model for a long-term tree replacement program.	June 2018
3.5.3	Undertake an assessment of all public place litter bins and develop a maintenance/replacement program. Including the review of rubbish bin, recycling bin and dog bag dispenser locations.	June 2018
3.5.4	Report on and identify infrastructure gap projects.	June 2018
3.5.5	Develop and update asset management plans for key asset classes including roads, drains, bridges, footpaths, IT, buildings and monuments.	June 2018
3.5.6	Identify and regularly monitor condition of asset classes	June 2018
3.5.7	Report annually to Council and community on backlog works	June 2018
3.5.8	Investigate funding opportunities to renew heritage assets such as the Cannon Hill armaments, Wollaston Bridge and the Portuguese monument.	June 2018
3.5.9	Develop a Port of Warrnambool Master Plan to guide the redevelopment and operation of the precinct.	June 2018
3.6.1	Seek funding for and deliver road safety projects.	June 2018
3.6.2	Advocate for essential safety and road improvements on the Princes Highway West.	June 2018
3.6.3	Advocate for improved passenger and freight rail services.	June 2018



Objective

Develop a modern economy with diverse and sustainable employment

More people

More sustainable
local economy

More beneficial
visitor economy

More modern
infrastructure

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool. The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fourth daily return service and an allocation of \$10 million to upgrade 20 rail crossings, with the latter commitment expected to improve travel times and reliability of the service.

The Princes Highway West presents similar challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012. The higher speed digital connections through the NBN provide opportunities for local business. Over the past five years considerable effort has gone in to planning for this increase with large tracts of land rezoned to provide the city with a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan.



Strategies to achieve this objective

- 4.1 Grow the city's population through local economic growth
- 4.2 Encourage more sustainable local business
- 4.3 Enhance the visitor experience
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure
- 4.5 Create stronger links between education providers, business and industry

Strategic indicators

- Investment from government and private sector
- Gross Regional Product
- Education - attraction of international students
- Planning decisions - decisions upheld at the Victorian Civil and Administrative Tribunal
- Visitation increase and yield - overnight stays

Existing strategies and plans that support this objective:

- Economic Development Strategy
- Great South Coast Food and Fibre Plan
- Flagstaff Hill Navigate 2017 Plan
- Surfside Holiday Park Development Plan



What we will do

4.1.1	Facilitate and promote business support and investment opportunities to grow the local economy.	June 2018
4.1.2	Provide executive support to implement the Great South Coast Food and Fibre Plan.	June 2018
4.1.3	Develop and circulate economic data and analysis to business and industry.	June 2018
4.1.4	Implement Warrnambool - China Strategy to build local business capacity and capability.	June 2018
4.1.5	Promote and facilitate investment in the Warrnambool Regional Airport.	June 2018
4.1.6	Complete and implement the Housing Diversity Strategy.	June 2018
4.1.7	Plan for the development and implementation of precinct structure plans.	June 2018
4.1.8	Maintain adequate land supply through regular audits and monitoring.	June 2018
4.2.1	Develop, promote and deliver Business Support Package to City Centre businesses for Stage 1 & Stage 2 City Centre Renewal Project.	June 2018
4.2.2	Complete and implement the Industrial Buffers Project.	June 2018
4.2.3	Implementation of Development Plans and Developer Contributions Plans.	June 2018
4.2.4	Deliver a business case and feasibility study for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.	June 2018
4.2.5	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.	June 2018
4.3.1	Develop and implement actions of the 2017 Events Strategy.	June 2018
4.3.2	Co-ordinate and deliver a regional visitor economy project to build the capacity and capability of local operators to access the growing Chinese tourism market.	June 2018
4.3.3	Partner with GORT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.	June 2018
4.3.4	Complete, launch and promote the FHMV Renewal Project.	June 2018
4.3.5	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).	June 2018
4.3.6	Produce and implement a marketing strategy to promote Warrnambool in partnership with Great Ocean Road Regional Tourism and industry.	December 2017
4.3.7	Support and participate in the activities of the Warrnambool Tourism and Business Association.	June 2017
4.3.8	Support the activities of the Great Ocean Road Regional Tourism Board.	June 2018
4.3.8	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.	June 2018
4.4.1	Provide advocacy support material and report on advocacy outcomes.	June 2018
4.4.2	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.	June 2018
4.5.1	Develop and circulate economic data and analysis to business and industry.	June 2018
4.5.2	Continual Improvement of the Development Toolkit.	June 2018
4.5.3	Continual Improvement of the Building Services Toolbox.	June 2018
4.6.1	Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.	June 2018
4.6.2	Develop an International Student Education Prospectus.	December 2017





Objective

Practice good governance through openness and accountability

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future

service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.



Strategies to achieve this objective

- 5.1 Strategic Resource Plan
- 5.2 Annual Budget
- 5.3 Council Plan
- 5.4 Community Plan
- 5.5 Reporting to the community
- 5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness
- 5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- 5.9 Deliver customer-focused, responsive services.

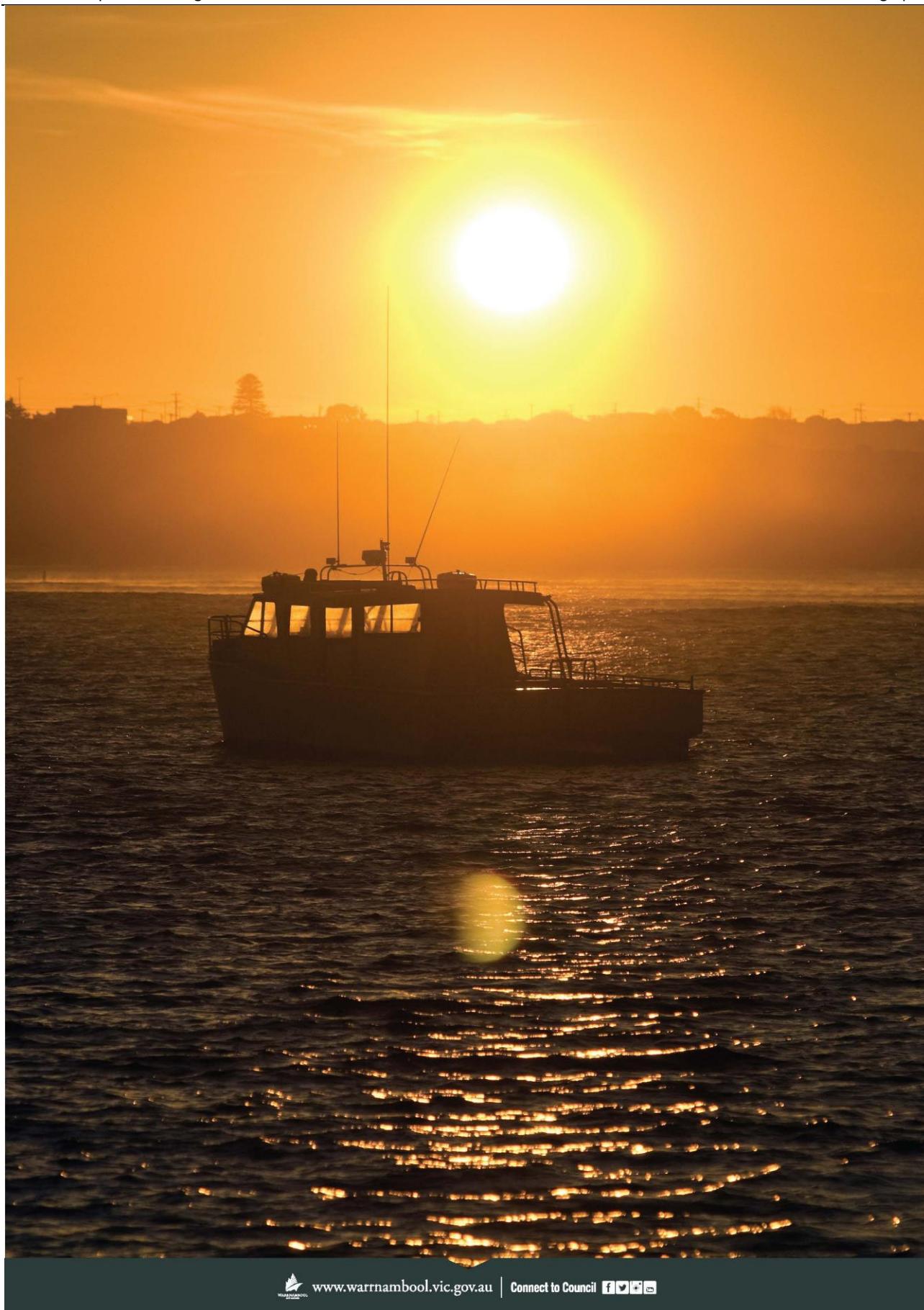
Strategic indicators

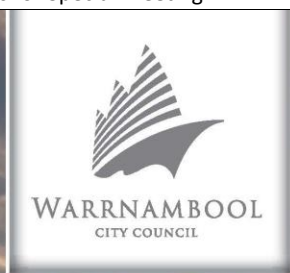
- Budget and Strategic Resource Plan - outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017 levels or better
- Annual Community Satisfaction Survey at 2017 levels or better



What we will do

5.1.1	Coordinate, prepare, have adopted a revised Strategic Resource Plan.	June 2018
5.2.1	Coordinate, prepare, have adopted the 2018-2019 Annual Budget.	June 2018
5.3.1	Coordinate, prepare, have adopted the Council Plan 2017-2021 (year 2)	June 2018
5.4.1	Undertake extensive and inclusive community engagement to inform a long term Community Plan (Warrnambool 2040).	December 2017
5.4.2	Develop a Community Plan to 2040.	June 2018
5.5.1	Report to the community on progress made in relation to the Council Plan, gather data to meet the Local Government Performance Reporting requirements.	June 2018
5.6.1	Provide community engagement opportunities relating to Council projects as required.	June 2018
5.6.2	Report on the extent of, and the engagement with, Council's communications efforts.	June 2018
5.6	Undertake a review of Council's Local Laws and seek submissions from the community before adopting.	June 2018
5.7.1	Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement	June 2018
5.7.2	Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.	June 2018
5.7.3	Facilitation of organisational business improvement through identification and implementation of technological advance utilising a project management approach.	June 2018
5.7.4	Implement workplace actions to educate and build capacity of Council staff regarding gender equity, diversity and family violence issues.	June 2018
5.7.5	Implement mobile computing system for Environmental Health Services to improve efficiency, service delivery and reduce paper waste.	June 2018
5.7.6	Update the Domestic Animal Management Plan.	December 2017
5.7.7	Introduce state-of-the-art technology to manage car parking in the city	June 2018
5.7.8	Review work processes and safety procedures to ensure local laws are maintained efficiently and safely.	June 2018
5.7.9	Update the Municipal Fire Management Plan	December 2017
5.7.10	Ensure T1 ECM document management system is well integrated into Council business processes	June 2018
5.7.11	Aim for efficiencies through the use of digital technology	December 2017
5.8.1	Conduct an audit and develop an action plan to meet the requirements of the Municipal Emergency Management Plan.	June 2018
5.8.2	Achieve a low risk financial sustainability rating through preparation of the annual budget and ongoing monitoring of the financial performance.	June 2018
5.8.3	Develop long term financial plans to ensure the long term financial sustainability of Council.	June 2018
5.9.1	Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing.	June 2018
5.9.2	Customer Service Strategy Review 2017-2018	June 2018
5.9.3	Identify customer-focused opportunities for the development of digital service delivery.	June 2018
5.9.4	Communicate new initiatives and changes in legislation to the commercial sector under the Food and Health Act.	December 2017
5.9.5	Ensure Local Laws are enforced and review process and discretions administered in line with Local Laws objectives and relevant Council guidelines.	June 2018
5.9.6	Complete a review of the existing kerbside collection contract in readiness for a new contract.	June 2018





Strategic Resource Plan 2017-21



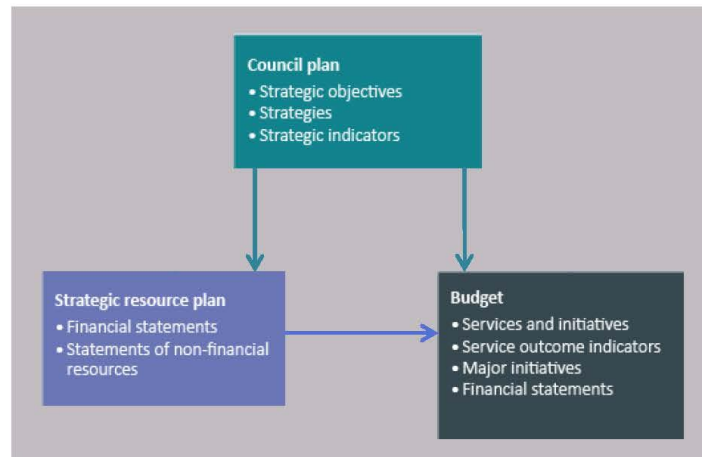
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Background

The *Local Government Act 1989* (the Act) requires council to prepare a strategic resource plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the council plan. In preparing the SRP, council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by council.

Council has prepared a SRP for the four years 2017-18 to 2020-21 as part of its integrated planning framework as set out below.



The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the council plan.

Objectives of the plan

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Maintain debt at moderate levels to allow capacity to fund future infrastructure.

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council 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.

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2016;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council.

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Assessment of council's current financial position

An assessment has been undertaken of the council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2016-17 year are in the following table.

Result	Adopted	Forecast	Variance
	Budget	Actual	Fav/
	2017	2017	(Unfav)
	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	6,102	12,579	6,477
Underlying Surplus/(deficit) for the year	1,793	2,968	1,175
Cash and investments	12,025	9,855	(2,170)
Capital works expenditure	14,775	22,334	7,559

An underlying surplus of \$2.97 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$1.79 million. The forecast \$1.18 million favourable variance is due to a number of areas, including, supplementary rates, increase in statutory planning fees and lower borrowing costs.

Cash and investments are forecast to be \$9.86 million compared with an original budget of \$12.03 million. The forecast \$2.17 million unfavourable variance is primarily due to the completion of the majority of our 2017-18 capital works program.

Capital works expenditure is forecast to be \$22.33 million compared with an original budget of \$14.78 million. The forecast \$7.56 million favourable variance is due to the increased capital works program that includes the CBD renewal project and the major upgrade of Flagstaff Hill.

Significant matters arising from the assessment of council's current financial position, which are expected to impact on the SRP includes:

- the Roads to Recovery funding was higher in 2015/16 and 2016/17 but will return to its historical level

- of funding which is \$0.60 million less than the previous year;
- the \$15 million CBD renewal project will be completed by November 2018 and will increase the level of maintenance, cleaning and asset renewal in this area;
- the \$3m upgrade to Flagstaff Hill, which includes a revamp of the sound and light show, is expected to increase the revenue and reduce the deficit to run the service;
- Statutory building fees increased during 2016-17 for the first time in a number of years and this will result in greater levels of income in the future;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$2.00 million.

In addition to the above matters, the Victorian Government has legislated that local government rates be capped from the 2016-17 year. The rate cap for the 2017-18 year as set by the Minister for Local Government is 2.0 percent. Depending on the level at which rates are capped in future years, Council may need to review the level of services and capital works expenditure which are delivered in future years and/or apply for a higher cap.

Key assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position;
- scan of the external economic environment;
- forecast changes in population and demographics;
- advice from officers responsible for service and capital works planning and delivery;
- services and initiatives contained in plans adopted or proposed to be adopted by council.

The key assumptions underlying the SRP are set out below.

General operating

The general assumptions affecting all operating income and expenditure are included the following table.

	2018	2019	2020	2021
	%	%	%	%
Consumer Price Index	2.0	2.5	2.5	2.5
Rate cap	2.0	2.5	2.5	2.5
Rate cap variation	0.0	3.0	3.0	0.0
Wages growth	3.0	3.0	3.0	3.0
Grants (operating)	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	2.5	2.5	3.0	3.0

Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.0 percent for the 2017-18 year and 2.5% for all remaining years and applied to all income and expense types with the exception of those specifically identified in the above table.

Rate cap

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2017-18 year is 2.0 percent and based on the state-wide CPI projections is likely to rise to 2.5% for the remaining forecast period.

Rate cap variation

The SRP is based on a successful rate cap variation of 3% above the rate cap for 2018-19 and 2019-20.

Wages growth

The collective wage agreement has been finalised and applies to wage rate changes for the next three years commencing 1 July 2016. The agreement is an increase of 2.3% or \$30 per week and with banding increments this equates to overall increase of 3.0% per annum.

Grants (operating)

Council receives approximately \$13.00 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$3.53 million for the 2017-18 year in financial assistance grants. Future increases in operating grants have been set at CPI minus 0.5 percent in all years.

Statutory fees

Council raises approximately \$1.42 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

Investment return

The official cash rate is now 1.5 percent, following successive decreases by the Reserve Bank over time. Council has set its investment return at 2.5 percent in 2017-18 and 2018/19 before increase to 3.0% for the remaining forecast period.

Service delivery

The assumptions affecting specific services provided by council are set out below:

- service levels to be maintained at prior year levels where practicable;
- retain existing levels of subsidy for user fees where practicable (Excluding field sports users).

Kerbside collection – contract

The contract for collection of waste has options which expire on 30 June 2019. It is expected that the cost of this service will remain constant with the opportunity to achieve savings if we can tender as a regional group.

Aged and disability

The funding model for aged and disability services is changing and Council needs to decide whether to compete with private organisations or transition out of the service. For the purposes of the SRP, the decision is that Council will remain providing the service. This includes domestic care, personal care, respite care and meals.

Property valuation

Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 and the next revaluation will be undertaken as at 1 January 2018 effective for the 2018-19 year. An allowance of \$0.05 million has been made every year to smooth the costs over period.

Election costs

Council is required to fund the cost of the Council elections which occur every 4 years. The next Council election will be in October 2020 and is expected to cost \$0.21 million. An allowance of \$0.05m has been made every year to smooth the costs of the period.

Information Technology

Council recognises the need to achieve efficiencies and drive innovation throughout the organisation and to do this through the use of technology. As such Council is investing \$0.10 million in additional resources to achieve this. There is also an ongoing improvement program in the order of \$0.25 million per annum.

Other operating

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included the following table.

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
Supplementary rates	100	100	100	100
Developer contributions (non-cash)	4,000	3,500	3,500	4,000
Financial assistance grants	3,582	6,207	6,207	6,207
Grants (capital)	4,330	5,668	3,327	855

Supplementary rates

The municipality is expected to continue growing over the four year period based on current trends in property development including the effects of major property developments, the Gateway Plaza extension being a recent example of this. This is expected to contribute an additional \$0.10 million in rate revenue each year.

Developer contributions (non-cash)

From time to time council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to council. It is expected that council will receive infrastructure assets during the four year period from a number of new developments including North of the Merri, Hopkins Point Road, Horne Road Industrial Estate and North East Warrnambool. The expected value of these assets range from \$3.50 million to \$4.00 million per annum, however the timing of the contribution is dependent on a number of external factors such as economic growth, population growth and the discretion of developers. Therefore it is difficult to accurately forecast the contributions with the spread over the SRP period being based on our current knowledge and conditions.

Financial assistance grants

The Federal Government froze the indexation of the financial assistance grants for 3 years to the end of June 2017. The 3 year freeze cost Council \$0.60 million over that period as well as decreasing the base for when the indexation begins again. The SRP assumes that the indexation will resume on 1 July 2017.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants will be received in the 2017-18 and 2018-19 years to fund the CBD Renewal project. The Port of Warrnambool project is scheduled for 2018-19 and 2019-20 years and will be 80% grant funded. From 2020-21, the level of capital grant funding drops back with a Recreation grant and the recurrent Roads to Recovery funding.

General balance sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 99 percent of the total rates and charges raised, is expected to be collected;
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days;
- other debtors and creditors are expected to remain consistent with 2016-17 levels;
- employee entitlements have increased in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff .

Other balance sheet

The assumptions affecting specific balance sheet items is set out below.

Borrowings

In developing the SRP, borrowings were identified as an important funding source for capital works expenditure. Council has traditionally only borrowed to finance large inter-generational infrastructure projects with the most recent borrowing being used to fund the Simpson Street Tunnel upgrade. This has resulted in a reduction in debt levels and servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source for the capital works expenditure program.

Council has analysed its debt position against both Victorian council state and similar council averages over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF) indicators. The outcome of the analysis highlighted that the current debt levels of between \$7.0 million to \$9.00 million could be comfortably accommodated.

The proposed borrowings are to be used to complete the final stages of the Simpson Street Tunnel upgrade and also complete an obligation under a developer contribution plan.

The following table summarises the level of forecast borrowings for the next four years.

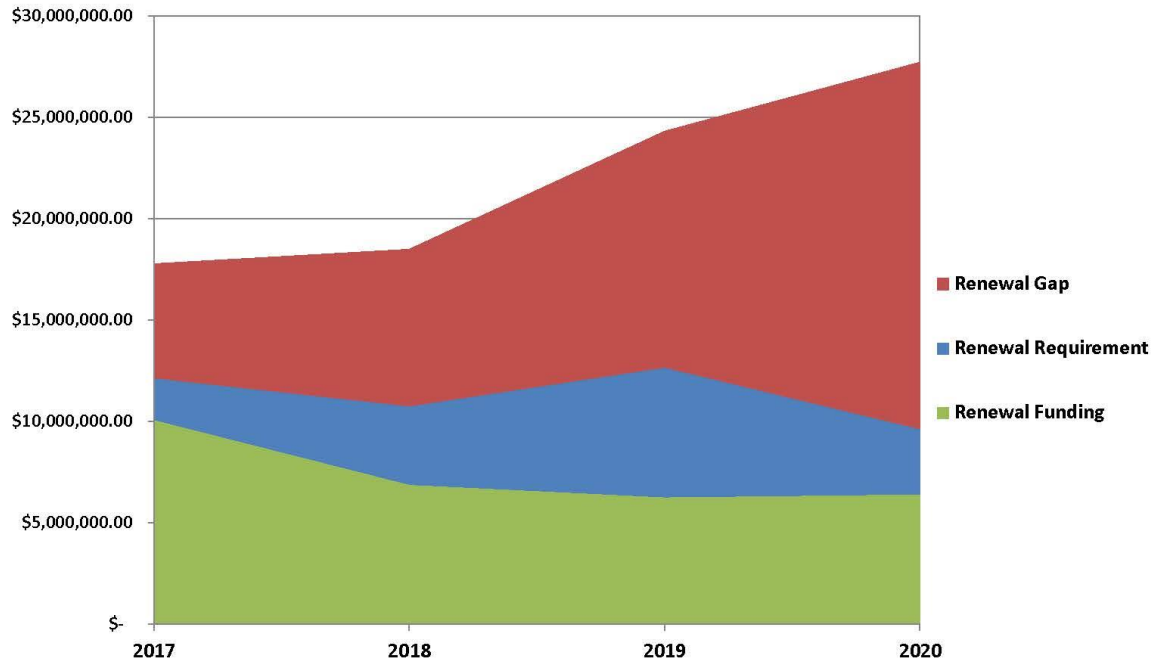
Year	New Borrowings \$'000	Principal \$'000	Interest \$'000	Balance 30 June \$'000
2018	1,500	1,931	461	9,012
2019	1,000	1,821	420	8,191
2020	2,000	1,507	327	8,685
2021	0	1,375	305	7,309

Capital works

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

Asset renewal

Council has developed a 15 year renewal plan based upon Council's Asset Management Plans. The Plans, alongside asset data and analysis provide the basis for Council's management strategy, renewal program formulation and prediction of asset deterioration. When Council renews its assets in line with the aforementioned material, the desired service levels are maintained. If Council does not fund the renewal demand, Council's service levels are amended proportional to that difference in funding. The graph below illustrates the renewal demand, actual renewal funding and the renewal backlog over the life of the current Strategic Resource Plan.



Whilst Council aims at maintaining service levels at prior year levels (where practicable), the above graph clearly demonstrates that the renewal demand is not being met with adequate funding, which is producing an increasing renewal gap. Council is, however, committed to increasing the level of asset renewal funding over the coming 15 years to begin to address the renewal gap.

Predicting the deterioration and planning for the renewal of Council's assets is limited by the availability and accuracy of asset condition data. Presently Council has very limited condition data on the drainage network and open space assets as well as out-dated condition data on pathways and buildings.

Capital expenditure program

In developing the capital expenditure program for the next four years, the following matters have had a significant impact:

- reduction in the amount of cash and investment reserves available to fund future capital expenditure programs;
- availability of significant Commonwealth funding for the upgrade of roads;
- new building regulations requiring all child care centres to be immediately upgraded to ensure compliance;
- the need to close the renewal gap and address the backlog.

The following table summarises the forecast capital works expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2018	17,659	4,330	0	11,829	1,500
2019	16,822	4,588	0	11,234	1,000
2020	17,467	2,247	0	13,220	2,000
2021	15,784	855	0	14,929	0

Grants in the above table exclude those that were received for works on non-Council assets (ie. Port of Warrnambool and the Joint use Library).

Human resources

The assumptions affecting the level of human resources are set out in the following table.

	2018	2019	2020	2021
Employee cost growth (%)	3.0	3.0	3.0	3.0
Employee numbers growth (FTE)	1.0	0.0	(1.0)	0.0

Employee costs

The collective wage agreement has been finalised and applies to wage rate changes for the next three years commencing 1 July 2016. The agreement is an increase of 2.3% or \$30 per week and with banding increments this equates to overall increase of 3.0% per annum.

Employee numbers

A key objective of the SRP is maintaining existing service levels, however this needs to be balanced against the introduction of rate capping from the 2016-17 year onwards which will result in downward pressure being placed on employee costs. Staff numbers are forecast to remain constant over the four year period at 392 FTE.

Option analysis

In order to achieve the overall objective of the SRP, it was necessary to model a number of different options by changing the assumptions underlying the SRP forecasts. In undertaking the option analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 2 most relevant options are as follows:

- higher cap option (i.e. a rate increase above the rate cap);
- no increase to rate cap (ie base case);
- no increase to rate cap with \$0.50 million operating savings per year.

Higher cap option

The following table sets out the key assumptions underlying the higher cap option.

Assumptions	2018	2019	2020	2021
General rates increase (%)	2.0	5.5	5.5	2.5
Operating budget savings (\$'000)	250	250	500	500
Capital works expenditure (\$'000)	17,659	16,822	17,467	15,784

Borrowings (\$'000)	1,000	1,000	2,000	0
Cash balance greater than \$10m (\$'m)				

The following table and graph summarise the key financial outcomes for the next four years for the higher cap option.

Result	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	Trend +/-
Adjusted underlying result	2.79%	3.38%	4.77%	4.18%	+
Liquidity	1.08 times	1.19 times	1.26 times	1.29 times	+
Self-financing	26.40%	26.70%	24.25%	23.06%	o
Indebtedness	14.30%	12.90%	13.33%	10.86%	+
Capital replacement	1.68 times	1.53 times	1.52 times	1.32 times	o
Renewal gap	1.55 times	1.43 times	1.43 times	1.23 times	-

Key to Forecast Trend:

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

Under the higher cap option, all of the key financial results with the exception of asset renewal are forecast to remain steady or improve over the four year period indicating that the overall SRP objective of financial sustainability in the medium to long term is being met. While asset renewal is declining, it is still rated as a low risk in the 2021 year.

No increase to rate cap

The following table sets out the key assumptions for the rate cap option. For this option the key assumptions remain unchanged from the higher cap option other than rates.

Assumptions	2018	2019	2020	2021
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	0	0	0	0
Capital works expenditure (\$'000)	17,659	15,822	15,467	13,784
Borrowings (\$'000)	1,000	1,000	2,000	0

The following table and graph summarise the key financial outcomes for the next four years for the rate cap option with no change to key assumptions other than rates.

Result	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	Trend +/-
Adjusted underlying result	1.79%	1.33%	0.97%	0.44%	-
Liquidity	1.27 times	1.08 times	1.05 times	0.93 times	-
Self-financing	23.92%	21.67%	19.42%	19.18%	-
Indebtedness	17.20%	13.74%	12.52%	9.82%	+
Capital replacement	1.57 times	1.54 times	1.25 times	1.22 times	-
Renewal gap	1.13 times	0.98 times	0.79 times	0.78 times	-

Key to Forecast Trend:

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

Under this rate cap option, the majority of the key financial results are all worsening over time with Liquidity becoming unsustainable in year 2020-21. This indicates that the overall SRP objective of financial sustainability in the medium to long term is not being met.

No increase to rate cap (changes to key assumptions)

The following table sets out the key assumptions for a second rate cap option. For this option the key assumptions of operating budget savings and capital works expenditure have been changed to achieve the overall objective of the SRP.

Assumptions	2017	2018	2019	2020
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	500	500	500	500
Capital works expenditure (\$'000)	17,659	16,822	17,467	15,784
Borrowings (\$'000)	1,000	1,000	2,000	0

The following table and graph summarise the key financial outcomes for the next four years for the rate cap option with changes made to the key assumptions to achieve the overall objective of the SRP.

Result	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	Trend +/-
Adjusted underlying result	3.53%	4.10%	5.46%	4.85%	+
Liquidity	1.27 times	1.08 times	1.05 times	0.93 times	-
Self-financing	27.21%	27.49%	25.00%	23.79%	o
Indebtedness	17.20%	13.74%	12.52%	9.82%	+
Capital replacement	1.68 times	1.53 times	1.52 times	1.32 times	o
Renewal gap	1.55 times	1.43 times	1.43 times	1.23 times	-

Key to Forecast Trend:

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

Under this rate cap option, the key financial results are generally trending in the right direction with the exception of liquidity and asset renewal indicating that the overall SRP objective of financial sustainability in the medium to long term is being met. However, to achieve \$0.50 million a year in operating savings is unsustainable and will not allow us to achieve the SRP objective of maintaining existing service levels.

Outcomes

Based on the option analysis in the previous section, council has decided to select as its preferred option, the higher rate cap option to achieve the overall objective of the SRP. The following is a detailed analysis of this preferred option which is the SRP adopted by council for the 2017-21 years.

Financial

The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2017-21 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

Result	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	Trend +/-/o
Adjusted underlying result	1,887	2,359	3,483	3,130	o
Net (cost) of services	(22,462)	(23,122)	(23,996)	(24,958)	-
Net increase/(decrease) in cash	275	1,409	1,179	571	o
Asset renewal	14,919	14,675	15,237	14,599	o
Borrowings	9,012	8,191	8,685	7,309	+

Key to Forecast Trend:

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

Indicator / Measure / [Computation]	2018	2019	2020	2021	Trend + / o / -
Operating position					
Adjusted underlying result [Adjusted underlying surplus (deficit) / Adjusted underlying income]	2.8%	3.4%	4.8%	4.2%	+
Liquidity					
Working capital [Current assets / current liabilities]	107.8%	118.7%	126.0%	128.6%	+
Unrestricted cash [Unrestricted cash / current liabilities]	98.3%	108.9%	116.2%	119.1%	+
Obligations					
Loans and borrowings [Interest bearing loans and borrowings / rate revenue]	25.4%	22.0%	22.0%	18.0%	+
Loans and borrowings [Interest and principal repayments on interest bearing loans and borrowings / rate revenue]	6.7%	6.0%	4.6%	4.1%	o
Indebtedness [Non-current liabilities / own source revenue]	14.3%	12.9%	13.3%	10.9%	+
Asset renewal [Asset renewal expenses / asset depreciation]	142.1%	133.4%	132.5%	121.7%	-
Stability					
Rates concentration [Rate revenue / adjusted underlying revenue]	53.2%	53.9%	54.8%	54.9%	o
Rates effort [Rate revenue / CIV of rateable properties in the municipality]	0.6%	0.6%	0.6%	0.6%	o
Efficiency					
Expenditure level [Total expenses / no. of property assessments]	\$4,013	\$4,188	\$4,256	\$4,239	+
Revenue level [Residential rate revenue / No. of residential property assessments]	\$1,732	\$1,796	\$1,862	\$1,932	+
Workforce turnover [No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year]	10.0%	10.0%	10.0%	10.0%	o

Key to Forecast Trend:

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

Non-financial

The following table summarises the key non-financial outcomes for the next four years as set out in the SRP for years 2017-21 years. The attached Appendix includes the non-financial statements and other non-financial disclosures required by the Act and Local Government (Planning and Reporting) Regulations 2014.

Result	2018	2019	2020	2021	Trend +/-
Employee costs - Operating (\$'000)	31,849	32,670	33,679	34,719	-
Employee numbers (FTE)	393	393	392	392	o

Key to Forecast Trend:

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

Achievement of SRP objectives

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the SRP over the next four years.

1. Achieve at a minimum a breakeven adjusted underlying result (objective: achieved)

The adjusted underlying result is a small surplus in each year over the four year period (measure: adjusted underlying result).

2. Maintain existing services and service levels (objective: achieved)

Service levels have been maintained throughout the four year period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

3. Achieve a balanced budget on a cash basis (objective: achieved)

The net change in cash is forecast to be positive each year over the four year period (measure: net change in cash and unrestricted cash).

4. Meet council's asset renewal requirements (objective: achieved)

Asset renewal remains well above the target of 100 percent of depreciation and is driven by a focus of continuing to invest in asset renewal. (measure: asset renewal).

5. Maintain debt at a moderate level to allow capacity to fund future infrastructure (objective: achieved)

Small borrowings are planned over the first three years of the four year period. However total debt is forecast to reduce by \$1.70 million over this period. (Measure: loans and borrowings).

Overall the SRP shows that council is financially sustainable in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives.

Appendix**Comprehensive Income Statement**

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/2021 \$'000
Income					
Rate and charges	34,316	35,460	37,255	39,447	40,551
Statutory fees and fines	1,581	1,421	1,456	1,492	1,530
User fees	15,322	16,022	16,606	17,022	17,447
Grants - operating	13,184	12,983	13,011	13,272	13,539
Grants - capital	7,073	4,330	5,668	3,327	855
Contributions - monetary	4,193	924	632	976	1,016
Contributions - non monetary assets	4,000	4,000	3,500	3,500	4,000
Interest	386	375	382	390	400
Other revenues	379	350	359	368	415
Total income	80,434	75,865	78,869	79,794	79,753
Expenses					
Employee costs	30,815	31,849	32,670	33,679	34,719
Materials and services	24,716	22,172	24,415	24,868	23,759
Bad and doubtful debts	115	77	78	80	82
Depreciation	10,000	10,500	11,000	11,500	12,000
Finance costs	510	461	420	327	305
Other expenses	715	839	859	881	903
Net loss on disposal of property, infrastructure, plant and equipment	984	1,147	1,366	1,475	1,584
Total expenses	67,855	67,045	70,808	72,810	73,352
Surplus (deficit) for the year	12,579	8,820	8,061	6,984	6,401
Other comprehensive income					
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000	10,000
Comprehensive result	22,579	18,820	18,061	16,984	16,401

The above comprehensive income statement should be read in conjunction with the accompanying other information.

Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	2,855	2,119	2,509	2,667	2,227
Trade and other receivables	3,500	3,511	3,529	3,551	3,562
Financial assets	7,000	8,000	9,000	10,000	11,000
Inventories	110	110	110	110	110
Other current assets	450	460	470	480	490
Total current assets	13,915	14,200	15,618	16,808	17,389
Non-current assets					
Trade and other receivables	160	140	120	100	80
Investments in associates	500	515	530	545	560
Property, infrastructure, plant & equipment	671,804	690,178	706,326	722,943	737,666
Total non-current assets	672,464	690,833	706,976	723,588	738,306
Total Assets	686,379	705,033	722,594	740,396	755,695
Liabilities					
Current liabilities					
Trade and other payables	4,500	4,600	4,700	4,800	4,900
Trust funds	710	680	700	720	680
Provisions	5,895	6,072	6,254	6,441	6,635
Interest-bearing liabilities	1,931	1,821	1,507	1,375	1,312
Total current liabilities	13,036	13,173	13,161	13,336	13,527
Non-current liabilities					
Provisions	592	610	628	647	666
Interest-bearing liabilities	7,512	7,191	6,685	7,309	5,997
Total non-current liabilities	8,104	7,801	7,313	7,956	6,663
Total liabilities	21,140	20,974	20,474	21,292	20,190
Net Assets	665,239	684,059	702,120	719,104	735,505
Represented by:					
Accumulated surplus	213,713	223,306	231,561	238,277	245,046
Reserves	451,526	460,753	470,559	480,827	490,459
Total equity	665,239	684,059	702,120	719,104	735,505

The above balance sheet should be read in conjunction with the accompanying other information.

Statement of Changes in Equity
For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	665,239	213,713	447,044	4,482
Surplus/(deficit) for the year	8,820	8,820	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	227	0	(227)
Balance at end of the financial year	684,059	227,760	457,044	4,255
2019				
Balance at beginning of the financial year	684,059	222,760	457,044	4,255
Surplus/(deficit) for the year	8,061	8,061	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(100)	0	100
Transfer from reserves	0	0	0	0
Balance at end of the financial year	702,120	230,721	467,044	4,355
2020				
Balance at beginning of the financial year	702,120	230,721	467,044	4,355
Surplus/(deficit) for the year	6,984	6,984	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(148)	0	148
Transfer from reserves	0	38	0	(38)
Balance at end of the financial year	719,104	237,595	477,044	4,465
2021				
Balance at beginning of the financial year	719,104	237,595	477,044	4,465
Surplus/(deficit) for the year	6,401	6,401	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(361)	0	361
Transfer from reserves	0	0	0	0
Balance at end of the financial year	735,505	243,635	487,044	4,826

The above statement of changes in equity should be read in conjunction with the accompanying other information.

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	34,316	35,106	36,882	39,052	40,146
Statutory fees and fines	1,739	1,563	1,602	1,642	1,683
User fees	16,854	17,625	18,267	18,724	19,192
Grants	22,283	19,044	20,548	18,259	15,834
Contributions	4,613	1,017	695	1,074	1,118
Interest	386	375	382	390	400
Trust funds and deposits taken	10	0	20	20	0
Other revenue	417	385	394	404	457
Net GST refund / payment	(532)	(380)	(351)	(588)	(474)
Employee costs	(30,566)	(31,655)	(32,469)	(33,472)	(34,506)
Materials, consumables & contracts	(29,485)	(23,838)	(25,997)	(26,515)	(25,238)
Finance costs	(510)	(461)	(420)	(327)	(305)
Trust funds and deposits repaid	0	(30)	0	0	(40)
Other payments	(787)	(922)	(945)	(969)	(993)
Net cash provided by operating activities	18,739	17,828	18,608	17,694	17,271
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	680	526	426	437	448
Payments for property, plant and equipment	(22,334)	(17,659)	(16,822)	(17,467)	(15,784)
Proceeds from sale of investments	9,000	12,000	12,000	12,000	11,000
Payments for investments	(6,000)	(13,000)	(13,000)	(13,000)	(12,000)
Net cash used in investing activities	(18,654)	(18,133)	(17,396)	(18,030)	(16,336)
Cash flows from financing activities					
Proceeds from borrowings	1,500	1,500	1,000	2,000	0
Repayment of borrowings	(1,957)	(1,931)	(1,821)	(1,507)	(1,375)
Net cash provided by (used in) financing activities	(457)	(431)	(821)	(493)	(1,375)
Net increase/(decrease) in cash held	(372)	(736)	391	157	(440)
Cash at the beginning of the financial year	3,227	2,855	2,119	2,509	2,667
Cash at the end of the financial year	2,855	2,119	2,509	2,667	2,227

The above statement of cash flows should be read in conjunction with the accompanying other information.

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land non-specialised	0	300	0	0	0
Total land	0	300	0	0	0
Building improvements	2,878	1,643	1,753	2,876	4,413
Total buildings	2,878	1,643	1,753	2,846	4,413
Total property	2,878	1,943	1,753	2,876	4,413
Plant and equipment					
Plant, machinery and equipment	1,960	1,505	1,485	1,522	1,560
Computers and telecommunications	1,816	305	311	568	324
Paintings and exhibits	61	15	15	35	35
Total plant and equipment	3,837	1,825	1,811	2,125	1,919
Infrastructure					
Roads	6,243	5,906	5,928	5,041	4,137
Bridges	449	198	203	208	213
Footpaths and cycleways	3,022	3,920	3,956	1,278	1,311
Drainage	2,362	1,525	1,225	1,768	725
Recreational, leisure and community facilities	2,408	946	910	3,280	2,170
Parks, open space and streetscapes	590	999	437	391	394
Aerodromes	68	30	30	30	30
Off street car parks	147	307	258	160	161
Other infrastructure	331	310	310	310	310
Total infrastructure	15,619	13,891	13,258	12,467	9,451
Total capital works expenditure	22,334	17,659	16,822	17,467	15,784
Represented by :					
Asset renewal	20,175	14,919	14,675	15,236	14,599
New assets	648	1,415	1,047	976	985
Asset expansion/upgrade	1,511	1,325	1,100	1,255	200
Total capital works	22,334	17,659	16,822	17,467	15,784

The above statement of capital works should be read in conjunction with the accompanying other information.

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs	30,815	31,849	32,670	33,679	34,719
Total staff expenditure	30,815	31,849	32,670	33,679	34,719
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	392	393	393	392	392
Total staff numbers	392	393	393	392	392

The above statement of human resources should be read in conjunction with the other information.

Other information

For the four years ended 30 June 2021

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018										
Property										
Land	300	300	0	0	0	300	0	0	300	0
Total land	300	300	0	0	0	300	0	0	300	0
Building improvements	1,643	0	1,643	0	0	1,643	0	0	1,643	0
Total buildings	1,643	0	1,643	0	0	1,643	0	0	1,643	0
Total property	1,943	300	1,643	0	0	1,943	0	0	1,943	0
Plant and equipment										
Plant, machinery and equipment	1,505	0	1,505	0	0	1,505	0	0	1,505	0
Paintings & Exhibitions	15	15	0	0	0	15	0	0	15	0
Computers and telecommunications	305	0	305	0	0	305	0	0	305	0
Total plant and equipment	1,825	15	1,810	0	0	1,825	0	0	1,825	0
Infrastructure										
Roads	5,906	0	5,906	0	0	5,906	2,330	0	3,576	0
Bridges	198	0	198	0	0	198	0	0	198	0
Footpaths and cycleways	3,920	774	3,146	0	0	3,920	2,000	0	1,920	0
Drainage	1,525	0	400	562	563	1,525	0	0	25	1,500
Recreational, leisure and community facilities	946	76	850	0	0	946	0	0	946	0
Parks, open space and streetscapes	999	0	799	100	100	999	0	0	999	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	57	0	57	0	0	57	0	0	57	0
Other infrastructure	310	250	60	0	0	310	0	0	310	0
Total infrastructure	13,891	1,100	11,466	662	663	13,891	4,330	0	8,061	1,500
Total capital works expenditure	17,659	1,415	14,919	662	663	17,659	4,330	0	11,829	1,500

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1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	1,753	0	1,753	0	0	1,753	0	0	1,753	0
Total buildings	1,753	0	1,753	0	0	1,753	0	0	1,753	0
Total property	1,753	0	1,753	0	0	1,753	0	0	1,753	0
Plant and equipment										
Plant, machinery and equipment	1,485	0	1,485	0	0	1,485	0	0	1,485	0
Paintings & Exhibitions	15	15	0	0	0	15	0	0	15	0
Computers and telecommunications	311	0	311	0	0	311	0	0	311	0
Total plant and equipment	1,811	15	1,796	0	0	1,811	0	0	1,811	0
Infrastructure										
Roads	5,929	0	5,929	0	0	5,929	2,463	0	3,466	0
Bridges	203	0	203	0	0	203	0	0	203	0
Footpaths and cycleways	3,956	782	3,174	0	0	3,956	2,125	0	1,831	0
Drainage	1,225	0	325	450	450	1,225	0	0	225	1,000
Recreational, leisure and community facilities	910	0	910	0	0	910	0	0	910	0
Parks, open space and streetscapes	437	0	237	100	100	437	0	0	437	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	258	0	258	0	0	258	0	0	258	0
Other infrastructure	310	250	60	0	0	310	0	0	310	0
Total infrastructure	13,258	1,032	11,126	550	550	13,258	4,588	0	7,670	1,000
Total capital works expenditure	16,822	1,047	14,675	550	550	16,822	4,588	0	11,234	1,000

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1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	2,876	0	2,876	0	0	2,876	0	0	2,876	0
Total buildings	2,876	0	2,876	0	0	2,876	0	0	2,876	0
Total property	2,876	0	2,876	0	0	2,876	0	0	2,876	0
Plant and equipment										
Plant, machinery and equipment	1,522	0	1,522	0	0	1,522	0	0	1,522	0
Paintings & Exhibitions	35	35	0	0	0	35	0	0	35	0
Computers and telecommunications	568	0	318	0	250	568	0	0	568	0
Total plant and equipment	2,125	35	1,840	0	250	2,125	0	0	2,125	0
Infrastructure										
Roads	5,041	0	5,041	0	0	5,041	347	0	3,694	1,000
Bridges	208	0	208	0	0	208	0	0	208	0
Footpaths and cycleways	1,278	691	587	0	0	1,278	0	0	1,278	0
Drainage	1,768	0	963	402	403	1,768	0	0	768	1,000
Recreational, leisure and community facilities	3,280	0	3,280	0	0	3,280	1,900	0	1,380	0
Parks, open space and streetscapes	391	0	191	100	100	391	0	0	391	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	160	0	160	0	0	160	0	0	160	0
Other infrastructure	310	250	60	0	0	310	0	0	310	0
Total infrastructure	12,466	941	10,520	502	503	12,466	2,247	0	8,219	2,000
Total capital works expenditure	17,467	976	15,236	502	753	17,467	2,247	0	13,220	2,000

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1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	4,413	0	4,413	0	0	4,413	0	0	4,413	0
Total buildings	4,413	0	4,413	0	0	4,413	0	0	4,413	0
Total property	4,413	0	4,413	0	0	4,413	0	0	4,413	0
Plant and equipment										
Plant, machinery and equipment	1,560	0	1,560	0	0	1,560	0	0	1,560	0
Paintings & Exhibitions	35	35	0	0	0	35	0	0	35	0
Computers and telecommunications	324	0	324	0	0	324	0	0	324	0
Total plant and equipment	1,919	35	1,884	0	0	1,919	0	0	1,919	0
Infrastructure										
Roads	4,137	0	4,137	0	0	4,137	355	0	3,782	0
Bridges	213	0	213	0	0	213	0	0	213	0
Footpaths and cycleways	1,311	700	611	0	0	1,311	0	0	1,311	0
Drainage	725	0	725	0	0	725	0	0	725	0
Recreational, leisure and community facilities	2,170	0	2,170	0	0	2,170	500	0	1,670	0
Parks, open space and streetscapes	394	0	194	100	100	394	0	0	394	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	161	0	161	0	0	161	0	0	161	0
Other infrastructure	310	250	60	0	0	310	0	0	310	0
Total infrastructure	9,451	950	8,301	100	100	9,451	855	0	8,596	0
Total capital works expenditure	15,784	985	14,599	100	100	15,783	855	0	14,928	0

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2. Summary of planned human resources expenditure

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
Corporate strategies				
-Permanent full time	4,443	4,557	4,697	4,840
-Permanent part time	1,261	1,294	1,334	1,375
Total corporate strategies	5,704	5,851	6,031	6,215
City infrastructure				
-Permanent full time	7,247	7,434	7,664	7,901
-Permanent part time	907	930	959	989
Total city infrastructure	8,154	8,364	8,623	8,890
Community development				
-Permanent full time	5,195	5,329	5,494	5,664
-Permanent part time	6,386	6,551	6,753	6,962
Total community development	11,581	11,880	12,247	12,626
City growth				
-Permanent full time	3,264	3,348	3,451	3,558
-Permanent part time	1,409	1,445	1,490	1,536
Total city growth	4,673	4,793	4,941	5,094
Total casuals and other	1,737	1,782	1,837	1,894
Total staff expenditure	31,849	32,670	33,679	34,719

	FTE	FTE	FTE	FTE
Corporate strategies				
-Permanent full time	34.0	34.0	33.0	33.0
-Permanent part time	16.6	16.6	16.6	16.6
Total corporate strategies	50.6	50.6	49.6	49.6
City infrastructure				
-Permanent full time	96.0	96.0	96.0	96.0
-Permanent part time	13.4	13.4	13.4	13.4
Total city infrastructure	109.4	109.4	109.4	109.4
Community development				
-Permanent full time	62.0	62.0	62.0	62.0
-Permanent part time	92.6	92.6	92.6	92.6
Total community development	154.6	154.6	154.6	154.6
City growth				
-Permanent full time	36.0	36.0	36.0	36.0
-Permanent part time	20.6	20.6	20.6	20.6
Total city growth	56.6	56.6	56.6	56.6
Total casuals and other	21.8	21.8	21.8	21.8
Total staff numbers	393.0	393.0	392.0	392.0

Glossary

Act	means the <i>Local Government Act 1989</i>
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	means 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
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means 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
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	means the period of 12 months ending on 30 June each year

General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
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
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
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
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
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
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community

Special order	means an order made by the ESC under section 185E of the Act
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 accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council

4.2 WARRNAMBOOL CITY COUNCIL BUDGET 2017 – 2018**PURPOSE**

This report presents the proposed 2017/2018 Budget for Warrnambool City Council, including a recommendation to adopt the Budget.

EXECUTIVE SUMMARY

- Preparation and adoption of the Annual Budget in accordance with Section 127 of the Local Government Act is a major responsibility of Council.
- Council has delivered an \$81.0m budget which balances the ongoing services to the community (\$63.3m) with the infrastructure needs of Warrnambool (\$17.7m).
- The budget has been achieved whilst working within the State Governments 'Fair Go Rates System' of a 2% increase to rates.
- In accordance with its Budget Timetable, Council has worked through an extensive process to prepare a Proposed Budget for 2017/2018.
- Council advertised the preparation of the Budget at the Council meeting held on 1 May 2017.
- Following public notification of the Proposed Budget three submissions have been lodged. Council has considered these submissions but there won't be a change to the Budget with the submissions being referred to future Budgets for consideration or funding opportunities.
- Council is now required to adopt the 2017/2018 Budget and lodge with the Minister for Local Government.

MOVED: CR. HULIN
SECONDED: CR. CASSIDY

1. ADOPTION OF BUDGET

- a) That Council pursuant to Sections 127, 129, 130 and 223 of the Local Government Act 1989 as amended ("the Act") now adopts the Budget for the financial year, being for the period 1 July 2017 to 30 June 2018 ("the Financial Year") attached as Appendix A and annexed to the recommendation and initialled by the Mayor and Chief Executive for identification.
- b) Council give public notice of the adoption of the 2017/2018 Budget in accordance with Section 130(2) of the Act.
- c) That a copy of the adopted Budget be forwarded to the Minister for Local Government in accordance with Section 130(4) of the Act.
- d) That a copy of the adopted Budget be kept available at the Warrnambool Civic Centre for public inspection in accordance with Section 130(9) of the Act.

2. AMOUNT INTENDED TO BE RAISED

That an amount of \$35,460,000 (or such greater amount as is lawfully levied as a consequence of the adoption of the Recommendations) be declared as the amount which Council intends to raise by general rates by the application of differential rates, the annual service charge (waste management charge) and municipal charge (all described later in this Recommendation), which amount is calculated as follows;

▪ General Rates (including Recreational Lands & supplementary rates)	\$26,460,000
▪ Annual Service Charge (waste management charge)	\$4,693,000
▪ Municipal Charge	<u>\$4,307,000</u>
	\$35,460,000

3. GENERAL RATES

- a) That a general rate be declared in respect of the Financial Year, being for the period 1 July 2017 to 30 June 2018.
- b) That it be further declared pursuant to Sections 158, 158A and 161 of the Act that the general rate be raised by the application of differential rates having regard to the objectives of each differential rate and characteristics of the land which are the criteria for declaring each differential rate as set out in the Proposed Budget report 2017/2018 of the Meeting of Council of 1 May 2017.
- c) That it be confirmed that the differential rates for all rateable land within the municipal district be determined by multiplying "Capital Improved Value" of each rateable land by a percentage specified as the percentage of each uniform rate (which percent may be alternatively expressed as cents in the dollar of the Capital Improved Value):

Type of Rate	Rate in the Dollar on Capital Improved Value
Industrial Land Rate	0.006729
Vacant Land Rate	0.005784
Commercial Land Rate	0.006501
Industrial 2 Land Rate	0.005790
Other Land Rate	0.003787
Farm Land Rate	0.002177
Recreation Land Category 1	\$21,961.64
Recreation Land Category 2	0.003249

4. MUNICIPAL CHARGE

- a) That pursuant to Section 159 of the Act, a Municipal Charge be declared to cover some of the administrative costs of Council;
- b) The Municipal Charge be in the sum of \$287.12 per rateable land.

5. ANNUAL SERVICE CHARGE (WASTE MANAGEMENT CHARGE)

- a) That, pursuant to Section 162(1)(b) and Section 221(1)(b) of the Act, an Annual Service Charge in respect of rateable and non-rateable land (excluding vacant land, being land on which no buildings are erected) be declared in respect of the 2016/2017 Financial Year.
- b) That the Annual Service Charge be declared for:
 - Garbage collection – 80 litre mobile bin for each household within the serviced municipal area;
 - Kerbside recyclables collection – 240 litre mobile bin, with the contractor to supply the recycling bins;
 - Acceptance and sorting of recyclables;
 - Trial of Food Organics and Green Organics collection
 - Street cleaning service (including litter bins); and
 - That this Charge be referred to as the "Waste Management Charge".
- c) That the Annual Service Charge be based on \$287.12 per assessment, for the services listed in b) above, where the service is available.

CULTURAL AND RECREATIONAL LAND

That in accordance with Section 4(1)(3) of the Cultural and Recreational Lands Act 1963, the amounts payable in respect of recreational lands under this act shall be in accordance with Appendix A of the Proposed Budget report 2017/2018 of the Meeting of Council of 1 May 2017.

6. REBATES

Subject to any further resolution of Council, no rebates be granted in respect of the 2017/2018 Financial Year.

7. INCENTIVES

No incentive be declared for early payment of the general rates, annual service charge and municipal charge previously declared.

8. CONSEQUENTIAL

- a) It may be recorded that Council requires any person to pay interest on any amounts or rates and charges which;
 - That person is liable to pay; and
 - Have not been paid by the date specified for their payment.
- b) The interest rate fixed under Section 2 of the Penalty Interest Rates Act 1983 be noted as the rate set out in accordance with Section 172(2) of the Act.
- c) That the Director Corporate Strategies be authorised to levy and recover the general rates, annual service charge, municipal charge and amounts payable under the Act and the Cultural and Recreational Lands Act 1963.

CARRIED – 7:0

BACKGROUND

At the Ordinary Council Meeting held on 1 May 2016, Council considered the proposed 2017/2018 Proposed Budget and resolved to give public notice of the Proposed Budget and call for written submissions in accordance with Sections 129 and 223 of the Local Government Act 1989.

- a) Public notice was published in the Warrnambool Standard on Wednesday 3 May 2017. A number of articles appeared in the Warrnambool Standard focussing on the Proposed Budget 2017/2018 and the Proposed Budget was posted on Council's website and copies made available at the Civic Centre Customer Services desk.
- b) The 2017/2018 Budget is attached – refer **Appendix A**.

SUBMISSIONS

Three written submissions were lodged in response to the Proposed Budget 2017/2018.

They were lodged within the allocated timeframe and are attached as **Appendix B** along with Council's response to each submission.

ISSUES

The preparation of the Annual Budget is an extensive process and incorporates the following budget principles:

- Service levels to be maintained at prior year levels where practicable;
- 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;
- Efficiencies to drive Council's response to rate capping; and
- Council's medium to long term strategic planning not to be constrained by rate capping

Council uses the "Model Budget" format which was initiated over ten years ago by representatives of FinPro (local government finance professionals), Institute of Chartered Accountants, LGPro and the MAV. The Model Budget is the local government best practice guide, and is now mandated 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.

The Model Budget is required to be used by all 79 Victorian councils and promotes consistency of budget reporting, enables comparison of budget information between councils and achieves compliance with accounting standards.

Budget documents are complex and the financial statements must comply with Australian Accounting Standards.

The budget process is governed by Sections 127, 129 and 130 of the Local Government Act which requires:

- Preparation of an annual budget containing prescribed information.
- Public notification of the prepared budget giving persons the right to make submissions.
- Adoption of the budget, with or without amendment, and public notification of same.
- Lodgement of the budget with the Minister for Local Government.

CONSULTATION

The budget process has again been an extensive review process that commenced in late 2016 and has included:

- Review of the Capital Works & Projects evaluation criteria.
- Review and evaluation of submitted major capital works and projects budget bids.
- Adoption of budget principles.
- Councilor workshops to review proposed budget.
- Call for public submission to the proposed budget.

The budget is also informed by the variety of projects and working groups that consider and refer items to budget across the preceding year.

CONCLUSION

Council has worked through an extensive process and provided opportunity for the community to comment as part of developing the Council Budget for 2017/2018.

Council must now adopt the Budget for 2017/2018 and lodge with the Minister for Local Government.

5. CLOSE OF MEETING

The meeting closed at 6.10pm.

CHAIRMAN

I certify that these minutes were confirmed at a subsequent meeting of Council

.....
CR KYLIE GASTON
MAYOR



Budget 2017-18



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Mayor's Introduction

The Councillors and I are pleased to release the proposed Budget 2017-2018 to the Community for comment and public submissions. Guiding the budget is our Council Plan 2017-2021.

The vision for the four-year life of the Council Plan is for Warrnambool to be a *Cosmopolitan City by the Sea*. To support the vision Council developed the following five key objectives:

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability

The Council Plan 2017-2021 is the strategic guide to delivering Council's vision over the term of the Council. The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. These services range from those which are about directly caring for people through facilities and programs including kindergartens, childcare centres, the library and home support services, to services which maintain or enhance our environment and surroundings including waste collection and our roads and footpath management schedules.

The budget also includes details of proposed capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016 we heard that Council's services were valued by the community and that Council needed to be financially responsible and keep its rates as low as possible. In response, Council has continued an enterprise-wide approach to identify savings that do not impact on services.

The Council Plan 2017-2021 has identified a shift in emphasis towards the Council and city operating in a more environmentally sustainable manner. While the Council remains committed to operating in a financially sustainable way it is also responding to the community's call to do more on this front. So among the initiatives planned is another investigation into the interest in, and viability of, a green waste service. We are also actively involved in planning for climate change.

On the financial front Council will continue to focus on identifying sustainable cost savings that will still enable the delivery of services the community expects from the Council.

Council continues to maintain its Small Infrastructure Fund which in recent years has helped deliver important projects including pedestrian bridges at Daltons Road and Wellington Street.

The proposed budget proposes a rate increase of 2.0 per cent. This is in line with the Fair Go Rates System (FGRS), which has capped rates increase by Victorian Councils. Council has also identified a number of significant and unexpected cost and revenue impacts during the budget process which it has had to fund. These include;

- An anticipated increase of 2.0 per cent in the State Government landfill levy
- Increased costs relating to statutory requirements for power line clearances

These items alone are equivalent to a 2.3 per cent rate increase, over and above the mandatory 2.0 per cent increase in our base costs for delivering core services and projects allowed by the FGRS.

In this proposed budget we have allocated funding of \$16.2 million for asset renewals, upgrades and expansions. The proposed budget also funds \$1.4 million for new assets. Highlights of the capital program include:

- City Centre Renewal Project \$5.5 million
- Road renewals \$2.9 million
- Building renewals \$1.7 million
- Simpson St tunnel \$1.5 million
- Ticket machine replacement \$0.6 million
- Public toilet upgrade \$0.4 million

Community feedback was supportive about the use of borrowings to fund major long term community infrastructure rather than rates revenue. The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of rates revenue and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure what we engage with you on any planned changes.

The proposed budget was developed through a rigours process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our revised Council Plan 2017-2021 and I look forward to receiving your submission.

Cr Kylie Gaston
Mayor

Executive Summary

Council has prepared a Budget for 2017/18 which is aligned to the vision in the Council Plan 2017-2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects an underlying surplus of \$1.9 million for 2017/18 after adjusting for capital grants and contributions (refer Sections 5 and 10).

1. Key things we are funding

- 1) Ongoing delivery of the wide range of services provided to the Warrnambool community funded by a budget of \$67.0 million. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$17.7 million) primarily for renewal works. This includes roads (\$5.9 million); footpaths and cycleways (\$3.9 million); drainage (\$1.5 million); buildings (\$1.6 million); plant and equipment (\$1.8 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: Sustain and enhance the natural environment

- 3) Protect and enhance our waterways, coast and land.
- 4) Commit to being a carbon neutral city by 2040.
- 5) Invest in climate change preparedness.
- 6) Encourage environmentally sustainable business.
- 7) Review options for managing waste.
- 8) Educate the community on Council's sustainability initiatives.
- 9) Partner with the community on local sustainability projects.

Strategic Objective 2: Foster a healthy city that is socially and culturally rich

- 10) Promote healthy lifestyles.
- 11) Seek equity, access, safety and inclusion for everyone.
- 12) Increase social connection.
- 13) Encourage and support participation in sport, recreation and physical activity.
- 14) Encourage and support more lifelong learning.
- 15) Engage a broader range of people in cultural activities.
- 16) Actively acknowledge local Aboriginal culture.
- 17) Increase participation opportunities for disadvantaged members of the community.

Strategic Objective 3: Maintain and improve the physical fabric of the city

- 18) Build better connections for cyclists and pedestrians.
- 19) Create a more vibrant city through activating high quality public places.
- 20) Build infrastructure that best meets current and future community needs.

- 21) Enhance movement in and around the city.
- 22) Maintain and enhance existing Council infrastructure.

Strategic Objective 4: Develop a modern economy with diverse and sustainable employment

- 23) Grow the city's population through local economic growth.
- 24) Encourage more sustainable local business.
- 25) Enhance the visitor experience.
- 26) Advocate for and improve infrastructure including transport, services and digital infrastructure
- 27) Create stronger links between education providers, business and industry.

Strategic Objective 5: Practice good governance through openness and accountability

- 28) Strategic resource plan.
- 29) Annual budget.
- 30) Council plan.
- 31) Community plan.
- 32) Reporting to the community.
- 33) Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 34) Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- 35) Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- 36) Deliver customer-focused, responsive services.

2) The Rate Rise

- a. The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 16 December 2016 under the Fair Go Rates System.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with growth in the population of Warrnambool residents (0.8% in the last year)
 - iv. To cope with cost shifting from the State Government
- c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016.
- d. The waste management charge will increase by 7.8%.
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. the other \$96.50 goes to the State and Federal Governments.

- f. Refer Section 7 for further Rates and Charges details.

3) Key Statistics

- Total Revenue: \$75.9 million (2016/17 forecast = \$80.4 million)
- Total Expenditure: \$67.0 million (2016/17 forecast = \$67.9 million)
- Accounting Surplus/(Deficit): \$8.8 million Surplus (2016/17 forecast = \$12.6 million Surplus)
(Refer Income Statement in Section 3)
(Note: Based on total income which includes capital grants and contributions)
- Underlying operating result: Surplus of \$1.9 million (2016/17 = Surplus of \$3.0 million)

(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$0.7 million Deficit (2016/17 = \$0.4 million Deficit)
(Refer Statement of Cash Flows in Section 3)
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Total Capital Works Program of \$17.7 million (2016/17 forecast = \$22.3 million)
 - \$11.3 million from Council operations and reserves
 - \$1.5 million from borrowings
 - \$0.5 million from asset sales
 - \$4.3 million from external grants
 (Refer Statement of Statement of Capital Works in Section 3)

4) Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0% (2016/17: 2.5%).
- State-wide CPI is forecast to be 2.0% for the 2017/18 year;
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18;
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels;
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

5) Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC)

2. Library Services
3. Maternal and Child Health

Type 2: Loss of funding in General**Examples:**

4. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014/15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014/15, 2015/16, 2016/17). The cumulative impact on Warrnambool City Council for the three years totals \$600,000.

Type 3: Statutory fee that prohibits full cost recovery**Examples:**

5. After freezing planning fees since 2009 the State Government in October 2016 increased the allowable fee that Council may charge for these services. While this belated action is welcomed the new fees still do not cover the full cost of providing the service hence rate payers are still forced to subsidise the activities of developers across the city.

Type 4: Levies**Examples:**

6. State Government landfill levy. The levy has increased from \$9 per tonne in 2008/09 to \$63.27 per tonne in 2017/18. The increase from 2016/17 to 2017/18 is 2%.

6) Population Growth

Council's population is forecast to grow from 32,705 in 2011 to 36,907 by 2020 and to 46,762 by 2036.

BRUCE A. ANSON
CHIEF EXECUTIVE

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 16 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

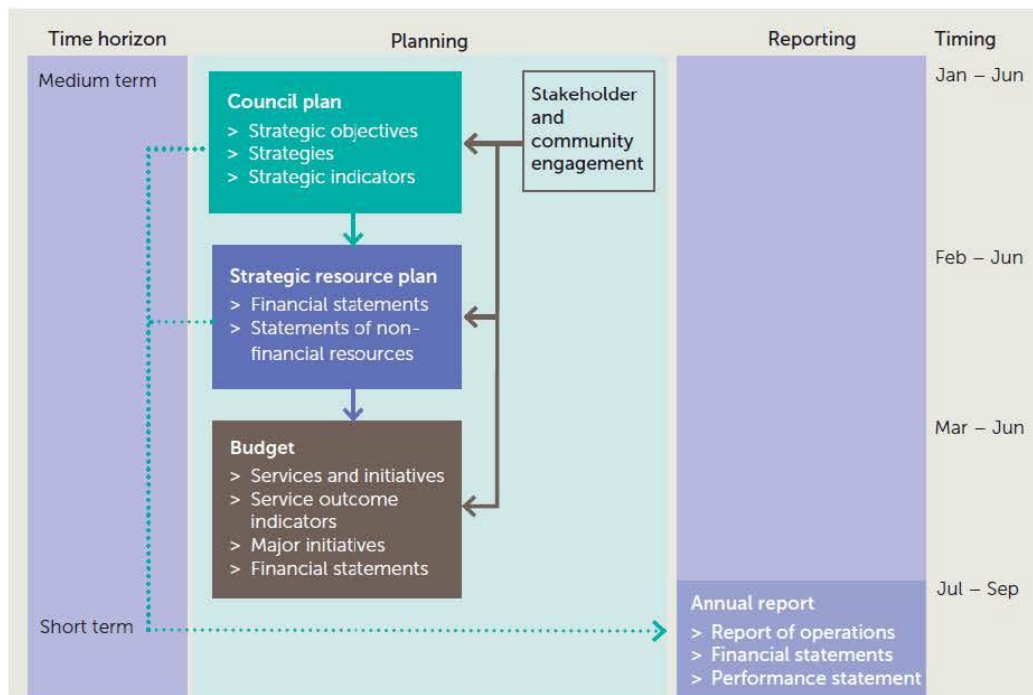
- 1 Links to Council Plan
- 2 Services, initiatives and service performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

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 (Annual Report).

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 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 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

Our Vision is for Warrnambool to be a Cosmopolitan City by the Sea

A city that is open, welcoming, inclusive and diverse.

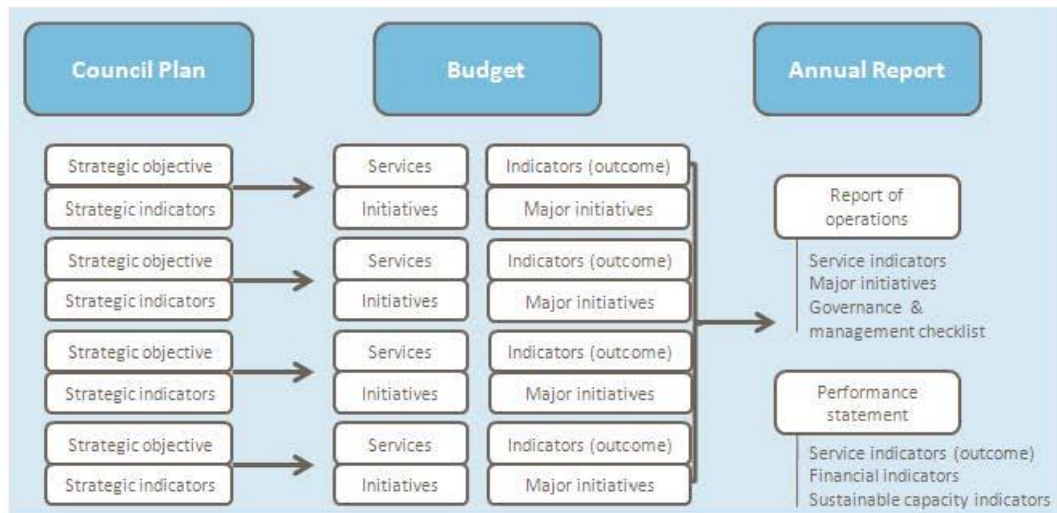
1.3 Strategic objectives

The Council delivers activities and initiatives under numerous major service categories. Each contributes to the achievement of one of the five Council Themes as set out in the Council Plan for 2017 to 2021. The following table lists these five as described in the Council Plan.

Strategic Objective	Description
1. Sustain and enhance the natural environment	Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business
2. Foster a healthy city that is culturally and socially rich	Council will encourage people to be healthy and well, to engage in learning, to be involved in cultural activities, to be connected and participating in the community, to be resilient in emergencies and maintaining a city that is a healthy and safe place to live and study.
3. Maintain and improve the physical fabric of the city	Council will create more physical connections throughout the city, building more fit-for-purpose infrastructure, creating greater amenity and ease of movement and being proud of what we have within our municipality.
4. Develop a modern economy with diverse and sustainable employment	Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.
5. Practice good governance through openness and accountability	Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

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 2017/18 year and how these will contribute to achieving the strategic objectives specified in the Council Plan. It also includes a number of initiatives, major initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcomes indicators in the budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report, is shown below.



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

2.1 Strategic Objective 1: Sustain and enhance the natural environment

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

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

Activity	Description	2016/17 Budget Expenditure (Revenue)	2017/18 Budget Expenditure (Revenue)
		Net Cost \$'000	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.	547 (44) 503	565 (45) 520
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.	2,613 2,613	2,673 2,673
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.	3,661 (95) 3,566	4,137 (332) 3,805

Major Initiatives

- Manage and implement the Moyjil Cultural Heritage Plan.
- Undertake a food organics and green organics trial to divert material from landfill.
- Prepare a Foreshore Master Plan.
- Work with the community for Warrnambool to be a plastic bag-free city.
- Develop and start implementing a new Warrnambool sustainability plan.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
City Sustainability	Target reached	Greenhouse gas emissions.	A reduction of 30 per cent from 2012 levels by 2020.
Waste Management	Financial sustainability	Waste minimisation.	Increase in domestic waste diverted from landfill
Visitor Economy	Increase on existing level	Visitation to the region's natural attractions.	Increased net visitation
Parks and Gardens	Increase on existing level	Native plantings and revegetation.	Net increase in plantings and revegetation areas.
City Sustainability	Program delivery	Vermin control program.	100 per cent of program delivered.

2.2 Strategic Objective 2: Foster a city that is socially and culturally rich

A stroll through Warrnambool's streets reveals some excellent street art, much of which has been added in the past decade. The street art reflects a growing arts and culture scene in Warrnambool. Along with well-established institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists' co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier. Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Warrnambool is a university city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (eg educational attainment, family violence). Council's health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- Seek equity, access, safety and inclusion for all
- Improve access to economic resources

Recreation is a significant part of the Warrnambool lifestyle and the city's residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.

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

Activity	Description	2016/17 Budget Expenditure (Revenue) Net Cost \$'000	2017/18 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.	409 (356) 53	372 (318) 54
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.	3,513 (3,208) 305	3,741 (3,430) 311

Activity	Description	2016/17 Budget Expenditure (Revenue) Net Cost \$'000	2017/18 Budget Expenditure (Revenue) Net Cost \$'000
Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	8,404 (7,387) 1,017	7,955 (6,947) 1,008
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.	2,508 (1,717) 791	2,703 (1,876) 827
Library Services	Provision of quality library and information services to the community.	914 914	941 941
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.	473 (78) 395	455 (102) 353
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.	3,736 (3,247) 489	3,925 (3,248) 677
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	727 (242) 485	586 (157) 429
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.	1,753 (569) 1,184	1,563 (439) 1,124

Major Initiatives

- Introduce extended opening hours at the Warrnambool Library
- Ensure Council's aged care services adapt and align to the current aged care reforms.
- Complete accreditation for WAG through the Museums Australia Accreditation program.
- Review Council's Centre-Based Childcare Service Model

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Community Development	Increase on existing levels	Health and wellbeing	Improvement on 2016 levels.
Volunteer Coordination	Increase on existing levels	Volunteerism	Increased rates of volunteering.
Community Development	Increase on existing levels	Education attainment	Indicators higher than 2016 levels.

Service	Indicator	Performance Measure	Computation
Community Development	Increase on existing levels	Tertiary education	Participation rates higher than 2016 levels.
Community Development	Attendance targets	Health and wellbeing campaigns/initiatives	Participation that meets targets
Early Years Services	Accreditation	High quality accreditation across Early Years Services	Maintained at current levels or better
Early Years Services	Long-term outcomes	Australian Early Years outcomes	Improving over the next 10 years
Community Development	Access	Key health and wellbeing domains in Warrnambool	Reducing inequity
Health Services	Participation	Immunisation rates	At or above 2016 levels
Maternal and Child Health	Participation	Local Government Performance Reporting Framework - participation in the MCH service, and participation in MCH service by Aboriginal children	Outcomes at 2016 levels or better
Libraries	Participation	Local Government Performance Reporting Framework - active library members	Outcomes at 2016 levels or better
Aquatic Facilities	Utilisation	Local Government Performance Reporting Framework - utilisation of aquatic facilities	Outcomes at 2016 levels or better

2.3 Strategic Objective 3: Maintain and improve the physical fabric of the city

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces. As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future. Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

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

Activity	Description	2016/17 Budget	2017/18 Budget
		Expenditure (Revenue)	Expenditure (Revenue)
		Net Cost \$'000	Net Cost \$'000
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.	1,564	1,635
		(436)	(459)
		1,128	1,176
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.	5,607	5,916
		(1,503)	(1,434)
		4,104	4,482
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	1,365	1,447
		(2,110)	(2,754)
		(745)	(1,307)

Major Initiatives

- Embark on second stage of the City Centre Renewal.
- Develop and expand off-street car parking.
- Develop a significant and heritage tree renewal program.
- Develop and open space contributions policy.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Asset management	Audit	Asset renewal gap	Reduced gap from 2016
Infrastructure Services	Satisfaction levels	Community satisfaction survey in relation to appearance of public places	Maintain or improve on 2016 result
Local Laws	Victorian Government benchmarks	Local Government Performance Reporting Framework – Animal Management	Indicators at 2016 levels or better

2.4 Strategic Objective 4: Develop a modern economy with diverse and sustainable employment

Warrnambool functions as the commercial, health care and educational centre of the South West. The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool. The city has a population of 34,713 and this figure is forecast to approach 46,762 by 2036.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth. Warrnambool's ongoing economic challenge is to create employment

opportunities in the City to keep pace with population growth. Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fourth daily return service and an allocation of \$10 million to upgrade 20 rail crossings, with the latter commitment expected to improve travel times and reliability of the service.

The Princes Highway West presents similar challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move. The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012.

The higher speed digital connections through the NBN provide opportunities for local business. Over the past five years considerable effort has gone in to planning for this increase with large tracts of land rezoned to provide the city with a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan.

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

Activity	Description	2016/17 Budget Expenditure (Revenue) Net Cost \$'000	2017/18 Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	422 (196) 226	431 (196) 235
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.	1,246 (229) 1,017	1,176 (273) 903
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	1,048 (1,486) (438)	1,043 (1,311) (268)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,671 (2,728) (1,057)	1,735 (2,654) (919)
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.	1,828 (1,360) 468	1,745 (1,354) 391

Activity	Description	2016/17 Budget Expenditure (Revenue) Net Cost \$'000	2017/18 Budget Expenditure (Revenue) Net Cost \$'000
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	959 (138) 821	878 (23) 855
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.	314 (137) 177	334 (140) 194
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	89 (93) (4)	89 (95) (6)

Major Initiatives

- Implement the Warrnambool-China Strategy to build local business capacity and capability.
- Complete and implement the Industrial Buffers Project.
- Promote the Flagstaff Hill Maritime Village renewal project.
- Develop an international student prospectus.

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	Value	Gross Regional Product	Increase in the value of Gross Regional Product
Economic Development	Enrolments	Education – attraction of international students	Increase in the number of international students attending Deakin University Warrnambool campus.
Tourism Services	Visitor numbers	Visitation	Increase in overnight stays on existing level
Economic Development	Value	Investment from government and private sector	Value of investment maintained at current level or increased

2.5 Strategic Objective 5: Practice good governance through openness and accountability

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively. In delivering good governance Council has an

opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

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

Activity		2016/17 Budget Expenditure (Revenue) Net Cost \$'000	2017/18 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.	724 (52) 672	673 0 673
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance matters to council officers.	620 (10) 610	653 (18) 635
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.	924 (135) 789	996 (165) 831
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.	1,275 (337) 938	1,187 (257) 930
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.	2,100 (40) 2,060	2,218 (40) 2,178
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	742 0 742	783 (44) 739
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.	2,490 (3,450) (960)	2,177 (3,528) (1,351)
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	10,000 10,000	10,500 10,500

Activity	2016/17	2017/18
	Budget	Budget
	Expenditure	Expenditure
	(Revenue)	(Revenue)
	Net Cost	Net Cost
	\$'000	\$'000

Major Initiatives

- Implement mobile computing system for environmental health services to improve efficiency, service delivery and reduce paper waste.
- Develop a long-term community plan to 2040.
- Develop long-term financial plans to ensure the long-term financial sustainability of Council.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Financial Services	Forecast accuracy	Budget and Strategic Resource Plan	Outcomes at budgeted levels.
Corporate Services	Satisfaction	Annual community satisfaction survey	Outcomes at 2017 levels or better
Governance		Local Government Performance Reporting Framework – measures including transparency, consultation and engagement, meeting attendance, service costs and community satisfaction.	Outcomes at 2017 levels or better

Services, Initiatives and Service Performance Indicators cont.**2.6 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 Local Government Act and included in the 2017/18 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.

2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Sustain and enhance the natural environment	6,998	7,375	(377)
Foster a city that is socially and culturally rich	5,723	22,240	(16,517)
Maintain and improve the physical fabric of the city	4,351	8,998	(4,647)
Develop a modern economy with diverse and sustainable employment	1,385	7,431	(6,046)
Practice good governance through openness and accountability	15,135	19,187	(4,052)
Total activities & initiatives	33,592	65,231	(31,639)
Other non-attributable	2,303		
Deficit before funding sources	35,895		
Funding Sources			
Rates and charges	35,460		
Capital grants	4,330		
Capital contributions – cash	924		
Contributions – non monetary assets	4,000		
Other comprehensive income	10,000		
Total funding sources	54,715		
Comprehensive result for the year	18,820		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2018/19 to 2020/21 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

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

3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/2021 \$'000
Income					
Rate and charges	34,316	35,460	37,255	39,447	40,551
Statutory fees and fines	1,581	1,421	1,456	1,492	1,530
User fees	15,322	16,022	16,606	17,022	17,447
Grants - operating	13,184	12,983	13,011	13,272	13,539
Grants - capital	7,073	4,330	5,668	3,327	855
Contributions - monetary	4,193	924	632	976	1,016
Contributions - non monetary assets	4,000	4,000	3,500	3,500	4,000
Interest	386	375	382	390	400
Other revenues	379	350	359	368	415
Total income	80,434	75,865	78,869	79,794	79,753
Expenses					
Employee costs	30,815	31,849	32,670	33,679	34,719
Materials and services	24,716	22,172	24,415	24,868	23,759
Bad and doubtful debts	115	77	78	80	82
Depreciation	10,000	10,500	11,000	11,500	12,000
Finance costs	510	461	420	327	305
Other expenses	715	839	859	881	903
Net loss on disposal of property, infrastructure, plant and equipment	984	1,147	1,366	1,475	1,584
Total expenses	67,855	67,045	70,808	72,810	73,352
Surplus (deficit) for the year	12,579	8,820	8,061	6,984	6,401
Other comprehensive income					
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000	10,000
Comprehensive result	22,579	18,820	18,061	16,984	16,401

3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	2,855	2,119	2,509	2,667	2,227
Trade and other receivables	3,500	3,511	3,529	3,551	3,562
Financial assets	7,000	8,000	9,000	10,000	11,000
Inventories	110	110	110	110	110
Other current assets	450	460	470	480	490
Total current assets	13,915	14,200	15,618	16,808	17,389
Non-current assets					
Trade and other receivables	160	140	120	100	80
Investments in associates	500	515	530	545	560
Property, infrastructure, plant & equipment	671,804	690,178	706,326	722,943	737,666
Total non-current assets	672,464	690,833	706,976	723,588	738,306
Total Assets	686,379	705,033	722,594	740,396	755,695
Liabilities					
Current liabilities					
Trade and other payables	4,500	4,600	4,700	4,800	4,900
Trust funds	710	680	700	720	680
Provisions	5,895	6,072	6,254	6,441	6,635
Interest-bearing liabilities	1,931	1,821	1,507	1,375	1,312
Total current liabilities	13,036	13,173	13,161	13,336	13,527
Non-current liabilities					
Provisions	592	610	628	647	666
Interest-bearing liabilities	7,512	7,191	6,685	7,309	5,997
Total non-current liabilities	8,104	7,801	7,313	7,956	6,663
Total liabilities	21,140	20,974	20,474	21,292	20,190
Net Assets	665,239	684,059	702,120	719,104	735,505
Represented by:					
Accumulated surplus	213,713	223,306	231,561	238,277	245,046
Reserves	451,526	460,753	470,559	480,827	490,459
Total equity	665,239	684,059	702,120	719,104	735,505

3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	665,239	213,713	447,044	4,482
Surplus/(deficit) for the year	8,820	8,820	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	227	0	(227)
Balance at end of the financial year	684,059	227,760	457,044	4,255
2019				
Balance at beginning of the financial year	684,059	222,760	457,044	4,255
Surplus/(deficit) for the year	8,061	8,061	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(100)	0	100
Transfer from reserves	0	0	0	0
Balance at end of the financial year	702,120	230,721	467,044	4,355
2020				
Balance at beginning of the financial year	702,120	230,721	467,044	4,355
Surplus/(deficit) for the year	6,984	6,984	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(148)	0	148
Transfer from reserves	0	38	0	(38)
Balance at end of the financial year	719,104	237,595	477,044	4,465
2021				
Balance at beginning of the financial year	719,104	237,595	477,044	4,465
Surplus/(deficit) for the year	6,401	6,401	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(361)	0	361
Transfer from reserves	0	0	0	0
Balance at end of the financial year	735,505	243,635	487,044	4,826

3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	34,316	35,106	36,882	39,052	40,146
Statutory fees and fines	1,739	1,563	1,602	1,642	1,683
User fees	16,854	17,625	18,267	18,724	19,192
Grants	22,283	19,044	20,548	18,259	15,834
Contributions	4,613	1,017	695	1,074	1,118
Interest	386	375	382	390	400
Trust funds and deposits taken	10	0	20	20	0
Other revenue	417	385	394	404	457
Net GST refund / payment	(532)	(380)	(351)	(588)	(474)
Employee costs	(30,566)	(31,655)	(32,469)	(33,472)	(34,506)
Materials, consumables & contracts	(29,485)	(23,838)	(25,997)	(26,515)	(25,238)
Finance costs	(510)	(461)	(420)	(327)	(305)
Trust funds and deposits repaid	0	(30)	0	0	(40)
Other payments	(787)	(922)	(945)	(969)	(993)
Net cash provided by operating activities	18,739	17,828	18,608	17,694	17,271
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	680	526	426	437	448
Payments for property, plant and equipment	(22,334)	(17,659)	(16,822)	(17,467)	(15,784)
Proceeds from sale of investments	9,000	12,000	12,000	12,000	11,000
Payments for investments	(6,000)	(13,000)	(13,000)	(13,000)	(12,000)
Net cash used in investing activities	(18,654)	(18,133)	(17,396)	(18,030)	(16,336)
Cash flows from financing activities					
Proceeds from borrowings	1,500	1,500	1,000	2,000	0
Repayment of borrowings	(1,957)	(1,931)	(1,821)	(1,507)	(1,375)
Net cash provided by (used in) financing activities	(457)	(431)	(821)	(493)	(1,375)
Net increase/(decrease) in cash held	(372)	(736)	391	157	(440)
Cash at the beginning of the financial year	3,227	2,855	2,119	2,509	2,667
Cash at the end of the financial year	2,855	2,119	2,509	2,667	2,227

3.5 Statement of Capital Works
For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land non-specialised	0	300	0	0	0
Total land	0	300	0	0	0
Building improvements	2,878	1,643	1,753	2,876	4,413
Total buildings	2,878	1,643	1,753	2,846	4,413
Total property	2,878	1,943	1,753	2,876	4,413
Plant and equipment					
Plant, machinery and equipment	1,960	1,505	1,485	1,522	1,560
Computers and telecommunications	1,816	305	311	568	324
Paintings and exhibits	61	15	15	35	35
Total plant and equipment	3,837	1,825	1,811	2,125	1,919
Infrastructure					
Roads	6,243	5,906	5,928	5,041	4,137
Bridges	449	198	203	208	213
Footpaths and cycleways	3,022	3,920	3,956	1,278	1,311
Drainage	2,362	1,525	1,225	1,768	725
Recreational, leisure and community facilities	2,408	946	910	3,280	2,170
Parks, open space and streetscapes	590	999	437	391	394
Aerodromes	68	30	30	30	30
Off street car parks	147	57	258	160	161
Other infrastructure	331	310	310	310	310
Total infrastructure	15,619	13,891	13,258	12,467	9,451
Total capital works expenditure	22,334	17,659	16,822	17,467	15,784
Represented by :					
Asset renewal	20,175	14,919	14,675	15,237	14,599
New assets	648	1,415	1,047	976	985
Asset expansion/upgrade	1,511	1,325	1,100	1,255	200
Total capital works	22,334	17,659	16,822	17,467	15,784

3.6 Statement of Human Resources

For the four years ending 30 June 20210

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs	30,815	31,849	32,670	33,679	34,719
Total staff expenditure	30,815	31,849	32,670	33,679	34,719
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	392	393	393	392	392
Total staff numbers	392	393	393	392	392

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

	Budget 2017/18 \$'000	Comprises	
Department		Permanent Full Time \$'000	Permanent Part Time \$'000
Corporate Strategies	5,704	4,443	1,261
City Infrastructure	8,154	7,247	907
Community Development	11,581	5,195	6,386
City Growth	4,673	3,264	1,409
Total permanent staff expenditure	30,112	20,149	9,963
Casuals and other expenditure	1,737		
Total expenditure	31,849		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

	Budget 2017/18 FTE	Comprises	
Department		Permanent Full Time FTE	Permanent Part Time FTE
Corporate Strategies	50.6	34.0	16.6
City Infrastructure	109.4	96.0	13.4
Community Development	154.6	62.0	92.6
City Growth	56.6	36.0	20.6
Total permanent staff	371.1	228.0	143.1
Casuals and other	21.8		
Total staff	393.0		

4. Financial Performance Indicators

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

Indicator	Indicator	Note	Forecast 2016/17	Budget 2017/18	Strategic Resource Plan			Trend +/-
					2018/19	2019/20	2020/21	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.3%	2.8%	3.4%	4.8%	4.2%	o
Liquidity								
Working capital	Current assets / Current liabilities	2	106.7%	107.8%	118.7%	126.0%	128.6%	+
Unrestricted cash	Unrestricted cash / current liabilities		97.0%	98.3%	108.9%	116.2%	119.1%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	27.5%	25.4%	22.0%	22.0%	18.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		7.2%	6.7%	6.0%	4.6%	4.1%	+
Indebtedness	Non-current liabilities / own source revenue		14.4%	14.3%	12.9%	13.3%	10.9%	+
Asset renewal	Asset renewal expenditure / depreciation	4	201.7%	142.1%	133.4%	132.5%	121.7%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.7%	53.2%	53.9%	54.8%	54.9%	o

Indicator	Indicator	Note	Forecast	Budget	Strategic Resource Plan			Trend
			2016/17	2017/18	2018/19	2019/20	2020/21	+/-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.6%	0.6%	0.6%	0.6%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$4,104	\$4,013	\$4,188	\$4,256	\$4,239	+
Revenue Level	Residential rate revenue / no. of residential property assessments		\$1,700	\$1,732	\$1,796	\$1,862	\$1,932	+
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 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 remain steady from 2016/17 with underlying surpluses of between \$1.0 million to \$2.0 million.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is shown to remain stable in a positive position between 100% to 110% 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 2016/17 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 2015/16 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 52%.

5. Other Budget Information

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

5.1 Grants - Operating (\$0.2 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 ratepayers. Overall, the level of operating grants will decrease by \$0.2 million compared to 2016/17 forecasts. A number of grant funded projects have been obtained and spent during the 2015/16 year and are reflected in the forecast. A list of operating grants by type and source, classified into recurrent and non-recurrent, is listed below.

Operating Grants	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	3,529	3,582	53
National respite services	180	182	2
Aged services	1,924	1,991	67
<i>Recurrent - State Government</i>			
Port operations	89	89	0
Employment initiatives	3	4	1
Economic development	23	23	0
Family and children	4,828	4,846	18
Aged services	481	498	17
Recreation	139	139	0
Cultural services	269	270	0
Rural access	272	275	4
Festivals and events	0	20	20
Environmental initiatives	60	61	1
School crossing supervision	116	181	65
Pension rebate	606	590	(16)
Emergency Management	60	60	0
Other recurrent grants	237	140	(97)
Total recurrent grants	12,816	12,951	135
<i>Non-recurrent - State Government</i>			
Recreation	49	0	(49)
Environmental initiatives	92	32	(60)
Economic development	227	0	(227)
Total non-recurrent operating grants	368	32	(336)
Total operating grants	13,184	12,983	(201)

Increases in specific operating grant funding reflect expected increased demand for these services. The increase in the 2017/18 budget for the Victoria Grants Commission (VGC) reflects the indexation increase of the grant which has been frozen for the previous 3 years.

In 2016/17 Warrnambool City Council is expecting to receive a number of non-recurrent grants, relating to projects such as Beyond the Bell and Sister City relationship development.

5.2 Grants - Capital (\$2.7 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 12 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. Council has had high levels of grant funding in 2016/17 for roads, north Warrnambool flood mitigation works and the Flagstaff Hill redevelopment, with these projects finalising by the end of the year. In 2017/18 grants for the city centre renewal project is budgeted.

Capital Grants	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	1,068	330	(738)
Total recurrent capital grants	1,068	330	(738)
<i>Non-recurrent State Government</i>			
Infrastructure services	1,874	0	(1,874)
Recreation and culture	627	0	(627)
Environmental initiatives	1,572	0	(1,572)
Economic development	1,932	4,000	2,068
Total non-recurrent capital grants	6,005	4,000	(2,005)
Total capital grant funds	7,073	4,330	(2,743)

5.3 Statement of Borrowings

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	9,900	9,444
Total amount to be borrowed	1,500	1,500
Total amount projected to be redeemed	(1,956)	(1,931)
Total amount proposed to be borrowed as at 30 June	9,444	9,013

6. Detailed List of Capital Works

The capital works projects are grouped by class and include the following:

- New works for 2017/18

Capital works program
For the year ending 30 June 2018**6.1 New works**

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
Land								
Land acquisition	300	300					300	
Total for Land	300	300	0	0	0	0	300	0
Building Improvements								
Building renewal general funding	831		831				831	
Public toilet renewal	362		362				362	
Minor building improvements	300		300				300	
Holiday park facility improvements	150		150				150	
Total for Buildings	1,643	0	1,643	0	0	0	1,643	0
TOTAL PROPERTY	1,943	0	1,943	0	0	0	1,943	0
Plant, Machinery and Equipment								
Heavy plant	885		885				885	
Light plant	620		620				620	
Total for Plant, Machinery and Equipment	1,505	0	1,505	0	0	0	1,505	0
Computers and Telecommunications								
ICT strategy implementation	250		250				250	
IT hardware	55		55				55	
Total for Computers and Telecommunications	305	0	305	0	0	0	305	0

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
Paintings & Exhibits								
Art Work Acquisitions	15	15					15	
Total for Paintings & Exhibits	15	15	0	0	0	0	15	0
TOTAL PLANT AND EQUIPMENT	1,825	15	1,810	0	0	0	1,825	0
Roads								
Local roads rehabilitation and resheets	2,171		2,171		330		1,841	
Road reseal program	725		725				725	
City centre renewal	2,830		2,830		2,000		830	
Street lighting improvements	30		30				30	
Road safety audit implementation	150		150				150	
Total for Roads	5,906	0	5,906	0	2,330	0	3,576	0
Bridges								
Bridge renewal	198		198				198	
Total for Bridges	198	0	198	0	0	0	198	0
Footpaths and Cycleways								
City centre renewal	2,850		2,850		2,000		850	
Small infrastructure fund projects	336	336					336	
Footpath and bicycle path renewal	296		296				296	
Footpath construction	438	438					438	
Total for Footpaths and Cycleways	3,920	774	3,146	0	2,000	0	1,920	0

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
Drainage								
Simpson St upgrade	1,500		375	1,125				1,500
Priority backworks	25		25				25	
Total for Drainage	1,525	0	400	1,125	0	0	25	1,500
Recreational, Leisure and Community Facilities								
Recreational facilities upgrade	526		450	76			526	
Aquazone roof replacement	420		420				420	
Total for Recreational, Leisure and Community Facilities	946	0	870	76	0	0	946	0
Parks, Open Space and Streetscapes								
Playground renewal	135		135				135	
River works	49		49				49	
Public open space improvements	200			200			200	
Ticket machine replacement	615		615				615	
Total for Parks, Open Space and Streetscapes	999	0	799	200	0	0	999	0
Aerodromes								
Minor works	30		30				30	
Total for Aerodromes	30	0	30	0	0	0	30	0
Off Street Car Parks								
Carpark linemarking	57		57				57	
Total for Off Street Car Parks	57	0	57	0	0	0	57	0

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
Other Infrastructure								
Livestock exchange improvements	60		60				60	
Entrance signage	200	200					200	
Other infrastructure	50	50					50	
Total for Other Infrastructure	310	250	60				310	
TOTAL INFRASTRUCTURE	13,891	1,100	11,466	1,325	4,330	0	8,060	1,500
Total Capital Works Statement	17,659	1,415	14,919	1,325	4,330	0	11,829	1,500

6.3 Summary

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
PROPERTY	1,943	300	1,643	0	0	0	1,943	0
PLANT AND EQUIPMENT	1,825	15	1,810	0	0	0	1,825	0
INFRASTRUCTURE	13,891	1,100	11,466	1,325	4,330	0	8,061	1,500
TOTAL	17,659	1,415	14,919	1,325	4,330	0	11,829	1,500

7. Rates and Charges

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

7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 49.5% of the underlying revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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 Warrnambool community.

It is predicted that the 2017/18 operating position will be significantly impacted by growth in the price of materials and services Council consume and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve breakeven operating positions as set out in the Strategic Resource Plan. This will also impact the contributions Council can make toward capital investment and it will be difficult to maintain robust capital works programs in the future.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap, and the waste management charge will also increase by 7.8% plus growth. This will raise total rates and charges for 2017/18 of \$35.46 million, including \$0.10 million generated from supplementary rates.

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

Type of Property	2016/17 cents/\$CIV	2017/18 cents/\$CIV
General rate for rateable other land properties	.003713	.003787
General rate for rateable farm land properties	.002134	.002177
General rate for rateable commercial land properties	.006374	.006501
General rate for rateable industrial land properties	.006597	.006729
General rate for rateable vacant land properties	.005671	.005784
General rate for rateable industrial 2 land properties	.005676	.005790
Recreational land category 1 properties #	\$21,531.02	\$21,961.64
Recreational land category 2 properties	.003185	.003249

Charge is \$ per property.

7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type of Property	2016/17 \$ '000	2017/18 \$ '000
Other land	18,173	18,870
Farm land	384	408
Commercial land	4,432	4,515
Industrial land	1,457	1,510
Vacant land	897	869
Industrial 2 land	121	123
Recreational land category 1	22	22
Recreational land category 2	42	43
Total rates to be raised	25,528	26,360

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type of Property	2016/17 Number	2017/18 Number
Other land	14,630	14,803
Farm land	162	165
Commercial land	926	925
Industrial land	413	415
Vacant land	589	559
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	16	16
Total number of assessments	16,738	16,885

7.4 The basis of valuation to be used is the Capital Improved Value (CIV)

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous year

Type of Property	2016/17 \$ '000	2017/18 \$ '000
Other land	4,894,424	4,971,027
Farm land	180,174	187,889
Commercial land	695,354	694,534
Industrial land	220,901	224,452
Vacant land	158,175	150,283
Industrial 2 land	21,282	21,282
Recreational land category 2	13,180	13,239
Total value of land	6,183,490	6,262,706

7.6 The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$
Municipal Charge	250.10	255.10

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2016/17 \$ '000	2017/18 \$ '000
Municipal Charge	4,179	4,307

7.8 The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	2016/17 \$	2017/18 \$
Waste Management	266.50	287.12

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2016/17 \$ '000	2017/18 \$ '000
Waste Management	4,312	4,693

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2016/17 \$ '000	2017/18 \$ '000
Rates and charges	32,682	35,360
Supplementary rates	120	100
Total	34,119	35,460

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates 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; and
- Changes of use of land such that residential land becomes business land and vice versa.

Differential rates**7.12 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 0.3787% (0.003787 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2177% (0.002177 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6501% (0.006501 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6729% (0.006729 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5784% (0.005784 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.5790% (0.005790 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.

7.13 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; and
- Provision of general support services.

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

1. Rateable property used for income generation from business and administrative purposes, including, but not limited to, properties used for:
 - The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
 - The manufacture of goods where the goods are sold on the property;

- The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
 - Media establishments, e.g. radio stations, newspaper offices, television stations;
 - The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
 - The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
 - Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
 - The provision of education, e.g. schools, museums, art galleries;
 - Showrooms, e.g. display of goods;
 - Religious purposes; and
 - 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 2016/17 financial year.

7.14 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; and
- 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 2016/17 financial year.

7.15 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; and
- 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:

- The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- The storage of goods;
- The provision of services for the repair of goods;
- The storage of plant and machinery;
- The production of raw materials in the extractive and timber industries; and
- 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 2016/17 financial year.

7.16 Vacant land

Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council; or
- 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; and
- 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.

7.17 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; and
- 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; and
- 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 2016/17 financial year.

7.18 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; and
- “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; and
- 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 2016/17 financial year.

7.19 Cultural and Recreational land

Assessment Number	Property Address	Property Locality	Ratepayer	Amount \$
129359	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	7,429.20
129759	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,718.72
131150	1-35 Younger St	Warrnambool	Warrnambool Golf Club Inc.	4,415.39
131388	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	1,143.65
132180	66 Henna St	Warrnambool	Christ Church Tennis Club	1,592.01
134926	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc.	458.11
138135	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc.	493.85
135344	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc.	15,010.38
138747	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc.	737.52
139872	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,634.25
140336	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	4,220.45
140883	162 Buckleys Rd	Allansford	Warrnambool Kart Club	454.86
141525	36 Princes Hwy	Dennington	Dennington Bowling Club Inc.	2,128.10
141935	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,146.90
134927	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	21,961.64
17654	48 Viaduct Rd	Warrnambool	Warrnambool Offshore Light Game Fishing Club	48.74
159399	51 Pertobe Rd	Warrnambool	Warrnambool BMX Club	331.40

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

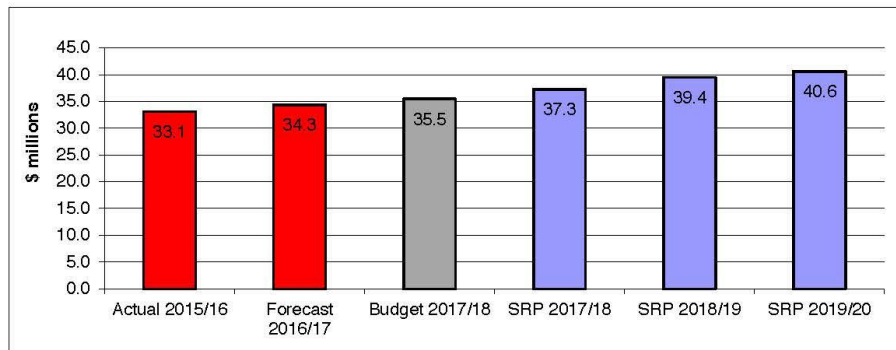
This section includes the following analysis and information:

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Rating strategy
- 16 Summary of other strategies

8. Summary of financial position

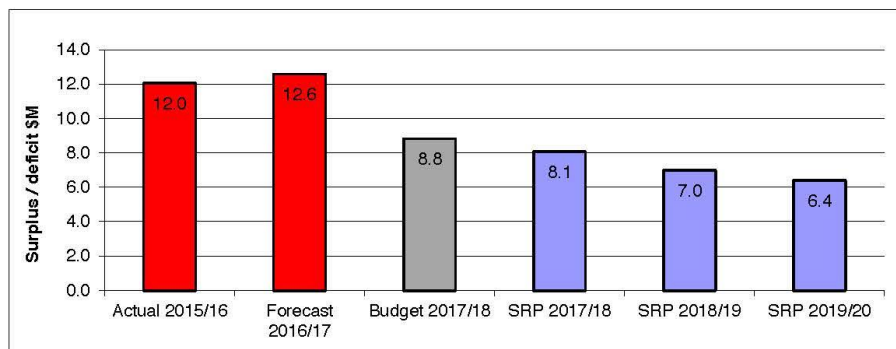
Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total rates and charges

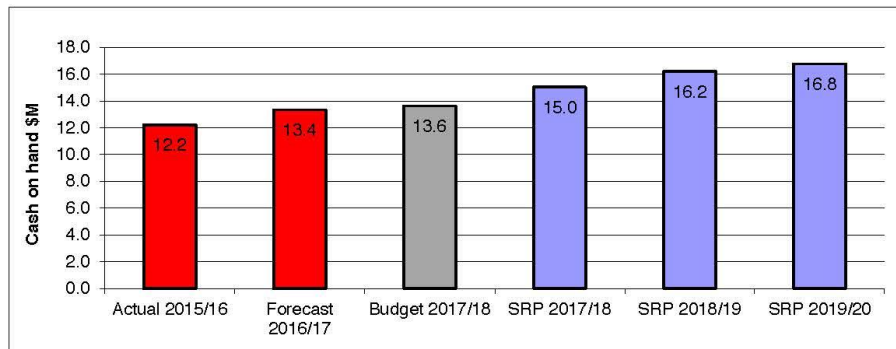


It is proposed that the average rate increase by 2.0% for the 2017/18 year, raising total rates of \$35.5 million, including \$0.1 million generated from supplementary rates. This rate increase is in line with rate cap set by the Minister for Local Government. (The rate increase for the 2016/17 year was 2.5%).

8.2 Operating result

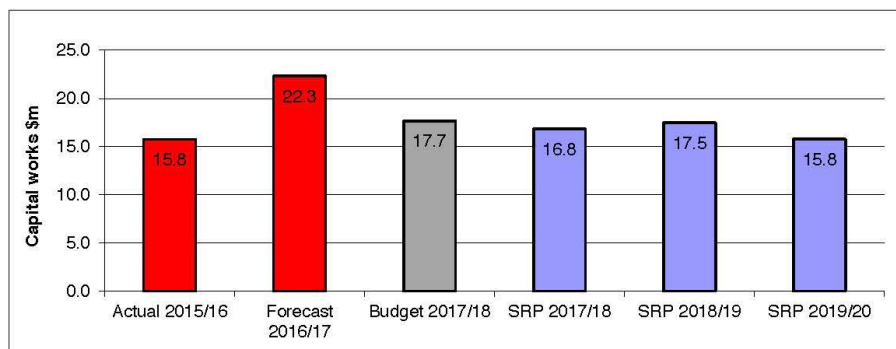


The expected operating result for the 2017/18 year is a surplus of \$8.8 million, which is a decrease of \$3.8 million over 2016/17. This is due mainly to external funding for capital works which is higher than usual in 2016/17 due to the completion of a number of major projects. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is expected to be a surplus of \$1.9 million.

8.3 Cash and investments

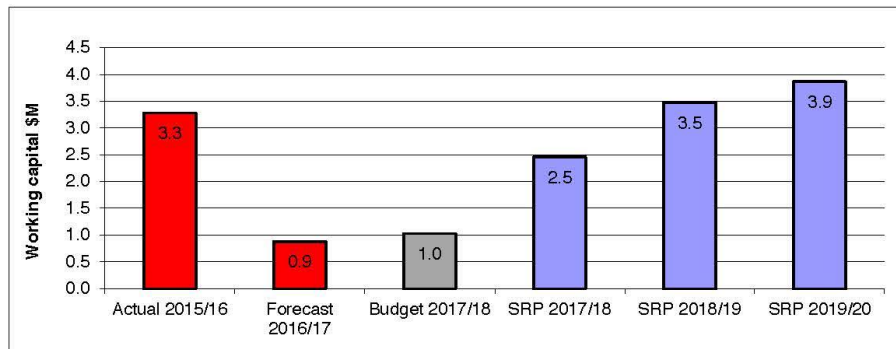
Cash and investments are expected to increase by \$0.2 million during the year to \$13.6 million as at 30 June 2018. This is due mainly to the expected completion of the carried forward component of the 2016/17 capital works program. The reduction in cash and investments is in line with Council's Strategic Resource Plan.

Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.4 Capital works

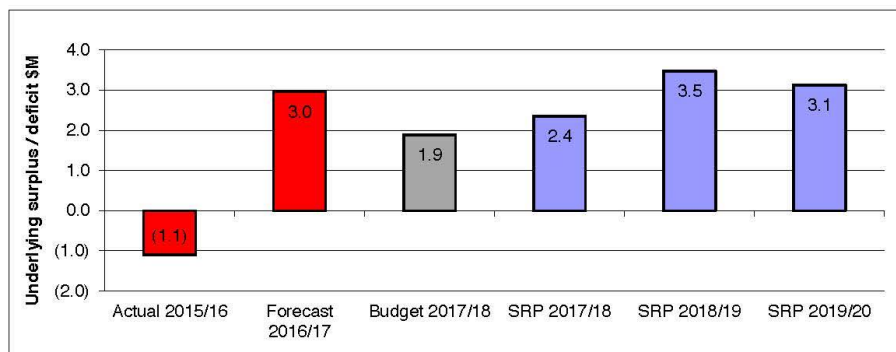
The capital works program for the 2017/18 year is expected to be \$17.7 million. Of this amount, \$4.3 million will come from external grants, \$1.5 million from borrowed funds and the balance of \$11.8 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including the City Centre renewal and stage 2 of the Simpson St tunnel upgrade.

Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

8.5 Financial position

Working capital is expected to be positive throughout the SRP forecast period but lower than current levels due to the assumption that the full capital works program will be finalised each financial year.

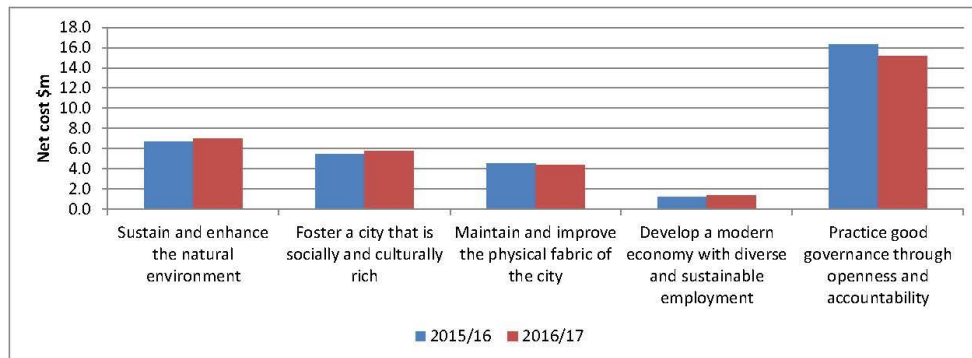
Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.6 Financial sustainability

A high level Strategic Resource Plan for the years 2017/18 to 2019/20 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. The adjusted underlying result, which is a measure of financial sustainability, shows a consistent surplus over the four year period.

Refer to Section 14 for more information on the Strategic Resource Plan.

8.7 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the 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 2017/18 year.

The services that contribute to these objectives are set out in Section 2.

9. Budget influences

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

9.1 Snapshot of Warrnambool City Council

In 2016 the estimated resident population of the City of Warrnambool was 34,713 persons. From 2004-2014 the City's population has grown on average by 1.02% per annum, making it the fifth-fastest growing regional city in Victoria. In terms of numbers, this represents almost 324 additional residents each year.

Warrnambool is a growing, vibrant regional centre with a forecast population approaching 46,762 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.

Budget implications

In preparing the 2017/18 budget, a number of external and internal influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period.

9.2 External influences

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0%.
- State-wide CPI is forecast to be 2.0% for the 2016/17 year.
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

9.3 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 determined by council 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 current Enterprise Agreement for salaries with no additional staffing hours and the balance of the budget (materials & contracts and income) to be capped at a net increase of 2.0% over the 2016/17 Adopted Budget.

Council's overriding direction to Managers again this year was to build 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 (2.0%) or EA movement;
- Service levels to be maintained at 2016/17 levels with the aim of being efficient and innovative and to maximise resource use; and
- 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 endorsed the following Budget principles for 2017/18:

- Service levels to be maintained at prior year levels where practicable;
- 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;
- Efficiencies to drive Council's response to rate capping; and
- Council's medium to long term strategic planning not to be constrained by rate capping.

9.4 Long Term Strategies

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 2017/18 to 2020/21 (section 14), Rating Strategy (section 15) and Borrowings Strategy (section 16).

10. Analysis of Operating Budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

10.1 Budgeted income statement

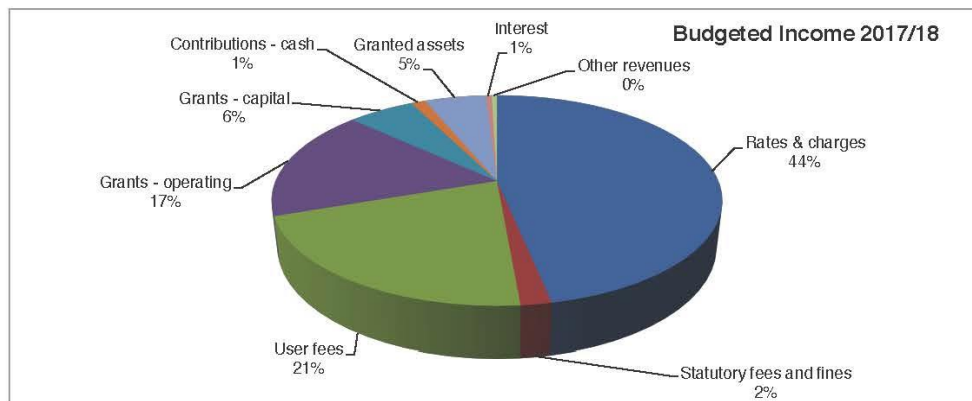
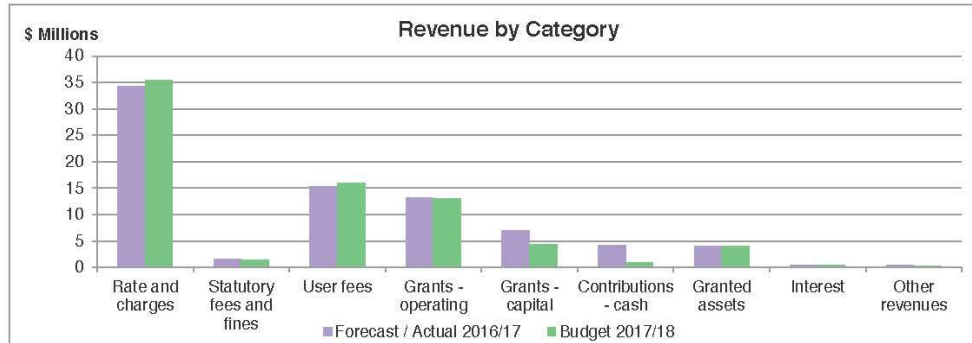
	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	80,434	75,865	(4,569)
Total expenses	10.3	67,855	67,045	810
Surplus (deficit) for the year		12,579	8,820	(3,759)
Less: Grants – capital	10.2.6	(7,073)	(4,330)	2,743
Less: Contributions – non-monetary assets		(4,000)	(4,000)	0
Add: Net loss on asset disposal		984	1,147	163
Add: Expensed capital works		478	250	(228)
Underlying surplus (deficit)	10.1.1	2,968	1,887	(1,081)

10.1.1 Underlying surplus (\$1.1 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 one-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 one-off items of income and expenses which can often mask the operating result. The underlying result for the 2017/18 year is a surplus of \$1.9 million which demonstrates Council's continuing solid financial sustainability.

10.2 Income

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rate and charges	10.2.1	34,316	35,460	1,144
Statutory fees and fines	10.2.2	1,581	1,421	(160)
User fees	10.2.3	15,322	16,022	700
Grants - operating	5.1.1	13,184	12,983	(201)
Grants - capital	5.1.2	7,073	4,330	(2,743)
Contributions - cash	10.2.4	4,193	924	(3,269)
Granted assets	10.2.5	4,000	4,000	0
Interest	10.2.6	386	375	(11)
Other revenues	10.2.7	379	350	(29)
Total operating revenue		80,434	75,865	(4,569)



10.2.1 Rates and charges (\$1.1 million increase)

It is proposed that income from rates and charges will increase by \$1.1 million to \$35.4 million in 2017/18. The increase in revenue is generated by the proposed 2.0% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council's rating base.

Section 15 "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2017/18

10.2.2 Statutory fees and fines (\$0.2 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 2017/18 are expected to marginally decrease reductions in registrations and local laws permits.

10.2.3 User fees (\$0.7 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.

User fees and charges are expecting to increase by 4.6% to \$16.0 million in 2017/18 and reflect the budget principal of maintaining existing levels of subsidy to the community.

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 A and also available on Council's web site.

10.2.4 Contributions – cash (\$3.3 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 2016/17 forecast assumes contributions for the new Industrial Estate and contributions received for projects where Council is acting as facilitator.

10.2.5 Contributions – non cash (\$0.0 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 similar level of subdivisions to be finalised in 2017/18. However, this income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers.

10.2.5 Interest – (\$0.0 million decrease)

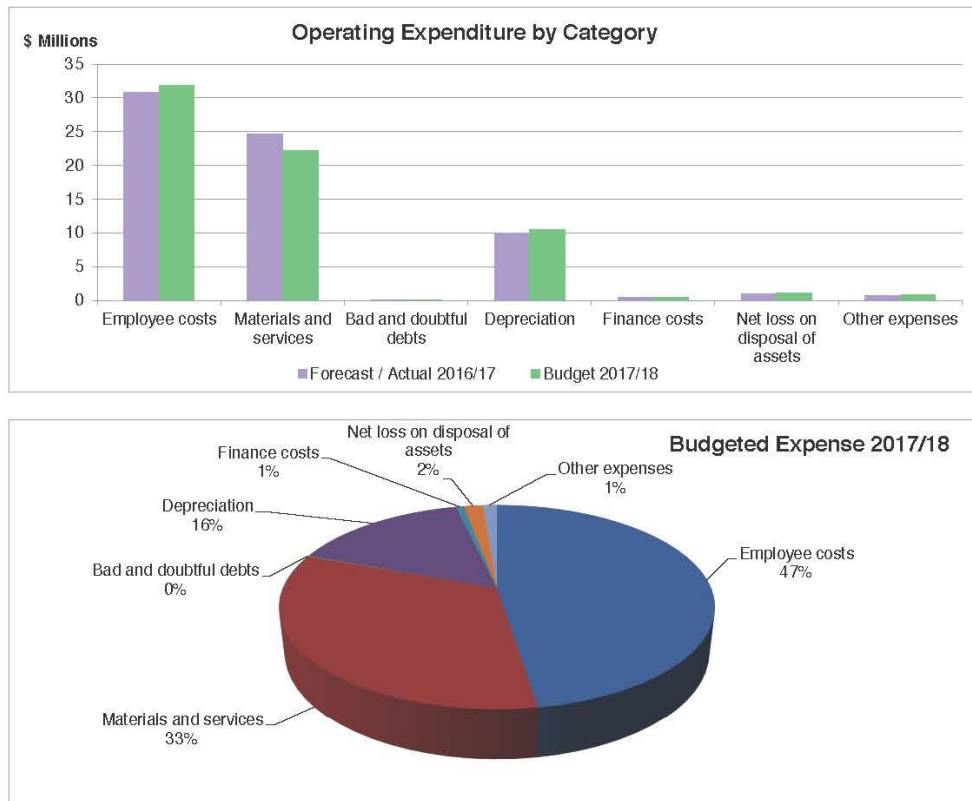
Investment interest is impacted on by the level of cash held and the return on investment. It is anticipated that cash levels will reduce in 2017/18 as capital works are completed and the level of return on investment continues at record lows.

10.2.6 Other revenue (\$0.0 million decrease)

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 2017/18.

10.3 Expenses

Expenditure Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Employee costs	10.3.1	30,815	31,849	(1,034)
Materials and services	10.3.2	24,716	22,172	2,544
Bad and doubtful debts	10.3.3	115	77	38
Depreciation	10.3.4	10,000	10,500	(500)
Finance costs	10.3.5	510	461	49
Net loss on disposal of assets	10.3.6	984	1,147	(163)
Other expenses	10.3.7	715	839	(124)
Total operating expenditure		67,855	67,045	810



10.3.1 Employee benefits (\$1.0 million increase)

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

Employee costs are budgeted to increase by \$1.0 million compared to the 2016/17 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA).

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

A summary of planned human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises	
	2017/18	Permanent Full Time	Permanent Part Time
	\$'000	\$'000	\$'000
Corporate Strategies	5,704	4,443	1,261
City Infrastructure	8,154	7,247	907
Community Development	11,581	5,195	6,386
City Growth	4,673	3,264	1,409
Total permanent staff expenditure	30,112	20,149	9,963
Casuals and other expenditure	1,737		
Total expenditure	31,849		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises	
	2017/18	Permanent Full Time	Permanent Part Time
	FTE	FTE	FTE
Corporate Strategies	50.6	34.0	16.6
City Infrastructure	109.4	96.0	13.4
Community Development	154.6	62.0	92.6
City Growth	56.6	36.0	20.6
Total permanent staff	371.1	228.0	143.1
Casuals and other	21.8		
Total staff	393.0		

10.3.2 Materials & services (\$2.6 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 2017/18 with a number of project based expenditure. In addition, the 2016/17 forecast includes \$0.5 million of Capital Works that are to be expensed relating to the affordable housing rebate scheme in Dennington and investigation works on the Port of Warrnambool.

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.

10.3.3 Bad and doubtful debts (\$0.0 million decrease)

No significant change in bad debts in 2017/18 from the 2016/17 forecast.

10.3.4 Depreciation and amortisation (\$0.5 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 \$0.5 million for 2017/18 will be due to the capitalisation of 2016/17 infrastructure. Refer to section 12. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5 Finance costs (\$0.0 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. The finance costs remain similar to the prior year with Council expecting to borrow \$1.5 million for the Simpson Street tunnel upgrade.

Section 16 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

10.3.6 Net loss on sale of assets (\$0.2 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 2017/18 financial year.

10.3.6 Other expenditure (\$0.1 million increase)

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

11. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 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.

11.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		34,316	35,106	789
Statutory fees and fines		1,739	1,563	(176)
User fees		16,854	17,625	770
Grants		22,283	19,044	(3,238)
Contributions		4613	1,017	(3,596)
Interest		386	375	(12)
Trust funds and deposits taken		10	0	(10)
Other revenue		417	385	(32)
Net GST refund / payment		(532)	(380)	152
Employee costs		(30,566)	(31,655)	(1,089)
Materials, consumables & contracts		(29,485)	(23,838)	5,647
Finance costs		(510)	(461)	49
Other expenses		(787)	(922)	(135)
Trust funds and deposits repaid		0	(30)	30
Net cash provided by operating activities		18,739	17,828	(911)
Cash flows from investing activities	11.1.2			
Proceeds from sales of property, plant & equipment		680	526	(154)
Payments for property, plant and equipment		(22,334)	(17,659)	4,675
Proceeds from sale of investments		9,000	12,000	3,000
Payments for investments		(6,000)	(13,000)	(7,000)
Net cash used in investing activities		(18,654)	(18,133)	521
Cash flows from financing activities	11.1.3			
Proceeds from borrowings		1,500	1,500	0
Repayment of borrowings		(1,957)	(1,931)	26
Net cash provided by financing activities		(457)	(431)	26
Net increase/(decrease) in cash and cash equivalents		(372)	(736)	(363)
Cash and cash equivalents at the beginning of the period		3,227	2,855	(372)
Cash and cash equivalents at end of year	11.1.4	2,855	2,119	(736)

11.1.1 Operating activities (\$0.9 million decrease)

The decrease in net cash from operating activities is mainly due to the decrease in capital grant income and contributions which are helping to fund Council's capital expenditure in 2016/17, offset by the decrease in materials expenditure for the reduction in project based 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 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus (deficit) for the year	12,579	8,820	(3,759)
Depreciation	10,000	10,500	500
Loss (gain) on sale of assets	984	1,147	163
Granted assets	(4,000)	(4,000)	0
Net movement in current assets and liabilities #	(824)	1,361	2,185
Cash flows available from operating activities	18,739	17,828	(911)

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

11.1.2 Investing activities (\$0.5 million decrease)

2016/17 is forecast to include high levels of capital expenditure with major works including City Centre Renewal, Simpson St tunnel upgrade, Flagstaff Hill redevelopment and road rehabilitation. Council's 2017/18 capital expenditure budget includes the continued work on City Centre Renewal, and Simpson St tunnel upgrade.

11.1.3 Financing activities (\$0.0 million decrease)

Net borrowings (Loan funds less repayments) are expected to decrease by \$0.5 million in 2016/17 and 2017/18 with \$1.5 million expected to be borrowed in 2016/17 and 2017/18 to fund the Simpson Street tunnel upgrade.

11.1.4 Cash and cash equivalents at end of the year (\$0.7 million decrease)

Cash levels at 30 June 2018 are budgeted to decrease from 2017 levels as surplus funds are transferred into additional investments. Sufficient working capital is still held to service current liabilities including trade payables, loan servicing and wage costs.

11.2 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, 2017 it will have cash and financial assets of \$10.1 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and financial assets		9,855	10,119	264
Restricted cash and financial assets				
- Statutory reserves	11.2.1	(422)	(300)	122
- Trust funds and deposits	11.2.2	(710)	(680)	30
Unrestricted cash and financial assets	11.2.3	8,723	9,139	416
- Discretionary reserves	11.2.4	(1,732)	(1,245)	487
Unrestricted cash and financial assets adjusted for discretionary reserves	11.2.5	6,991	7,894	903

11.2.1 Statutory reserves (\$0.3 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.

11.2.2 Trust funds and deposits (\$0.7 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.

11.2.3 Unrestricted cash and investment (\$9.1 million)

The amount shown is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations. These funds are free of statutory reserve funds and are available for use by Council.

11.2.4 Discretionary reserves (\$1.2 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, 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 Drainage Fund established by Council in 2005 and Car Parking Fund established in 2010 are included in these reserves, along with proceeds from asset sales.

11.2.5 Unrestricted cash and financial assets adjusted for discretionary reserves (\$7.9 million)

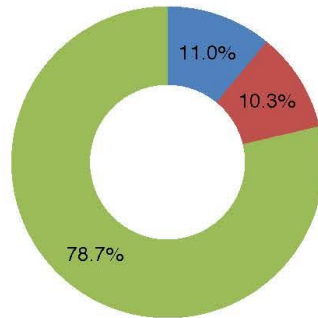
These funds are available for all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum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

12. Analysis of Capital Budget

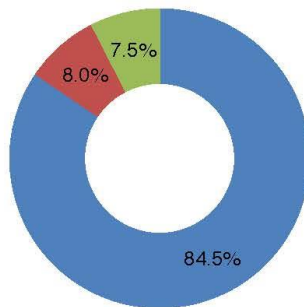
This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

12.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Property	12.1.1			
Land		0	300	300
Total land		0	300	300
Buildings		0	0	0
Building improvements		2,878	1,643	(1,243)
Total buildings		2,878	1,643	(1,235)
Total property		2,878	1,943	(935)
Plant and equipment	12.1.2			
Plant, machinery and equipment		1,960	1,505	(455)
Computers and telecommunications		1,816	305	(1,511)
Paintings and exhibits		61	15	(46)
Total plant and equipment		3,837	1,825	(2,012)
Infrastructure	12.1.3			
Roads		6,243	5,906	(337)
Bridges		449	198	(251)
Footpaths and cycleways		3,022	3,920	898
Drainage		2,362	1,525	(837)
Recreational, leisure and community facilities		2,408	946	(1,462)
Parks, open space and streetscapes		590	999	409
Aerodromes		68	30	(38)
Off street car parks		147	57	(90)
Other infrastructure		331	310	(21)
Total infrastructure		15,619	13,891	(1,729)
Total capital works expenditure		22,334	17,659	(4,675)
Represented by:				
Asset renewal	12.1.4	20,174	14,919	(5,255)
New assets	12.1.4	648	1,415	767
Asset expansion/upgrade	12.1.4	1,512	1,325	(187)
Total capital works expenditure		22,334	17,659	(4,675)

2017/18 Capital Works Budget

■ Total property ■ Total plant and equipment ■ Total infrastructure

2017/18 Capital Works Budget by Asset Spend

■ Asset renewal ■ New assets ■ Asset expansion/upgrade

12.1.1 Land & buildings (\$1.9 million)

Council has over 240 major buildings with a replacement cost of over \$160 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 Councils building capital works program is focused on asset renewal rather than building new assets.

12.1.2 Plant and equipment (\$1.8 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. The majority of the spend in this category for 2017/18 relates to renewing Councils plant, machinery and equipment.

12.1.3 Infrastructure (\$11.0 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For 2017/18, \$5.9 million will be spent on renewing the roads, while \$1.5 million is forecast for the Simpson Street tunnel upgrade.

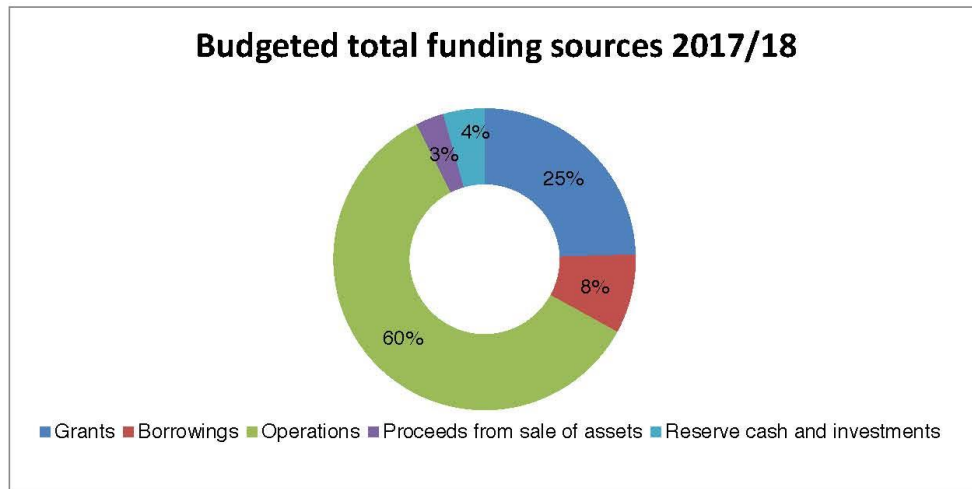
12.1.4 Asset renewal (\$14.9 million), new assets (\$1.4 million) and asset expansion/upgrade (\$1.3 million)

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 investment towards the City Centre renewal and elements of the Simpson Street tunnel upgrade 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.

12.2 Funding sources

Sources of Funding	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Grants	12.2.1	7,073	4,330	(2,743)
Contributions		0	0	0
Borrowings	12.2.2	1,500	1,500	0
Council Cash				
- operations	12.2.3	978	10,530	(2,448)
- proceeds from sale of assets	12.2.4	680	526	(154)
- reserve cash and investments	12.2.5	103	773	670
- unrestricted cash and investments		0	0	0
Total works / funding sources		22,334	17,659	(4,675)

**12.2.1 Grants (\$4.3 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the City Centre Renewal project (\$4.0 million) and Federal Roads to Recovery program (\$0.3 million).

12.2.2 Borrowings (\$2.7 million)

Council is expecting to borrow \$1.5 million in 2017/18 to fund the Simpson Street tunnel upgrade.

12.2.3 Council cash - operations (\$10.5 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$10.5 million will be generated from operations to fund the 2017/18 capital works program.

12.2.4 Council cash – proceeds from sale of assets (\$0.5 million)

Proceeds from sale of assets include motor vehicle and other machinery sales in accordance with Council's fleet renewal policy of \$0.5 million.

12.2.5 Council cash – reserve cash and investments (\$0.8 million)

Council has cash reserves which it can use to fund part of its annual capital works program, this is mainly done through the Open Space, Drainage and Car Park funds.

13. Analysis of Budgeted Financial Position**13.1 Budgeted Balance Sheet**

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	13.1.1			
Cash assets		2,855	2,119	(736)
Financial assets		7,000	8,000	1,000
Trade and other receivables		3,500	3,511	11
Inventories		110	110	0
Other current assets		450	460	10
Total current assets		13,915	14,200	285
Non-current assets	13.1.1			
Trade and other receivables		160	140	(20)
Investments in associates		500	515	15
Property, infrastructure, plant & equipment		671,804	690,178	18,374
Total non-current assets		672,464	690,833	18,654
Total Assets				
Current liabilities	13.1.2			
Trade and other payables		4,500	4,600	100
Trust funds		710	680	(30)
Provisions		5,895	6,072	177
Interest-bearing liabilities		1,931	1,821	(110)
Total current liabilities		13,036	13,173	137
Non-current liabilities	13.1.2			

Provisions	592	610	18
Interest-bearing liabilities	7,512	7,191	(321)
Total non-current liabilities	8,104	7,801	(303)
Total liabilities	21,140	20,974	(166)
Net Assets	665,239	684,059	18,820
Equity	13.1.4		
Accumulated surplus	213,713	223,306	9,593
Reserves	451,526	460,753	9,227
Total equity	665,239	684,059	18,820

13.1.1 Current assets (\$0.3 million increase) and Non-Current Assets (\$18.7 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 stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to marginally increase in 2017/18.

Long term debtors (non-current) mostly relate to loans to community organisations, these are reducing over time with no new agreements identified for 2017/18.

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 and equipment, 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.

13.1.2 Current liabilities (\$0.1 million increase) and Non-Current Liabilities (\$0.3 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly on 2016/17 levels.

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 \$2.0 million over the year and drawdown new loan funds of \$1.5 million in accordance with the Loan Strategy (Section 16).

13.1.3 Working capital (\$18.8 million increase)

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

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	13,915	14,200	285
Current liabilities	13,036	13,173	(137)
Working capital	879	1,027	148
Restricted cash and investment current assets			
- Statutory reserves	(422)	(300)	122
- Trust funds and deposits	(710)	(680)	30
Unrestricted working capital	(253)	47	300

13.1.4 Net Assets and Equity (\$18.8 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 \$18.8 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; and
- 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.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 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 2017/18 year;
- Trade payables to remain stable;
- Debtors to remain stable;
- 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 \$2.0 million and new borrowings to be \$1.5 million in accordance with Councils loan strategy; and
- Capitalised expenditure to be \$17.7 million, revaluation increment of \$10.0 million, gifted assets of \$4.0 million and depreciation of \$10.5 million.

14. Strategic Resource Plan

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

14.1 Plan Development

The Act requires a SRP 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 SRP for the four years 2017/18 to 2020/21 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 that meets the needs of the community; and
- 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; and
- Provide full, accurate and timely disclosure of financial information.

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

14.2 Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21 along with the 2016/17 forecasts. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

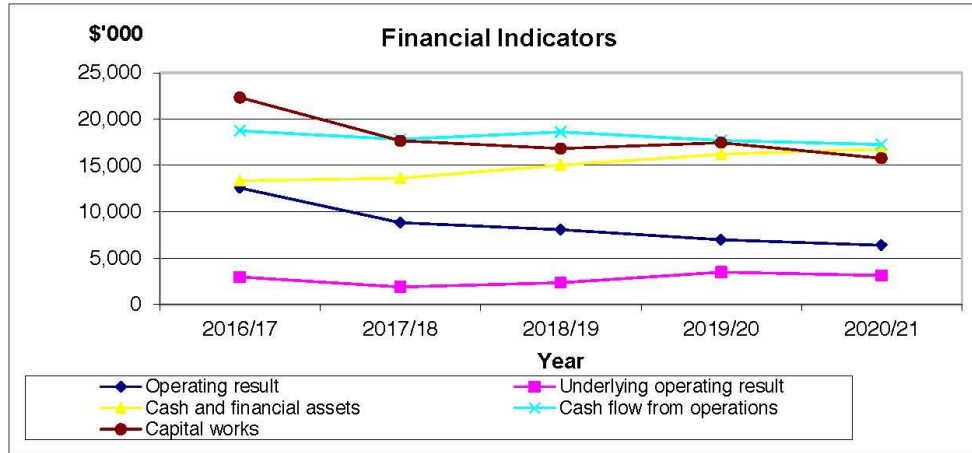
	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections				Trend
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000		+/-
Operating result	12,579	8,820	8,061	6,984	6,401	-	
Underlying operating result	2,968	1,887	2,359	3,483	3,130	+	
Cash and financial assets	13,355	13,630	15,039	16,218	16,789	+	
Cash flow from operations	18,739	17,828	18,608	17,694	17,271	o	
Capital works	22,334	17,659	16,822	17,467	15,784	-	

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 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 3)** – Cash and investments are forecast to increase steadily over the next four years.
- **Rating strategy (section 15)** – A 2.0% rate increase has been built into the 2017/18 budget and 2.5% for the remaining years in the SRP period. With additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 16)** – Borrowings are forecast to decrease from a peak in 2016/17 of \$9.4 million to \$7.3 million at the end of 2020/21 with new borrowings of \$6.0 million during this period to fund the Simpson Street tunnel upgrade and infrastructure works in the cities growth areas.

15. 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.

15.1 Strategy Development

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges was identified as an important source of revenue, accounting for 49.5% 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.

15.2 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 2.0% in 2017/18 raising a total rate of \$35.5 million, including \$0.1 million generated from supplementary rates.

Year	General Rate Increase %	Rate Cap Variation %	Municipal Charge Increase %	Waste Management Charge Increase %	Total Rates and Charges Raised \$'000
2016/17	2.50	0.0	2.50	2.50	34,316
2017/18	2.00	0.0	2.00	7.80	35,460
2018/19	2.50	3.0	2.50	2.50	37,255
2019/20	2.50	3.0	2.50	2.50	39,447
2020/21	2.50	0.0	2.50	2.50	40,551

15.3 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; and
- 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.

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 2017/18 year. A more detailed analysis of the rates to be raised is contained in section 7.

Rate type	How applied	2016/17	2017/18
Other land rates	Cents in \$ of CIV	.003713	.003787
Farm land rates	Cents in \$ of CIV	.002134	.002177
Commercial land rates	Cents in \$ of CIV	.006374	.006501
Industrial land rates	Cents in \$ of CIV	.006597	.006729
Vacant land rates	Cents in \$ of CIV	.005671	.005784
Industrial 2 land rates	Cents in \$ of CIV	.005676	.005790
Recreational land Cat 1	\$ per property	\$21,531.02	\$21,961.64
Recreational land Cat 2	Cents in \$ of CIV	.003185	.003249
Municipal charge	\$ per property	\$250.10	\$255.10
Waste Management charge	\$ per property	\$266.50	\$287.12

15.4 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 2016 with a revaluation date of 1 January 2016 and these valuations will apply from 1 July 2016 for the 2016/17 and 2017/18 rating year.

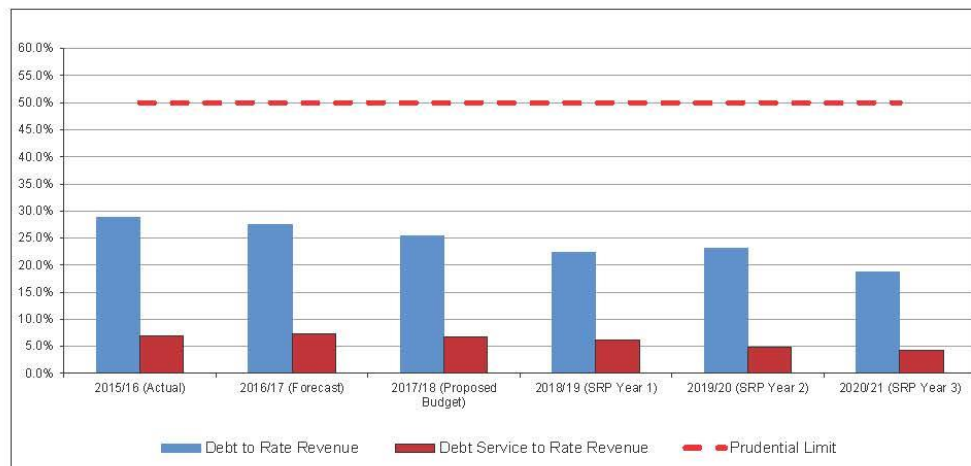
16. Summary of other strategies

16.1 Borrowing Strategies

In developing the Strategic Resource Plan SRP (see Section 14), borrowings have been identified as an important funding source and council has endorsed the following borrowing principles:

- No borrowings for operational purposes.
- Borrow for major infrastructure projects which have long useful lives thereby applying equity of burden across ratepayers of different generations who would enjoy the benefits of the asset.
- Consider borrowing for unforeseen one-off major impacts (i.e defined benefits superannuation calls, natural disasters) that may have a generational impact.
- Priority for projects with above loan repayment returns - These are projects which are capable of generating net cash inflows, or reduced cash outflows, which are greater than the principal and interest cash flows associated with a loan.
- Loan repayments of principal and interest to repay debt over its loan term.
- Maintain a prudential borrowing ratio (debt/rate revenue) of no greater than 50%.
- Maintain a debt servicing ratio (loan repayments/rate revenue) of no greater than 8%.
- All Victorian Auditor General Office VAGO Sustainability indicators relating to debt within a sustainable rating.
- Council will secure its loan funds through competitive tendering, either as a standalone tender or through collaborative tendering arrangements approved by the Minister for Local Government.

The following graph demonstrates council's compliance with its borrowing principles.



Council's is expecting to reduce its debt levels over the SRP from a peak of \$9.9 million down to \$7.3 million and expects this downward trend to continue into the future.

For the 2017/18 year, Council continues with new borrowings of \$1.5 million and makes loan principal repayments of \$2.0 million, which will see our debt balance reduce to \$9.0 million as at 30 June 2018. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	1,500	1,957	510	9,443
2017/18	1,500	1,931	461	9,012
2018/19	1,000	1,821	420	8,191
2019/20	2,000	1,507	327	8,685
2020/21	0	1,375	305	7,309

Appendix A: User fees and charges

Appendix A**Property Management**

User Fees & Charges	2015/16	2016/17	2017/18
Applications to use Crown & Council Land	\$21.00	\$22.00	\$25.00
Licences preparation fee	\$102.00	\$104.00	\$110.00
Lease preparation fee	\$144.00	\$146.00	\$160.00
Survey plan fee	\$1,590.00	\$1,595.00	\$1,600.00
Title search fee	\$28.00	\$30.00	\$42.00
Outdoor Café /Laneway Bar Fees			
Licence Fee	N/A	N/A	\$580.00
Table Fee (per table)	N/A	N/A	\$40.00
Rate Search Fees			
Rate history search fee (1 st 3 hours)	\$338.00	\$340.00	\$380.00
Rate history search fee (after 3 hours)	\$98.00	\$100.00	\$120.00
Rate history search fee (0 - 10 years)	\$14.00	\$16.00	\$22.00
Copy of previous years Rate Instalments Notices (ea)	\$14.00	\$15.00	\$16.00
Search, retrieval and photocopying fees			
Search, inspection, retrieval or access fee	N/A	N/A	\$23.80
Search, inspection, retrieval or access fee from off site	N/A	N/A	\$37.80
Photocopying/printing any document (per A4/A3 page)	N/A	N/A	\$0.60
Photocopying/printing any document (per A1,2,0 page)	N/A	N/A	\$5.00

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 9.50% but subject to change when the rate is set at 30th June 2017.

Revenue Management

Description	2015/16	2016/17	2017/18
Monetary Complaints: Notices on a Debt			
Filing Fee			
Less than \$500	\$135.00	\$138.70	\$142.50
\$500 - \$999	\$135.00	\$138.70	\$142.50
\$1,000 - \$4,999	\$282.00	\$289.70	\$296.90
\$5,000 - \$7,499	\$282.00	\$289.70	\$296.90
\$7,500 - \$9,999	\$282.00	\$289.70	\$296.90
\$10,000 - \$20,000	\$429.00	\$440.60	\$451.70
Necessary Certificate x2			
Less than \$500	\$92.00	\$94.00	\$96.00
\$500 - \$999	\$164.00	\$166.00	\$168.00
\$1,000 - \$4,999	\$164.00	\$166.00	\$168.00
\$5,000 - \$7,499	\$192.00	\$196.00	\$198.00
\$7,500 - \$9,999	\$228.00	\$232.00	\$236.00
\$10,000 - \$20,000	\$228.00	\$232.00	\$236.00
Professional (Item 1 Complaints)			
Less than \$500	\$205.00	\$209.00	\$212.00
\$500 - \$999	\$429.00	\$438.00	\$444.00
\$1,000 - \$4,999	\$429.00	\$438.00	\$444.00
\$5,000 - \$7,499	\$527.00	\$538.00	\$545.00
\$7,500 - \$9,999	\$634.00	\$647.00	\$655.00
\$10,000 - \$20,000	\$634.00	\$647.00	\$655.00
Service Fee			
Service Fee	\$67.00	\$68.00	\$69.00
Other Professional Costs			
Warrant			
Less than \$500	\$53.00	\$54.00	\$55.00
\$500 - \$999	\$109.00	\$111.00	\$112.00
\$1,000 - \$4,999	\$109.00	\$111.00	\$112.00
\$5,000 - \$7,499	\$129.00	\$131.00	\$133.00
\$7,500 - \$9,999	\$162.00	\$165.00	\$167.00
\$10,000 - \$20,000	\$162.00	\$165.00	\$167.00

Appendix A: User fees and charges

Revenue Management (cont.)

Summons for Oral Examination	2015/16	2016/17	2017/18
Less than \$500	\$55.00	\$56.00	\$57.00
\$500 - \$999	\$130.00	\$133.00	\$135.00
\$1,000 - \$4,999	\$130.00	\$133.00	\$135.00
\$5,000 - \$7,499	\$158.00	\$161.00	\$163.00
\$7,500 - \$9,999	\$174.00	\$177.00	\$179.00
\$10,000 - \$20,000	\$174.00	\$177.00	\$179.00
Necessary Affidavit			
Less than \$500	\$93.00	\$95.00	\$96.00
\$500 - \$999	\$191.00	\$195.00	\$198.00
\$1,000 - \$4,999	\$191.00	\$195.00	\$198.00
\$5,000 - \$7,499	\$232.00	\$237.00	\$240.00
\$7,500 - \$9,999	\$277.00	\$283.00	\$287.00
\$10,000 - \$20,000	\$277.00	\$283.00	\$287.00
Application for Order			
Less than \$500	\$42.00	\$43.00	\$44.00
\$500 - \$999	\$42.00	\$43.00	\$44.00
\$1,000 - \$4,999	\$42.00	\$43.00	\$44.00
\$5,000 - \$7,499	\$42.00	\$43.00	\$44.00
\$7,500 - \$9,999	\$42.00	\$43.00	\$44.00
\$10,000 - \$20,000	\$42.00	\$43.00	\$44.00
Instructions to Defend			
Less than \$500	\$95.00	\$97.00	\$98.00
\$500 - \$999	\$203.00	\$207.00	\$210.00
\$1,000 - \$4,999	\$203.00	\$207.00	\$210.00
\$5,000 - \$7,499	\$252.00	\$257.00	\$260.00
\$7,500 - \$9,999	\$301.00	\$307.00	\$311.00
\$10,000 - \$20,000	\$301.00	\$307.00	\$311.00
Order for Substituted Service			
Less than \$500	\$138.00	\$141.00	\$143.00
\$500 - \$999	\$249.00	\$255.00	\$258.00
\$1,000 - \$4,999	\$249.00	\$255.00	\$258.00
\$5,000 - \$7,499	\$296.00	\$303.00	\$307.00
\$7,500 - \$9,999	\$350.00	\$357.00	\$362.00
\$10,000 - \$20,000	\$350.00	\$357.00	\$362.00
Necessary Notice/Certificate			
Less than \$500	\$46.00	\$47.00	\$48.00
\$500 - \$999	\$82.00	\$83.00	\$84.00
\$1,000 - \$4,999	\$82.00	\$83.00	\$84.00
\$5,000 - \$7,499	\$96.00	\$98.00	\$99.00
\$7,500 - \$9,999	\$114.00	\$116.00	\$118.00
\$10,000 - \$20,000	\$114.00	\$116.00	\$118.00
Issue Fees			
Claim or Counterclaim			
Fee	\$135.00	\$138.70	\$142.20
Application for Order			
Fee	\$39.70	\$40.80	\$41.80
With Preparation	\$64.90	\$66.60	\$68.30
46A Summons/46B Rehearing Application			
Fee	\$140.30	\$144.20	\$147.80
With Preparation	\$165.50	\$170.00	\$174.30
Summons for Oral Examination inc hearing			
Fee	\$92.70	\$95.20	\$97.60
Certificate for Supreme Court			
Fee	\$18.50	\$19.00	\$19.50
With Preparation	\$43.70	\$44.80	\$46.00
Application for Attachment of Earnings			
Fee	\$132.40	\$136.00	\$139.40
Attachment of Earnings/Debt Order			
Fee	\$18.50	\$19.00	\$19.50
With Preparation	\$43.70	\$44.80	\$46.00
Warrant Fees			
Fee	\$15.90	\$16.30	\$16.30

Appendix A: User fees and charges

Application under the Judgement Debt Recovery Act			
Summons for Examination	N/A	N/A	\$147.80
Instalment Application/Agreement (Creditor)	N/A	N/A	\$78.10
Application to Vary/Cancel (Creditor)	N/A	N/A	\$78.10

Revenue Management (cont.)

Service Cost	2015/16	2016/17	2017/18
Attempted Service (Item 78)	N/A	N/A	\$48.00
Service by Post (Item 77)	N/A	N/A	\$13.00
Allowance per km (Item 79)	N/A	N/A	\$0.69

Appendix A: User fees and charges

Coast & Rivers

New fees to apply from 1 August 2017

User Fees & Charges	2015/16	2016/17	2017/18
Mooring Fees			
Boat less than 10m pa	\$246.00	\$250.00	\$255.00
Boat 10.1m to 15m pa	\$300.00	\$315.00	\$325.00
Boat 15.1 – 20m pa	\$350.00	\$365.00	\$375.00
Boat 20.1 – 25m pa	\$440.00	\$445.00	\$460.00
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$190.00	\$200.00	\$210.00
Mooring infrastructure hire	\$75.00	\$80.00	\$85.00
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$60.00	\$62.00	\$65.00

Infrastructure Services

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Minor Works less than \$10,000	N/A	\$130.20	\$135.00
Minor Works great than \$10,000	N/A	\$603.40	\$610.00
Large Projects			By Negotiation
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	\$603.40	N/A
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	\$329.00	N/A
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	\$329.00	N/A
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	\$84.00	N/A
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	\$224.00	N/A
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	\$133.00	N/A
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	\$130.20	N/A
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	\$84.00	N/A
Road reserve works permit – crossover	\$85.00	N/A	N/A
Road reserve works permit - additional inspection	\$85.00	N/A	N/A
Road reserve works permit - minor works	\$85.00	N/A	N/A
Road reserve works permit - general works	\$155.00	N/A	N/A
Road reserve works permit - major works** ** fees greater than the specified may be required for major development works. Consultation by developer/applicant prior to application	\$515.00	N/A	N/A
Asset Inspection Checklist	\$124.00	\$130.00	\$135.00
Driveway Design and Vertical Clearance Check	N/A	\$220.00	\$230.00
Stormwater Legal Point of Discharge Application:			
Single dwelling development	\$63.00	\$65.00	\$67.00
Multi – dwelling development	\$63.00	\$65.00	\$67.00
Commercial premises	\$63.00	\$65.00	\$67.00
Industrial premises	\$63.00	\$65.00	\$67.00
Information only	\$56.00	\$58.00	\$60.00
Short notice fee	\$110.00	\$113.00	\$115.00
Street tree – supply and install including maintenance period of 24 months	\$315.00	\$330.00	\$335.00
Build Over Stormwater Easement Application	N/A	\$100.00	\$110.00
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,800.00	\$2,900.00	\$3,000.00

Appendix A: User fees and charges

Infrastructure Services (cont.)

User Fees & Charges	2015/16	2016/17	2017/18
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,960.00	\$3,050.00	\$3,010.00
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$620.00	\$630.00	\$635.00
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,225.00	\$1,290.00	\$1,290.00
Plan checking and supervision fee	N/A	N/A	0.75% for plan checking and 2.5% for supervision (Based on the value of works)

Appendix A: User fees and charges

Lighthouse Theatre

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Staff per hour used, all venues and user types			
Supervising Technician	\$52.00	\$47.50	\$52.50
Technician	\$45.00	\$42.50	\$47.50
Front of House Coordinator	\$49.00	\$47.50	\$52.50
Merchandise seller	\$42.00	\$42.50	\$47.50
Community & Local Non for Profit			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$850.00	\$875.00	\$500.00
Second Performance same day	N/A	N/A	\$300.00
THEATRE Rehearsals			
Hire per day (Max 6 hours)			
Work lights only	N/A	N/A	\$275.00
Stage lights and all technical facilities	N/A	N/A	\$330.00
Hire per hour			
Work lights only	\$70.00	\$45.00	\$45.00
Stage lights and all technical facilities	\$92.50	\$55.00	\$55.00
STUDIO: Ticketed Performance Hire	\$475.00	\$485.00	\$330.00
Second Performance Same Day	N/A	N/A	\$220.00
	N/A	N/A	Or 12% of Box Office net; plus ticketing fees and staffing
STUDIO Rehearsals			
Hire per day (Max 6 hours)			
Work lights only	N/A	N/A	\$220.00
Stage lights and all technical facilities	N/A	N/A	\$275.00
Hire per hour			
Work lights only	\$48.00	\$45.00	\$45.00
Stage lights and all technical facilities	\$60.00	\$55.00	\$55.00

Appendix A: User fees and charges

Lighthouse Theatre (Cont.)

Community & Local Non for Profit	2015/16	2016/17	2017/18
Staff: Additional hours all venues per hour			
Supervising Technician	\$45.00	\$47.50	N/A
Technician	\$40.00	\$42.50	N/A
Front of House Coordinator	\$45.00	\$47.50	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	N/A
Radio Mics	\$40.00	\$40.00	N/A
Stage Extension	\$125.00	\$125.00	N/A
Ticketing Fees			
Tix under \$11.00	\$1.25	\$1.25	N/A
Tix \$11.00 - \$40.00	\$2.40	\$2.40	N/A
Tix \$40.00 plus	\$3.40	\$3.40	N/A
Credit Card Fees	Up to 3.0%	Up to 3.0%	N/A
Local Community Theatre/Arts Company*			
STUDIO: Ticketed Performance Hire	12% of Box Office net ticketing fees + agreed staff	12% of Box Office net; plus ticketing fees and staffing	N/A
STUDIO: Rehearsal Hire per hour	\$40.00	\$45.00	N/A
Local Artists and Non-local Non for Profit			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,050.00	\$1,075.00	\$720.00
Second Performance Same Day	N/A	N/A	\$330.00
THEATRE Rehearsals			
Hire per day (Max 6 hours)			
Work lights only	N/A	N/A	\$275.00
Stage lights and all technical facilities	N/A	N/A	\$330.00
Hire per hour			
Work lights only	\$70.00	\$45.00	\$45.00
Stage lights and all technical facilities	\$92.50	\$55.00	\$55.00
STUDIO: Ticketed Performance Hire	\$475.00	\$485.00	\$440.00
Second Performance Same Day	N/A	N/A	\$220.00
User Fees & Charges			
STUDIO Rehearsals			
Hire per day (Max 6 hours)			
Work lights only	N/A	N/A	\$220.00
Stage lights and all technical facilities	N/A	N/A	\$275.00
Hire per hour			
Work lights only	\$50.00	\$45.00	\$45.00
Stage lights and all technical facilities	\$65.00	\$55.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$45.00	\$47.50	N/A
Technician	\$40.00	\$42.50	N/A
Front of House Coordinator	\$45.00	\$47.50	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	N/A
Radio Mics	\$40.00	\$40.00	N/A
Stage Extension – labour additional	\$125.00	\$125.00	N/A
Ticketing Fees			
Tix under \$11.00	\$1.25	\$1.25	N/A
Tix \$11.00 - \$40.00	\$2.40	\$2.40	N/A
Tix \$40.00 plus	\$3.40	\$3.40	N/A
Credit Card Fees	Up to 3.0%	Up to 3.0%	N/A
Other Fees			
Equipment & Consumables Items			
Steinway Grand Piano	\$80.00	\$80.00	\$120.00 (Plus tuning if required)
Radio Mics	\$40.00	\$40.00	\$40.00
Ticketing Fees			
Tix under \$11.00	\$1.25	\$1.25	\$1.35
Tix \$11.00 - \$40.00	\$2.40	\$2.40	\$2.50
Tix \$40.00 \$60.00	\$3.40	\$3.40	\$3.50
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3%

Appendix A: User fees and charges

Appendix A: User fees and charges

Lighthouse Theatre (Cont.)

Ticketed Event: Subsidised Professional Companies	2015/16	2016/17	2017/18
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,600.00	\$1,625.00	\$1,100.00
Second Performance Same Day	N/A	N/A	\$550.00
THEATRE Rehearsals			
Hire per day (Max 6 hours)			
Stage lights and all technical facilities	N/A	N/A	\$330.00
Hire per hour			
Work lights only	\$90.00	\$45.00	N/A
Stage lights and all technical facilities	\$110.00	\$55.00	\$55.00
STUDIO: Ticketed Performance Hire	\$775.00	\$775.00	\$550.00
Second Performance Same Day	N/A	N/A	\$330.00
STUDIO Rehearsals			
Hire per day (Max 6 hours)			
Stage lights and all technical facilities	N/A	N/A	\$275.00
Hire per hour			
Work lights only	\$55.00	\$45.00	N/A
Stage Lights & Technical Facilities	\$80.00	\$55.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$52.00	\$47.50	N/A
Technician	\$45.00	\$42.50	N/A
Front of House Coordinator	\$49.00	\$47.50	N/A
Merchandise Seller	\$42.00	\$42.50	N/A
Usher Provision Fee	\$40.00	\$40.00	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$165.00	\$165.00	N/A
Radio Mics	\$99.00	\$80.00	N/A
Stage Extension	\$225.00	\$225.00	N/A
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	N/A
Tix \$11.00 - \$40.00	\$3.70	\$3.70	N/A
Tix \$40.00 \$60.00	\$4.50	\$4.50	N/A
Tix \$60 plus	\$5.20	\$5.20	N/A
Credit Card Fees	Up to 3.0%	Up to 3.0%	N/A
User Fees & Charges			
Ticketed Event: Standard Hirer Rates			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,900.00	\$1,950.00	\$1,485.00
Second Performance Same Day	N/A	N/A	\$55.00
THEATRE Rehearsals			
Hire per day (Max 6 hours)			
Stage lights and all technical facilities	N/A	N/A	\$440.00
Hire per hour			
Work lights only	\$95.00	\$45.00	N/A
Stage lights and all technical facilities	\$110.00	\$55.00	\$55.00
STUDIO: Ticketed Performance Hire	\$875.00	\$875.00	\$500.00
Second Performance Same Day	N/A	N/A	\$330.00
STUDIO Rehearsals			
Hire per day (Max 6 hours)			
Stage lights and all technical facilities	N/A	N/A	\$330.00
Hire per hour			
Work lights only	\$95.00	\$45.00	N/A
Stage Lights & Technical Facilities	\$110.00	\$55.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$52.00	\$47.50	N/A
Technician	\$45.00	\$42.50	N/A
Front of House Coordinator	\$49.00	\$47.50	N/A
Merchandise seller	\$42.00	\$42.50	N/A
Usher Provision Fee	\$40.00	\$40.00	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$165.00	\$165.00	N/A
Radio Mics	\$99.00	\$80.00	N/A
Stage Extension	\$225.00	\$225.00	N/A

Appendix A: User fees and charges

Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	N/A
Tix \$11.00 - \$40.00	\$3.70	\$3.70	N/A
Tix \$40.00 \$60.00	\$4.50	\$4.50	N/A
Tix \$60 plus	\$5.20	\$5.20	N/A
Credit Card Fees	Up to 3.0%	Up to 3.0%	N/A

Lighthouse Theatre (Cont.)

Ticketed Event: Standard Hirer Rates	2015/16	2016/17	2017/18
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room	11% on merchandise sold	11% on gross sales	N/A
Other Fees			
Equipment & Consumables Items			
Steinway Grand Piano	\$165.00	\$165.00	\$220.00 (Plus tuning if required)
Radio Mics	\$99.00	\$80.00	\$80.00
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	\$2.85
Tix \$11.00 - \$40.00	\$3.70	\$3.70	\$3.90
Tix \$40.00 \$60.00	\$4.50	\$4.50	\$4.60
Tix \$60 plus	\$5.20	\$5.20	\$5.50
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3%
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room	11% on merchandise sold	11% on gross sales	11% on gross sales
User Fees & Charges			
Non-Ticketed Event: Non for Profit Organisations			
THEATRE: (up to 9 hrs)			
Event Hire	\$1,065.00	\$1,090.00	\$1,100.00
THEATRE: Additional Venue Hire per hour	\$80.00	\$55.00	\$55.00
STUDIO: (up to 9 hrs)	\$515.00	\$515.00	\$605.00
STUDIO: Additional Venue Hire per hour	\$30.00	\$55.00	\$55.00
MEETING ROOM: Event hire	\$180.00	\$200.00	\$250.00
Monday – Friday between 9am & 5pm	By negotiation	By negotiation	By negotiation
Weekdays outside business hours and weekends			
STUDIO: Used in conjunction with Theatre: Event Hire			
Hire per event, per day	\$365.00	\$365.00	\$365.00
MEETING ROOM: Used in conjunction with Theatre or Studio: Event Hire			
Hire per event, per day	\$120.00	\$120.00	\$140.00
MAIN FOYER: Event Hire			
Hire Per Hour	\$125.00	N/A	N/A
Event Hire (between 9am & 5pm, Mon to Fri, up to 8hrs)	By negotiation	\$200.00	\$330.00
Event Hire (Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation
Bar Service During Event (per event)	N/A	\$50.00	N/A
MAIN FOYER: Used in conjunction with Event Hire			
Used in conjunction with Theatre: Event	No charge	No charge	N/A
Used in conjunction with Studio: Event (per hour)	\$50.00	\$55.00	N/A
Bar Service during Event (per event)	N/A	\$50.00	N/A
Staffing: Additional hours all venues per hour			
Duty Officer	\$45.00	\$47.50	N/A
Technician or FOH Coordinator	\$40.00	\$42.50	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	N/A
Radio Microphone	\$40.00	\$40.00	N/A
Rubbish Removal (chargeable per skip)	\$85.00	\$90.00	N/A
Standard Hire Rates – NON TICKETED EVENTS			
THEATRE	\$1,800.00	\$1,850.00	\$1,850.00
THEATRE: Additional Venue Hire per hour	\$90.00	\$55.00	\$55.00
STUDIO			
Hire	N/A	N/A	\$715.00
Event Hire (up to 9 hrs)	\$615.00	\$615.00	N/A
Additional Hours, per hour	\$35.00	\$55.00	N/A

Appendix A: User fees and charges

STUDIO: Used in conjunction with Theatre			
Hire per event	\$420.00	\$420.00	\$420.00
MEETING ROOM: Event hire			
Monday – Friday between 9am & 5pm	\$200.00	\$240.00	\$250.00
Weekdays outside business hours and weekends	By negotiation	By negotiation	By negotiation

Lighthouse Theatre (Cont.)

Standard Hire Rates – NON TICKETED EVENTS	2015/16	2016/17	2017/18
THEATRE	\$1,800.00	\$1,850.00	\$1,850.00
THEATRE: Additional Venue Hire per hour	\$90.00	\$55.00	\$55.00
STUDIO			
Hire	N/A	N/A	\$715.00
Event Hire (up to 9 hrs)	\$615.00	\$615.00	N/A
Additional Hours, per hour	\$35.00	\$55.00	N/A
STUDIO: Used in conjunction with Theatre			
Hire per event	\$420.00	\$420.00	\$420.00
MEETING ROOM: Event hire			
Monday – Friday between 9am & 5pm	\$200.00	\$240.00	\$250.00
Weekdays outside business hours and weekends	By negotiation	By negotiation	By negotiation
MAIN FOYER			
Hire Per Hour	\$120.00	N/A	N/A
Event Hire (between 9am & 5pm, Mon to Fri, up to 8hrs)	\$160.00	\$240.00	\$330.00
Event Hire (Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation
Bar Service During Event (per event)	N/A	\$50.00	N/A
MAIN FOYER: Used in conjunction with Event Hire			
Used in conjunction with Theatre: Event	No charge	No charge	N/A
Used in conjunction with Studio: Event (per hour)	\$60.00	\$75.00	N/A
Bar Service during Event (per event)	N/A	\$50.00	N/A
Staffing: Additional hours (all venues per hour)			
Duty Officer	\$52.00	\$47.50	N/A
Technician or FOH Coordinator	\$45.00	\$42.50	N/A
Equipment & Consumable Items			
Steinway Grand piano	\$165.00	\$165.00	\$220.00
Radio Microphone	\$99.00	\$80.00	\$80.00
Rubbish Removal (chargeable per skip)	\$85.00	\$90.00	\$110.00
Merchandise/Sales Commission (all venues, regardless of event location)	11% on gross sales	11% on gross sales	11% on gross sales
User Fees & Charges			
FUNCTIONS			
Catered Function (Dinners/Luncheons/Weddings)			
STUDIO			
Function Hire (up to 9 hrs access, includes Meeting Room)	\$775.00	\$775.00	\$1,100.00
Additional Hire Hours or Setup Hours			
MAIN FOYER	\$25.00	\$55.00	\$55.00
Used in conjunction with Catered Function			
Foyer Bar Service (per function)	\$120.00	\$100.00	\$120.00
	N/A	\$50.00	N/A
Staffing: (all venues, per hour)			
Duty Officer, Duty Technician or FOH Coordinator	\$52.00	\$47.50	N/A
Technician	\$45.00	\$42.50	N/A
Additional Equipment			
Radio Microphone (per mic)	\$99.00	\$80.00	N/A
Projector & Screen	\$90.00	\$100.00	N/A
Rubbish Removal (per skip)	\$85.00	\$90.00	N/A
Other Fees			
Equipment & Consumables Items			
Steinway Grand Piano	\$165.00	\$165.00	\$220.00 (Plus tuning if required)
Radio Mics	\$99.00	\$80.00	\$80.00
Rubbish Removal (Charge per skip)	\$85.00	\$90.00	\$110.00
Wedding			

Appendix A: User fees and charges

STUDIO: Wedding Hire			
Event Hire (up to 9 hrs access, includes Meeting Room)	\$775.00	\$775.00	N/A
Additional Hire Hours or Setup Hours	\$25.00	\$55.00	N/A
MAIN FOYER: used in conjunction			
Used in conjunction with Wedding (per function)	\$120.00	\$100.00	N/A
Foyer Bar Service (per function)	N/A	\$50.00	N/A
Staffing: (per hour)			
Duty Officer, Duty Technician or FOH Coordinator	\$52.00	\$47.50	N/A
Technician	\$45.00	\$42.50	N/A
Additional Equipment			
Radio Microphone (per mic)	\$99.00	\$80.00	N/A
Rubbish Removal (per skip)	\$85.00	\$90.00	N/A
Special Lighting Setup	By negotiation	By negotiation	N/A

AquaZone

New fees to apply from 1 July 2017

User Fees and Charges	2015/16	2016/17	2017/18
Day Admissions: Aquatics			
Adult swim	\$6.50	\$6.80	\$6.90
Child swim (3-15 years)	\$4.70	\$4.80	\$4.90
Concession swim	\$4.70	\$4.80	\$4.90
Family swim (unlimited family members/same residence)	\$20.00	\$20.50	\$20.60
Day Admissions: Health & Fitness			
Gymnasium	\$18.10	\$18.45	\$18.90
Fitness class	\$14.10	\$14.35	\$14.70
Older adult exercise class	\$10.00	\$10.20	\$10.30
Preventative Health Classes	\$5.50	\$5.60	\$5.60
School aerobics	\$7.20	\$7.45	\$7.70
Personal Training 1 hour	\$73.70	\$75.20	\$82.70
Personal Training 45 minutes	\$55.30	\$56.45	\$62.00
Personal Training ½ hour	\$37.40	\$41.95	\$46.20
Creche			
Per child per hour (Member)	\$5.80	\$6.15	\$6.80
Per child per hour (Non Member)	\$9.10	\$10.20	\$12.20
Learn to Swim (Pool Entry & Assessment)			
Per class (2 nd child and 3 rd child discounts apply)	\$14.30	\$14.70	\$14.30
Private lessons ½ hour lesson	\$48.90	\$53.10	\$50.80
1 hour lesson	\$93.10	\$95.00	\$96.80
School swim <i>no instruction</i>	\$4.50	\$4.60	\$4.70
School swim <i>with instruction</i>	\$7.80	\$7.00	\$7.00
School at pool	\$9.50	\$9.70	\$9.90
Group Entry			
Adult Swim	\$5.90	\$6.00	\$6.10
Gym	\$16.10	\$16.42	\$16.80
Fitness class	\$12.60	\$12.85	\$13.20
Other			
General entry	\$3.00	\$3.05	N/A
Locker hire	\$3.00	\$3.05	\$3.70
Towel hire	\$3.00	\$3.05	\$3.70
Multi Pass – Health & Fitness			
Fitness class – 20 pass	\$263.20	\$268.50	\$295.40
Multi Pass – Aquatics			
Adult 20 Pass	\$119.50	\$121.90	\$123.60
50 Pass	\$289.90	\$295.30	\$309.00
Child 20 Pass	\$86.80	\$88.60	\$87.40
50 Pass	\$209.10	\$213.30	\$218.70
Concession 20 Pass	\$96.40	\$98.33	\$87.40
50 Pass	\$233.80	\$237.76	\$218.70
Multi Pass: Creche/Occasional Care			
1 child/1hr Creche 10 Pass	\$60.00	\$61.20	\$68.20
1 child/1hr Occasional Care 10 Pass	\$100.00	\$102.00	\$117.30
Facility Hire			
Pools Up to four hours	\$420.00	\$439.75	\$483.70
Up to ten hours	\$757.10	\$772.24	\$787.70
Lane hourly commercial	\$35.00	\$35.70	\$39.30
Lane hourly community	\$3.70	\$3.77	\$4.20
Pool closure advertising fee	\$113.80	\$114.70	\$140.50

Appendix A: User fees and charges

School booking cancellation fee (per lane) (<12 hrs notice)	\$35.00	\$34.88	\$38.50
Crèche – per hour	\$40.00	\$40.80	\$53.00
Multi-purpose room – per hour	\$40.00	\$40.80	\$53.00
Birthday Party			
Aqua Fun Pack	\$68.00	\$69.40	\$71.40

Appendix A: User fees and charges

AquaZone (Cont.)

New fees to apply from 1 July 2017

User Fees and Charges		2015/16	2016/17	2017/18
Memberships				
Gold	12 months	\$996.30	\$1,016.25	\$1,026.50
	3 months	\$457.40	\$466.55	\$513.20
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$82.20	\$84.60	\$85.50
Gym & Swim	12 months	\$871.80	\$889.25	\$915.90
	3 months	\$363.80	\$400.25	\$440.20
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$71.30	\$74.10	\$76.30
Fitness & Swim	12 months	\$871.80	\$889.25	\$915.90
	3 months	\$363.80	\$400.25	\$440.20
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$71.30	\$74.10	\$76.30
Swim Only	12 months	\$738.40	\$753.15	\$775.80
	3 months	\$301.30	\$307.35	\$338.00
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$60.50	\$62.50	\$64.70
Family Swim	12 months	\$1,581.20	\$1,612.85	\$1,693.40
	3 months	\$529.90	\$540.50	\$594.55
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$129.40	\$134.40	\$141.12
Corporate				
10 – 20 people		- 12.5% term	- 12.5% term	12.5% discount
		- 12.5% debit	- 12.5% debit	
21 + people		- 15% term	- 15% term	15% discount
		- 15% debit	- 15% debit	

Appendix A: User fees and charges

Warrnambool Art Gallery

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour	\$42.00	\$42.00	\$45.00
Curatorial Advice – per hour	\$49.00	\$49.00	\$55.00
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
Front-of-house and out-of-hours staff– per hour	N/A	\$45.00	\$45.00
Annual Subscription			
Family	\$60.00	\$50.00	\$55.00
Family 3 Years	N/A	\$130.00	\$150.00
Individual	\$35.00	\$35.00	\$40.00
Individual 3 years	N/A	\$80.00	\$110.00
Individual concession	\$25.00	\$25.00	\$27.50
Life	\$800.00	\$1,000.00	\$1,000.00
Corporate	\$550.00	\$800.00	N/A
Student	\$25.00	\$25.00	N/A
School	\$350.00	\$350.00	N/A
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	\$125.00	\$125.00	\$125.00
Weddings (2 hours. Additional hours \$250ph)	\$500.00	\$500.00	\$500.00
Weddings (full day)	\$5,000	\$5,000	\$5,000
Piano – per hour	\$99.00	\$99.00	\$110.00
Transparency/digital image (for reproduction)	\$180.00	\$180.00	\$180.00
Display easels (x2) – per hour each	N/A	\$10.00	\$10.00
Back loading frames – per hour each	N/A	\$10.00	\$10.00
Lectern – per hour	N/A	\$10.00	\$10.00
Microphone and overhead PA – per hour	N/A	\$20.00	\$20.00
Directional lighting (gallery spaces) – per event	N/A	\$90.00	\$90.00
Advertising			
Enclosure in mail out – 20 cents per DL item	\$75.00	N/A	N/A
Advertising in Artpage (quarter/half/full pages)	Negotiation	\$200/\$350/\$650	\$200/\$350/\$650

Sports Grounds

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Sports ground casual hire (includes use of pavilion)			
Half day	\$66.00	\$68.00	\$71.00
Full day	\$129.00	\$132.00	\$138.00
Pre-season training session	\$66.00	\$68.00	\$71.00
Football practice match (with line marking)	\$129.00	\$132.00	\$138.00
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$487.00	\$501.00	\$521.00
Football/Netball League Finals (junior competition only) (per day)	\$243.00	\$250.00	\$260.00
Commercial hire (per day)	\$649.00	\$668.00	\$695.00
Commercial cleaning of facilities (when left in unsuitable condition)	At cost	At cost	At cost
Sports ground seasonal use fee			
Category A (As per Sports Grounds User Fees policy 2009)	\$4,866.61	\$5,163.00	\$6,454.00
Category B (As per Sports Grounds User Fees policy 2009)	\$2,433.31	\$2,581.00	\$3,226.00
Category C (As per Sports Grounds User Fees policy 2009)	\$608.00	\$645.00	\$806.00

Appendix A: User fees and charges

Warrnambool Stadium

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Player Fees			
Adult	\$10.00	\$10.00	\$10.00
Junior	\$7.60	\$7.80	\$8.00
School	\$4.30	\$4.50	\$4.60
Casual Shot	\$4.00	\$5.00	\$5.00
Stadium Hire			
Three courts up to 12 hours	\$1,300.00	\$1,340.00	N/A
Hourly rate without lights: commercial	\$165.00	\$165.00	\$165.00
Hourly rate without lights: community/school	\$128.00	\$130.00	\$130.00
Hourly rate with lights: commercial	\$215.00	\$215.00	\$215.00
Hourly rate with lights: community/school	\$169.00	\$170.00	\$170.00
School use between 9am - 3pm	\$790.00	\$810.00	\$820.00
Single court hourly: user group squads: without lights	\$20.00	\$25.00	\$25.00
Single court hourly: user group squads: with lights	\$30.00	\$30.00	\$30.00
Highball court up to 12 hours	\$465.00	\$480.00	\$480.00
Hourly rate without lights: commercial	\$54.00	\$60.00	\$60.00
Hourly rate without lights: community/school	\$42.00	\$45.00	\$45.00
Hourly rate with lights: commercial	\$67.00	\$70.00	\$70.00
Hourly rate with lights: community/school	\$56.00	\$60.00	\$60.00
School use between 9am - 3pm	\$280.00	\$290.00	\$290.00
Show court up to 12 hours	\$620.00	\$630.00	\$630.00
Hourly rate without lights: commercial	\$70.00	\$75.00	\$75.00
Hourly rate without lights: community/school	\$57.00	\$58.00	\$58.00
Hourly rate with lights: commercial	\$81.00	\$85.00	\$85.00
Hourly rate with lights: community/school	\$69.00	\$70.00	\$70.00
School use between 9am - 3pm	\$290.00	\$300.00	\$300.00
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$640.00	\$640.00	\$680.00
Single Team	\$382.00	\$382.00	\$420.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$200.00	\$200.00	\$200.00
Up to 12 hours (room only)	\$350.00	\$350.00	\$350.00
Per hour	\$35.00	\$35.00	\$35.00
User groups up to 12 hours	\$122.00	\$122.00	\$122.00
User groups per hour	\$13.00	\$13.00	\$15.00
Meeting room up to 12 hours	\$61.00	\$61.00	\$61.00
Per hour	\$13.00	\$15.00	\$15.00
Kitchen facilities	\$161.00	\$165.00	\$170.00
User group sports hire up to 12 hours	\$1,060.00	\$1,060.00	\$1,060.00
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,690.00	\$1,690.00
2crt NB stadium up to 12 hours	\$865.00	\$891.00	\$891.00
Gymnastics			
1 hour recreational class fee (per hour)	\$11.20	\$11.40	\$11.60
2 hour classes class fee (per hour)	\$11.20	\$11.40	\$11.60
3 hour class fee (per hour)	\$8.15	\$8.50	\$8.80
Above 3 hour class fee (per hour)	\$8.15	\$8.50	\$8.80
School gymnastics with instruction (per student)	\$6.00	\$6.20	\$6.50
Small school group class fee (1hr)	\$60.00	\$65.00	\$75.00
Adult Group (per person)	\$9.80	\$10.00	\$10.00
Gymnastics facility hire (per hr) for external gymnastics groups	\$60.00	\$75.00	\$75.00
Ed gym 1 hr class	\$9.50	\$10.00	\$10.00
School Holiday Program 2 hr class	\$20.00	\$20.00	\$20.00
Birthday Party Program per child	\$12.50	\$12.50	\$13.00
Outside School Hours Care			
Vacation care daily rate	\$62.00	\$65.00	\$70.00
After school care casual rate per session	\$27.30	\$28.00	\$28.50
After school care permanent rate per session	\$22.70	\$23.00	\$23.50

Appendix A: User fees and charges

Kindergartens

New fees to apply from 1 January 2017

User Fees & Charges	2016	2017	2018
Fee's Per Term- 4 year old (15 hour per week)			
Term 1 & 2	\$295.00 per term	\$303.85 per term	\$310.00 per term
Term 3 & 4	\$303.85 per term	\$310.00 per term	TBC per term
Fee's Per Term- 3 year old (3 hours per week)			
Term 1 & 2	\$185.00 per term	\$200.00 per term for one 3 hr session \$400.00 per term for 2x 3 hr sessions	\$210.00 per term for one 3 hr session
Term 3 & 4	\$200.00 per term	\$210.00 per term	TBC per term

Note: 4 y/o kindergarten teacher to student ratio proposed changes may impact fees from 2017 onwards.

After Kinder Care

New fees to apply from 1 July 2017

User Fees & Charges		2015/16	2016/17	2017/18
	Term 3 & 4	\$38.00	\$40.00	N/A
Session fee – per day	Term 1 & 2	\$40.00	\$40.00	N/A

Centre Based Care

New fees to apply from 1 July 2017

User Fees & Charges	2016	2017	2018
Weekly fee	Nil Weekly Fee	Nil Weekly Fee	Nil Weekly Fee
Daily fee	\$98.40 Jan-June 2016 \$103.30 July 2016-Dec 2016	\$103.30 Jan-June 2017 \$105.00 July-Dec 2017	\$105.00 Jan-June 2018 TBC July-Dec 2018

*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 2017

User Fees & Charges	2015/16	2016/17	2017/18
8am to 6pm – per hour	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously 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	\$8.20*	\$9.00*	\$9.20*
Educator Levy	\$0.55 per hour	\$0.70 per hour	\$0.80 per hour

*per child per week, capped at 2 children

Appendix A: User fees and charges

Home Maintenance

User Fees & Charges	2015/16	2016/17	2017/18
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$18.00
Lawn mowing and tip fees: medium & couples	\$32.00	\$32.00	\$32.00
Lawn mowing and tip fees: Private (GST Inc.)	\$57.00	\$55.00	\$55.00
Property modification (plus cost of materials): low	\$15.00	\$15.00	\$15.00
Property modification (plus cost of materials): medium	\$30.00	\$30.00	\$30.00
Property modification (plus cost of materials): Private (GST Inc.)	\$55.00	\$55.00	\$55.00

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

Home Care

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Home care – low	\$8.63	\$8.63	\$8.63
Home care – medium	\$15.36	\$15.36	\$15.36
Home care – high	\$36.19	\$37.20	\$37.20
Personal care –low	\$7.36	\$7.36	\$7.36
Personal care – medium	N/A	\$8.90	\$8.90
Respite care	\$7.36	\$7.36	No Charge
CACPS (GST inc.)	\$58.47	\$55.00	\$55.00
Post Acute Care (GST inc.)	\$58.47	\$55.00	\$55.00
Plus travel costs per km – CHSP / HACC PYP	\$1.12	\$1.12	\$1.12
Plus travel costs per km - Private Clients (GST Inc.)	N/A	N/A	\$1.25

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 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.

All CHSP & HACC PYP Programs are GST free

Planned Activity Group

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Daily session fee – low & medium	\$7.40	\$7.40	\$7.50
Daily session fee – high (GST free)	\$30.00	\$31.00	\$33.00
Meal	\$8.20	\$8.40	\$8.40
Soup	\$1.50	\$1.50	\$1.50
Sweet	\$1.50	\$1.50	\$1.50

Food Services

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Full cost meals (GST free)	\$17.50	\$17.50	\$17.50
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$8.90
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.40

Archie Graham Community Centre

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Hydro pools casual admission	\$8.70	\$8.80	\$8.80
Commercial pool use	\$87.00	\$87.00	\$87.00
Community pool use	\$53.20	\$54.00	\$54.00
Commercial rate per hour per room	\$51.30	\$52.00	\$52.00
Casual community rate per hour per room	\$32.00	\$32.50	\$32.50
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$18.50	\$19.00	\$19.00
Community Computer Centre per 1 hour session	\$4.50	\$5.00	\$5.00
Health promotion programs: strength training	\$6.20	\$7.00	\$5.60
Lite Moves	\$6.20	\$6.50	\$7.00
Lift 4 life	\$6.00	N/A	N/A
Bike Hire Group Program	\$5.00	\$3.00	\$3.00

Appendix A: User fees and charges

Appendix A: User fees and charges

Health

New fees to apply from 1 July 2017

User Fees & Charges		2015/16	2016/17	2017/18
Food				
Class 1		\$410.00	\$420.00	\$430.00
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$385.00	\$395.00	\$405.00
	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) (eg supermarkets)	\$25.00	\$26.00	\$27.00
	Accommodation Kitchen (eg motels)	\$280.00	\$285.00	N/A
	Bed and Breakfast (register as a food)	\$180.00	\$190.00	N/A
	Community Group (eg not-for-profit groups)	\$125.00	\$130.00	No fee ²
	Canteens/sporting club kitchens	N/A	N/A	\$135.00 ³
Class 3	Class 3 General	\$145.00	\$150.00	\$155.00
	Community Group (eg not-for-profit groups)	\$107.00	\$110.00	No fee ²
Class 4		No Fee	No Fee	No fee
Health				
	Hairdressers, beauty salons (one off fee)	\$115.00	\$180.00	\$185.00
	Beauty premises & skin penetration establishments	\$115.00	\$120.00	\$135.00
New Registration Fees				
	New premises pre-application fee and/or pre-registration inspection fee	N/A	N/A	\$75.00 ⁴
	New registrations	Annual Fee plus 50%	Annual Fee plus 50%	Annual Fee plus 50%
Transfer fees				
	Inspection request fee prior to transfer – 5 business days	N/A	\$170.00	\$180.00
	Inspection request fee prior to transfer – 10 business days	\$125.00	\$130.00	\$135.00
	Transfer fee	50% of annual fee	50% of annual fee	50% of annual fee
Accommodation				
	Accommodation premises	\$200.00	\$210.00	\$220.00
Other fees				
	Re-inspection fee and request for inspection fee	\$65.00	\$70.00	\$75.00
	Late payment fee	50% of the annual fee	50% of the annual fee	50% of the annual fee
Septic tanks				
	Septic tank applications	\$250.00	\$270.00	\$540.00 ⁵
	Septic tank alterations (changes to disposal field only)	N/A	N/A	\$270.00 ⁵
Caravan Parks				
	Caravan Parks (per site)	Set by State Government	Set by State Government	Set by State Government
Pool sampling				
	Optional fee for microbiological testing of potable water, swimming pools and spas	\$107.00	\$110.00	\$113.00
Mobile vehicles / temporary stalls				

Pro-rata fees apply for new registrations (quarterly)

¹Fee is charged based on risk. Charging a fee based on risk and type better represents the staff time and resources required to inspect a food premises.²Historically fees have not been charged for community groups. This fee has been removed to more accurately show the fee's that Council charges community groups.³Historically this fee is what Council has charged school canteens/sporting clubs. This fee has been added to accurately show the fee's that Council charges these organisations.⁴Mandatory pre – application or inspection required prior to construction of food or health premises. Required for Council environmental health officers to make an assessment of the design and structural requirements to address health risks and provide best practice advice before construction.⁵Septic tank applications involve a desktop assessment and usually three or more inspections.

This increase in septic tank application fee better represents the staff time and resources required to assess and inspect the installation of a septic tank. This new fee aligns more closely with other fee's in the region.

Appendix A: User fees and charges

Immunisation

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Application for immunisation records (search fee)	N/A	N/A	\$20.00
Influenza vaccine & administration (flu injection)	N/A	N/A	\$25.00*(plus GST if applicable)

Local Laws

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Derelict vehicle release	\$320.00	\$330.00	\$340.00
Tables and chairs	\$170.00	\$170.00	\$175.00
Goods on footpath	\$180.00	\$185.00	\$190.00
A/Frames permit	\$125.00	\$130.00	\$135.00
Impounded trolley release fee	\$90.00	\$95.00	\$95.00
Permit to burn	\$80.00	\$80.00	\$85.00
Horses on beach trainer permit	\$220.00	\$225.00	\$220.00
Horses on beach daily access fee	N/A	N/A	\$4.50
Horses on beach swim access fee	N/A	N/A	\$1.50
Hire of cat cage	\$30.00	\$30.00	\$30.00
Block slashing prior to declared fire season	\$100.00	\$100.00	At Cost

Parking Fees & Fines

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
On-Street (per hour)			
Area A (1P)	\$1.10	\$1.10	\$1.40
Area B (2P)	\$1.00	\$1.00	\$1.40
Area C (4P)	\$0.70	\$0.70	\$1.40
Smart Meter Areas (Progressive Rollout)	N/A	N/A	\$1.40
Off-Street Carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone, Parkers & Target)	\$0.90/hr	\$0.90/hr	\$1.40/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street) off Fairy Street.	\$0.90/hr	\$0.90/hr	\$1.40/hr
	\$4.20/day	\$4.20/day	\$3.00/day
	Crammond & Dickson & Kepler	Crammond & Dickson & Kepler	Crammond & Dickson & Kepler
	\$2.00/day	\$2.00/day	\$3.00/day
	AG & off Koroit St off Fairy Street, Grace Av.	AG & off Koroit St off Fairy Street, Grace Av	AG & off Koroit St off Fairy Street, Grace Av
Credit Surcharge on Smart Meters			
Credit Surcharge on Smart Meters	N/A	N/A	\$0.24
Parking Permits			
Disabled and Returned Service:			
Replacement	\$7.00	\$8.00	\$10.00
New	\$12.00	\$13.00	\$14.00
Carparking Fines			
Carparking fines set by Council	\$67.00	\$68.00	\$70.00

Appendix A: User fees and charges

Appendix A: User fees and charges

Animal Registrations

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Unsterilised dog	\$155.00	\$160.00	\$166.00
Sterilised dog	\$50.00	\$52.00	\$54.00
Unsterilised dog (pensioner)	\$75.00	\$80.00	\$83.00
Sterilised dog (pensioner)	\$25.00	\$26.00	\$27.00
Dog over 10 years old	N/A	N/A	\$54.00
Dog over 10 years old (pensioner)	N/A	N/A	\$27.00
Dog kept for working with Livestock (rural)	N/A	N/A	\$54.00
Dog kept for working with Livestock (rural) (pensioner)	N/A	N/A	\$27.00
Dog registration at pound release	N/A	N/A	\$25.00
Declared Dangerous or Restricted Breed	\$210.00	\$215.00	\$225.00
Unsterilised cat	\$120.00	\$125.00	\$130.00
Sterilised cat	\$40.00	\$41.00	\$43.00
Cat registration at pound release	N/A	N/A	\$15.00
Unsterilised cat (pensioner)	\$60.00	\$62.00	\$65.00
Sterilised cat (pensioner)	\$20.00	\$20.00	\$21.00
Replacement registration tag	\$18.00	\$19.00	\$20.00
Grazing permit	\$170.00	\$175.00	\$180.00
Registered animal businesses	\$155.00	\$160.00	\$170.00
Impounded animal release fee:			
Cat	\$96.00	\$98.00	\$100.00
Dog	\$136.00	\$140.00	\$145.00

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

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

Appendix A: User fees and charges

Warrnambool Livestock Exchange

New fees to apply from 1 July 2017 • Includes GST

User Fees & Charges	2015/16	2016/17	2017/18
Bobby Calves	\$4.00	\$4.10	\$4.20
Calves	\$8.35	\$8.50	\$8.70
Bulls	\$18.30	\$18.65	\$19.00
Cattle	\$12.65	\$12.90	\$13.20
Sheep	\$0.60	\$0.65	\$0.70
Store - cattle	\$11.20	\$11.45	\$11.70
Dairy - cattle	\$13.90	\$14.15	\$14.50
Hire of dairy ring	<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	<100 \$11.85 per head >100 head \$1,185.00 >200 head \$1,550.00 >300 head \$1,895.00 >400 head \$2,250.00 >500 head \$2,630.00	<100 \$12.10 per head >100 head \$1,210.00 >200 head \$1,580.00 >300 head \$1,935.00 >400 head \$2,300.00 >500 head \$2,680.00
Agents fees	\$109,140.00	\$111,320.00	\$113,540.00
Office rental (per office)	\$2,723.00	\$2,723.00	\$2,780.00
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.92	\$0.94	\$0.96
Truck wash fees (per minute) all other times	\$1.38	\$1.41	\$1.45
Weigh fees 1 Head	\$2.50	\$2.55	\$2.60
2 Head	\$2.14	\$2.20	\$2.25
3 Head	\$1.79	\$1.85	\$1.90
4 Head	\$1.53	\$1.55	\$1.60
5 Head	\$1.17	\$1.20	\$1.25
6 Head or more	\$0.87	\$0.90	\$0.95
Scanner fee hire per day	\$102.00	\$105.00	\$110.00
Scanner transfer fee per head	\$1.90	\$1.95	\$2.00
Cattle not sold at store sale: scanning fee per head	\$2.40	\$2.45	\$2.50
Private weighs	\$6.20	\$6.30	\$6.50

Appendix A: User fees and charges

Flagstaff Hill Maritime Village

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Admission Fees			
Adults	\$16.50	\$17.00	\$18.00
Concession	\$13.00	\$13.50	\$14.50
Child	\$6.50	\$7.00	\$8.50
Family	\$39.00	\$41.00	\$48.00
"Shipwrecked" Sound & Light Show Admissions			
Adults	\$26.50	\$28.00	\$30.00
Concession	\$23.50	\$25.00	\$27.00
Child	\$14.50	\$15.00	\$15.95
Family	\$69.00	\$74.00	\$77.00
Flagstaff Hill Memberships			
Individual	\$40.00	\$45.00	\$40.00
Grandparents (2A + 2C)	\$70.00	\$75.00	\$60.00
Family (2A + 2C)	\$85.00	\$90.00	\$80.00
Family Holiday Membership (2 Weeks)	N/A	\$60.00	\$60.00
Grandparents Holiday Membership (2 Weeks)	N/A	\$40.00	\$40.00
Lighthouse Lodge			
Room Rate – Normal	\$165.00	\$165.00	\$155.00
Room Rate – Peak	\$185.00	\$185.00	\$175.00
Exclusive Use Rate – Normal	\$385.00	\$390.00	\$375.00
Exclusive Use Rate - Peak	\$435.00	\$440.00	\$425.00
Garrison Huts (minimum \$50.00 then \$25.00pp)	\$50.00	\$50.00	\$50.00

Visitor Services

User Fees & Charges	2015/16	2016/17	2017/18
Access to Visitor Information Centre			
Displays in Visitor Centre	\$100 p/w	\$100 p/w	\$100 p/w
Display of brochures and access to visitor	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus
City Highlights 1 Hour Tour	\$50.00	\$50.00	\$85.00

Appendix A: User fees and charges

Holiday Parks

New fees to apply from 1 July 2017

User Fees & Charges	2015/16	2016/17	2017/18
Surfside Holiday Park			
Sites Powered : Peak Season			
Site fees: weekly powered	\$400.00	\$400.00	N/A
Site fees: daily powered	\$58.00	\$58.00	\$60.00
Site fees: night two person	\$58.00	\$58.00	\$60.00
Site fees: night single	\$58.00	\$58.00	\$50.00
Sites Powered: High Season			
Site fees: weekly powered	\$330.00	\$330.00	N/A
Site fees: daily powered	\$48.00	\$48.00	\$50.00
Site fees: night two person	\$36.00	\$36.00	\$40.00
Site fees: night single	\$31.00	\$31.00	\$32.00
Sites Powered: Low Season			
Site fees: weekly	\$210.00	\$210.00	N/A
Site fees: night family	\$46.00	\$46.00	\$45.00
Site fees: night two person	\$34.00	\$34.00	\$35.00
Site fees: night single	\$30.00	\$30.00	\$30.00
Shipwreck Holiday Park			
Sites Unpowered : Peak Season			
Site fees: weekly unpowered	\$350.00	\$350.00	N/A
Site fees: daily family unpowered	\$50.00	\$50.00	\$50.00
Site fees: night two person	\$50.00	\$50.00	\$50.00
Site fees: night single	\$50.00	\$50.00	\$40.00
Sites Unpowered: High Season			
Site fees: weekly	\$280.00	\$280.00	N/A
Site fees: daily family	\$40.00	\$40.00	\$40.00
Site fees: night two person	\$34.00	\$34.00	\$34.00
Site fees: night single	\$29.00	\$29.00	\$29.00
Sites Unpowered: Low Season			
Site fees: night family	\$33.00	\$33.00	\$35.00
Site fees: night two person	\$31.00	\$31.00	\$31.00
Site fees: night single	\$26.00	\$26.00	\$25.00
Freedom Choice Area - Low Season			
Sites fees: night	\$20.00	N/A	N/A
Surfside Cabins			
Beach Chalet: Peak Season			
Beach Chalets - Daily	\$245.00	\$245.00	\$250.00
Beach Chalets - Weekly	\$1,715.00	\$1,715.00	\$1,750.00
Beach Chalet: High Season			
Beach Chalets - Daily	\$197.00	\$197.00	\$200.00
Beach Chalets - Weekly	\$1,379.00	\$1,379.00	\$1,400.00
Beach Chalet: Low Season			
Beach Chalets - Daily	\$170.00	\$170.00	\$175.00
Beach Chalets - Weekly	\$1,190.00	\$1,190.00	\$1,225.00
Cedar Cabins: Peak Season			
Cedar cottages: daily	\$180.00	\$180.00	\$185.00
Cedar cottages: weekly	\$1,260.00	\$1,260.00	\$1,295.00
Cedar Cabins: High Season			
Cedar cottages: daily	\$150.00	\$150.00	\$150.00
Cedar cottages: weekly	\$1,050.00	\$1,050.00	\$1,050.00
Cedar Cabins: Low Season			
Cedar cottages: daily	\$140.00	\$140.00	\$130.00
Cedar cottages: weekly	\$980.00	\$980.00	\$910.00
Mariner cottages: Peak Season			
Mariners cottages: daily	\$175.00	\$175.00	\$175.00
Mariners cottages: weekly	\$1,200.00	\$1,200.00	\$1,225.00
Mariner cottages: High Season			
Mariners cottages: daily	\$140.00	\$140.00	\$140.00
Mariners cottages: weekly	\$950.00	\$950.00	\$980.00
Mariner cottages: Low Season			
Mariners cottages: daily	\$120.00	\$120.00	\$120.00
Mariners cottages: weekly	\$820.00	\$820.00	\$840.00

Appendix A: User fees and charges

City Strategy & Development

New fees to apply from 1 July 2017

Fees are in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and **are subject to change in accordance with changes to the government legislation and regulations.**

Planning Permit Applications under Section 47 of the Planning & Environment Act 1987 (Regulation 9)

Class	Type of Permit Application	2015/16	2016/17	2017/18
Use				
1	Use Only	N/A	N/A	\$1,240.70

Single Dwelling

To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application if the estimated cost of development is:

2	\$10,000 or Less	N/A	N/A	\$188.20
3	More than \$10,000 but not more than \$100,000	N/A	N/A	\$592.50
4	More than \$100,000 but not more than \$500,000	N/A	N/A	\$1,212.80
5	More than \$500,000 but not more than \$1,000,000	N/A	N/A	\$1,310.40
6	More than \$1,000,000 but not more than \$2,000,000	N/A	N/A	\$1,407.90

Vicsmart Applications

Vicsmart Applications if the:

7	Estimated cost of development is \$10,000 or less	N/A	N/A	\$188.20
8	Estimated cost of development is more than \$10,000	N/A	N/A	\$404.30
9	Application to subdivide or consolidate land	N/A	N/A	\$188.20

Other Developments

To develop land if the estimated cost of development is:

10	\$100,000 or less	N/A	N/A	\$1,080.40
11	More than \$100,000 and not more than \$1,000,000	N/A	N/A	\$1,456.70
12	More than \$1,000,000 and not more than \$5,000,000	N/A	N/A	\$3,213.20
13	More than \$5,000,000 and not more than \$15,000,000	N/A	N/A	\$8,189.80
14	More than \$15,000,000 and not more than \$50,000,000	N/A	N/A	\$24,151.10
15	More than \$50,000,000	N/A	N/A	\$54,282.40

Subdivision

16	To subdivide an existing building	N/A	N/A	\$1,240.70
17	To subdivide land into 2 lots	N/A	N/A	\$1,240.70
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	N/A	N/A	\$1,240.70
19	Subdivide Land	N/A	N/A	\$1,240.70 (per application plus per 100 lots created)
20	To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	N/A	N/A	\$1,240.70

Other

21	A permit not otherwise provided for in the regulation	N/A	N/A	\$1,240.70
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Appendix A: User fees and charges

City Strategy & Development (Cont.)

Applications to Amend Permits under Section 72 of the Planning & Environment Act 1987 (Regulation 11)

Class	Type of Permit Application	2015/16	2016/17	2017/18
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	N/A	N/A	\$1,240.70
2	Amendment to a permit to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	N/A	N/A	\$1,240.70
3	Amendment to a class 2 permit	N/A	N/A	\$188.20
4	Amendment to a class 3 permit	N/A	N/A	\$592.50
5	Amendment to a class 4 permit	N/A	N/A	\$1,212.80
6	Amendment to a class 5 or class 6 permit	N/A	N/A	\$1,310.40
7	Amendment to a class 7 permit	N/A	N/A	\$188.20
8	Amendment to a class 8 permit	N/A	N/A	\$404.30
9	Amendment to a class 9 permit	N/A	N/A	\$188.20
10	Amendment to a class 10 permit	N/A	N/A	\$1,080.40
11	Amendment to a class 11 permit	N/A	N/A	\$1,456.70
12	Amendment to a class 12, 13, 14 or 15 permit	N/A	N/A	\$3,213.20
13	Amendment to a class 16 permit	N/A	N/A	\$1,240.70
14	Amendment to a class 17 permit	N/A	N/A	\$1,240.70
15	Amendment to a class 18 permit	N/A	N/A	\$1,240.70
16	Amendment to a class 19 permit	N/A	N/A	\$1,240.70
17	Amendment to a class 20 permit	N/A	N/A	\$1,240.70
18	Amendment to a class 21 permit	N/A	N/A	\$1,240.70

Subdivision (Fees) Regulations 2016

Regulation	Purpose	2015/16	2016/17	2017/18
6	For certification of a plan of subdivision	N/A	N/A	\$164.50
7	Alteration to a plan under section 10(2) of the Act	N/A	N/A	\$104.60
8	Amendment of certified plan under section 11(1) of the Act	N/A	N/A	\$132.40
9	Checking of engineering plans	N/A	N/A	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)
10	Engineering plan prepared by council	N/A	N/A	3.5% of the cost of works proposed in the engineering plan (maximum fee)
11	Supervision of works	N/A	N/A	2.5% of the estimated cost of construction of the works (maximum fee)

City Strategy & Development (Cont.)

Fees to Amend Applications after Notice has been given (Regulation 12)

Type of Permit Application	Fee
Amend an application for a permit or an application to amend a permit	<p>a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9</p> <p>b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below</p> <p>c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit</p>

Stage	Stage of Amendment	Paid to	2015/16	2016/17	2017/18
1	For: a) Considering a request to amend a planning scheme; and b) Taking action required by division 1 of part 3 of the act; and c) Considering any submissions which do not seek a change to the amendment; and d) If applicable, abandoning the amendment	The Planning Authority	N/A	N/A	\$2,871.60
2	For: a) Considering: (i) Up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and b) Providing assistance to a panel in accordance with section 158 of the Act; and c) Making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and	The Planning Authority	N/A	N/A	\$14,232.70
			N/A	N/A	\$28,437.60
			N/A	N/A	\$38,014.40

Appendix A: User fees and charges

Stage	Stage of Amendment	Paid to	2015/16	2016/17	2017/18
	d) Considering the panel's report in accordance with section 27 of the Act; and e) After considering submissions and the panel's report, abandoning the amendment.				

City Strategy & Development (Cont.)

Stage	Stage of Amendment	Paid to	2015/16	2016/17	2017/18
3	For:	The Planning Authority	N/A	N/A	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority
	a) Adopting the amendment or part of the amendment in accordance with section 29 of the Act; and				
	b) Submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and				
	c) Giving the notice of the approval of the amendment required by section 36(2) of the Act.				
4	For:	The Minister	N/A	N/A	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority
	a) Consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and				
	b) Giving notice of approval of the amendment in accordance with section 36(1) of the Act.				

Other Matters Regulations 15, 16 & 18

User Fees & Charges	2015/16	2016/17	2017/18
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	N/A	N/A	\$306.70
Fee for application for agreement to a proposal to amend or end an agreement under section 173 of the Act	N/A	N/A	\$620.30
Certificates of Compliance	N/A	N/A	\$306.70

Appendix A: User fees and charges

City Strategy & Development (Cont.)

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	2015/16	2016/17	2017/18
1	Use Only	\$502.00	\$502.00	N/A
2	Single Dwelling (\$10,000 - \$100,000)	\$239.00	\$239.00	N/A
3	Single Dwelling (More than \$100,001)	\$490.00	\$490.00	N/A
	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	N/A
5	Other Developments (\$10,000 - \$250,000)	\$604.00	\$604.00	N/A
6	Other Developments (\$250,000 - \$500,000)	\$707.00	\$707.00	N/A
7	Other Developments (\$500,000 - \$1 million)	\$815.00	\$815.00	N/A
8	Other Developments (\$1,000,001 million - \$7 million)	\$1,153.00	\$1,153.00	N/A
9	Other Developments (\$7,000,001 - \$10 million)	\$4,837.00	\$4,837.00	N/A
10	Other Developments (\$10,000,001 - \$50 million)	\$8,064.00	\$8,604.00	N/A
11	Other Developments (More than \$50,000,000)	\$16,130.00	\$16,130.00	N/A
12	To Subdivide an existing building	\$386.00	\$386.00	N/A
13	To Subdivide land into two lots	\$386.00	\$386.00	N/A
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$386.00	\$386.00	N/A
15	All other Subdivisions than Class 12, 13, 14	\$781.00	\$781.00	N/A
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	N/A
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	N/A
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	N/A

Appendix A: User fees and charges

City Strategy & Development (Cont.)

New fees to apply from 1 July 2017

Subdivision of Land	2015/16	2016/17	2017/18
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	N/A
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	N/A
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	N/A
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	N/A

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

	2015/16	2016/17	2017/18
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	N/A
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	N/A

Applications for Amendments to Permit (Regulation 8B)

Class	Type of Permit Application	2015/16	2016/17	2017/18
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	N/A
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	N/A
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	N/A
4	> \$100,001	\$490.00	\$490.00	N/A
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	N/A
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	N/A
7	> \$250,001 - \$500,000	\$707.00	\$707.00	N/A
8	> \$500,001	\$815.00	\$815.00	N/A
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	N/A

Appendix A: User fees and charges

City Strategy & Development (Cont.)

New fees to apply from 1 July 2017

Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2015/16	2016/17	2017/18
1.	Considering a Request for an Amendment	\$798.00	\$798.00	N/A
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$798.00	\$798.00	N/A
3.	Adoption of Amendment by Responsible Authority	\$524.00	\$524.00	N/A
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$798.00	\$798.00	N/A

Other Matters Regulation 10, 11 & 12

User Fees & Charges	2015/16	2016/17	2017/18
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	N/A
Planning Certificates	NA	NA	N/A
Certificates of Compliance	\$147.00	\$147.00	N/A

Non-statutory Planning Fees

User Fees & Charges	2015/16	2016/17	2017/18
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$94.75	\$97.60	\$197.75
Extension of time for Planning Permits:			
First extension	\$97.90	\$100.85	\$102.15
Second extension	\$271.55	\$279.70	\$283.35
Additional extensions	\$368.40	\$379.45	\$384.40
Approval of Development Plans to the satisfaction of the Responsible Authority	\$639.95	\$659.15	\$667.70
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	\$639.95	\$659.15	\$667.70
Approval of 173 Agreements (plus cost of legal advice if required)	\$157.90	\$162.65	\$164.75
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	\$157.90	\$162.65	\$164.75
Liquor License requests	\$147.35	\$151.75	\$153.70
Notification of Planning Applications or Planning Scheme Amendments:			
Up to 10 letters/notices	\$105.25	\$108.40	\$109.80
Additional letters/notices	\$5.10	\$5.25	\$5.30
Property Inquiry relating to planning history	\$73.70	\$75.90	\$76.90

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	2015/16	2016/17	2017/18
A0	\$135.00	\$139.05	\$140.85
A1	\$107.00	\$110.20	\$111.65
A2	\$80.00	\$82.40	\$83.50
A3	\$55.00	\$56.65	\$57.40
A4	\$53.00	\$54.60	\$55.30

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	2015/16	2016/17	2017/18
A0	\$210.50	\$216.80	\$219.60
A1	\$163.00	\$167.90	\$170.10
A2	\$123.00	\$126.70	\$128.35
A3	\$80.00	\$82.40	\$83.50
A4	\$40.00	\$41.20	\$41.75

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

Appendix A: User fees and charges

Building Services

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

Class	Description	Value of Work	2015/16	2016/17	2017/18
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value ÷ 2000 + √Value) Minimum Fee: \$705.00	4 (Value ÷ 2000 + √Value) Minimum Fee: \$730.00	4 (Value ÷ 2000 + √Value) Minimum Fee: \$739.00
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	\$1,421.00 \$1,884.00 \$2,421.00 \$3,137.00 Value÷105 Large projects negotiable	\$1,463.00 \$2,042.00 \$2,621.00 \$3,200.00 Value÷94 Large projects negotiable	\$1,482.00 \$2,069.00 \$2,655.00 \$3,242.00 Value÷92 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	\$521.00 \$647.00 \$884.00 \$1,237.00 \$1,653.00 Value÷105	\$536.00 \$685.00 \$910.00 \$1,305.00 \$1,700.00 Value÷88	\$543.00 \$694.00 \$922.00 \$1,322.00 \$1,722.00 Value÷87
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$384.00 \$521.00 \$768.00 \$968.00 Value÷105	\$400.00 \$536.00 \$710.00 \$1,000.00 Value÷100	\$405.00 \$543.00 \$719.00 \$1,013.00 Value÷98
10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$384.00 \$521.00 \$768.00 \$968.00 Value÷105	\$400.00 \$536.00 \$710.00 \$1,000.00 Value÷100	\$405.00 \$543.00 \$719.00 \$1,013.00 Value÷98
10B	Pool fence (without pool)	N/A	\$158.00	\$163.00	\$165.00
Sundry	Any additional inspection	Domestic Commercial	\$179.00 \$242.00	\$185.00 \$250.00	\$187.00 \$253.00

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:

1. 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**
2. A lodgement fee of \$38.30 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt). – **SET BY STATE GOVERNMENT**
3. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
4. 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.
5. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc are charged on a cost recovery basis.

Appendix A: User fees and charges

Building Services (Cont.)**Additional Fees**

* Charges are subject to GST.

Description	2015/16	2016/17	2017/18
Amendment and/or extension of building permits	\$178.95	\$184.30	\$186.70
Amendment of approved plans			
Building Notice	\$631.55	\$650.50	\$658.95
Building Order	\$421.00	\$433.65	\$439.30
Temporary Structure Siting Approval	\$421.00	\$433.65	\$439.30
Places of public entertainment occupancy permit	\$526.30	\$542.10	\$549.15
Swimming Pool Safety Fence Inspections	\$157.90	\$162.65	\$164.75
Initial Swimming Pool Safety Audit Inspection	N/A	\$51.50	\$52.15
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.25	\$15.70	\$15.90
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$30.50	\$31.40	\$31.80
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$61.00	\$62.85	\$63.65
Property inquiry relating to Building History	\$73.70	\$75.90	\$76.90
Essential Safety Measure Assessment	\$578.90 (min)	\$596.25 (min)	\$604.00 (min)

Statutory Fees

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

Description	2015/16	2016/17	2017/18
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	\$47.60 each	\$49.90 each	\$51.10 each
Dispensation for siting of single dwellings	\$230.00 each	\$250.00 each	\$256.90 each
Application for demolition consents (Section 29A) (GST not applicable)	\$58.17	\$62.60	\$64.10
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	\$210.00

Appendix B

Budget processes

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 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a 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 ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes 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.

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.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

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 by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget(s) submitted to Council for approval	Apr/May
6. ESC advises whether rate variation submission is successful	May
7. Public notice advising intention to adopt budget	May
8. Budget available for public inspection and comment	May
9. Public submission process undertaken	May/Jun
10. Submissions period closes (28 days)	Jun
11. Submissions considered by Council/Committee	Jun
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jun
14. Revised budget where a material change has arisen	

Appendix C**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

Appendix C: Glossary of Terms

	– Regulation 5
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (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	<p>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.</p> <p>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.</p>
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 AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report
Financial Statements	<p>Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> -Strategic resource plan -Budget -Annual report <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Statement of capital works	<p>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.</p> <p>Local Government (Planning and Reporting) Regulations 2014 – Regulation 9</p>
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.

Appendix C: Glossary of Terms

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: <ul style="list-style-type: none"> • 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.

Appendix C: Glossary of Terms

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

Appendix C: Glossary of Terms

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.

Appendix C: Glossary of Terms

Services, Initiatives and Major Initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.</p>
Statement of Capital Works	<p>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.</p> <p>SRP Better Practice Guide - Glossary</p>
Statement of Human Resources	<p>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.</p> <p>SRP Better Practice Guide - Glossary</p>
Strategic Resource Plan	<p>Means the Strategic Resource Plan prepared by a Council under</p> <p>Section 126 of the Act. Refer also to Section 8 of this Model Budget.</p>
Statutory reserves	<p>Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.</p>
Community Plan/Vision	<p>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.</p>
Strategic resource Plan (SRP)	<p>Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.</p> <p>Section 126 of the Act states that</p> <ul style="list-style-type: none"> the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan council must review their strategic resource plan during the preparation of the council plan

Appendix C: Glossary of Terms

	<ul style="list-style-type: none"> council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> prudently manage financial risks relating to debt, assets and liabilities provide reasonable stability in the level of rate burden consider the financial effects of council decisions on future generations provide full, accurate and timely disclosure of financial information. <p>In addition to Section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash
Valuations of land Act 1960	<p>The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.</p> <p>Valuations of Land Act 1960 – Section 1</p>

APPENDIX B

Submission	Issue raised in submission	Officer Response
1	East Warrnambool View Sharing Strategic Project	<p>This has not received funding priority in the 2017-2018 Budget but will be referred to the 2018-2019 Budget process.</p> <p>Councils current priority is seeking funding to enable commencement of a Strategic Framework Plan for Allansford.</p> <p>The Strategic Planning unit currently undertaking several projects including the Logans Beach Framework Plan, North Wangoom Framework Plan and Housing Diversity Strategy. A number of other strategic projects currently under way and at various stages. External funding is being sought at every opportunity. Funding allows engagement of particular expertise in various areas to assist in delivery of specific projects.</p>
2	Pertobe Sporting and Community Hub	<p>This proposal has not been funded in the 2017-2018 Budget but will be referred to the 2018-2019 Budget process.</p>
3	Request to fund Strategic Framework Plan for Allansford and concerns around amount available in the recurrent budget for strategic planning and planning operations	<p>Council is seeking funding to enable commencement of a Strategic Framework Plan for Allansford.</p> <p>Current allocation is sufficient to undertake the works program set out for 2017- 2018</p> <p>The Strategic Planning unit currently undertaking several projects including the Logans Beach Framework Plan, North Wangoom Framework Plan and Housing Diversity Strategy. A number of other strategic projects currently under way and at various stages. External funding is being sought at every opportunity. Funding allows engagement of particular expertise in various areas to assist in delivery of specific projects.</p>

Submission 1

Dear Councillors,

Just a quick reminder to ask you to prioritise the East Warrnambool View Sharing strategic project in the coming budget. Without this study and the anticipated planning overlay that results from it, there is the potential for many undesirable developments to proceed unchecked. There is one such development currently being planned (but not yet submitted for approval) at 39 Jukes Street that many local residents are very concerned about. The strategic project and consequent overlay will ensure that view sharing will be protected into the future for everyone in this area and not just for a few.

I attach our previous email below that contains more detail:

Thank you for your consideration. Please call me if you would like to discuss this.

Regards,

XXXXXXX

XXXXXXX

In 2015, we were part of a group of 16 East Warrnambool residents that made a submission for Amendment C93 to the planning scheme.

The Council Minutes of Feb 2nd, 2015 meeting that adopted the Planning Scheme Re-write also included a recommendation that "Council consider future strategic work to identify view sharing corridors in East Warrnambool". As it is now two years later, we request that in your considerations of budget for 2017/18 you will consider this project a priority. We are very keen to see the strategic project for view sharing in East Warrnambool clearly identified for funding in this year's budget.

We would like to see the study start with our East Warrnambool neighbourhood as per the recommendation from the Feb 2nd 2015 Council Minutes. We consider it imperative that view protection for existing dwellings must be considered for planning and building permits in the East Warrnambool neighbourhood. The natural topography has enabled almost all houses (including the old housing commission areas which offer affordable housing for families) to have sea views or glimpses of the river, harbour or sea. Almost everyone has a view within the mostly single storey character of the neighbourhood. We would like to see this aspect of our neighbourhood character vigorously protected by Council.[1] If developments are allowed that begin to obstruct views, this will likely cause a snowball effect that will ultimately end with fewer people enjoying the views that our neighbourhood enjoys. It is our opinion that the planning scheme should support equitable development outcomes that provide the most benefit for the most people into the future.

Please note that the map attached only shows the seaward-facing view-sharing area identified in 2015. There is also an adjacent view-sharing area with predominately northern views that has not been mapped yet.

Thank you for your consideration.

Yours sincerely

XXXXXXX

XXXXXXX

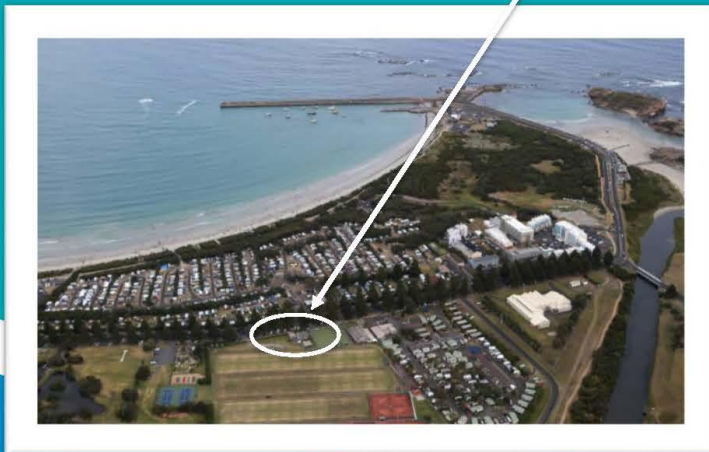
East Warrnambool Neighbourhood Area in which every home enjoys sea / river views (area coloured)



Bruce Campbell October 29, 2014

Submission 2

PERTOBE SPORTING & COMMUNITY HUB



PROPOSAL VISION

The Pertobe Sporting & Community Hub (PSCH) is a flagship project that takes advantage of the site's unique location in one of the south west's premier tourism precincts. It capitalizes on and leverages this opportunity, whilst providing a contemporary base for existing tennis & lawn bowls users and a new home for squash & racquetball, triathlon and other community groups and events.

AIMS & BENEFITS

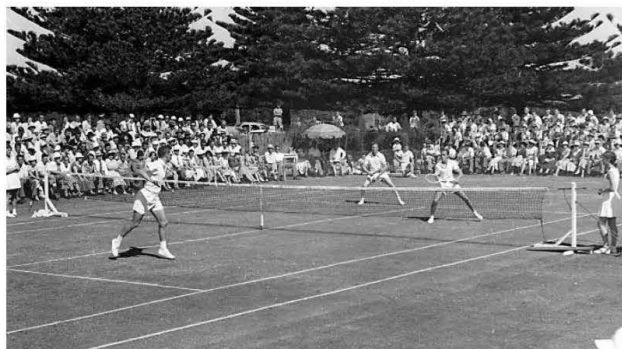
- Create a sporting, recreation & community hub which complements the Lake Pertobe tourism and events zone
- Enhance community health & wellbeing through supporting participation in tennis, lawn bowls, squash & racquetball
- Provide a multi-purpose activity hub with flexible meeting & activity spaces that builds the capacity of the resident clubs and other recreation and community providers
- Increase economic activity through strengthened sports tourism that not only protects the status of current events, but generates an estimated additional \$5m return on investment
- Create a long term community asset that supports existing and new sporting & recreation events in the Lake Pertobe and foreshore zone
- Revitalize an iconic site pivotal to the development of the wider foreshore area
- Creation of additional employment through increased visitation* year round in the precinct
- Enhance city livability and social cohesion through physical activity

**Double the
existing \$5m*
tennis event
economic
benefit**

**Economic benefit estimates based on Sports Marketing Australia methodology*

CURRENT SITE USE & CONSTRAINTS

The site has been home to the Warrnambool Lawn Tennis Club since the late 1940's, and much of the infrastructure has been funded and developed by club members and the buildings are largely in their original state. The present clubhouse dates back to the early 1950's and is recommended for demolition, partly due to asbestos contamination. The building is also inadequate for shared usage with the growing Warrnambool Lawn Tennis Bowls Club.



SOLUTION

- Redevelopment of Warrnambool Lawn Tennis Club site facing Pertobe Road, to create the 'Pertobe Sporting & Community Hub', comprising the following elements;
 - Connected multipurpose community meeting and program delivery spaces
 - Potential function area upstairs with views over Lake Pertobe
 - 5 x Squash Courts with upper level seating/viewing, and movable walls
 - Capacity for squash court area to be used for other uses
 - Administration offices and Pro Shop zone
 - Commercially lettable areas
 - Full size bowls green, with capacity for additional green
 - New car parking capacity



SO FAR

- Inside Edge Sport & Leisure Planning report completed in 2015, 'Warrnambool Lawn Tennis Club Future Directions – To 2025'. Report funded by Tennis Australia, Tennis Victoria and Warrnambool City Council community grant.
- MOU developed by Warrnambool Lawn Tennis Club, Warrnambool Lawn Tennis Bowls Club and Action Squash Club, to jointly identify development opportunities and clarify partner expectations
- Project identified as one of ten Tennis Victoria Priority Projects

- Preliminary meetings held with Warrnambool City Council CEO & Recreation Manager
- Submission made to Lake Pertobe Masterplan community consultation process
- Concept plan costings obtained
- Tennis Australia's contacted strategic consultants engaged to provide advice and support to steering group. SMC Strategies have assisted with securing funding for the Geelong Waterfront Safe Harbour Project and Skilled Stadium redevelopment.
- Steering group invited by Council to request funding assistance with development of preliminary business case
- Sports & Recreation Victoria and Regional Development Victoria briefed on project, and preparation of preliminary business case

NEXT STEPS

- Request to Council for funding assistance with preparation of preliminary business case
- Develop preliminary business case in order to progress project

KEY PARTNERS

- Warrnambool City Council
- Victorian Government
- Federal Government
- Tennis Victoria
- Tennis Australia
- Squash Victoria
- Bowls Victoria
- Warrnambool Lawn Tennis Club
- Warrnambool Lawn Tennis Bowls Club
- Action Squash Club
- Warrnambool Tri Club

Submission 3

Warrnambool City Council	
31 MAY 2017	
Ref N*	
Officer	
Scanned Yes / No	Ch



PO Box 207
Warrnambool VIC 3280
Australia
T: 0402 079 429
ABN: 53 253 414 622
www.myersplanninggroup.com.au

30 May 2017

Chief Executive
Warrnambool City Council
25 Liebig Street
WARRNAMBOOL VIC 3280

Dear Mr Anson

RE: DRAFT WARRNAMBOOL CITY COUNCIL 2017-2018 BUDGET

Thank you for the opportunity to comment on the draft Warrnambool City Council 2017-2018 Budget. We congratulate Council on delivering a responsible budget which not only invests in new and existing infrastructure but provides services which are vital to our community health and wellbeing.

Over the past decade, Warrnambool City Council has undertaken significant investment in the planning of our city, with an emphasis on creating new residential growth areas and planning for the renewal of the City Centre.

As a local consultancy providing town planning services, we work closely with landowners, businesses and developers in delivering a range of small and large-scale development projects across Warrnambool and south-west Victoria. Our projects often support and implement strategic work undertaken by Council.

The recently updated Warrnambool Planning Scheme provides a framework which guides future strategic work to ensure our city continues to be a great place to live, work and invest. In total, the planning scheme contains over 30 'future strategic work' projects. Projects include:

- Preparation of Strategic Framework Plans (for areas such as Allansford).
- Preparation of a Housing Diversity Strategy to guide housing growth in established urban areas.
- Preparation of a study to identify opportunities for sharing of views to the ocean, rivers and surrounding rural areas.
- Preparation of design guidelines to promote high quality design responses that recognise neighbourhood character.
- Investigate methods for addressing the availability of affordable housing.
- Preparation of design guidelines for development within the City Centre.
- Preparation of a car parking strategy for the City Centre.
- Preparation of policy to guide advertising signage in commercial and industrial areas.
- Undertake a review of the Warrnambool Retail Strategy (2007).

We note the draft 2017-2018 Budget allocates approximately \$1.17 million for the delivery of statutory and strategic planning functions (\$70,000 less than allocated in the 2016-2017 Budget).

It is unclear which of the above strategic projects are funded in the draft 2017-2018 Budget. If not funded, we request Council consider the allocation of funds for the preparation of these projects in the 2017-2018 Budget (and subsequent budgets).

In particular, we request funding be allocated to the preparation of a Strategic Framework Plan for the township of Allansford. We are aware of a number of private projects / private investments which are waiting on the preparation of this plan. For example, we recently submitted (on behalf of a landowner) an application to rezone land in Allansford. We understand our application is 'on-hold' pending preparation of a Strategic Framework Plan. The proposal, while modest in scale, will provide additional land supply in Allansford which in turn will assist in providing affordable land in the township. Any further delay to the preparation of a Strategic Framework Plan for Allansford will continue to hinder the development potential of Allansford.

We would be happy to provide further information on this submission if that would assist.

We thank you for your consideration.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'S. Myers', with a stylized flourish at the end.

STEVE MYERS
Principal Planner