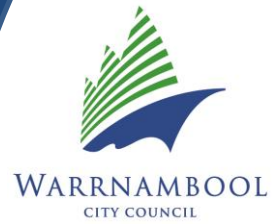


MINUTES

SPECIAL MEETING

WARRNAMBOOL CITY COUNCIL

5.45PM - MONDAY 25 JUNE 2018



VENUE:

**Reception Room
25 Liebig Street
Warrnambool**

COUNCILLORS

Cr. Robert Anderson (Mayor)
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Tony Herbert
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

Copies of the Warrnambool City Council's Agendas & Minutes
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
MONDAY 25 JUNE 2018 COMMENCING AT 5.45PM**

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

IN ATTENDANCE: Mr Bruce Anson, Chief Executive
Mr Peter Utri, Director Corporate Strategies
Mr Scott Cavanagh, Director City Infrastructure
Mr Richard Stone, Acting Director Community Development
Mr Andrew Paton, Director City Growth

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.

4. REPORTS

4.1 2018 GENERAL REVALUATION FOR WARRNAMBOOL CITY COUNCIL

PURPOSE

This report relates to Council's adoption of the 2018 General Revaluation of all rateable and Non Rateable Fire Service Leviable property within the municipal district of Warrnambool City Council.

EXECUTIVE SUMMARY

- The Valuation of Land Act requires each of Victoria's 79 municipalities to carry out a general revaluation of all rateable land and non-rateable fire service leviable land within the municipality every two years.
- The requirement of two yearly returns of valuations under the Valuation of Land Act was recently amended to appoint the Valuer General Victoria to be responsible for undertaking land valuations (for rates, fire service levy and land tax purposes) in Victoria and to be conducted on an annual basis from 1 July 2018.
- The contract valuer for the current period has now received certification of the valuation levels determined by the Valuer General Victoria for the return of the 2018 general revaluation.
- The Valuer General now has all the required information to enable him to seek from the Minister a "Certificate of Generally True and Correct" under section 7AF of the Valuation of Land Act 1960.
- These values apply to all rateable and non-rateable fire service leviable properties in the municipality.
- The 2018 general revaluation will come into operation for the 2018/19 rating year.

MOVED: CR. HULIN
SECONDED: CR. CASSIDY

That pursuant to the resolution of Council on 4th July 2016 under Section 10 of the Valuation of Land Act 1960 for the Valuer General Victoria to be appointed to undertake a general revaluation of all rateable properties within the municipal district of Warrnambool City Council, that the revaluation as returned by the Valuer Generals Contract Valuer be adopted, as summarized in Appendix A to this report.

CARRIED – 7:0

BACKGROUND

On 4 July 2016 Council resolved to appoint the valuer General Victoria undertake a revaluation of all rateable and non rateable fire service leviable property within the municipal district of Warrnambool City Council pursuant the Section 11 of the Valuation of Land Act 1960. The Valuer General appointed a contract valuation firm, Preston Rowe Paterson Warrnambool Pty Ltd to make and return the revaluation.

After consultation with the Valuer General, the Minister for Local Government fixed the date at which the value of all rateable property within the municipality should be assessed as 1 January 2018, to be returned in time for the 2018/2019 rating year.

Revaluations in Victoria are completed in accordance with state wide Valuation Best Practice Guidelines which are updated by the Valuer-General Victoria (VGV) each revaluation. VGV oversees all revaluations, provides advice to valuers on valuation methodologies and ensures Valuers apply uniform standards across the state.

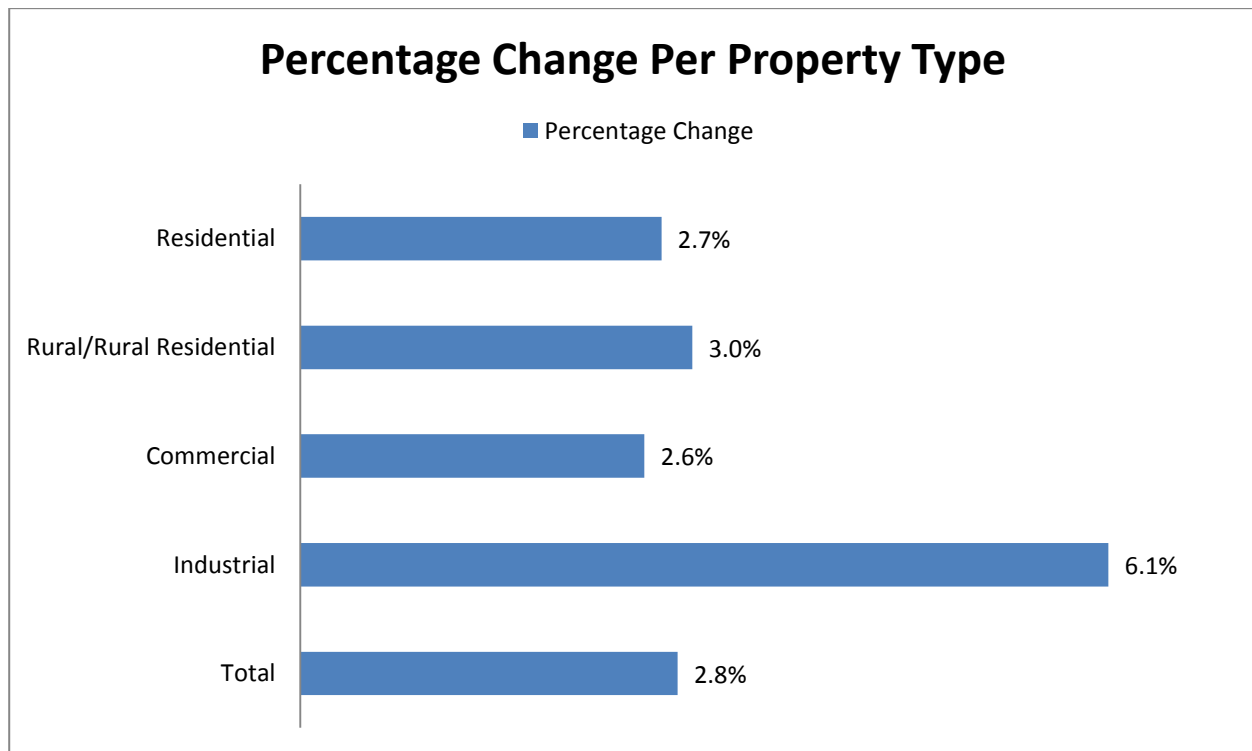
The Valuer-General also certifies all revaluations to ensure they have been completed according to the required standards.

OVERVIEW

- The value of property in Warrnambool over the past 2 years has maintained a steady growth rate.
- The overall growth demonstrates a continued confidence in the Warrnambool property market and the movements have been reflected in the new valuations.
- The value of total rateable properties within the municipality has increased from \$6,949 billion to \$7,148 billion, a 2.86% increase since 2016 and detailed in the table below.

Property Type	2016 Total \$ Value (CIV)	2018 Total \$ Value (CIV)
Residential	\$5,170,017,000	\$5,322,624,000
Rural	\$210,435,000	\$208,942,000
Commercial	\$722,687,000	\$738,237,000
Industrial	\$286,155,436	\$302,836,000
Non Rateable Leviable (FSPL)	283,758,800	287,898,000
Other	276,040,000	288,428,000
Total	\$6,949,093,236	\$7,148,965,000

The change in valuations across the 4 main property classifications; Residential, Farmland Commercial and Industrial is shown in the following graphs..



The new valuations of the various classes of property within the municipality are set out on **Appendix A** to this report.

APPENDIX A**Copy of Form 2 Section 7AA Valuation of Land Act 1960 provided to the Valuer General Victoria by contracted valuer***Valuation of Land Act 1960***REPORT OF GENERAL VALUATION UNDER SECTION 7AA(1)****Valuation summary**

Area	Date valuation was returned to rating authority— 30 Jun 2018		Date of previous valuation returned to rating authority— 30 Jun 2016	Name of rating authority—		Basis of rating—	
2110	Level of value date— 01 Jan 2018		Level of value date of previous valuation— 01 Jan 2016	Warrnambool City Council		CIV	
	Residential	Commercial	Industrial	Rural	Non Rateable leviable	Other	Total
Number of assessments with buildings	14927	959	443	208	317	134	16988
Number of assessments without buildings	553	19	50	0	4	14	640
Total Net Annual Value	\$268,695,000	\$61,191,400	\$23,261,800	\$10,500,500	\$15,985,450	\$17,397,250	\$397,031,400
Total Site Value	\$2,503,410,000	\$338,135,000	\$175,199,000	\$183,255,000	\$171,878,000	\$102,612,000	\$3,474,489,000
Total Capital Improved Value	\$5,322,624,000	\$738,237,000	\$302,836,000	\$208,942,000	\$287,898,000	\$288,428,000	\$7,148,965,000

Summary of previous valuation details as amended to the end of the rating year immediately preceding the current valuation

	Residential	Commercial	Industrial	Rural	Non Rateable leviable	Other	Total
Number of assessments with buildings	14927	959	443	208	317	134	16988
Number of assessments without buildings	553	19	50	0	4	14	640
Total Net Annual Value	\$261,099,250	\$60,614,200	\$21,777,254	\$10,571,600	\$15,787,950	\$16,875,100	\$386,725,354
Total Site Value	\$2,410,834,000	\$336,289,000	\$172,301,083	\$188,005,000	\$169,591,800	\$98,812,000	\$3,375,832,883
Total Capital Improved Value	\$5,170,017,000	\$722,687,000	\$286,155,436	\$210,435,000	\$283,758,800	\$276,040,000	\$6,949,093,236


 (Les Speed)
 Contract Valuer

18/5/18

4.2 WARRNAMBOOL CITY COUNCIL 2017-2021 COUNCIL PLAN (REVISED 2018)

PURPOSE

This report presents the 2017-2021 Council Plan (revised 2018) for adoption by Council.

EXECUTIVE SUMMARY

- Council at a meeting on June 4, 2018 gave notice that it would consider the Council Plan (revised 2018) at a Special Meeting of Council on June 25, 2018.
- The revised Council Plan retains the 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 welcoming, vibrant, open and inclusive.
- Council also retained 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 consider the adoption of the 2017-2021 Council Plan (revised 2018) and lodge the document with the Minister for Local Government.

MOVED: CR. OWEN
SECONDED: CR. HERBERT

That Council, pursuant to Section 125 of the Local Government Act 1989, adopt the Warrnambool City Council Plan 2017 – 2021(revised 2018) 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 2018 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. Council is required to review the Council Plan annually. In accordance with the Act the revised draft Council Plan (revised 2018) 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 a four-year period.

The Council Plan was prepared initially through workshops involving Councillors and through the community which provided comments and suggestions.

It also draws on an extensive base of community engagement activities undertaken by Council over recent years. This includes engagement activities around public amenities, health and wellbeing, environmental management, developing our visitor economy, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The Council Plan (revised 2018) retains the vision for Warrnambool to be a *Cosmopolitan City by the Sea*, which references our beautiful and unique location and proclaims that the city is striving to be welcoming, vibrant, open and inclusive.

Also retained is the 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.

The draft Council Plan outlines key activities and initiatives Council will undertake over 2018-2019 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.

The revised Council Plan includes in its narrative preliminary findings of the Warrnambool 2040 Community Plan.

This is the long-term plan developed over the past year with the community to set the direction for the city and its aspirations for the year 2040.

Through an extensive community engagement with over 3000 separate engagement contact points considered through the process the following four visions were developed by the community for Warrnambool 2040.

They are:

People: in 2040 Warrnambool will be a city where all people thrive.

Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.

Place: in 2040 Warrnambool will be Australia's most liveable regional city.

Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.



WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea

Council Plan 2017-2021
Revised 2018



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



Warrnambool City Council Council Plan 2017-2021 (Revised 2018)

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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.





The Council

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 Robert Anderson was elected mayor on October 30, 2017.



Mayor Cr Robert Anderson



Cr Sue Cassidy



Cr Kylie Gaston



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.

Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

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.

Along with the natural attractions visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life saving events.

The region 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

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 revised Council Plan for 2017-2021.

Completing the first version of this Council Plan was one of the first major duties undertaken by this Council following the 2016 Local Government elections.

The plan covers a broad range of challenges and aspirations for the municipality over a four-year period, along with the strategies that will help us achieve our goals. Each year Council re-examines the Council Plan to ensure that it continues to meet the needs of the community.

Council remains committed to the vision, the theme and the objectives of the original plan.

We still believe in the vision to be a Cosmopolitan City by the Sea. Our belief in this vision has been reinforced by the engagement process undertaken for the development of the long-term community plan, Warrnambool 2040. During this engagement many people spoke about the importance of Warrnambool being a welcoming and inclusive city, one which was accepting of people of different ethnic cultures, religious backgrounds and sexual orientation.

In reviewing the Council Plan we need to ensure it is calibrated to help achieve the long-term visions for Warrnambool 2040. This will mean some changes: our community is ambitious and committed to striving for excellence. Our community wants to be the most liveable and most sustainable regional city in Australia. It also wants to have the most resilient economy of any regional Australian city.

Key findings from Warrnambool 2040 are now woven into the narrative of this Council Plan.

To achieve this takes pride and confidence so we believe our Council Plan theme of "growing pride and confidence in our city" remains very relevant.

We are a beautiful city and a highly liveable city. Our liveability is the result of the sum of all our actions to make our municipality the best place it can be.

Cr Robert Anderson
Mayor





A message from the CEO

Our community should feel justifiably proud to live in a city considered to be Victoria's most liveable.

It is a reputation that Council is committed to supporting. People are drawn to Warrnambool for arts, culture and the accessibility of our city.

Council provides a range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

We have tremendous cultural assets such as the Lighthouse Theatre and Warrnambool Art Gallery – these play a role for Warrnambool and the region.

We are making progress on major projects. Our \$15 million City Centre Renewal is well under way and we have seen the great results of the 2017 construction phase.

To assist our city to become more sustainable we have adopted a Green Plan and will now work on actions to deliver on the objectives in the plan. We will also expand the Food

Organics Green Organics collection service which is reducing our greenhouse gas emissions and the volume of material entering landfill.

Council has also been effective in advocating for our region with improvements to rail and more support for the Shipwreck Coast Master Plan, which seeks to have more people staying for longer within the Great Ocean Road region, including Warrnambool.

I would like to acknowledge the importance and role of Council staff in the delivery of the Council Plan. The commitment of staff to performing to the best of their ability is a key to the success of the Plan and Council is committed to providing a workplace in which people can reach their potential while fulfilling the requirements of their roles.

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.

Warrnambool wants to have zero net greenhouse gas emissions by 2040. This will be achieved through a combination of sourcing our energy from renewable resources and improved management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality.

Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge.

Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.



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:

- Green Warrnambool Plan
- 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





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. Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. 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

The Warrnambool 2040 engagement also found people wanted the city to be safe, affordable and accessible for all people with a well connected network of shared paths along all waterways and the coast, high quality roads and frequent rail services.

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 2017-2018 levels
- Education attainment indicators higher than 2017 levels
- Tertiary education participation rates higher than 2017 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 2017 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2017-2021
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Active Warrnambool (under development)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- 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



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 aims to have well-designed commercial, residential, cultural and recreational precincts that are attractive, activated, accessible, sustainable, adaptable, multi-use and safe.

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

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to 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 and 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 2017
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2017 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
- Lake Pertobe Master Plan
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy

- 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





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.

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.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy.

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.

Some of the growth in our economy will be the result of thinking globally. We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth.

Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne. A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

The Princes Highway West continues to present 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.

The city has 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 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.



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





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.

The successful delivery of the Council Plan depends on people. Council will strive to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan.

Council is also committed to working in partnership with the community to achieve the long-term visions for Warrnambool 2040.



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.
- 5.10 Foster an encouraging and positive staff culture.

Strategic indicators

- Budget and Strategic Resource Plan - outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017-2018 levels or better
- Annual Community Satisfaction Survey at 2018 levels or better



Achieving our objectives

Actions and initiatives

2018-2019

Objective 1. Sustain and enhance the natural environment

1.1 Protect and enhance our waterways, coast and land	Implement the Coastal Management Plan and Vegetation Management Plan.
	Ensure compliance with Local Laws relating to horses on Lady Bay.
	Review recycling practices in the city and develop short and long-term options for recycling processes.
	Ensure all conditions of horses on Lady Bay beach are adhered to and enforced.
	Ensure all septic tanks meet EPA guidelines and requirements.
	Continue the Bag It, Bin It, dog litter reduction campaign to reduce dog littering.
	Develop an asset management plan for coastal protection assets and seek funding for their management.
	Manage and implement the Moyjil Cultural Heritage Plan.
1.2 Commit to being a carbon neutral organisation by 2040	Commence implementation of the new Warrnambool sustainability plan.
	Reduce reliance on landfill by diverting organic material from waste streams through education.
1.3 Invest in climate change preparedness	Deliver the Barwon South West – Local Coastal Hazard Assessment – Stage 1 Pursue funding for Stage 2
1.5 Review options for managing waste	Investigate opportunities for waste to energy to reduce reliance on landfill.
	Continue the staged rollout of the the food organics and green organics (FOGO) collection service to divert organic material from landfill.
1.6 Educate the community on Council' s sustainability initiatives	Prepare a foreshore master plan specifically investigate potential for eco-tourism at the foreshore.
1.7 Partner with the community on local sustainability projects	Work with the community to advocate for Warrnambool to be a plastic bag-free city

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

2.1 Promote healthy lifestyles	Provide communications support to promote Council services and facilities.
	Implement Warrnambool - A Healthy City 2017-2021
	Increase understanding of priority health and wellbeing issues in the community
	Encourage social connection and promote active living in public spaces.
	Support Youth Council to implement their annual action plan
	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.
	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
2.2 Seek equity, safety and inclusion for everyone	Partner with local agencies and organisations to address health and wellbeing priorities.
	Support the collection of new, consistent data and evidence to inform strategic and service planning.
	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.
	Establish a parenting program supporting the needs of fathers within the community.
	Develop a kiosk information centre for families to navigate children's services and activities within the community.
	Continue with the Victorian Government's Roadmap for Reform and commence implementation of the 10-Year Early Childhood Reform Plan across all Early Years Learning and Development Units, services and alliance networks.
	Expand access to early learning and development opportunities for children and increase support for parents through the introduction of the Supported Playgroup Program. Pilot two supported playgroups in the Warrnambool municipality and test the models and their applicability to Warrnambool communities
	Enable child safety standards across the Early Years Learning and Development Unit.
	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.
	Ensure regional assessment targets are met and that quality processes and procedures are adhered to.
	Continue to implement Council's Disability Action Plan.
	Ensure that Client care plans are completed and reviewed.
	Implement Council's Wellness, Reablement and Diversity Plans.
	Foster community partnerships to deliver arts workshops at Lighthouse Theatre.
	Implement the Rural Access 2017-2018 Directions Report.
2.3 Increase community health through social connection.	Establish Archie Graham as a central point of information for health and wellbeing activities and opportunities for older adults

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

	Increase connectedness and build health and wellbeing knowledge of local people via social media.
	Continue to support active volunteerism within the local community
	Implement the Aquazone Annual Business plan and make improvements to drive increased visitation.
	Complete the following recreation infrastructure projects: (i) Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade; and, (ii) Mack Oval Irrigation development.
	Seek funding to commence implementation of Lake Pertobe Master Plan.
	Implement Stage 2 of the healthier choices project at Warrnambool Stadium kiosk.
2.4 Encourage and support participation in sport, recreation and physical activity	Host the South West Regional Championships at the Warrnambool Gymnastics Centre in partnership with the Springers Gymnastics Club.
	Complete the Great South Coast Regional AFL, Netball and Cricket Strategy and work with stakeholders to commence implementation.
	Complete the Active Warrnambool Strategy and work with stakeholders to commence implementation
	Complete the Reid Oval Preliminary Business Case project and advocate for capital investment to implement the Development Plan priorities.
	Ensure immunisation facilities are fit-for-purpose.
	Increase influenza immunisation.
	Maintain and enhance child immunisation rates (from 95 per cent coverage).
	Introduce a new enclosed dog park in consultation with the community.
2.5 Encourage and support more lifelong learning	Warrnambool Branch Library to promote early reading programs to support literacy in young children.
	Present the LINK (library) business case to government and continue to advocate for capital investment in the project.
	Implement the new childcare funding package across childcare services.
	Provide early engagement opportunities which support early learning and parenting through supported playgroups.
	Improve school readiness outcomes through the implementation of the DET School Readiness Funding.
	Continue to provide high quality early years programs within early years services.
2.6 Engage a broader range of people in cultural activities.	Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.

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

	Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.
	Develop a Warrnambool Art Gallery vision and 10-year strategy.
	Foster community partnerships to deliver arts workshops at the Lighthouse Theatre.
2.7 Actively acknowledge local Aboriginal Culture.	Engage Aboriginal elders in Council's strategic planning and include Aboriginal culture, stories and language in projects whenever appropriate.
	Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Pertobe master plans.
2.8 Seek more participation opportunities for disadvantaged and vulnerable members of the community.	Establish Archie Graham Community centre as a culturally safe environment.



Objective 3. Maintain and improve the physical fabric of the city

3.1 Build better connections for cyclists and pedestrians.	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.
3.2 Create a more vibrant city through activating high quality public places	Implement the key initiatives of the Open Space Strategy .
	Implement an Open Space Contributions Policy.
	Develop city pride and story through development of town entrances.
	Implement food van trading plans for the harbour and city centre precincts.
3.3 Build infrastructure that best meets current and future community needs	Consider special rates and charges schemes to develop foot-path, drainage and road infrastructure.
	Finalise a Playspace Strategy.
	Progressively plan and renew City Centre streetscapes.
	Upgrade of two key public amenities buildings.
	Develop "significant & heritage" tree renewal program.
	Prepare a strategy and funding model for a long-term tree replacement program.
	Complete the design process for the upgrade of the Warrnambool Pound in consultation with the RSPCA.
	Undertake a contract extension with the RSPCA for pound services.
	Develop and expand off-street parking areas.
3.4 Enhance movement in and around the city	Further promote the smart parking options.
3.5 Maintain and enhance existing Council infrastructure	Identify and regularly monitor condition of asset classes.
	Report annually to Council and community on service levels and unfunded works.
	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge
	Undertake an assessment of all public place litter bins and develop a maintenance/replacement program.
	Collaborate with Council service managers to ensure facilities comply with the Food and Health Act.
	Update asset management plans for asset classes including roads, bridges, footpaths, IT, buildings and monuments.
	Tempered mixing valves audit and maintenance routine.
	Implement 2017-2018 Roof Access Audit Recommendations.
	Minor works for maintenance of Council buildings.
	Development of a standard specification for fittings and fixtures to standardise maintenance for high cost items.
3.6 Develop and/or advocate for better regional connections	Seek funding for and deliver road safety projects.

Objective 3. Maintain and improve the physical fabric of the city

	Advocate for essential safety and road improvements on the Princes Highway West.
	Advocate for improved passenger and freight rail services



Objective 4. Develop a modern economy with diverse and sustainable employment

4.1 Grow the city's population through local economic growth	Facilitate and promote business support and investment opportunities to grow the local economy.
	Provide executive support to implement the Great South Coast Food and Fibre Plan.
	Develop and circulate economic data and analysis to business and industry.
	Implement Warrnambool - China Strategy to build local business capacity and capability.
	Promote and facilitate investment in the Warrnambool Regional Airport.
	Complete and implement the Housing Diversity Strategy.
	Plan for the development and implementation of precinct structure plans.
	Maintain adequate land supply through regular audits and monitoring.
	Consider job creation opportunities in local waste management systems.
4.2 Encourage more sustainable local business	Further develop, promote and deliver Business Support Package to City Centre businesses within the City Centre Renewal zone.
	Complete and implement the Industrial Buffers Project.
	Implementation of Development Plans and Developer Contributions Plans.
	Deliver a business case and feasibility study for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
4.3 Enhance the visitor experience	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.
	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.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
	Develop and implement actions of the 2018-2022 Events Strategy.
	Partner with GORT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.
	Ensure mobile food vans and temporary food stalls that require registration with Council are compliant and registered under the Food Act.
	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).

Objective 4. Develop a modern economy with diverse and sustainable employment

	Produce and implement a Marketing Strategy to promote Warrnambool in partnership with GORRT & Industry.
	Support and participate in the activities of the Warrnambool Tourism and Business Association.
	Support the activities of the Great Ocean Road Regional Tourism Board.
	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.
4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure	Provide advocacy support material and report on advocacy outcomes.
	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.
4.5 Create stronger links between education providers, business and industry	Develop and circulate economic data and analysis to business and industry.
	Continual Improvement of the Development Toolkit.
	Continual Improvement of the Building Services Toolbox.
	Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.
	Develop an International Student Education Prospectus.

Objective 5. Practice good governance through openness and accountability

5.1 Strategic Resource Plan	Coordinate, prepare and have adopted Council's Strategic Resource Plan.
5.2 Annual Budget	Coordinate, prepare and have adopted Council's Annual Budget.
5.4 Community Plan	Partner with the community to endorse and implement the W2040 Community Plan
	Inform Council and Community strategic planning by sharing the learnings from W2040 engagement processes.
	Establish a reporting framework for the W2040 Community plan.
5.5 Reporting to the community	
	Report on the extent and engagement with Council's communications measures.
5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement	Provide community engagement opportunities relating to Council projects as required.
	Gazettal of Council's new Local Laws.
5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service	Implement enterprise-wide project management framework.
	Implement enterprise-wide project management framework procurement management and contract management module.
	Implement enterprise-wide project management framework - project management and vendor management modules.
	Support quality strategic planning processes which are evidence based, informed by quality community engagement and result in improved outcomes for the community.
	Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement.
	Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.
	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.
	Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing
	Ensure all Local Laws are enforced and the review process and discretions administered in accordance with the objectives of the Local Laws and relevant Council guidelines.

Objective 5. Practice good governance through openness and accountability

	Investigate opportunities and develop a strategy to reduce graffiti in the city.
	Implement on-line permits for food registrations.
	Continued rollout of smart technology to manage car parking in the city.
	Commence implementation of priority actions arising from the Staff Survey.
	Develop a Municipal Early Years Strategy.
	Aim for efficiencies through the use of digital technologies.
	Refresh IT Strategy.
	Participate in Shared Services – TechnologyOne with Moyne & Corangamite Shires.
	Improve the resilience of IT Systems.
	Improve utilisation of IT to improve business processes and user experience.
	Improve Record Keeping compliance by improving the uptake of ECM.
	Improve business efficiency by consolidating documents held on network drives into ECM.
5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.
	Increase training, resources and preparedness to meet the requirements of Council's Municipal Emergency Management Plan.
5.9 Deliver customer-focused, responsive services.	Maintain and monitor continuous improvement plan and corporate CHSP calendar and self-assessment tool.
	Review the provision of Council's community housing service and report proposed recommendations to Council for a decision on the future of the service.
	Execute new contracts for recycling, household waste and FOGO services.
5.10 Foster an encouraging and positive staff culture.	Commence implementation of priority actions arising from the Staff Survey





WARRNAMBOOL
CITY COUNCIL

A cosmopolitan city by the sea

Strategic Resource Plan

2018 - 2022



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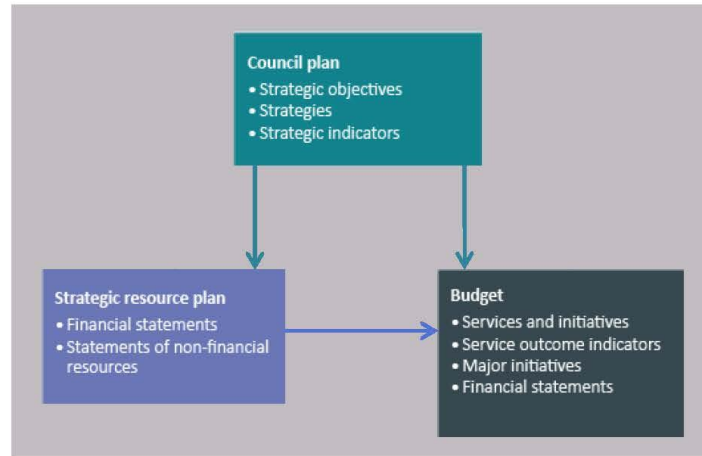
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Background

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 2018-19 to 2021-22 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 break-even adjusted underlying result;
- Maintain existing services and service levels;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Hold sufficient cash and other assets to meet payment obligations as they fall due; and,
- 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 2017;
- 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; and,
- 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 2017-18 year are in the following table.

Result	Adopted	Forecast	Variance
	Budget	Actual	Fav/
	2018	2018	(Unfav)
	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	8,820	12,118	3,298
Underlying Surplus/(deficit) for the year	1,887	(866)	(2,753)
Cash and investments	13,630	10,877	(2,753)
Capital works expenditure	17,659	24,608	(6,949)

An underlying deficit of \$0.87 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$1.89 million. The forecast \$2.75 million unfavourable variance is due to a number of areas, including, increased costs for the RSPCA contract, impact of free parking within the CBD and increased depreciation due to a revision of the useful lives of assets.

Cash and investments are forecast to be \$10.88 million compared with an original budget of \$13.63 million. The forecast \$2.75 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 \$24.61 million compared with an original budget of \$17.66 million. The forecast \$6.95 million variance is due to the timing of the CBD renewal project and the implementation of the new parking meters.

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

- the Roads to Recovery funding allocation for 2018/19 was brought forward into the 2017/18 financial 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 changes in the recycling industry have had a significant impact with costs for recycling acceptance and processing increasing by at least \$0.60 million from the 2018/19 financial year;
- 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 2018-19 year as set by the Minister for Local Government is 2.25 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.

	2019 %	2020 %	2021 %	2022 %
Consumer Price Index	2.25	2.5	2.5	2.5
Rate cap	2.25	2.5	2.5	2.5
Rate cap variation	0.0	2.0	2.0	2.0
Wages growth	3.0	2.5	2.5	2.5
Grants (operating)	1.5	1.5	1.5	1.5
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 2.25 percent for the 2018-19 year and 2.5% for all remaining years which is consistent with Department of Treasury's budget update forecast. These rates are 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 2018-19 year is 2.25 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 2% above the rate cap for 2019-20 to 2021/22.

Wages growth

The current collective wage agreement applies to wage rate changes for the period of 1 July 2016 to 30 June 2019. 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. Council will negotiate a new agreement during the 2018/19 financial year which will begin on the 1 July 2019.

Grants (operating)

Council receives approximately \$13.73 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$3.68 million for the 2018-19 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 1.0 percent in all years.

Statutory fees

Council raises approximately \$1.68 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 2018-19 and 2018/19 before increasing 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).

Recycling Acceptance and Processing

Following the recent market adjustment in the recycling industry, there is uncertainty around the pricing structure for the acceptance and processing of recycled materials. Council has assumed a higher rate for this service but will take measures to reduce the costs where possible.

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

Following a recent State Government legislation change, property valuations will occur on an annual basis. The State Revenue Office will now be responsible for this function with Council only required to pay for the Supplementary Rate valuations.

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 significant 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.

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Supplementary rates	130	130	130	130
Developer contributions (non-cash)	4,000	4,000	4,000	4,000
Financial assistance grants	3,682	3,719	3,756	3,793
Grants (capital)	3,963	6,075	5,420	345

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 \$0.13 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, Dennington and North East Warrnambool. The expected value of these assets are approximately \$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 indexation resumed again from the lower base on 1 July 2017 and we are expecting 1.0% growth based on the expected needs and population growth.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants will be received in the 2018-19 and 2019-20 years to fund the CBD Renewal project. The Port of Warrnambool project is scheduled for 2019-20 and 2020-21 years and will be 80% grant funded. The Reid Oval upgrade is also scheduled for the 2019-20 and 2020-21 years. From 2021-22, the levels of capital grant funding reduces due to the uncertainty of funding streams in the future.

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 2017-18 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 are 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 other Regional City councils over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF). 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.

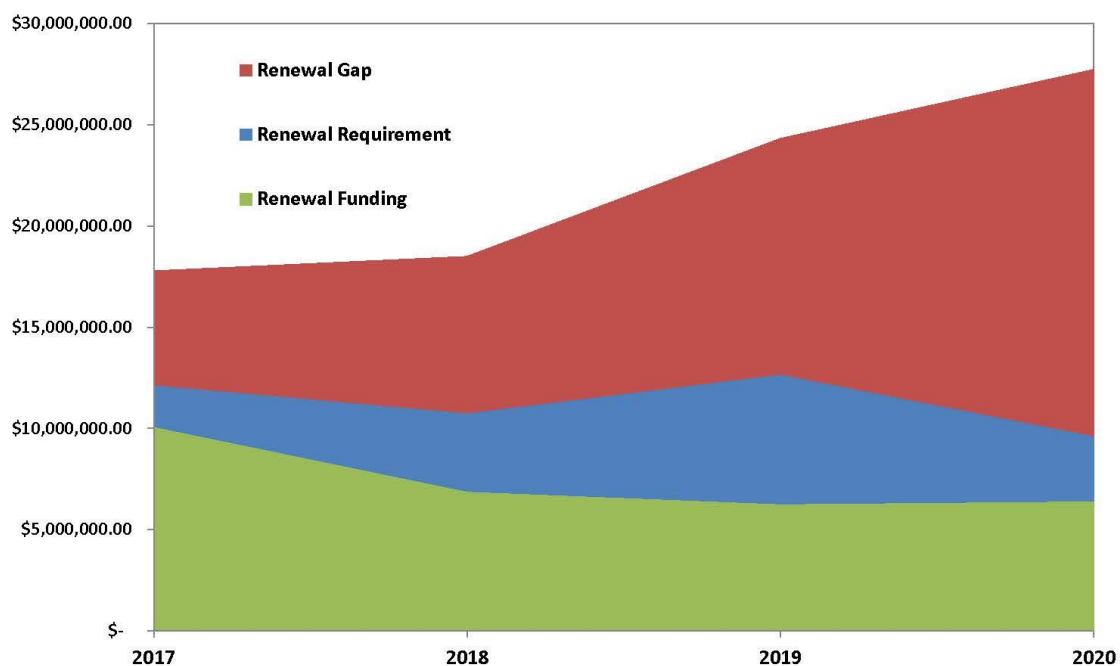
Year	New Borrowings			Balance
	\$'000	Principal \$'000	Interest \$'000	30 June \$'000
2019	3,600	1,711	387	8,003
2020	2,400	1,530	401	8,873
2021	0	1,508	422	7,364
2022	1,000	1,306	379	7,058

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.



While Council aims to maintain 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;
- new building regulations requiring upgrades 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
2019	18,835	3,963	0	11,272	3,600
2020	19,535	4,995	0	12,140	2,400
2021	15,626	4,340	0	11,286	0
2022	12,640	345	0	11,295	1,000

Grants in the above table exclude those that were received for works on non-Council assets, i.e. Port of Warrnambool.

Human resources

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

	2019	2020	2021	2022
Employee cost growth (%)	3.0	2.5	2.5	2.5
Employee numbers growth (FTE)	(3.0)	0.0	0.0	0.0

Employee costs

The current collective wage agreement applies to wage rate changes for the period of 1 July 2016 to 30 June 2019. 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. Council will negotiate a new agreement during the 2018/19 financial year which will begin on the 1 July 2019.

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 389 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 analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 3 most realistic 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 savings from service cuts to remain financially sustainable.

Higher cap option

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

Assumptions	2019	2020	2021	2022
General rates increase (%)	2.25	4.5	4.5	4.5
Operating budget savings (\$'000)	800	568	581	595
Capital works expenditure (\$'000)	18,835	19,535	15,626	12,640
Borrowings (\$'000)	3,600	2,400	0	1,000
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	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/-
Adjusted underlying result	0.35%	0.77%	0.85%	0.65%	o
Liquidity	1.20 times	1.19 times	1.21 times	1.21 times	o
Self-financing	88.37%	93.78%	110.57%	102.02%	+
Indebtedness	14.09%	15.13%	12.50%	11.65%	+
Capital replacement	1.57 times	1.59 times	1.24 times	0.97 times	-
Renewal gap	1.50 times	1.44 times	1.16 times	0.90 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 and capital replacement 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 and capital replacement are declining, overall Council would still be rated as low risk in the 2022 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	2019	2020	2021	2022
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	0	0	0	0
Capital works reduction (\$'000)	0	760	794	830
Capital works expenditure (\$'000)	18,835	18,775	14,832	11,830
Borrowings (\$'000)	3,600	2,400	0	1,000

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	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/o/-
Adjusted underlying result	0.35%	(0.30%)	(0.22%)	(0.45%)	-
Liquidity	1.20 times	1.19 times	1.21 times	1.21 times	o
Self-financing	88.37%	93.78%	110.57%	102.02%	+
Indebtedness	14.09%	15.33%	12.67%	11.81%	+
Capital replacement	1.57 times	1.53 times	1.18 times	0.91 times	-
Renewal gap	1.50 times	1.37 times	1.10 times	0.84 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	2019	2020	2021	2022
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	800	950	1100	1250
Capital works expenditure (\$'000)	17,659	16,822	17,467	15,784
Borrowings (\$'000)	3,600	2,400	0	1,000

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	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/o/-
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 2018-22 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 2018-22 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

Result	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/-
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]	2019	2020	2021	2022	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 2018-22 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	2019	2020	2021	2022	Trend +/-o/-
Employee costs - Operating (\$'000)	31,849	32,670	33,679	34,719	-
Employee numbers (FTE)	392	389	389	389	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

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

1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'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

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	61	0	0	61	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

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

4.3 WARRNAMBOOL CITY COUNCIL BUDGET 2018 – 2019**PURPOSE**

This report presents the proposed 2018/2019 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 \$89.1m budget which balances the ongoing services to the community (\$70.3m) with the infrastructure needs of Warrnambool (\$18.8m).
- The budget has been achieved whilst working within the State Governments 'Fair Go Rates System' of a 2.25% increase to rates.
- In accordance with its Budget Timetable, Council has worked through an extensive process to prepare a Proposed Budget for 2018/2019.
- Council advertised the preparation of the Budget at the Special Council meeting held on 30 April 2018.
- Following the public notification of the Proposed Budget five submissions have been lodged. Council has considered these submissions at a Council Briefing and there is no change to the proposed Budget with the submissions being referred to future Budgets for consideration or funding opportunities.
- Council has received submissions for projects to the Small Infrastructure Fund which have been evaluated by Council officers and considered at a Council Briefing. An allocation of funding is proposed within this budget that allows for the progress of a number of these projects that meet the criteria.
- Council is now required to adopt the 2018/2019 Budget and lodge with the Minister for Local Government.

MOVED: CR. NEOH
SECONDED: CR. GASTON

1. THAT THE BUDGET BE ADOPTED

- a) That Council pursuant to Sections 127, 129, 130 and 223 of the Local Government Act 1989 as amended ("the Act") adopts the Budget for the financial year, being for the period 1 July 2018 to 30 June 2019 ("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 2018/2019 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. THAT THE AMOUNT TO BE RAISED IS

\$37,999,000 (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 in general rates by the application of differential rates, application of the annual service charge (waste management charge) and the application of a municipal charge (all described later in this Recommendation), which amount is calculated as follows;

▪ General Rates (including Recreational Lands & supplementary rates)	\$27,650,000
▪ Annual Service Charge (waste management charge)	\$5,897,000
▪ Municipal Charge	<u>\$4,452,000</u>
	\$37,999,000

3. THAT A GENERAL RATE BE DECLARED

- a) in respect of the Financial Year, being for the period 1 July 2018 to 30 June 2019.
- 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 2018/2019 of the Meeting of Council of 30 April 2018.
- 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	0.006607
Vacant Land Rate	0.005921
Commercial Land Rate	0.006382
Industrial 2 Land Rate	0.004868
Other Land Rate	0.003777
Farm Land Rate	0.002253
Recreation Land Category 1	\$20,053.29
Recreation Land Category 2	0.003651

4. THAT A MUNICIPAL CHARGE BE LEVIED

- a) 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 \$260.00 per rateable land.

5. THAT AN ANNUAL SERVICE CHARGE (WASTE MANAGEMENT CHARGE) BE LEVIED

- a) 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 2018/2019 Financial Year.
- b) That the Annual Service Charge be declared. That this Charge be referred to as the "Waste Management Charge".
- c) That the Annual Service Charge be based on \$356.45 per assessment, for the services listed in b) above, where the service is available.

6. THAT CULTURAL AND RECREATIONAL LAND BE LEVIED

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 2018/2019 (ATTACHED) of the Meeting of Council of 30 April 2018.

7. THAT NO REBATES BE GRANTED

in respect of the 2018/2019 Rates and Charges.

8. THAT NO INCENTIVES BE OFFERED

Or declared for early payment of the general rates, annual service charge and municipal charge for 2018/2019.

9. THAT ALL CONSEQUENTIAL MATTERS

- a) that 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.

10. THAT FUNDING BE ALLOCATED FROM THE SMALL INFRASTRUCTURE FUND RESERVE

For the following projects which have been assessed as meeting the criteria of the fund:

- Development of a Petanque Site in the foreshore precinct
- Dennington Bowls Club – to receive and upgrade to carpark/entrance
- Hopkins River all abilities Access Hoist Installation
- Footpath Linkage – Flagstaff Hill (Merri St/Pertobe Rd)
- Footpath Linkage – RSL (Artillery Crescent)

CARRIED – 7:0

BACKGROUND

At the Ordinary Council Meeting held on 30 April 2018, Council considered the 2018/2019 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 2 May 2018. A number of articles appeared in the Warrnambool Standard focussing on the Proposed Budget 2018/2019 and the Proposed Budget was posted on Council's website and copies made available at the Civic Centre Customer Services desk.
- b) The 2018/2019 Budget is attached – refer **Appendix A**.

SUBMISSIONS

Five written submissions were lodged in response to the Proposed Budget 2018/2019.

They were lodged within the allocated timeframe and were considered at a Council Briefing with the matters being referred to future budgets for consideration or to investigate funding opportunities. A written response will be provided to each submitter.

Submission	Issue raised in submission	Process going forward
1	Allocation of \$3000 sought for nature strip project by Warrnambool CoastCare LandCare.	No change - Not funded
2	\$1000 charge for events attracting over 500 attendees is a disincentive to run the Summer Night Markets at Lake Pertobe	No change to the budget. Council will continue to consult with event organisers about impact of charges whilst seeking to ensure asset protection and cost recovery principles are maintained And will seek feedback on ways to encourage support to the visitor economy
3	Disagreement with extra \$4.2 million allocation to the City Centre Renewal, disagreement with the waste management cost increase.	No change to the Budget

4	Allocation to celebrate and inform the community about Council/city actions and activities, possibly through an ambassador for Warrnambool or monthly sausage sizzles in Liebig Street. Need to better market the city to achieve positive reception of ideas and plans.	No Change – Economic development department to liaise with submitter for development of idea and utilisation of operating budget if merit realised.
5	Friends of Botanic Gardens no fees for events and no events in the Botanic gardens and implementation of High priority aspects of the Botanic gardens masterplan	No Change Council will continue with funding priorities in the Gardens including upgrade to Toilet facilities and progress other priority items as funding becomes available

SMALL INFRASTRUCTURE FUND

Council has received submissions for the Small Infrastructure Fund which have been evaluated by Council officers and considered at a Council Briefing. An allocation of funding is proposed for a number of projects that meet the criteria. A list of these projects is below:

- Development of a Petanque Site
- Dennington Bowls Club – upgrade carpark/entrance
- Hopkins River Access Hoist Installation
- Footpath Linkage – Flagstaff Hill (Merri St/Pertobe Road)
- Footpath Linkage – RSL (Artillery Crescent)

BUDGET PROCESS

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

- Council plan vision and objectives to be key strategic driver in resource allocation decisions.
- Service levels to be maintained at prior year levels where practicable with the exception of the events area and the introduction of FOGO.
- Retain existing levels of subsidy for user fees where practicable. (Excluding field sports users) Animal registrations are forecast to increase by 40% to partially offset RSPCA costs.
- Maintain and renew existing assets in accordance with Council's Asset Management Policy.
- 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.

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 2017 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 2018/2019.

Council must now adopt the Budget for 2018/2019 and lodge with the Minister for Local Government.



WARRNAMBOOL
CITY COUNCIL

A cosmopolitan city by the sea

Budget

2018 - 2019



www.warrnambool.vic.gov.au

Connect to Council



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Mayor's Introduction

Guiding the 2018-2019 budget is the Council Plan 2017-2021 (revised 2018) and the preliminary findings of the consultation carried out for the development of the city's 20-year community plan, Warrnambool 2040.

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. Each year the Council Plan is reviewed and changes made where required. This year revisions included the addition of four key long-term visions for Warrnambool which were developed during consultation for the Warrnambool 2040 community plan.

The four visions are:

People: in 2040 Warrnambool will be a city where all people thrive.

Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.

Place: in 2040 Warrnambool will be Australia's most liveable regional city.

Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The budget details the resources required over the next financial 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 capital expenditure including 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.

Council understands that the services it delivers to the community are valued. We also recognise that the community wants us to deliver services in a financially responsible manner and for Council to use its resources efficiently. Council will continue to focus on identifying sustainable cost savings while still delivering the services the community expects and is reliant upon.

As Councillors, it is part of our job to understand the community's priorities.

Over 2018-2019, the Council will continue with a push to have our city become more environmentally sustainable. We will be evaluating the trial of a Food Organics, Garden Organics collection service with a view to rolling out this service across the whole municipality.

Council continues to maintain its Small Infrastructure Fund. This dedicated fund has assisted with the delivery of projects including the upgrade of the Grieve Street Playspace, the all-abilities carousel at the Cramer Street Playspace, paths in Hood Street and McKiernan Road and projects at the Warrnambool Community Garden and the Warrnambool Miura Friendship Garden.

The budget contains a rate increase of 2.25 per cent. This is in line with the Victorian Government's Fair Go Rates System (FGRS), which applies a limit on the rate increase that can be raised by Victorian Councils.

This budget acknowledges significant and unexpected costs and revenue impacts which require Council funding. These include;

- The state-wide recycling crisis which has seen the cost of processing recyclable material rise significantly; and,

- A projected increase in electricity costs in the order of 25 per cent, which will mean an impact on Council of about \$250,000

While Council continues to advocate for support from the Victorian Government to assist with a comprehensive solution to waste management and the processing of recyclable materials, Council must take measures to ensure that waste materials are not stockpiled, nor dumped into landfill if other options are available. This has meant Council has had to increase the waste management levy from \$287 to \$356.

Council has maintained a substantial capital works program and in this budget we have allocated funding of \$18.8 million for asset renewals, upgrades and expansions. Highlights of the capital program include:

- City Centre Renewal Project \$4.2 million
- Road renewals \$3.9 million
- Building renewals \$1.7 million
- AquaZone water treatment plant \$540,000
- Public toilet upgrades (Swan Reserve, Botanic Gardens) \$370,000

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.

This budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. This document should be read in conjunction with the revised Council Plan 2017-2021.

Cr Robert Anderson
Mayor

Executive Summary

Council has prepared a Budget for 2018/19 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 \$0.2 million for 2018/19 after adjusting for capital grants and contributions.

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 \$70.4 million. These services are summarised in Section 2.
- 2) Continued investment in Infrastructure assets (\$18.8 million) primarily for renewal works. This includes roads (\$5.9 million); footpaths and cycleways (\$2.4 million); buildings (\$1.9 million); drainage (\$1.6 million); plant and equipment (\$1.6 million). The Statement of Capital Works can be found in Section 3.5 and further details on the capital works budget can be found in Sections 4.5.2.

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.
- 37) Foster an encouraging and positive staff culture.

2) The Rate Rise

- a. The average rate will rise by 2.25% in line with the order by the Minister for Local Government on 19 December 2017 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. The waste management charge will increase by 24.1%.
- d. 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.
- e. Refer Section 4.1.1 for further Rates and Charges details.

3) Key statistics

- Total Revenue: \$77.4 million (2017/18 forecast = \$82.8 million)
- Total Expenditure: \$70.4 million (2017/18 forecast = \$70.7 million)
- Accounting Surplus/(Deficit): \$7.1 million Surplus (2017/18 forecast = \$12.1 million Surplus)

(Refer Income Statement in Section 3.1)

(Note: Based on total income which includes capital grants and contributions)

- Underlying operating result: Surplus of \$0.2 million (2017/18 = Deficit of \$0.9 million)

(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: \$0.2 million Surplus (2017/18 = \$0.3 million Surplus)

(Refer Statement of Cash Flows in Section 3.4)

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 \$18.8 million (2017/18 forecast = \$24.6 million)
 - \$11.3 million from Council operations and reserves
 - \$3.6 million from borrowings
 - \$4.0 million from external grants

(Refer Statement of Statement of Capital Works in Section 3.5)

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 2018/19 has been set at 2.25% (2017/18: 2.0%).
- State-wide CPI is forecast to be 2.50% for the 2018/19 year;
- The Victorian Wage Price Index is projected to be 3.0% in 2018/19;
- 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: Statutory fee that prohibits full cost recovery

Examples:

4. 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 3: Levies

Examples:

5. State Government landfill levy. The levy has increased from \$9 per tonne in 2008/09 to \$71.18 per tonne in 2018/19. The increase from 2017/18 to 2018/19 is 5%.

6) Population Growth

Council's population is forecast to grow from 34,245 in 2016 to 36,907 by 2020 and to 46,210 by 2036.

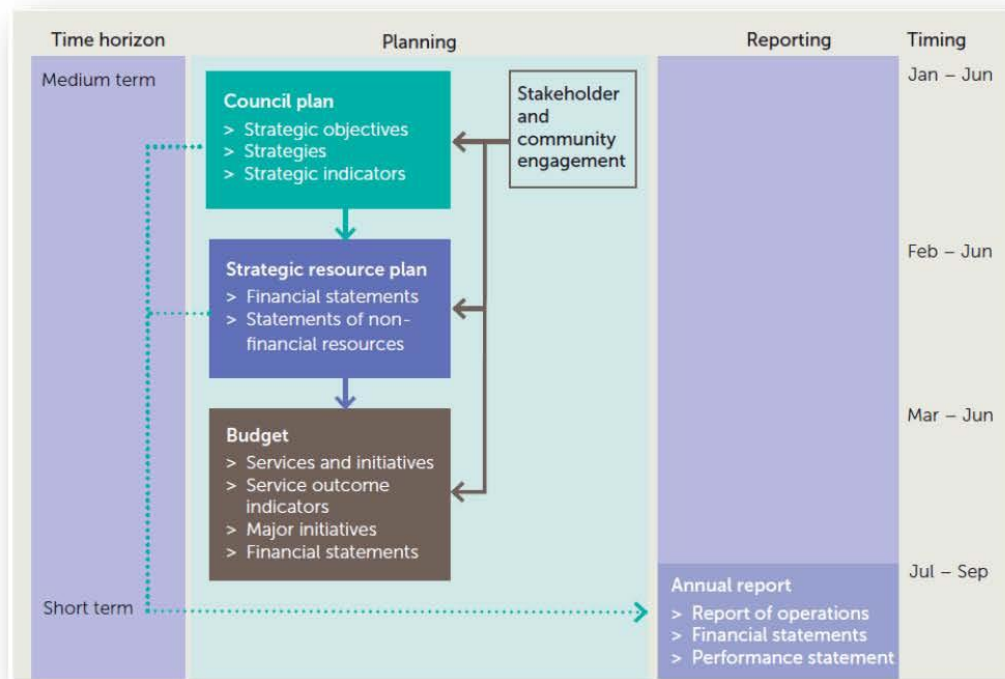
BRUCE A. ANSON
CHIEF EXECUTIVE

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, part of and prepared in conjunction with 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, considering the services and initiatives 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.



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

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.

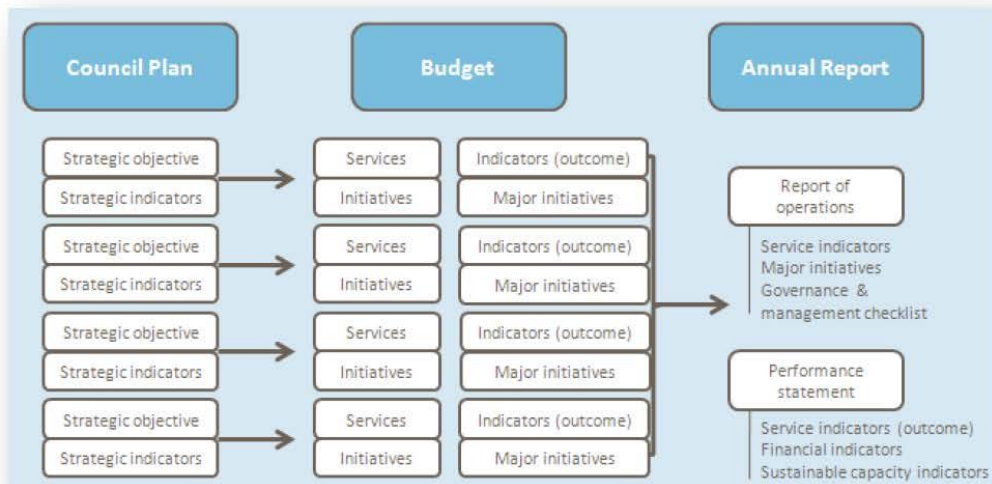
1.3 Strategic objectives

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 2018/19 year and how these will contribute to achieving the strategic objectives specified in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify 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.



Source: Department of Environment, Land, Water and Planning

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.

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	Exp	539	479	539
		Rev	(55)	(7)	(8)
		Net	484	472	531
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.	Exp	2,693	2,897	3,923
		Rev	(1)	0	0
		Net	2,693	2,897	3,923
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.	Exp	3,917	4,157	4,296
		Rev	(333)	(338)	(345)
		Net	3,584	3,819	3,951

Initiatives include:

- Rollout of the food organics and garden organics collection across the municipality.
- Continue to work with the community for Warrnambool to be a plastic bag-free city.
- Implement the actions within the 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 (e.g. rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (e.g. 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.

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'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.	Exp	428	422	422
		Rev	(365)	(369)	(370)
		Net	63	53	52
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.	Exp	3,428	3,592	3,738
		Rev	(3,307)	(3,280)	(3,228)
		Net	121	312	510
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.	Exp	7,901	7,999	8,140
		Rev	(7,134)	(6,908)	(7,035)
		Net	767	1,091	1,105
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.	Exp	2,666	2,586	2,667
		Rev	(1,730)	(1,653)	(1,760)
		Net	936	933	907
Library Services	Provision of quality library and information services to the community.	Exp	936	967	960
		Rev	0	0	0
		Net	936	967	960
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.	Exp	584	480	487
		Rev	(87)	(100)	(123)
		Net	497	380	364

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.	Exp	3,758	3,851	3,968
		Rev	(3,303)	(3,371)	(3,478)
		Net	455	480	490
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	Exp	333	238	277
		Rev	(179)	(171)	(156)
		Net	154	67	121
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.	Exp	1,426	1,442	1,258
		Rev	(236)	(208)	(26)
		Net	1,190	1,234	1,232

Initiatives include:

- Foster community partnerships to deliver arts workshops at Lighthouse Theatre.
- Completion the Reid Oval Preliminary Business Case project and advocate for capital investment to implement the Development Plan priorities.
- Establish Archie Graham Community centre as a culturally safe environment.
- Hosting of the South West Regional Championships at the Warrnambool Gymnastics Centre in partnership with the Springers Gymnastics Club.
- Completion the Great South Coast Regional AFL, Netball and Cricket Strategy and work with stakeholders to commence implementation.

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 2017 levels.
Community Development	Increase on existing levels	Tertiary education	Participation rates higher than 2017 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 2017 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 2017 levels or better
Libraries	Participation	Local Government Performance Reporting Framework - active library members	Outcomes at 2017 levels or better
Aquatic Facilities	Utilisation	Local Government Performance Reporting Framework - utilisation of aquatic facilities	Outcomes at 2017 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.

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'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.	Exp	2,008	2,172	2,191
		Rev	(215)	(525)	(569)
		Net	1,793	1,647	1,622
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.	Exp	6,227	6,687	6,564
		Rev	(3,486)	(2,935)	(3,300)
		Net	2,741	3,752	3,264
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	Exp	1,905	1,997	2,232
		Rev	(2,610)	(2,386)	(2,740)
		Net	(705)	(389)	(508)

Initiatives include:

- Completion of second stage of the City Centre Renewal.
- Upgrade of two key public amenities buildings (Botanic Gardens, Swan Reserve)
- AquaZone water treatment plant
- Simpson Street tunnel

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Asset management	Audit	Asset renewal gap	Reduced gap from 2017-18
Infrastructure Services	Satisfaction levels	Community satisfaction survey in relation to appearance of public places	Maintain or improve on 2017-18 result
Local Laws	Victorian Government benchmarks	Local Government Performance Reporting Framework – Animal Management	Indicators at 2017-18 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 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.

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	Exp	393	311	353
		Rev	(261)	(136)	(145)
		Net	132	175	208
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.	Exp	1,106	1,243	1,412
		Rev	(253)	(294)	(272)
		Net	853	949	1,140
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	Exp	907	929	919
		Rev	(1,244)	(1,162)	(1,036)
		Net	(337)	(233)	(117)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	Exp	1,745	1,719	1,892
		Rev	(2,775)	(2,739)	(2,715)
		Net	(1,030)	(1,020)	(823)
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.	Exp	2,067	1,820	1,783
		Rev	(1,280)	(1,220)	(1,265)
		Net	787	600	518
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	Exp	916	794	940
		Rev	(22)	(24)	(23)
		Net	894	770	917
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.	Exp	313	319	335
		Rev	(138)	(131)	(143)
		Net	175	188	192
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	Exp	82	88	94
		Rev	(202)	(96)	(100)
		Net	(120)	(8)	(6)

Initiatives include:

- Implement a Strategic Plan for the Holiday Parks.
- Commence implementation of directions within the Events Strategy.
- Build further on the relationship with Chinese Sister City Changchun.

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.

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'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.	Exp	721	575	568
		Rev	(35)	(36)	0
		Net	686	539	568
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.	Exp	604	655	678
		Rev	(56)	(6)	(11)
		Net	548	649	667
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.	Exp	968	985	1,017
		Rev	(116)	(126)	(150)
		Net	852	859	867
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.	Exp	1,824	1,858	1,752
		Rev	(1,007)	(910)	(861)
		Net	817	948	891
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.	Exp	2,064	2,115	2,092
		Rev	(54)	(44)	(40)
		Net	2,010	2,071	2,052
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.	Exp	760	815	908
		Rev	(3)	(2)	0
		Net	757	813	908
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and	Exp	2,689	2,205	2,294
		Rev	(5,199)	(2,036)	(3,858)
		Net	(2,510)	769	(1,564)

Service area	Description of services provided		2016/17 Actuals \$'000	2017/18 Forecast \$'000	2018/19 Budget \$'000
	includes banking and treasury functions, loan interest, audit, grants commission, insurances, overhead costs including utilities and unallocated grants commission funding.				
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	Exp	10,936	11,500	12,000
		Rev	0		
		Net	10,936	11,500	12,000

Major Initiatives

- Pursue more digital technology efficiencies while refreshing the Information Technology Strategy
- Finalise the long-term community plan, Warrnambool 2040.
- Implement priority actions arising from the staff plan.
- Develop long-term financial plans to ensure the long-term financial sustainability of Council.
- Review of kerbside waste collection services to ensure a sustainable outcome.

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 2018 levels or better
Governance		Local Government Performance Reporting Framework – measures including transparency, consultation and engagement, meeting attendance, service costs and community satisfaction.	Outcomes at 2017-18 levels or better

2.6 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost (Revenue) \$ '000	Expenditure \$ '000	Revenue \$ '000
Sustain and enhance the natural environment	8,405	8,758	(353)
Foster a city that is socially and culturally rich	5,741	21,917	(16,176)
Maintain and improve the physical fabric of the city	4,378	10,987	(6,609)
Develop a modern economy with diverse and sustainable employment	2,029	7,728	(5,699)
Practice good governance through openness and accountability	4,389	9,309	(4,920)
Total	24,942	58,699	(33,757)
Expenses added in:			
Depreciation	12,000		
Other expenditure	531		
Capitalised expenditure	250		
Operational projects	280		
Net loss on disposal of property, plant and equipment	899		
Deficit before funding sources	38,902		
Funding sources added in:			
Rates and charges revenue	(37,999)		
Grants – capital	(3,963)		
Contributions – non monetary assets	(4,000)		
Total funding sources	(45,962)		
Operating (surplus) for the year	(7,060)		
Less			
Capital grants	3,963		
Capital contributions	4,000		
Add			
Capitalised expenditure	(250)		
Net loss on disposal of property, plant and equipment	(899)		
Underlying (surplus) for the year	(246)		
Less			
Loan principal repayments	(1,711)		
Add			
Proceeds from borrowings	3,600		
(Surplus) funds for the year	(2,135)		

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 has been supplemented with projections to 2021/22 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 2022

		Forecast Actual	Budget	Strategic Resource Plan Projections		
	NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income						
Rate and charges	4.1.1	35,793	37,999	39,709	41,496	43,363
Statutory fees and fines	4.1.2	1,224	1,517	1,702	1,727	1,753
User fees	4.1.3	15,114	14,757	15,288	15,517	15,750
Grants - operating	4.1.4	11,932	13,729	13,584	13,725	13,867
Grants - capital	4.1.4	10,145	3,963	6,075	5,420	345
Contributions - monetary	4.1.5	3,785	655	718	741	694
Contributions - non monetary assets	4.1.5	4,000	4,000	4,000	4,000	4,000
Interest	4.1.6	344	343	353	364	375
Other revenues	4.1.6	470	452	296	301	305
Total income		82,807	77,415	81,725	83,291	80,452
Expenses						
Employee costs	4.1.7	31,536	33,228	33,881	35,121	36,610
Materials and services	4.1.8	25,423	22,883	24,889	26,442	26,345
Bad and doubtful debts		79	112	114	117	120
Depreciation	4.1.9	11,500	12,000	12,300	12,600	13,000
Finance costs		388	387	401	422	379
Other expenses	4.1.10	817	846	867	889	911
Net loss on disposal of property, infrastructure, plant and equipment		946	899	942	885	978
Total expenses		70,689	70,335	73,394	76,476	78,343
Surplus (deficit) for the year						
		12,118	7,060	8,331	6,815	2,109
Other comprehensive income						
Net asset revaluation increment/(decrement)		10,000	10,000	10,000	10,000	10,000
Comprehensive result		22,118	17,060	18,331	16,815	12,109

3.2 Balance Sheet

For the four years ending 30 June 2022

		Forecast Actual	Budget	Strategic Resource Plan Projections		
	NOTES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Assets						
Current assets						
Cash and cash equivalents		1,877	2,041	2,217	2,640	2,876
Trade and other receivables		4,000	4,022	4,039	4,057	4,076
Financial assets		9,000	9,000	9,000	9,000	9,000
Inventories		110	110	110	110	110
Other current assets		700	710	720	730	740
Total current assets	4.2.1	15,757	15,883	16,086	16,537	16,802
Non-current assets						
Trade and other receivables		87	77	67	57	47
Investments in associates		550	565	580	595	610
Property, infrastructure, plant & equipment		690,652	709,779	729,128	744,342	755,186
Total non-current assets	4.2.1	691,289	710,421	729,775	744,994	756,843
Total Assets		707,046	726,304	745,861	761,531	773,645
Liabilities						
Current liabilities						
Trade and other payables		4,500	4,600	4,700	4,800	4,900
Trust funds		650	630	650	670	630
Provisions		6,300	6,489	6,684	6,884	7,091
Interest-bearing liabilities	4.2.3	1,711	1,530	1,508	1,306	1,312
Total current liabilities	4.2.2	13,161	13,249	13,542	13,660	13,933
Non-current liabilities						
Provisions		1,350	1,391	1,432	1,475	1,519
Interest-bearing liabilities	4.2.3	4,391	6,460	7,352	6,046	5,734
Total non-current liabilities	4.2.2	5,741	7,851	8,784	7,521	7,253
Total liabilities		18,902	21,100	22,326	21,181	21,186
Net Assets		688,144	705,204	723,535	740,350	752,459
Represented by:						
Accumulated surplus		225,048	232,108	240,439	247,254	249,363
Reserves		463,096	473,096	483,096	493,096	503,096
Total equity		688,144	705,204	723,535	740,350	752,459

3.3 Statement of Changes in Equity
For the four years ending 30 June 2022

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018 Forecast Actual					
Balance at beginning of the financial year		666,026	212,930	446,997	6,099
Surplus/(deficit) for the year		12,118	12,118	0	0
Net asset revaluation increment(decrement)		10,000	0	10,000	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
Balance at end of the financial year		688,144	225,048	456,997	6,099
2019 Budget					
Balance at beginning of the financial year		688,144	225,048	456,997	6,099
Surplus/(deficit) for the year		7,060	7,060	0	0
Net asset revaluation increment(decrement)		10,000	0	10,000	0
Transfer to other reserves	4.3.1	0	0	0	0
Transfer from other reserves	4.3.1	0	0	0	0
Balance at end of the financial year	4.3.2	705,204	232,108	466,997	6,099
2020					
Balance at beginning of the financial year		705,204	232,108	466,997	6,099
Surplus/(deficit) for the year		8,331	8,331	0	0
Net asset revaluation increment(decrement)		10,000	0	10,000	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
Balance at end of the financial year		723,535	240,439	476,997	6,099
2021					
Balance at beginning of the financial year		723,535	240,439	476,997	6,099
Surplus/(deficit) for the year		6,815	6,815	0	0
Net asset revaluation increment(decrement)		10,000	0	10,000	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
Balance at end of the financial year		740,350	247,254	486,997	6,099
2022					
Balance at beginning of the financial year		740,350	247,254	486,997	6,099
Surplus/(deficit) for the year		2,109	2,109	0	0
Net asset revaluation increment(decrement)		10,000	0	10,000	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
Balance at end of the financial year		752,459	249,363	496,997	6,099

3.4 Statement of Cash Flows

For the four years ending 30 June 2022

	NOTE	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2017/18 \$'000 Inflows (Outflow s)	2018/19 \$'000 Inflows (Outflow s)	2019/20 \$'000 Inflows (Outflow s)	2020/21 \$'000 Inflows (Outflow s)	2021/22 \$'000 Inflows (Outflow s)
Cash flows from operating activities						
Rates and charges		35,793	37,619	39,312	41,081	42,929
Statutory fees and fines		1,224	1,517	1,702	1,727	1,753
User fees		16,625	16,232	16,817	17,069	17,325
Grants		22,078	17,692	19,659	19,145	14,212
Contributions		4,163	721	790	815	764
Interest		344	343	353	364	375
Trust funds and deposits taken		70	0	20	20	0
Other revenue		505	482	326	331	336
Net GST refund / payment		(949)	(841)	(870)	(654)	(772)
Employee costs		(30,123)	(32,998)	(33,645)	(34,878)	(36,359)
Materials, consumables & contracts		(28,029)	(22,783)	(24,789)	(26,342)	(26,245)
Finance costs		(388)	(387)	(401)	(422)	(379)
Trust funds and deposits repaid		0	(20)	0	0	(40)
Other payments		(899)	(931)	(954)	(978)	(1,002)
Net cash provided by operating activities	4.4.1	20,415	16,645	18,319	17,278	12,896
Cash flows from investing activities						
Proceeds from sales of property, plant & equipment		318	465	522	279	286
Payments for property, plant and equipment		(21,608)	(18,835)	(19,535)	(15,626)	(12,640)
Proceeds from sale of investments		9,000	13,000	13,000	13,000	12,000
Payments for investments		(6,000)	(13,000)	(13,000)	(13,000)	(12,000)
Net cash used in investing activities	4.4.2	(18,290)	(18,370)	(19,013)	(15,347)	(12,354)
Cash flows from financing activities						
Proceeds from borrowings		0	3,600	2,400	0	1,000
Repayment of borrowings		(1,812)	(1,711)	(1,530)	(1,508)	(1,306)
Net cash provided by (used in) financing activities	4.4.3	(1,812)	1,889	870	(1,508)	(306)
Net increase/(decrease) in cash held		313	164	176	423	236
Cash at the beginning of the financial year		1,564	1,877	2,041	2,217	2,640
Cash at the end of the financial year		1,877	2,041	2,217	2,640	2,876

3.5 Statement of Capital Works

For the four years ending 30 June 2022

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property						
Land non-specialised		4	0	0	0	0
Total land		4	0	0	0	0
Building improvements		2,781	2,063	2,308	2,490	2,667
Total buildings		2,781	2,063	2,308	2,490	2,667
Total property		2,785	2,063	2,308	2,490	2,667
Plant and equipment						
Plant, machinery and equipment		1,171	1,324	1,357	1,391	1,426
Computers and telecommunications		821	311	318	324	331
Paintings and exhibits		85	15	35	35	35
Total plant and equipment		2,077	1,650	1,710	1,750	1,792
Infrastructure						
Roads		6,989	6,216	4,716	2,978	4,771
Bridges		302	203	208	213	219
Footpaths and cycleways		6,796	3,096	1,578	1,484	1,786
Drainage		647	3,925	2,115	625	25
Recreational, leisure and community facilities		2,617	865	5,190	5,190	630
Parks, open space and streetscapes		1,329	408	342	345	349
Aerodromes		36	30	30	30	30
Off street car parks		320	158	80	161	63
Other infrastructure		709	219	1,259	359	309
Total infrastructure		19,745	15,121	15,517	11,386	8,182
Total capital works expenditure	4.5.1	24,608	18,835	19,535	15,626	12,640
Expenditure types represented by:						
New asset expenditure		1,043	852	1,876	985	944
Asset renewal expenditure		22,544	14,984	13,392	11,941	11,497
Asset expansion expenditure		0	0	0	0	0
Asset upgrade expenditure		1,021	2,998	4,267	2,700	200
Total capital works expenditure	4.5.1	24,608	18,835	19,535	15,626	12,640
Funding sources represented by:						
Grants		10,004	3,963	4,995	4,340	345
Contributions		0	0	0	0	0
Council cash		14,604	11,272	12,140	11,286	11,295
Borrowings		0	3,600	2,400	0	1,000
Total capital works expenditure	4.5.1	24,608	18,835	19,535	15,626	12,640

3.6 Statement of Human Resources
For the four years ending 30 June 2022

	Forecast Actual 2017/18 \$'000	Budget 2018/19 \$'000	Strategic Resource Plan Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff expenditure					
Employee costs - operating	31,536	33,228	33,881	35,121	36,610
Total staff expenditure	31,536	33,228	33,881	35,121	36,610
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	392	389	389	389	389
Total staff numbers	392	389	389	389	389

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	Casual \$'000	Temporary \$'000
Corporate Strategies	5,981	4,390	1,521	71	0
City Infrastructure	8,571	7,429	914	228	0
Community Development	13,745	5,113	7,048	1,584	0
City Growth	4,930	3,534	1,181	215	0
Total staff expenditure	31,131	20,466	10,664	2,097	0

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	Casual FTE	Temporary FTE
Corporate Strategies	63.3	43.9	18.7	0.7	0.0
City Infrastructure	98.4	83.8	12.5	2.1	0.0
Community Development	172.4	61.6	92.4	18.4	0.0
City Growth	54.8	37.7	14.8	2.4	0.0
Total FTE	388.9	227.0	138.3	23.6	0.0

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement**4.1.1 Rates and charges**

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25%. 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 community.

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 2.25% in line with the rate cap.

This will raise total rates and charges for 2018/19 to \$37,998,869.

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

	Forecast Actual 2017/18 \$'000	Budget 2018/19 \$'000	Change	
			\$'000	%
General rates*	26,702	27,520	818	3.1%
Municipal charge*	4,349	4,452	103	2.4%
Waste management charge	4,742	5,897	1,155	24.4%
Supplementary rates and rate adjustments	0	130	130	100.0%
Total rates and charges	35,793	37,999	2,206	6.2%

* These items are subject to the rate cap established under the FGRS.

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

Type of Property	2017/18 cents/\$CIV	2018/19 cents/\$CIV	Change
General rate for rateable other land properties	.003787	.003777	(.000010)
General rate for rateable farm land properties	.002177	.002253	.000076
General rate for rateable commercial land properties	.006501	.006382	(.000119)
General rate for rateable industrial land properties	.006729	.006601	(.000128)
General rate for rateable vacant land properties	.005784	.005921	.000137
General rate for rateable industrial 2 land properties	.005790	.004868	(.000922)
Recreational land category 1 properties *	\$21,961.64	\$20,053.29	(\$1,908.35)
Recreational land category 2 properties	.003249	.003651	.000402

- 4.1.1 (c) The estimated total amount to be raised by general rates in relations 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	2017/18 \$ '000	2018/19 \$ '000	Change \$ '000	%
Other land	19,212	19,663	451	2.3%
Farm land	408	410	2	0.5%
Commercial land	4,515	4,746	231	5.1%
Industrial land	1,510	1,561	51	3.4%
Vacant land	869	959	90	10.4%
Industrial 2 land	123	112	(11)	(8.9%)
Recreational land category 1	22	20	(2)	(9.1%)
Recreational land category 2	43	49	6	14.0%
Total rates to be raised	26,702	27,520	818	3.1%

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

Type of Property	2017/18 Number	2018/19 Number	Change Number	%
Other land	14,803	15,011	208	1.4%
Farm land	165	166	1	0.6%
Commercial land	925	960	35	3.8%
Industrial land	415	480	65	15.7%
Vacant land	559	598	39	7.0%
Industrial 2 land	1	1	0	0.0%
Recreational land category 1	1	1	0	0.0%
Recreational land category 2	16	16	0	0.0%
Total number of assessments	16,885	17,161	276	1.6%

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

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

Type of Property	2017/18 \$ '000	2018/19 \$ '000	Change \$ '000	%
Other land	4,971,027	5,206,084	235,057	4.7%
Farm land	187,889	182,022	(5,867)	(3.1%)
Commercial land	694,534	743,715	49,181	7.1%
Industrial land	224,452	236,506	12,054	5.4%
Vacant land	150,283	162,078	11,795	7.8%
Industrial 2 land	21,282	23,000	1,718	8.1%
Recreational land category 2	13,239	13,562	323	2.4%
Total value of land	6,262,706	6,553,405	290,699	4.6%

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

Type of Charge	Per Rateable Property 2017/18 \$	Per Rateable Property 2018/19 \$	Change \$	%
Municipal Charge	255.10	260.00	4.90	1.9%

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

Type of Charge	2017/18 \$ '000	2018/19 \$ '000	Change \$ '000	%
Municipal Charge	4,349	4,452	103	2.4%

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

Type of Charge	2017/18 \$	2018/19 \$	Change \$	%
Waste Management	287.12	356.45	69.35	24.1

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

Type of Charge	2017/18 \$ '000	2018/19 \$ '000	Change \$ '000	%
Waste Management	4,742	5,897	1,155	24.4%

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

	2017/18 \$ '000	2018/19 \$ '000	Change \$ '000	%
Rates and charges	35,793	37,868	2,075	5.8%
Supplementary rates	0	130	130	100.0%
Total	35,793	37,999	2,206	6.2%

4.1.1 (l) Fair Go Rates System Compliance

Warrnambool City Council is fully compliant with the State Government's Fair Go Rates System.

4.1.1 (m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations (2018/19: estimated \$130,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1 (n) Differential rates

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

- A general rate of 0.3777% (0.003777 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2253% (0.002253 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6382% (0.006382 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6607% (0.006607 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5921% (0.005921 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4868% (0.004868 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.

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 2017/18 financial year.

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 2017/18 financial year.

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 2017/18 financial year.

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.

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 2017/18 financial year.

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 2017/18 financial year.

Cultural and Recreational land

Assessment Number	Property Address	Property Locality	Ratepayer	Amount \$
129359	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	8,404.60
129759	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	2,135.84
131150	1-35 Younger St	Warrnambool	Warrnambool Golf Club Inc.	5,213.63
131388	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	1,383.73
132180	66 Henna St	Warrnambool	Christ Church Tennis Club	1,894.87
134926	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc.	536.70
138135	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc.	635.27
135344	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc.	16,867.62
138747	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc.	887.19
139872	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,975.19
140336	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	4,742.65
140883	162 Buckleys Rd	Allansford	Warrnambool Kart Club	511.14
141525	36 Princes Hwy	Dennington	Dennington Bowling Club Inc.	2,617.77
141935	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,281.50
134927	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	20,053.29
17654	48 Viaduct Rd	Warrnambool	Warrnambool Offshore Light Game Fishing Club	54.77
159399	51 Pertobe Rd	Warrnambool	Warrnambool BMX Club	372.40

4.1.2 Statutory fees and fines

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Parking fines	280	420	140	50.0%
Animal control	270	445	175	65.1%
Town planning and building	373	343	(30)	(8.0%)
Health and local laws	150	157	7	4.6%
Permits and certificates	151	151	0	0%
Total statutory fees and fines	1,224	1,517	293	23.9%

Most statutory fees and fines are 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 2018/19 are expected to increase marginally due mainly to the following:

- Parking fines revenue reverting to historical levels after the lower result in 2017/18 during which motorists were provided with a grace period to become accustomed to the new parking system.
- Animal control fees are to increase in 2018/19 from an increase in the fee to register an animal plus growth in the number of animals registered.

4.1.3 User fees

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Property management	699	767	68	9.7%
Indoor aquatic centre	2,242	2,319	77	3.5%
Children's services	1,896	1,510	(386)	(20.4%)
Multi-purpose sports stadium	1,119	1,149	30	2.7%
Cultural centres	1,352	1,462	110	8.1%
Regulatory control	1,558	1,545	(13)	(0.8%)
Tourism and promotions	1,352	1,231	(122)	(9.0%)
Foreshore holiday parks	2,728	2,688	(40)	(1.5%)
Livestock exchange	1,132	1,008	(123)	(10.9%)
Aged services fees	758	737	(21)	(2.8%)
Other fees and charges	280	342	62	22.1%
Total statutory fees and fines	15,114	14,757	(360)	(2.4%)

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 livestock exchange selling fees.

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.

User fees and charges are expecting to decrease by 2.4% to \$14.8 million in 2018/19 due to the following:

- A reduction in fees for Children's services, which has been offset by an increase in government grants subsidiary.
- A reduction in tourism and promotions revenue due to the cessation of the Fun 4 Kids festival.

4.1.4 Grants

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

	Forecast		Change	
	Actual	Budget		
	2017/18	2018/19	\$ '000	%
	\$ '000	\$ '000	\$ '000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	8,902	7,618	(1,284)	(14.4%)
State funded grants	13,176	10,074	(3,102)	(23.5%)
Total grants received	22,078	17,692	(4,386)	(19.9%)
(a) Operating Grants				
Recurrent – Commonwealth Government				
Victorian grants commission	1,783	3,682	1,899	106.5%
Aged services	2,129	2,098	(31)	(1.4%)
National respite services	219	223	4	1.8%
Recurrent – State Government				
Port operations	91	92	1	0.5%
Employment initiatives	2	0	(0)	(100.0%)
Economic development	89	15	(74)	(83.1%)
Family and children	5,123	5,473	349	6.8%
Aged services	532	524	(8)	(1.4%)
National respite services	55	56	1	1.8%
Recreation	100	0	(100)	(100.0%)
Cultural services	271	278	7	2.5%
Rural services	283	284	1	0.4%
Environmental initiatives	57	60	3	5.1%
School crossing supervision	164	164	0	0.0%
Pension rebate	639	600	(39)	(6.1%)
Emergency management	170	60	(110)	(64.7%)
Other recurrent grants	226	121	(105)	(46.4%)
Total recurrent operating grants	11,932	13,729	1,797	15.1%
Total operating grants	11,932	13,729	1,797	15.1%
(b) Capital Grants				
Recurrent – Commonwealth Government				
Roads to recovery	646	0	(646)	(100.0%)
Total recurrent capital grants	646	0	(646)	(100.0%)
Non-recurrent – Commonwealth Government				
Economic development	4,125	1,615	(2,510)	(60.8%)
Non-recurrent – State Government				
Economic development	4,575	1,615	(2,960)	(64.7%)
Infrastructure services	341	733	392	115.2%
Recreation and culture	348	0	(348)	(100.0%)
Emergency management	110	0	(110)	(100.0%)
Total non-recurrent capital grants	9,499	3,963	(5,536)	(58.0%)
Total capital grants	10,145	3,963	(6,182)	(60.9%)
Total Grants	22,078	17,692	(4,386)	(19.9%)

Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and funding the capital works program.

Overall, the level of grants will decrease by \$4.4 million compared to 2017/18 forecasts, which is mainly driven by the timing of grants received in accordance to the milestone completion timeframes of the City Centre Renewal project.

4.1.5 Contributions

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Monetary	3,785	655	(3,130)	(82.7%)
Non-monetary	4,000	4,000	0	0%
Total contributions	7,785	4,655	(3,130)	(40.2%)

Monetary 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 2017/18 forecast assumes contributions for the new Industrial Estate.

Non-monetary contributions occur when 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 2018/19.

4.1.6 Other income

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Interest	344	343	(1)	(0.3%)
Infrastructure services	33	33	0	0.2%
Recreation and cultural programs	18	2	(16)	(87.0%)
Family and community	4	1	(2)	(61.9%)
Reimbursements	167	173	5	3.1%
Other income	247	242	(5)	(2.0%)
Total other income	814	795	(19)	(2.4%)

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. No significant variation is expected in 2018/19.

4.1.7 Employee costs

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Wages and Salaries	26,773	27,783	1,010	3.8%
Workcover	670	675	5	0.8%
Casual staff	1,176	1,675	499	42.4%
Superannuation	2,625	2,788	163	6.2%
Fringe Benefit Tax	293	306	13	4.5%
Total employee costs	31,536	33,228	1,691	5.4%

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 \$1.7 million compared to the 2017/18 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.

4.1.8 Materials and services

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Infrastructure services	6,080	5,495	(585)	(9.6%)
Waste management	2,667	3,497	830	31.1%
Recreation and cultural services	4,470	3,744	(727)	(16.3%)
Children's services	1,178	949	(229)	(19.4%)
Family day care	391	239	(152)	(38.9%)
Corporate services	4,598	3,936	(661)	(14.4%)
Tourism and promotions	2,230	1,511	(718)	(32.2%)
Aged services	992	974	(18)	(1.8%)
Foreshore caravan parks	656	712	56	8.5%
Livestock exchange	423	374	(49)	(11.6%)
Health and local laws	963	1,150	187	19.4%
Other	775	302	(473)	(61.1%)
Total materials and services	25,423	22,883	(2,540)	(10.0%)

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 2018/19 due to the following:

- A reduction in tourism and promotions expenditure due to the cessation of the Fun 4 Kids festival.
- A reduction in a number of project based expenditure

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

4.1.9 Depreciation and amortisation

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Property	2,063	2,154	91	4.4%
Infrastructure	1,442	1,489	48	3.3%
Plant and equipment	7,995	8,357	362	4.5%
Total depreciation and amortisation	11,500	12,000	500	4.3%

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 2018/19 will be due to the capitalisation of new infrastructure completed in 2017/18.

4.1.10 Other expenses

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Councillor allowances	270	270	0	0.0%
Operating lease rentals	437	459	22	5.0%
Other expenses	110	118	8	7.3%
Total other expenses	817	846	29	3.6%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. No significant variation is expected in 2018/19.

4.2 Balance Sheet**4.2.1 Assets**

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 2018/19.

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.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly in 2018/19.

Provisions include accrued long service leave, annual leave owing to employees and rehabilitation costs for a cessed landfill site. 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.

4.2.3 Borrowings

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

	2017/18	2018/19
	\$ '000	\$ '000
Amount borrowed as at 30 June of the prior year	7,914	6,102
Amount proposed to be borrowed	0	3,600
Amount projected to be redeemed	(1,812)	(1,711)
Amount of borrowings as at 30 June	6,102	7,991

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2018/19 and drawdown new loan funds of \$3.6 million.

4.3 Statement of changes in Equity**4.3.1 Reserves**

Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves include statutory reserves, Councils drainage, car park and small infrastructure funds. No significant variation is expected in 2018/19.

The asset revaluation reserve 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.

4.3.2 Equity

Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.

4.4 Statement of Cash Flows

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.

4.4.1 Net cash flows provided by/(used in) operating activities

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 2017/18, 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.

4.4.2 Net cash flows provided by/(used in) investing activities

The forecast for 2017/18 details include high levels of capital expenditure with major works including City Centre Renewal, recreational facility upgrades, and road rehabilitation. Council's 2018/19 capital expenditure budget includes the continued work on City Centre Renewal, and Simpson St tunnel upgrade.

4.4.3 Net cash flows provided by/(used in) financing activities

Net borrowings (Loan funds less repayments) are expected to increase in 2018/19 with \$3.6 million expected to be borrowed to fund the Simpson Street tunnel upgrade.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

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.

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.

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.

In 2018/19, \$5.9 million will be spent on renewing the roads, \$2.9 million on recreational facilities, \$2.4 million on footpaths and cycleways, and while \$3.3 million is forecast for the Simpson Street tunnel upgrade.

	Forecast Actual 2017/18 \$ '000	Budget 2018/19 \$ '000	Change \$ '000	%
Property	2,785	2,063	(723)	(25.9%)
Plant and equipment	2,077	1,650	(427)	(20.5%)
Infrastructure	19,745	15,121	(4,624)	(23.4%)
Total	24,608	18,835	(5,773)	(23.5%)

	Project Cost \$ '000	Asset expenditure types				Summary of funding sources			
		New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Contributions \$ '000	Council Cash \$ '000	Borrowings \$ '000
Property	2,063	0	1,933	130	0	0	0	2,063	0
Plant and equipment	1,650	15	1,635	0	0	0	0	1,650	0
Infrastructure	15,121	837	11,416	2,868	0	3,963	0	7,558	3,600
Total	18,835	852	14,984	2,998	0	3,963	0	11,272	3,600

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Land									
Land acquisition	0	0						0	
Total for Land	0	0	0	0	0	0	0	0	0
Building Improvements									
Building renewal general funding	852		852					852	
Public toilet renewal	421		421					421	
Minor building improvements	640		510	130				640	
Holiday park facility improvements	150		150					150	
Total for Buildings	2,063	0	1,933	130	0	0	0	2,063	0
TOTAL PROPERTY	2,063	0	1,933	130	0	0	0	2,063	0
Plant, Machinery and Equipment									
Heavy plant	759		759					759	
Light plant	565		565					565	
Total for Plant, Machinery and Equipment	1,324	0	1,324	0	0	0	0	1,324	0
Computers and Telecommunications									
ICT strategy implementation	256		256					256	
IT hardware	55		55					55	
Total for Computers and Telecommunications	311	0	311	0	0	0	0	311	0
Paintings & Exhibits									
Art Work Acquisitions	15	15						15	
Total for Paintings & Exhibits	15	15	0	0	0	0	0	15	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
TOTAL PLANT AND EQUIPMENT	1,650	15	1,635	0	0	0	0	1,650	0
Roads									
Local roads rehabilitation and resheets	1,955		1,955			0		1,955	
Road reseal program	743		743					743	
City centre renewal	2,265		2,265			1,615		650	
Street lighting improvements	30		30					30	
Pedestrian serious casualty area program	1,073		805	268		733		340	
Road safety audit implementation	150		150					150	
Total for Roads	6,216	0	5,948	268	0	2,348	0	3,868	0
Bridges									
Bridge renewal	203		203					203	
Total for Bridges	203	0	203	0	0	0	0	203	0
Footpaths and Cycleways									
City centre renewal	2,135		2,135			1,615		520	
Small infrastructure fund projects	345	345						345	
Footpath and bicycle path renewal	304		304					304	
Footpath construction	313	313						313	
Total for Footpaths and Cycleways	3,096	657	2,439	0	0	1,615	0	1,481	0
Drainage									
Simpson St upgrade	3,300		1,575	1,725					3,300
Priority backworks	625		625					325	300
Total for Drainage	3,925	0	2,200	1,725	0	0	0	325	3,600

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Recreational, Leisure and Community Facilities									
Recreational facilities upgrade	190		190					190	
Aquazone water treatment	540			540				540	
Yacht club ramp upgrade	135			135				135	
Total for Recreational, Leisure and Community Facilities	865	0	190	675	0	0	0	865	0
Parks, Open Space and Streetscapes									
Playground renewal	208	70	138					208	
Public open space improvements	200			200				200	
Total for Parks, Open Space and Streetscapes	408	70	138	200	0	0	0	408	0
Aerodromes									
Minor works	30		30					30	
Total for Aerodromes	30	0	30	0	0	0	0	30	0
Off Street Car Parks									
Carpark line marking	58		58					58	
Off street car park	100	100						100	
Total for Off Street Car Parks	158	100	58	0	0	0	0	158	0
Other Infrastructure									
Livestock exchange improvements	60		60					60	
Entrance signage	60	60						60	
Other infrastructure	99	50	49					99	
Total for Other Infrastructure	219	110	109	0	0	0	0	219	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
TOTAL INFRASTRUCTURE	15,121	837	11,416	2,868	0	3,936	0	7,558	3,600
Total Capital Works Statement	18,835	852	14,984	2,998	0	3,963	0	11,272	3,600

5. 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 interpreted in the context of the organisation's objectives.

Indicator	Indicator	Note	Forecast 2017/18	Budget 2018/19	Strategic Resource Plan			Trend +/-
					2019/20	2020/21	2021/22	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(1.3%)	0.4%	0.8%	0.9%	0.6%	o
Liquidity								
Working capital	Current assets / Current liabilities	2	119.7%	119.9%	118.8%	121.1%	120.6%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	108.1%	108.9%	107.9%	110.0%	110.0%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	17.0%	21.0%	22.3%	17.7%	16.2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		6.1%	5.5%	4.9%	4.7%	3.9%	+
Indebtedness	Non-current liabilities / own source revenue		10.1%	14.1%	15.1%	12.5%	11.7%	+
Asset renewal	Asset renewal expenditure / asset depreciation	5	196.0%	124.9%	108.9%	94.8%	88.4%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	55.2%	55.2%	56.0%	56.7%	57.5%	o

Indicator	Indicator	Note	Forecast 2017/18	Budget 2018/19	Strategic Resource Plan			Trend +/-
					2019/20	2020/21	2021/22	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.6%	0.6%	0.6%	0.7%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$4,276	\$4,211	\$4,341	\$4,471	\$4,527	+
Revenue Level	Residential rate revenue / no. of residential property assessments		\$1,751	\$1,814	\$1,882	\$1,952	\$2,026	+
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%	-

Key to Trend:

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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is expected to improve from 2017/18 to 2018/19 and remain consistent in future years.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is shown to remain stable in a positive position hovering around 120% over the Strategic Resource Plan.

3 Unrestricted Cash – is cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the Strategic Resource Plan.

4 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 2019/20 before tapering off as existing loans are paid out.

5 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 declining over time indicator a reduced ability to meet is assets renewal requirements.

6 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Councils reliance on rate revenue is to slightly increase over time.

Appendix A

User Fees & Charges Schedule**Property Management**

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Applications to use Crown & Council Land	\$22.00	\$25.00	\$25.50	\$0.50	2.00%
Licences preparation fee	\$104.00	\$110.00	\$112.50	\$2.50	2.27%
Lease preparation fee	\$146.00	\$160.00	\$163.60	\$3.60	2.25%
Survey plan fee	\$1,595.00	\$1,600.00	\$1,636.00	\$36.00	2.25%
Title search fee	\$30.00	\$42.00	\$43.00	\$1.00	2.38%
Outdoor Café /Laneway Bar Fees					
Licence Fee	N/A	\$580.00	N/A	N/A	N/A
Licence Fee (per week)	N/A	N/A	\$200.00	N/A	N/A
Table Fee (per table)	N/A	\$40.00	\$41.00	\$1.00	2.50%
Rate Search Fees					
Rate history search fee (1 st 3 hours)	\$340.00	\$380.00	\$388.50	\$8.50	2.24%
Rate history search fee (after 3 hours)	\$100.00	\$120.00	\$122.50	\$2.50	2.08%
Rate history search fee (0 - 10 years)	\$16.00	\$22.00	\$22.50	\$0.50	2.27%
Copy of previous years Rate Instalments Notices (ea)	\$15.00	\$16.00	\$16.40	\$0.40	2.50%
Search, retrieval and photocopying fees					
Search, inspection, retrieval or access fee	N/A	\$23.80	\$24.30	\$0.50	2.10%
Search, inspection, retrieval or access fee from off site	N/A	\$37.80	\$38.65	\$0.85	2.25%
Photocopying/printing any document (per A4/A3 page)	N/A	\$0.60	\$0.62	\$0.02	3.33%
Photocopying/printing any document (per A1,2,0 page)	N/A	\$5.00	\$5.10	\$0.10	2.00%

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 10.00% but subject to change when the rate is set at 30th June 2018.

Revenue Management

New fees to apply from 1 July 2018

Description	2016/17	2017/18	2018/19	Variance	Variance %
Monetary Complaints: Notices on a Debt					
Filing Fee					
Less than \$500	\$138.70	\$142.50	\$145.00	\$2.50	1.75%
\$500 - \$999	\$138.70	\$142.50	\$145.00	\$2.50	1.75%
\$1,000 - \$4,999	\$289.70	\$296.90	\$302.90	\$6.00	2.02%
\$5,000 - \$7,499	\$289.70	\$296.90	\$302.90	\$6.00	2.02%
\$7,500 - \$9,999	\$289.70	\$296.90	\$302.90	\$6.00	2.02%
\$10,000 - \$20,000	\$440.60	\$451.70	\$460.70	\$9.00	1.99%
Necessary Certificate x2					
Less than \$500	\$94.00	\$96.00	\$96.00	\$0.00	0.00%
\$500 - \$999	\$166.00	\$168.00	\$172.00	\$4.00	2.38%
\$1,000 - \$4,999	\$166.00	\$168.00	\$172.00	\$4.00	2.38%
\$5,000 - \$7,499	\$196.00	\$198.00	\$202.00	\$4.00	2.02%
\$7,500 - \$9,999	\$232.00	\$236.00	\$242.00	\$6.00	2.54%
\$10,000 - \$20,000	\$232.00	\$236.00	\$242.00	\$6.00	2.54%
Professional (Item 1 Complaints)					
Less than \$500	\$209.00	\$212.00	\$217.00	\$5.00	2.36%
\$500 - \$999	\$438.00	\$444.00	\$454.00	\$10.00	2.25%
\$1,000 - \$4,999	\$438.00	\$444.00	\$454.00	\$10.00	2.25%
\$5,000 - \$7,499	\$538.00	\$545.00	\$557.00	\$12.00	2.20%
\$7,500 - \$9,999	\$647.00	\$655.00	\$669.00	\$14.00	2.14%
\$10,000 - \$20,000	\$647.00	\$655.00	\$669.00	\$14.00	2.14%
Service Fee					
Service Fee	\$68.00	\$69.00	\$71.00	\$2.00	2.90%
Other Professional Costs					
Warrant					
Less than \$500	\$54.00	\$55.00	\$56.00	\$1.00	1.82%
\$500 - \$999	\$111.00	\$112.00	\$114.00	\$2.00	1.79%
\$1,000 - \$4,999	\$111.00	\$112.00	\$114.00	\$2.00	1.79%
\$5,000 - \$7,499	\$131.00	\$133.00	\$136.00	\$3.00	2.26%
\$7,500 - \$9,999	\$165.00	\$167.00	\$171.00	\$4.00	2.40%
\$10,000 - \$20,000	\$165.00	\$167.00	\$171.00	\$4.00	2.40%

Revenue Management (Cont.)

Description	2016/17	2017/18	2018/19	Variance	Variance %
Summons for Oral Examination					
Less than \$500	\$56.00	\$57.00	\$58.00	\$1.00	1.75%
\$500 - \$999	\$133.00	\$135.00	\$138.00	\$3.00	2.22%
\$1,000 - \$4,999	\$133.00	\$135.00	\$138.00	\$3.00	2.22%
\$5,000 - \$7,499	\$161.00	\$163.00	\$167.00	\$4.00	2.45%
\$7,500 - \$9,999	\$177.00	\$179.00	\$183.00	\$4.00	2.23%
\$10,000 - \$20,000	\$177.00	\$179.00	\$183.00	\$4.00	2.23%
Necessary Affidavit					
Less than \$500	\$95.00	\$96.00	\$98.00	\$2.00	2.08%
\$500 - \$999	\$195.00	\$198.00	\$202.00	\$4.00	2.02%
\$1,000 - \$4,999	\$195.00	\$198.00	\$202.00	\$4.00	2.02%
\$5,000 - \$7,499	\$237.00	\$240.00	\$245.00	\$5.00	2.08%
\$7,500 - \$9,999	\$283.00	\$287.00	\$293.00	\$6.00	2.09%
\$10,000 - \$20,000	\$283.00	\$287.00	\$293.00	\$6.00	2.09%
Application for Order					
Less than \$500	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
\$500 - \$999	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
\$1,000 - \$4,999	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
\$5,000 - \$7,499	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
\$7,500 - \$9,999	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
\$10,000 - \$20,000	\$43.00	\$44.00	\$45.00	\$1.00	2.27%
Instructions to Defend					
Less than \$500	\$97.00	\$98.00	\$100.00	\$2.00	2.04%
\$500 - \$999	\$207.00	\$210.00	\$215.00	\$5.00	2.38%
\$1,000 - \$4,999	\$207.00	\$210.00	\$215.00	\$5.00	2.38%
\$5,000 - \$7,499	\$257.00	\$260.00	\$266.00	\$6.00	2.31%
\$7,500 - \$9,999	\$307.00	\$311.00	\$318.00	\$7.00	2.25%
\$10,000 - \$20,000	\$307.00	\$311.00	\$318.00	\$7.00	2.25%
Order for Substituted Service					
Less than \$500	\$141.00	\$143.00	\$146.00	\$3.00	2.10%
\$500 - \$999	\$255.00	\$258.00	\$264.00	\$6.00	2.33%
\$1,000 - \$4,999	\$255.00	\$258.00	\$264.00	\$6.00	2.33%
\$5,000 - \$7,499	\$303.00	\$307.00	\$314.00	\$7.00	2.28%
\$7,500 - \$9,999	\$357.00	\$362.00	\$370.00	\$8.00	2.21%
\$10,000 - \$20,000	\$357.00	\$362.00	\$370.00	\$8.00	2.21%

Revenue Management (Cont.)

Description	2016/17	2017/18	2018/19	Variance	Variance %
Necessary Notice/Certificate					
Less than \$500	\$47.00	\$48.00	\$48.00	\$0.00	0.00%
\$500 - \$999	\$83.00	\$84.00	\$86.00	\$2.00	2.38%
\$1,000 - \$4,999	\$83.00	\$84.00	\$86.00	\$2.00	2.38%
\$5,000 - \$7,499	\$98.00	\$99.00	\$101.00	\$2.00	2.02%
\$7,500 - \$9,999	\$116.00	\$118.00	\$121.00	\$3.00	2.54%
\$10,000 - \$20,000	\$116.00	\$118.00	\$121.00	\$3.00	2.54%
Issue Fees					
Claim or Counterclaim					
Fee	\$138.70	\$142.20	\$145.00	\$2.80	1.97%
Application for Order					
Fee	\$40.80	\$41.80	\$42.70	\$0.90	2.15%
With Preparation	\$66.60	\$68.30	\$69.70	\$1.40	2.05%
46A Summons/46B Rehearing Application					
Fee	\$144.20	\$147.80	\$150.70	\$2.90	1.96%
With Preparation	\$170.00	\$174.30	\$177.70	\$3.40	1.95%
Summons for Oral Examination inc hearing					
Fee	\$95.20	\$97.60	\$99.50	\$1.90	1.95%
Certificate for Supreme Court					
Fee	\$19.00	\$19.50	\$19.90	\$0.40	2.05%
With Preparation	\$44.80	\$46.00	\$46.90	\$0.90	1.96%
Application for Attachment of Earnings					
Fee	\$136.00	\$139.40	\$142.20	\$2.80	2.01%
Attachment of Earnings/Debt Order					
Fee	\$19.00	\$19.50	\$19.90	\$0.40	2.05%
With Preparation	\$44.80	\$46.00	\$46.90	\$0.90	1.96%
Warrant Fees					
Fee	\$16.30	\$16.30	\$17.10	\$0.80	4.91%
Sheriff's Warrant Fee	N/A	N/A	\$195.00	NA	NA
Application under the Judgement Debt Recovery Act					
Summons for Examination	N/A	\$147.80	\$150.70	\$2.90	1.96%
Instalment Application/Agreement (Creditor)	N/A	\$78.10	\$79.60	\$1.50	1.92%
Application to Vary/Cancel (Creditor)	N/A	\$78.10	\$79.60	\$1.50	1.92%
Service Cost					
Attempted Service (Item 78)	N/A	\$48.00	\$49.00	\$1.00	2.08%
Service by Post (Item 77)	N/A	\$13.00	\$13.00	\$0.00	0.00%
Allowance per km (Item 79)	N/A	\$0.69	\$0.70	\$0.01	1.45%

Coast & Rivers

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Mooring Fees					
Boat less than 10m pa	\$250.00	\$255.00	\$260.00	\$5.00	1.96%
Boat 10.1m to 15m pa	\$315.00	\$325.00	\$330.00	\$5.00	1.54%
Boat 15.1 – 20m pa	\$365.00	\$375.00	\$380.00	\$5.00	1.33%
Boat 20.1 – 25m pa	\$445.00	\$460.00	\$470.00	\$10.00	2.17%
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$200.00	\$210.00	\$215.00	\$5.00	2.38%
Mooring inspection fee	N/A	N/A	\$170.00	N/A	N/A
Mooring infrastructure hire	\$80.00	\$85.00	\$87.00	\$2.00	2.35%
Annual Parking Permit Fees					
Breakwater (per vehicle)	\$62.00	\$65.00	\$67.00	\$2.00	3.08%
Boat Launching Fees (Coastal and Inland waterways)					
Annual	N/A	N/A	N/A	N/A	N/A
3 Day Pass	N/A	N/A	N/A	N/A	N/A
Casual Day Pass	N/A	N/A	N/A	N/A	N/A

Infrastructure Services

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Minor Works less than \$10,000	\$130.20	\$135.00	\$140.00	\$5.00	3.70%
Minor Works great than \$10,000	\$603.40	\$610.00	\$630.00	\$20.00	3.28%
Large Projects	By Negotiation	By Negotiation	By Negotiation	N/A	N/A
Asset Inspection Checklist	\$130.00	\$135.00	\$140.00	\$5.00	3.70%
Driveway Design and Vertical Clearance Check	\$220.00	\$230.00	N/A	N/A	N/A
Stormwater Legal Point of Discharge Application:					
Single dwelling development - note 1	\$65.00	\$67.00	\$65.40	(\$1.60)	(2.39%)
Multi – dwelling development	\$65.00	\$67.00	N/A	N/A	N/A
Commercial premises	\$65.00	\$67.00	N/A	N/A	N/A
Industrial premises	\$65.00	\$67.00	N/A	N/A	N/A
Information only	\$58.00	\$60.00	\$60.00	\$0.00	0.00%
Short notice fee	\$113.00	\$115.00	\$115.00	\$0.00	0.00%
Street tree – supply and install including maintenance period of 24 months	\$330.00	\$335.00	\$345.00	\$10.00	2.99%
Build Over Stormwater Easement Application	\$100.00	\$110.00	\$115.00	\$5.00	4.55%
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,900.00	\$3,000.00	\$3,100.00	\$100.00	3.33%
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,050.00	\$3,010.00	\$3,500.00	\$490.00	16.28%
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$630.00	\$635.00	\$650.00	\$15.00	2.36%
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,290.00	\$1,290.00	\$1,350.00	\$60.00	4.65%
Plan checking and supervision fee	N/A	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	N/A	N/A

Notes

1 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.

Open Space Hire's

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Botanic Gardens - Weddings and Events					
Use of Band Rotunda and or Vehicle Access	N/A	N/A	\$150.00	N/A	N/A
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	N/A	N/A	\$500.00	N/A	N/A
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	N/A	N/A	\$1,000.00	N/A	N/A
Large Marquee *	N/A	N/A	Price on application of event	N/A	N/A
* Marquee fees include vehicle access and use of Band Rotunda if required					
Lake Pertobe - Events					
Community Events (not for profit)	N/A	N/A	\$0.00	N/A	N/A
Small Events (under 200 attendees)	N/A	N/A	\$250.00	N/A	N/A
Medium Events (between 200 to 500 attendees)	N/A	N/A	\$500.00	N/A	N/A
Large Events (over 500 attendees)	N/A	N/A	\$1,000.00	N/A	N/A

Lighthouse Theatre

New fees to apply from 1 July 2018

User Fees & Charges		2016/17	2017/18	2018/19	Variance	Variance %
Staff per hour used, all venues and user types						
Supervising Technician		\$47.50	\$52.50	\$54.50	\$2.00	3.81%
Technician		\$42.50	\$47.50	\$49.50	\$2.00	4.21%
Front of House Coordinator		\$47.50	\$52.50	\$54.50	\$2.00	3.81%
Merchandise seller		\$42.50	\$47.50	\$49.50	\$2.00	4.21%
Community & Local Non for Profit						
THEATRE: Ticketed	Hire rate plus 5% of net ticket sales	\$875.00	\$500.00	\$520.00	\$20.00	4.00%
Performance Hire	Second Performance same day	N/A	\$300.00	\$330.00	\$30.00	10.00%
THEATRE Rehearsals	Work lights only	\$45.00	\$45.00	\$47.50	\$2.50	5.56%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO: Ticketed Performance Hire		\$485.00	\$330.00	\$340.00	\$10.00	3.03%
	Second Performance Same Day	N/A	\$220.00	\$220.00	\$0.00	0.00%
STUDIO Rehearsals	Work lights only	\$45.00	\$45.00	\$47.50	\$2.50	5.56%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
Local Artists and Non-local Non for Profit						
THEATRE: Ticketed	Hire rate plus 5% of net ticket sales	\$1,075.00	\$720.00	\$750.00	\$30.00	4.17%
Performance Hire	Second Performance Same Day	N/A	\$330.00	\$330.00	\$0.00	0.00%
THEATRE Rehearsals						
Hire per hour	Work lights only	\$45.00	\$45.00	\$47.50	\$2.50	5.56%
	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO: Ticketed Performance Hire		\$485.00	\$440.00	\$460.00	\$20.00	4.55%
	Second Performance Same Day	N/A	\$220.00	\$220.00	\$0.00	0.00%
STUDIO Rehearsals	Work lights only	\$45.00	\$45.00	\$47.50	\$2.50	5.56%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
Other Fees - Community, Non for Profits and Local Artists						
Equipment & Consumable Items	Steinway Grand piano	\$80.00	\$120.00	\$120.00	\$0.00	0.00%
		N/A	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$40.00	\$40.00	\$45.00	\$5.00	12.50%
Ticketing Fees	Tix under \$11.00	\$1.25	\$1.35	\$1.40	\$0.05	3.70%
	Tix \$11.00 - \$40.00	\$2.40	\$2.50	\$2.75	\$0.25	10.00%
	Tix \$40.00 plus	\$3.40	\$3.50	\$3.75	\$0.25	7.14%
	Credit Card Fees	Up to 3.0%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	N/A	\$50.00	N/A	N/A
Ticketed Event: Subsidised Professional Companies						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,625.00	\$1,100.00	\$1,150.00	\$50.00	4.55%
	Second Performance Same Day	N/A	\$550.00	\$550.00	\$0.00	0.00%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO: Ticketed Performance Hire		\$775.00	\$550.00	\$575.00	\$25.00	4.55%
	Second Performance Same Day	N/A	\$330.00	\$330.00	\$0.00	0.00%
STUDIO Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
Ticketed Event: Standard Hirer Rates						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,950.00	\$1,485.00	\$1,550.00	\$65.00	4.38%
	Second Performance Same Day	N/A	\$550.00	\$550.00	\$0.00	0.00%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO: Ticketed Performance Hire		\$875.00	\$500.00	\$575.00	\$75.00	15.00%
	Second Performance Same Day	N/A	\$330.00	\$330.00	\$0.00	0.00%
STUDIO Rehearsals						
Work lights only	Stage Lights & Technical Facilities	\$55.00	\$55.00	\$57.50	\$2.50	4.55%

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2018

User Fees & Charges		2016/17	2017/18	2018/19	Variance	Variance %
Other Fees - Subsidised theatre and Standard hires						
Equipment & Consumables Items						
	Steinway Grand Piano	\$165.00	\$220.00 (Plus tuning if required)	\$220.00 (Plus tuning if required)	\$0.00	0.00%
	Radio Mics	\$80.00	\$80.00	\$90.00	\$10.00	12.50%
Ticketing Fees	Tix under \$11.00	\$2.85	\$2.85	\$3.00	\$0.15	5.26%
	Tix \$11.00 - \$40.00	\$3.70	\$3.90	\$4.00	\$0.10	2.56%
	Tix \$40.00 \$60.00	\$4.50	\$4.60	\$5.00	\$0.40	8.70%
	Tix \$60 plus	\$5.20	\$5.50	\$6.00	\$0.50	9.09%
	Credit Card Fees	Up to 3.0%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	N/A	\$100.00	N/A	N/A
	Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	N/A	N/A	\$200.00	N/A	N/A
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room		11% on Gross Sales	11% on Gross Sales	12% on Gross Sales	N/A	N/A
Non-Ticketed Event: Non for Profit Organisations						
THEATRE:	Event Hire (up to 9 hrs)	\$1,090.00	\$1,100.00	\$1,150.00	\$50.00	4.55%
	(Additional Hours, per hour)	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO:	Event Hire (up to 9 hrs)	\$515.00	\$605.00	\$630.00	\$25.00	4.13%
	(Additional Hours, per hour)	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$200.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekdays outside business hours weekends	N/A By negotiation	N/A By negotiation	\$55.00 By negotiation	N/A	N/A
STUDIO: Used in conjunction with Theatre: Event Hire						
	Hire per event, per day	\$365.00	\$365.00	\$380.00	\$15.00	4.11%
MEETING ROOM: Used in conjunction with Theatre or Studio: Event Hire						
	Hire per event, per day	\$120.00	\$140.00	\$150.00	\$10.00	7.14%
MAIN FOYER: Event Hire	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$200.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
	Bar Service During Event (per event)	\$50.00	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Standard Hire Rates – NON TICKETED EVENTS						
THEATRE:	Event Hire (up to 9 hrs)	\$1,850.00	\$1,850.00	\$1,925.00	\$75.00	4.05%
	(Additional Hours, per hour)	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO:	Event Hire (up to 9 hrs)	N/A	\$715.00	\$750.00	\$35.00	4.90%
	(Additional Hours, per hour)	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
STUDIO: Used in conjunction with Theatre						
	Hire per event	\$420.00	\$420.00	\$440.00	\$20.00	4.76%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$240.00	\$250.00	\$250.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$240.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER: Used in conjunction with Event Hire	Used in conjunction with Theatre: Event	No charge	No charge	No charge	N/A	N/A
	Used in conjunction with Studio: Event (per hour)	\$75.00	\$75.00	\$115.00	\$40.00	53.33%
	Room Change Surcharge (Change of Format from Standard)	N/A	N/A	\$55.00	N/A	N/A
	Bar Service during Event (per event)	\$50.00	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
FUNCTIONS						
Catered Function (Dinners/Luncheons/Weddings)						
STUDIO	Function Hire (up to 9 hrs access, includes Meeting Room)	\$775.00	\$1,100.00	\$1,100.00	\$0.00	0.00%
	Additional Hire Hours or Setup Hours	\$55.00	\$55.00	\$57.50	\$2.50	4.55%
MAIN FOYER	Used in conjunction with Catered Function	\$100.00	\$120.00	\$120.00	\$0.00	0.00%
	Foyer Bar Service (per function)	\$50.00	N/A	Staffing Costs Apply	N/A	N/A
Other Fees						
Equipment & Consumables Items						
	Steinway Grand Piano	\$165.00	\$220.00 (Plus tuning if required)	\$220.00 (Plus tuning if required)	\$0.00	0.00%
	Radio Mics	\$80.00	\$80.00	\$90.00	\$10.00	12.50%
	Rubbish Removal (Charge per skip)	\$90.00	\$110.00	\$110.00	\$0.00	0.00%

AquaZone

New fees to apply from 1 July 2018

User Fees and Charges	2016/17	2017/18	2018/19	Variance	Variance %
Day Admissions: Aquatics					
Adult swim	\$6.80	\$6.90	\$6.90	\$0.00	0.00%
Child swim (3-15 years)	\$4.80	\$4.90	\$5.00	\$0.10	2.04%
Concession swim	\$4.80	\$4.90	\$5.00	\$0.10	2.04%
Family swim (unlimited family members/same residence)	\$20.50	\$20.60	\$20.60	\$0.00	0.00%
Day Admissions: Health & Fitness					
Gymnasium	\$18.45	\$18.90	\$19.30	\$0.40	2.12%
Fitness class	\$14.35	\$14.70	\$14.70	\$0.00	0.00%
Older adult exercise class	\$10.20	\$10.30	\$10.40	\$0.10	0.97%
Preventative Health Classes	\$5.60	\$5.60	\$6.00	\$0.40	7.14%
School aerobics	\$7.45	\$7.70	\$7.90	\$0.20	2.60%
Personal Training 1 hour	\$75.20	\$82.70	\$86.80	\$4.10	4.96%
Personal Training 45 minutes	\$56.45	\$62.00	\$65.10	\$3.10	5.00%
Personal Training ½ hour	\$41.95	\$46.20	\$47.10	\$0.90	1.95%
Creche					
Per child per hour (Member)	\$6.15	\$6.80	\$7.00	\$0.20	2.94%
Per child per hour (Non Member)	\$10.20	\$12.20	\$12.60	\$0.40	3.28%
Learn to Swim (Pool Entry & Assessment)					
Per class (2 nd child and 3 rd child discounts apply)	\$14.70	\$14.30	\$14.30	\$0.00	0.00%
Private lessons ½ hour lesson	\$53.10	\$50.80	\$51.80	\$1.00	1.97%
1 hour lesson	\$95.00	\$96.80	\$100.70	\$3.90	4.03%
School swim <i>no instruction</i>	\$4.60	\$4.70	\$4.80	\$0.10	2.13%
School swim <i>with instruction</i>	\$7.00	\$7.00	\$7.00	\$0.00	0.00%
School at pool	\$9.70	\$9.90	\$10.10	\$0.20	2.02%
Group Entry					
Adult Swim	\$6.00	\$6.10	\$6.10	\$0.00	0.00%
Gym	\$16.42	\$16.80	\$17.10	\$0.30	1.79%
Fitness class	\$12.85	\$13.20	\$13.50	\$0.30	2.27%
Other					
Locker hire	\$3.05	\$3.70	\$3.80	\$0.10	2.70%
Towel hire	\$3.05	\$3.70	\$3.80	\$0.10	2.70%
Multi Pass – Health & Fitness					
Fitness class 20 pass	\$268.50	\$295.40	\$307.20	\$11.80	3.99%
Multi Pass – Aquatics					
Adult 20 Pass	\$121.90	\$123.60	\$123.60	\$0.00	0.00%
50 Pass	\$295.30	\$309.00	\$309.00	\$0.00	0.00%
Child 20 Pass	\$88.60	\$87.40	\$89.10	\$1.70	1.95%
50 Pass	\$213.30	\$218.70	\$223.10	\$4.40	2.01%
Concession 20 Pass	\$98.33	\$87.40	\$89.10	\$1.70	1.95%
50 Pass	\$237.76	\$218.70	\$223.10	\$4.40	2.01%
Multi Pass: Creche/Occasional Care					
1 child/1hr Creche 10 Pass	\$61.20	\$68.20	\$70.20	\$2.00	2.93%
1 child/1hr Occasional Care 10 Pass	\$102.00	\$117.30	\$120.80	\$3.50	2.98%

AquaZone (Cont.)

New fees to apply from 1 July 2018

User Fees and Charges		2016/17	2017/18	2018/19	Variance	Variance %
Facility Hire						
Pools	Up to four hours	\$439.75	\$483.70	\$507.90	\$24.20	5.00%
	Up to ten hours	\$772.24	\$787.70	\$795.60	\$7.90	1.00%
	Lane hourly commercial	\$35.70	\$39.30	\$41.30	\$2.00	5.09%
	Lane hourly community	\$3.77	\$4.20	\$4.60	\$0.40	9.52%
Pool closure advertising fee		\$114.70	\$140.50	\$154.60	\$14.10	10.04%
School booking cancellation fee (per lane) (<12 hrs notice)		\$34.88	\$38.50	\$40.00	\$1.50	3.90%
Crèche – per hour		\$40.80	\$53.00	\$58.30	\$5.30	10.00%
Multi-purpose room – per hour		\$40.80	\$53.00	\$58.30	\$5.30	10.00%
Birthday Party						
Aqua Fun Pack		\$69.40	\$71.40	\$72.10	\$0.70	0.98%
Memberships						
Gold	12 months	\$1,016.25	\$1,026.50	\$1,047.00	\$20.50	2.00%
	3 months	\$466.55	\$513.20	\$523.50	\$10.30	2.01%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$84.60	\$85.50	\$87.20	\$1.70	1.99%
Gym & Swim	12 months	\$889.25	\$915.90	\$934.20	\$18.30	2.00%
	3 months	\$400.25	\$440.20	\$449.00	\$8.80	2.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$74.10	\$76.30	\$77.80	\$1.50	1.97%
Fitness & Swim	12 months	\$889.25	\$915.90	\$925.10	\$9.20	1.00%
	3 months	\$400.25	\$440.20	\$444.60	\$4.40	1.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$74.10	\$76.30	\$77.10	\$0.80	1.05%
Swim Only	12 months	\$753.15	\$775.80	\$791.30	\$15.50	2.00%
	3 months	\$307.35	\$338.00	\$344.80	\$6.80	2.01%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$62.50	\$64.70	\$66.00	\$1.30	2.01%
Family Swim	12 months	\$1,612.85	\$1,693.40	\$1,744.20	\$50.80	3.00%
	3 months	\$540.50	\$594.55	\$612.40	\$17.85	3.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$134.40	\$141.12	\$145.40	\$4.28	3.03%
Corporate	10 – 20 people	- 12.5% term	12.5% discount	12.5% discount	N/A	N/A
	21 + people	- 15% term	15% discount	15% discount	N/A	N/A

Warrnambool Art Gallery

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Admission to special exhibition/event	Dependent on exhibition/ event	Dependent on exhibition/ event	Dependent on exhibition/ event	N/A	N/A
Research Inquiry – per hour	\$42.00	\$45.00	\$45.00	\$0.00	0.00%
Curatorial Advice – per hour	\$49.00	\$55.00	\$125.00	\$70.00	127.27%
Education workshop/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Public program event/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Front-of-house and out-of-hours staff– per hour	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Annual Subscription					
Family	\$50.00	\$55.00	\$70.00	\$15.00	27.27%
Family 3 Years	\$130.00	\$150.00	\$200.00	\$50.00	33.33%
Individual	\$35.00	\$40.00	\$40.00	\$0.00	0.00%
Individual 3 years	\$80.00	\$110.00	\$110.00	\$0.00	0.00%
Individual concession	\$25.00	\$27.50	\$25.00	(\$2.50)	(9.09%)
Individual concession 3 years	N/A	N/A	\$65.00	N/A	N/A
Life	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
Rental					
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation	N/A	N/A
Commission on art sales	40%	40%	40%	\$0.00	0.00%
Commission on shop sales	100%	100%	100%	\$0.00	0.00%
Meetings/functions etc – per hour	\$125.00	\$125.00	\$125.00	\$0.00	0.00%
Weddings (2 hours. Additional hours \$250ph)	\$500.00	\$500.00	\$120.00	(\$380.00)	(76.00%)
Weddings (full day)	\$5,000	\$5,000	N/A	N/A	N/A
Piano – per hour	\$99.00	\$110.00	N/A	N/A	N/A
Transparency/digital image (for reproduction)	\$180.00	\$180.00	Negotiation	N/A	N/A
Display easels (x2) – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Back loading frames – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Lectern – per hour	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Microphone and overhead PA – per hour	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Directional lighting (gallery spaces) – per event	\$90.00	\$90.00	\$90.00	\$0.00	0.00%
Advertising					
Advertising in Artpage (quarter/half/full pages)	\$200 / \$350 / \$650	\$200 / \$350 / \$650	N/A	N/A	N/A

Sports Grounds

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Sports ground casual hire (includes use of pavilion)					
Half day	\$68.00	\$71.00	\$89.00	\$18.00	25.35%
Full day	\$132.00	\$138.00	\$173.00	\$35.00	25.36%
Pre-season training session	\$68.00	\$71.00	\$89.00	\$18.00	25.35%
Football practice match (with line marking)	\$132.00	\$138.00	\$173.00	\$35.00	25.36%
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$501.00	\$521.00	\$651.00	\$130.00	24.95%
Football/Netball League Finals (junior competition only) (per day)	\$250.00	\$260.00	\$325.00	\$65.00	25.00%
Commercial hire (per day)	\$668.00	\$695.00	\$869.00	\$174.00	25.04%
Commercial cleaning of facilities (when left in unsuitable condition)	At cost	At cost	At cost	N/A	N/A
Sports ground seasonal use fee					
Category 1 (Hampden League Grounds)	\$5,163.00	\$6,454.00	\$8,067.00	\$1,613.00	24.99%
Category 2 (District League Grounds)	\$2,581.00	\$3,226.00	\$4,034.00	\$808.00	25.05%
Category 3 (Other Users)	\$645.00	\$806.00	\$1,008.00	\$202.00	25.06%

Warrnambool Stadium

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Player Fees					
Adult	\$10.00	\$10.00	\$10.50	\$0.50	5.00%
Junior	\$7.80	\$8.00	\$8.50	\$0.50	6.25%
School	\$4.50	\$4.60	\$5.00	\$0.40	8.70%
Casual Shot	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Stadium Hire					
Hourly rate without lights: commercial	\$165.00	\$165.00	N/A	N/A	N/A
Hourly rate without lights: community/school	\$130.00	\$130.00	N/A	N/A	N/A
Hourly rate with lights: commercial	\$215.00	\$215.00	\$350.00	\$135.00	62.79%
Hourly rate with lights: community/school	\$170.00	\$170.00	\$230.00	\$60.00	35.29%
School use between 9am - 3pm	\$810.00	\$820.00	\$900.00	\$80.00	9.76%
Single court hourly: user group squads: without lights	\$25.00	\$25.00	N/A	N/A	N/A
Single court hourly: user group squads: with lights	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Highball court up to 12 hours	\$480.00	\$480.00	\$480.00	\$0.00	0.00%
Hourly rate without lights: commercial	\$60.00	\$60.00	N/A	N/A	N/A
Hourly rate without lights: community/school	\$45.00	\$45.00	N/A	N/A	N/A
Hourly rate with lights: commercial	\$70.00	\$70.00	\$80.00	\$10.00	14.29%
Hourly rate with lights: community/school	\$60.00	\$60.00	\$50.00	(\$10.00)	(16.67%)
School use between 9am - 3pm	\$290.00	\$290.00	\$290.00	\$0.00	0.00%
Show court up to 12 hours	\$630.00	\$630.00	\$630.00	\$0.00	0.00%
Hourly rate without lights: commercial	\$75.00	\$75.00	N/A	N/A	N/A
Hourly rate without lights: community/school	\$58.00	\$58.00	N/A	N/A	N/A
Hourly rate with lights: commercial	\$85.00	\$85.00	\$80.00	(\$5.00)	(5.88%)
Hourly rate with lights: community/school	\$70.00	\$70.00	\$50.00	(\$20.00)	(28.57%)
School use between 9am - 3pm	\$300.00	\$300.00	\$300.00	\$0.00	0.00%
Seahawks/Mermaids Home Games & Finals					
Both Teams	\$640.00	\$680.00	\$680.00	\$0.00	0.00%
Single Team	\$382.00	\$420.00	\$420.00	\$0.00	0.00%
Multi-Purpose Room					
Up to 12 hours (with other hires)	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
Up to 12 hours (room only)	\$350.00	\$350.00	\$350.00	\$0.00	0.00%
Per hour	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
User groups up to 12 hours	\$122.00	\$122.00	\$122.00	\$0.00	0.00%
User groups per hour	\$13.00	\$15.00	\$15.00	\$0.00	0.00%
Meeting room up to 12 hours	\$61.00	\$61.00	\$61.00	\$0.00	0.00%
Per hour	\$15.00	\$15.00	\$15.00	\$0.00	0.00%
Facility Hire					
Kitchen facilities	\$165.00	\$170.00	\$175.00	\$5.00	2.94%
User group sports hire up to 12 hours	\$1,060.00	\$1,060.00	\$1,150.00	\$90.00	8.49%
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,690.00	\$1,750.00	\$60.00	3.55%
2crt NB stadium up to 12 hours	\$891.00	\$891.00	\$900.00	\$9.00	1.01%
Gymnastics					
1 hour recreational class fee (per hour)	\$11.40	\$11.60	\$11.80	\$0.20	1.72%
2 hour classes class fee (per hour)	\$11.40	\$11.60	\$11.80	\$0.20	1.72%
3 hour class fee (per hour)	\$8.50	\$8.80	\$9.10	\$0.30	3.41%
Above 3 hour class fee (per hour)	\$8.50	\$8.80	\$9.10	\$0.30	3.41%
School gymnastics with instruction (per student)	\$6.20	\$6.50	\$7.00	\$0.50	7.69%
Small school group class fee (1hr)	\$65.00	\$75.00	\$80.00	\$5.00	6.67%
Adult Group (per person)	\$10.00	\$10.00	\$12.00	\$2.00	20.00%
Gymnastics facility hire (per hr) for external gymnastics groups	\$75.00	\$75.00	\$80.00	\$5.00	6.67%
Ed gym 1 hr class	\$10.00	\$10.00	\$10.50	\$0.50	5.00%
School Holiday Program 2 hr class	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Birthday Party Program per child	\$12.50	\$13.00	\$13.50	\$0.50	3.85%
Outside School Hours Care					
Vacation care daily rate	\$65.00	\$70.00	\$75.00	\$5.00	7.14%
After school care casual rate per session	\$28.00	\$28.50	\$30.00	\$1.50	5.26%
After school care permanent rate per session	\$23.00	\$23.50	\$24.00	\$0.50	2.13%

Kindergartens

New fees to apply from 1 January 2018

User Fees & Charges	2017	2018	2019	Variance	Variance %
Fee's Per Term- 4 year old (15 hour per week)					
Term 1 & 2	\$303.85 per term	\$310.00 per term	\$322.00 per term	\$12.00	3.87%
Term 3 & 4	\$310.00 per term	\$322.00 per term	TBC per term	N/A	N/A
Fee's Per Term- 3 year old (3 hours per week)					
Term 1 & 2	\$200.00 per term for one 3 hr session \$400 per term for 2 x 3 hr sessions	\$210.00 per term for one 3 hr session	\$215.00 per term for one 3 hr session	\$5.00	2.38%
Term 3 & 4	\$210.00 per term	\$215.00 per term	TBC per term	N/A	N/A

Centre Based Care

New fees to apply from 1 July 2018

User Fees & Charges	2017	2018	2019	Variance	Variance %
Weekly fee	Nil Weekly Fee	Nil Weekly Fee	Nil Weekly Fee	N/A	N/A
Daily fee	\$103.30 Jan-June 2017 \$105.00 July-Dec 2017	\$105.00 Jan-June 2018 \$105.00 July-Dec 2018	\$105.00 Jan-June 2019 TBC July-Dec 2019	N/A	N/A

*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 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
8am to 6pm – per hour					
After hours – per hour					
Public holidays – per hour					
Breakfast	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	N/A	N/A
Lunch					
Dinner					
Snacks					
Trips					
Parent Admin Levy	\$9.00*	\$9.20*	\$9.20*	\$0.00	0.00%
Educator Levy	\$0.70 Per Hour	\$0.80 Per Hour	\$0.80 Per Hour	\$0.00	0.00%

*per child per week, capped at 2 children

Home Maintenance

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$18.00	\$0.00	0.00%
Lawn mowing and tip fees: medium & couples	\$32.00	\$32.00	\$36.00	\$4.00	12.50%
Lawn mowing and tip fees: Private (GST Inc.)	\$55.00	\$55.00	\$55.00	\$0.00	0.00%
Property modification (plus cost of materials): low	\$15.00	\$15.00	\$18.00	\$3.00	20.00%
Property modification (plus cost of materials): medium	\$30.00	\$30.00	\$36.00	\$6.00	20.00%
Property modification (plus cost of materials): Private (GST Inc.)	\$55.00	\$55.00	\$55.00	\$0.00	0.00%

Minimum 1 hour applies.

Home Care

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Home care – low	\$8.63	\$8.63	\$8.90	\$0.27	3.13%
Home care – medium	\$15.36	\$15.36	\$15.90	\$0.54	3.52%
Home care – high	\$37.20	\$37.20	\$37.90	\$0.70	1.88%
Personal care – low	\$7.36	\$7.36	\$7.60	\$0.24	3.26%
Personal care – medium	\$8.90	\$8.90	\$9.60	\$0.70	7.87%
Respite care	\$7.36	\$3.00	\$3.50	\$0.50	16.67%
CACPS (GST inc.)	\$55.00	\$55.00	\$55.00	\$0.00	0.00%
Post Acute Care (GST inc.)	\$55.00	\$55.00	\$55.00	\$0.00	0.00%
Plus travel costs per km – CHSP / HACC PYP	\$1.12	\$1.16	\$1.20	\$0.04	3.45%
Plus travel costs per km - Private Clients (GST Inc.)	N/A	\$1.25	\$1.32	\$0.07	5.60%

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 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Daily session fee – low & medium	\$7.40	\$7.50	\$7.60	\$0.10	1.33%
Daily session fee – high (GST free)	\$31.00	\$33.00	\$34.00	\$1.00	3.03%
Meal	\$8.40	\$8.40	\$8.40	\$0.00	0.00%
Soup	\$1.50	\$1.50	\$1.50	\$0.00	0.00%
Sweet	\$1.50	\$1.50	\$1.50	\$0.00	0.00%

Food Services

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Full cost meals (GST free)	\$17.50	\$17.50	\$17.50	\$0.00	0.00%
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$8.90	\$0.00	0.00%
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.40	\$0.00	0.00%

Archie Graham Community Centre

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Hydro pools casual admission	\$8.80	\$8.80	\$9.00	\$0.20	2.27%
Commercial pool use	\$87.00	\$87.00	\$90.00	\$3.00	3.45%
Community pool use	\$54.00	\$54.00	\$60.00	\$6.00	11.11%
Commercial rate per hour per room	\$52.00	\$52.00	\$55.00	\$3.00	5.77%
Casual community rate per hour per room	\$32.50	\$32.50	\$35.00	\$2.50	7.69%
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$19.00	\$19.00	\$20.00	\$1.00	5.26%
Community Computer Centre per 1 hour session	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Health promotion programs: strength training	\$7.00	\$5.60	\$6.00	\$0.40	7.14%
Lite Moves	\$6.50	\$7.00	\$6.00	(\$1.00)	(14.29%)
Lite Pulse	\$6.20	\$6.50	\$5.60	(\$0.90)	(13.85%)
Bike Hire Group Program	\$3.00	\$3.00	\$4.00	\$1.00	33.33%
Annual Membership	N/A	N/A	\$300.00	N/A	N/A

Health

New fees to apply from 1 July 2018

User Fees & Charges		2016/17	2017/18	2018/19	Variance	Variance %
Food						
Class 1		\$420.00	\$430.00	\$450.00	\$20.00	4.65%
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$395.00	\$405.00	\$415.00	\$10.00	2.47%
	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)	\$26.00	\$27.00	\$30.00	\$3.00	11.11%
	Community Group (eg not-for-profit groups) - <i>Note 2</i>	\$130.00	No fee	No fee	N/A	N/A
	Canteens/sporting club kitchens - <i>Note 3</i>	N/A	\$135.00	\$140.00	\$5.00	3.70%
Class 3	Class 3 General	\$150.00	\$155.00	\$160.00	\$5.00	3.23%
	Community Group (eg not-for-profit groups) - <i>Note 2</i>	\$110.00	No fee	No fee	N/A	N/A
Class 4		No Fee	No fee	No fee	N/A	N/A
Health						
Hairdressers, beauty salons (one off fee)		\$180.00	\$185.00	\$200.00	\$15.00	8.11%
Beauty premises & skin penetration establishments		\$120.00	\$135.00	\$140.00	\$5.00	3.70%
New Registration Fees						
New premises pre-application fee and/or pre-registration inspection fee - <i>Note 4</i>		N/A	\$75.00	\$100.00	\$25.00	33.33%
New registrations		Annual Fee plus 50%	Annual Fee plus 50%	Annual Fee plus 50%	N/A	N/A
Transfer fees						
Inspection request fee prior to transfer – 5 business days		\$170.00	\$180.00	\$200.00	\$20.00	11.11%
Inspection request fee prior to transfer – 10 business days		\$130.00	\$135.00	\$150.00	\$15.00	11.11%
Transfer fee		50% of annual fee	50% of annual fee	50% of annual fee	N/A	N/A
Accommodation						
Accommodation premises		\$210.00	\$220.00	\$230.00	\$10.00	4.55%
Other fees						
Re-inspection fee and request for inspection fee		\$70.00	\$75.00	\$80.00	\$5.00	6.67%
Late payment fee		50% of the annual fee	50% of the annual fee	50% of the annual fee	N/A	N/A
Septic tanks						
Septic tank applications - <i>Note 5</i>		\$270.00	\$540.01	\$550.00	\$10.00	1.85%
Septic tank alterations (changes to disposal field only) - <i>Note 5</i>		N/A	\$270.01	\$275.00	\$5.00	1.85%
Caravan Parks						
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government	N/A	N/A
Pool sampling						
Optional fee for microbiological testing of potable water, swimming pools and spas		\$110.00	\$113.00	\$120.00	\$7.00	6.19%

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.

Immunisation

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Application for immunisation records (search fee)	N/A	\$20.00	\$20.00	\$0.00	0.00%
Influenza vaccine & administration (flu injection)	N/A	\$25.00	\$25.00	\$0.00	0.00%

Local Laws

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Derelict vehicle release	\$330.00	\$340.00	\$350.00	\$10.00	2.94%
Tables and chairs	\$170.00	\$175.00	\$180.00	\$5.00	2.86%
Goods on footpath	\$185.00	\$190.00	\$200.00	\$10.00	5.26%
A/Frames permit	\$130.00	\$135.00	\$140.00	\$5.00	3.70%
Impounded trolley release fee	\$95.00	\$95.00	\$105.00	\$10.00	10.53%
Permit to burn	\$80.00	\$85.00	\$90.00	\$5.00	5.88%
Horses on beach trainer permit	\$225.00	\$220.00	\$225.00	\$5.00	2.27%
Horses on beach daily access fee	N/A	\$4.50	\$6.00	\$1.50	33.33%
Horses on beach swim access fee	N/A	\$1.50	\$2.50	\$1.00	66.67%
Hire of cat cage	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Hire Citronella Collar per week	N/A	N/A	\$20.00	N/A	N/A
Hire Bark inhibitor per week	N/A	N/A	\$20.00	N/A	N/A
Hire Bark counter per week	N/A	N/A	\$20.00	N/A	N/A
Block slashing prior to declared fire season	\$100.00	At Cost	\$130.00	N/A	N/A

Parking Fees & Fines

New fees to apply from 1 July 2018

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
On-Street (per hour)					
Area A (1P)	\$1.10	\$1.40	\$1.40	\$0.00	0.00%
Area B (2P)	\$1.00	\$1.40	\$1.40	\$0.00	0.00%
Area C (4P)	\$0.70	\$1.40	\$1.40	\$0.00	0.00%
Area D (All Day)	N/A	\$3.00	\$3.00	\$0.00	0.00%
Disabled Parking	N/A	N/A	\$0.00	N/A	N/A
Off-Street Carparks (per hour and day if applicable)					
Zone 1 (Coles-Younger, Ozone, Parkers & Target)	\$0.90/hr	\$1.40/hr	\$1.40/hr	\$0.00	0.00%
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street) off Fairy Street.	\$0.90/hr	\$1.40/hr	\$1.40/hr	\$0.00	0.00%
	\$4.20/day	\$3.00/day	\$3.00/day	\$0.00	0.00%
	Crammond & Dickson & Kepler	Crammond & Dickson & Kepler	Crammond & Dickson & Kepler		
	\$2.00/day	\$3.00/day	\$3.00/day	\$0.00	0.00%
	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		
Reserved bay permit in CBD per day	N/A	N/A	\$15.00	N/A	N/A
Credit Surcharge on Smart Meters					
Credit Surcharge on Smart Meters	N/A	\$0.24	\$0.24	\$0.00	0.00%
Parking Permits					
Disabled and Returned Service:					
Replacement	\$8.00	\$0.00	\$0.00	\$0.00	0.00%
New	\$13.00	\$14.00	\$0.00	(\$14.00)	(100.00%)
Resident Parking permit - each permit / per annum	N/A	N/A	\$15.00	N/A	N/A
Carparking Fines					
Carparking fines set by Council	\$68.00	\$70.00	\$70.00	\$0.00	0.00%

Animal Registrations

New fees to apply from 1 April 2019

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Unsterilised dog	\$160.00	\$166.00	\$210.00	\$44.00	26.51%
Sterilised dog	\$52.00	\$54.00	\$70.00	\$16.00	29.63%
Unsterilised dog (pensioner)	\$80.00	\$83.00	\$105.00	\$22.00	26.51%
Sterilised dog (pensioner)	\$26.00	\$27.00	\$35.00	\$8.00	29.63%
Dog over 10 years old	N/A	\$54.00	\$70.00	\$16.00	29.63%
Dog over 10 years old (pensioner)	N/A	\$27.00	\$35.00	\$8.00	29.63%
Dog kept for working with Livestock (rural)	N/A	\$54.00	\$70.00	\$16.00	29.63%
Dog kept for working with Livestock (rural) (pensioner)	N/A	\$27.00	\$35.00	\$8.00	29.63%
Dog registration at pound release	N/A	\$25.00	\$35.00	\$10.00	40.00%
Declared Dangerous or Restricted Breed	\$215.00	\$225.00	\$250.00	\$25.00	11.11%
Unsterilised cat	\$125.00	\$130.00	\$177.00	\$47.00	36.15%
Sterilised cat	\$41.00	\$43.00	\$59.00	\$16.00	37.21%
Cat registration at pound release	N/A	\$15.00	\$29.00	\$14.00	93.33%
Unsterilised cat (pensioner)	\$62.00	\$65.00	\$88.00	\$23.00	35.38%
Sterilised cat (pensioner)	\$20.00	\$21.00	\$29.00	\$8.00	38.10%
Permit to house a third dog / cat	NA	NA	\$25.00	N/A	N/A
Replacement registration tag	\$19.00	\$20.00	\$20.00	\$0.00	0.00%
Grazing permit	\$175.00	\$180.00	\$185.00	\$5.00	2.78%
Registered animal businesses	\$160.00	\$170.00	\$175.00	\$5.00	2.94%
Impounded animal release fee:					
Cat	\$98.00	\$100.00	\$105.00	\$5.00	5.00%
Dog	\$140.00	\$145.00	\$150.00	\$5.00	3.45%

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

Deceased animals – 50% refund of fees available/claimed up to 1 November of current registration period.

Warrnambool Livestock Exchange

New fees to apply from 1 July 2018

User Fees & Charges		2016/17	2017/18	2018/19	Variance	Variance %
Bobby Calves		\$4.10	\$4.20	\$4.30	\$0.10	2.38%
Calves		\$8.50	\$8.70	\$8.90	\$0.20	2.30%
Bulls		\$18.65	\$19.00	\$19.50	\$0.50	2.63%
Cattle		\$12.90	\$13.20	\$13.50	\$0.30	2.27%
Sheep		\$0.65	\$0.70	\$0.75	\$0.05	7.14%
Store - cattle		\$11.45	\$11.70	\$12.00	\$0.30	2.56%
Dairy - cattle		\$14.15	\$14.50	\$14.85	\$0.35	2.41%
Hire of dairy ring per head						
	<100 head	\$11.85	\$12.10	\$12.40	\$0.30	2.48%
	>100 head	\$1,185.00	\$1,210.00	\$1,210.00	\$0.00	0.00%
	>200 head	\$1,550.00	\$1,580.00	\$1,620.00	\$40.00	2.53%
	>300 head	\$1,895.00	\$1,935.00	\$1,985.00	\$50.00	2.58%
	>400 head	\$2,250.00	\$2,300.00	\$2,360.00	\$60.00	2.61%
	>500 head	\$2,630.00	\$2,680.00	\$2,750.00	\$70.00	2.61%
Agents fees		\$111,320.00	\$113,540.00	\$113,540.00	\$0.00	0.00%
Office rental (per office)		\$2,723.00	\$2,780.00	\$2,780.00	\$0.00	0.00%
Truck Wash						
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday		\$0.94	\$0.96	\$1.00	\$0.04	4.17%
Truck wash fees (per minute) all other times		\$1.41	\$1.45	\$1.49	\$0.04	2.76%
Weigh fees	1 Head	\$2.55	\$2.60	\$2.70	\$0.10	3.85%
	2 Head	\$2.20	\$2.25	\$2.30	\$0.05	2.22%
	3 Head	\$1.85	\$1.90	\$1.95	\$0.05	2.63%
	4 Head	\$1.55	\$1.60	\$1.65	\$0.05	3.12%
	5 Head	\$1.20	\$1.25	\$1.30	\$0.05	4.00%
	6 Head or more	\$0.90	\$0.95	\$1.00	\$0.05	5.26%
Scanner fee hire per day		\$105.00	\$110.00	\$115.00	\$5.00	4.55%
Scanner transfer fee per head		\$1.95	\$2.00	\$2.10	\$0.10	5.00%
Cattle not sold at store sale: scanning fee per head		\$2.45	\$2.50	\$2.55	\$0.05	2.00%
Private weighs		\$6.30	\$6.50	\$6.65	\$0.15	2.31%

Flagstaff Hill Maritime Village

New fees apply from 1 April 2018 – 31 March 2019 in accordance with Tourism Industry Standards

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Admission Fees					
Adults	\$16.00	\$18.00	\$18.00	\$0.00	0.00%
Concession	\$12.50	\$14.50	\$14.50	\$0.00	0.00%
Child	\$6.50	\$8.50	\$8.50	\$0.00	0.00%
Family	\$39.00	\$48.00	\$48.00	\$0.00	0.00%
Member School Education visits	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
Additional Education Sessions	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
"Shipwrecked" Sound & Light Show Admissions					
Adults	\$26.00	\$30.00	\$30.00	\$0.00	0.00%
Concession	\$23.00	\$27.00	\$27.00	\$0.00	0.00%
Child	\$13.95	\$15.95	\$15.95	\$0.00	0.00%
Family (2A + 2C)	\$67.00	\$77.00	\$77.00	\$0.00	0.00%
Additional Child	\$9.00	\$12.00	\$12.00	\$0.00	0.00%
Flagstaff Hill Memberships					
Individual	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Grandparents (2A + 2C)	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
Family (2A + 2C)	\$80.00	\$80.00	\$80.00	\$0.00	0.00%
Family Holiday Membership (2 Weeks)	\$60.00	\$60.00	\$48.00	(\$12.00)	(20.00%)
Grandparents Holiday Membership (2 Weeks)	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
School Memberships					
Enrolment of 25 students or less	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Enrolment of 26-50 students	\$55.00	\$55.00	\$55.00	\$0.00	0.00%
Enrolment of 51-100 students	\$70.00	\$70.00	\$70.00	\$0.00	0.00%
Enrolment of 101-250 students	\$90.00	\$90.00	\$90.00	\$0.00	0.00%
Enrolment of 251-500 students	\$125.00	\$125.00	\$125.00	\$0.00	0.00%
Enrolment of 500 students or more	\$150.00	\$150.00	\$150.00	\$0.00	0.00%
Lighthouse Lodge					
Room Rate – Normal	\$155.00	\$155.00	\$165.00	\$10.00	6.45%
Room Rate – Peak	\$175.00	\$175.00	\$185.00	\$10.00	5.71%
Exclusive Use Rate – Normal	\$375.00	\$375.00	\$390.00	\$15.00	4.00%
Exclusive Use Rate – Peak	\$425.00	\$425.00	\$440.00	\$15.00	3.53%
Weddings, Functions & Miscellaneous					
Flagstaff – Ceremony Only	\$400.00	\$400.00	\$450.00	\$50.00	12.50%
Flagstaff – Marquee	\$1,750.00	\$1,750.00	\$2,500.00	\$750.00	42.86%
Mission to Seaman's Church	\$500.00	\$500.00	\$400.00	(\$100.00)	(20.00%)
The Wharf in front of the Steam Packet Inn	\$400.00	\$400.00	\$400.00	\$0.00	0.00%
The Village Green	\$300.00	\$300.00	\$400.00	\$100.00	33.33%
The Sailmaker's Loft	\$400.00	\$400.00	\$750.00	\$350.00	87.50%
Wharf Theatre	\$750.00	\$750.00	\$850.00	\$100.00	13.33%
Hire of the Steam Packet Inn (Hourly Rate)	\$75.00	\$75.00	\$100.00	\$25.00	33.33%
Wedding Photo's in the Village (Hourly Rate)	\$75.00	\$75.00	\$100.00	\$25.00	33.33%

Visitor Services

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Access to Visitor Information Centre					
Displays in Visitor Centre	\$100 p/w	\$100 p/w	\$100 p/w	\$0.00	0.00%
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	N/A	N/A

City Highlights 1 Hour Tour	\$50.00	\$85.00	\$50.00	(\$35.00)	(41.18%)
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Holiday Parks

New fees to apply from 1 July 2018

User Fees & Charges		2016/17	2017/18	2018/19	Variance	Variance %
Surfside Holiday Park						
Sites Powered : Peak Season	Daily powered	\$58.00	\$60.00	\$60.00	\$0.00	0.00%
	Night two person	\$58.00	\$60.00	\$60.00	\$0.00	0.00%
	Night single	\$58.00	\$50.00	\$50.00	\$0.00	0.00%
Sites Powered: High Season	Daily powered	\$48.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$36.00	\$40.00	\$40.00	\$0.00	0.00%
	Night single	\$31.00	\$32.00	\$32.00	\$0.00	0.00%
Sites Powered: Low Season	Daily powered	\$46.00	\$45.00	\$45.00	\$0.00	0.00%
	Night two person	\$34.00	\$35.00	\$35.00	\$0.00	0.00%
	Night single	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Shipwreck Holiday Park						
Sites Unpowered : Peak Season	Daily family unpowered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night single	\$50.00	\$40.00	\$40.00	\$0.00	0.00%
Sites Unpowered: High Season	Daily family	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night two person	\$34.00	\$34.00	\$34.00	\$0.00	0.00%
	Night single	\$29.00	\$29.00	\$29.00	\$0.00	0.00%
Sites Unpowered: Low Season	Night family	\$33.00	\$35.00	\$35.00	\$0.00	0.00%
	Night two person	\$31.00	\$31.00	\$31.00	\$0.00	0.00%
	Night single	\$26.00	\$25.00	\$25.00	\$0.00	0.00%
Surfside Cabins						
Beach Chalet: Peak Season	Daily	\$245.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekly	\$1,715.00	\$1,750.00	\$1,750.00	\$0.00	0.00%
Beach Chalet: High Season	Daily	\$197.00	\$200.00	\$200.00	\$0.00	0.00%
	Weekly	\$1,379.00	\$1,400.00	\$1,400.00	\$0.00	0.00%
Beach Chalet: Low Season	Daily	\$170.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,190.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Cedar Cabins: Peak Season	Daily	\$180.00	\$185.00	\$185.00	\$0.00	0.00%
	Weekly	\$1,260.00	\$1,295.00	\$1,295.00	\$0.00	0.00%
Cedar Cabins: High Season	Daily	\$150.00	\$150.00	\$150.00	\$0.00	0.00%
	Weekly	\$1,050.00	\$1,050.00	\$1,050.00	\$0.00	0.00%
Cedar Cabins: Low Season	Daily	\$140.00	\$130.00	\$130.00	\$0.00	0.00%
	Weekly	\$980.00	\$910.00	\$910.00	\$0.00	0.00%
Mariner cottages: Peak Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,200.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Mariner cottages: High Season	Daily	\$140.00	\$140.00	\$140.00	\$0.00	0.00%
	Weekly	\$950.00	\$980.00	\$980.00	\$0.00	0.00%
Mariner cottages: Low Season	Daily	\$120.00	\$120.00	\$120.00	\$0.00	0.00%
	Weekly	\$820.00	\$840.00	\$840.00	\$0.00	0.00%

City Strategy & Development

New fees to apply from 1 July 2018

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	2016/17	2017/18	2018/19	Variance	Variance %
Use						
1	Use Only	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%

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	\$188.20	\$191.95	\$3.75	1.99%
3	More than \$10,000 but not more than \$100,000	N/A	\$592.50	\$604.35	\$11.85	2.00%
4	More than \$100,000 but not more than \$500,000	N/A	\$1,212.80	\$1,237.15	\$24.35	2.01%
5	More than \$500,000 but not more than \$1,000,000	N/A	\$1,310.40	\$1,336.70	\$26.30	2.01%
6	More than \$1,000,000 but not more than \$2,000,000	N/A	\$1,407.90	\$1,436.20	\$28.30	2.01%

Vicsmart Applications

Vicsmart Applications if the:

7	Estimated cost of development is \$10,000 or less	N/A	\$188.20	\$191.95	\$3.75	1.99%
8	Estimated cost of development is more than \$10,000	N/A	\$404.30	\$412.40	\$8.10	2.00%
9	Application to subdivide or consolidate land	N/A	\$188.20	\$191.95	\$3.75	1.99%

Other Developments

To develop land if the estimated cost of development is:

10	\$100,000 or less	N/A	\$1,080.40	\$1,102.05	\$21.65	2.00%
11	More than \$100,000 and not more than \$1,000,000	N/A	\$1,456.70	\$1,486.00	\$29.30	2.01%
12	More than \$1,000,000 and not more than \$5,000,000	N/A	\$3,213.20	\$3,277.70	\$64.50	2.01%
13	More than \$5,000,000 and not more than \$15,000,000	N/A	\$8,189.80	\$8,354.25	\$164.45	2.01%
14	More than \$15,000,000 and not more than \$50,000,000	N/A	\$24,151.10	\$24,636.15	\$485.05	2.01%
15	More than \$50,000,000	N/A	\$54,282.40	\$55,372.70	\$1,090.30	2.01%

Subdivision

16	To subdivide an existing building	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
17	To subdivide land into 2 lots	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
19	Subdivide Land	N/A	\$1,240.70 (per application plus per 100 lots created)	\$1,265.60 (per application plus per 100 lots created)	\$24.90	2.01%
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	\$1,240.70	\$1,265.60	\$24.90	2.01%

Other

21	A permit not otherwise provided for in the regulation	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
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City Strategy & Development (Cont.)

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

Class	Type of Permit Application	2016/17	2017/18	2018/19	Variance	Variance %
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
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	\$1,240.70	\$1,265.60	\$24.90	2.01%
3	Amendment to a class 2 permit	N/A	\$188.20	\$191.95	\$3.75	1.99%
4	Amendment to a class 3 permit	N/A	\$592.50	\$604.35	\$11.85	2.00%
5	Amendment to a class 4 permit	N/A	\$1,212.80	\$1,237.15	\$24.35	2.01%
6	Amendment to a class 5 or class 6 permit	N/A	\$1,310.40	\$1,336.70	\$26.30	2.01%
7	Amendment to a class 7 permit	N/A	\$188.20	\$191.95	\$3.75	1.99%
8	Amendment to a class 8 permit	N/A	\$404.30	\$412.40	\$8.10	2.00%
9	Amendment to a class 9 permit	N/A	\$188.20	\$191.95	\$3.75	1.99%
10	Amendment to a class 10 permit	N/A	\$1,080.40	\$1,102.05	\$21.65	2.00%
11	Amendment to a class 11 permit	N/A	\$1,456.70	\$1,486.00	\$29.30	2.01%
12	Amendment to a class 12, 13, 14 or 15 permit	N/A	\$3,213.20	\$3,277.70	\$64.50	2.01%
13	Amendment to a class 16 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
14	Amendment to a class 17 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
15	Amendment to a class 18 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
16	Amendment to a class 19 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
17	Amendment to a class 20 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%
18	Amendment to a class 21 permit	N/A	\$1,240.70	\$1,265.60	\$24.90	2.01%

Subdivision (Fees) Regulations 2016

Regulation	Purpose	2016/17	2017/18	2018/19	Variance	Variance %
6	For certification of a plan of subdivision	N/A	\$164.50	\$167.80	\$3.30	2.01%
7	Alteration to a plan under section 10(2) of the Act	N/A	\$104.60	\$106.65	\$2.05	1.96%
8	Amendment of certified plan under section 11(1) of the Act	N/A	\$132.40	\$135.10	\$2.70	2.04%
9	Checking of engineering plans	N/A	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	\$0.00	0.00%
10	Engineering plan prepared by council	N/A	3.50% of the cost of works proposed in the engineering plan (maximum fee)	3.50% of the cost of works proposed in the engineering plan (maximum fee)	\$0.00	0.00%
11	Supervision of works	N/A	2.50% of the estimated cost of construction of the works (maximum fee)	2.50% of the estimated cost of construction of the works (maximum fee)	\$0.00	0.00%

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>

City Strategy & Development (Cont.)

Stage	Stage of Amendment	Paid to	2016/17	2017/18	2018/19	Variance	Variance %
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	\$2,871.60	\$2,929.30	\$57.70	2.01%
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 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.	The Planning Authority	N/A	\$14,232.70	\$14,518.60	\$285.90	2.01%
			N/A	\$28,437.60	\$29,008.80	\$571.20	2.01%
			N/A	\$38,014.40	\$38,777.95	\$763.55	2.01%
3	For: 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.	The Planning Authority	N/A	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	\$462.15 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	\$9.05	2.00%
4	For: 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.	The Minister	N/A	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	\$462.15 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	\$9.05	2.00%

Other Matters Regulations 15, 16 & 18

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
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	\$306.70	\$312.85	\$6.15	2.01%
Fee for application for agreement to a proposal to amend or end an agreement under section 173 of the Act	N/A	\$620.30	\$632.80	\$12.50	2.02%
Certificates of Compliance	N/A	\$306.70	\$312.85	\$6.15	2.01%

City Strategy & Development (Cont.)

New fees to apply from 1 July 2018

Planning Scheme Amendment Fees

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

Non-statutory Planning Fees

User Fees & Charges	2016/17	2017/18	2018/19	Variance	Variance %
Planning					
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$97.60	\$197.75	\$201.30	\$3.55	1.80%
Extension of time for Planning Permits:					
First extension	\$100.85	\$102.15	\$104.00	\$1.85	1.81%
Second extension	\$279.70	\$283.35	\$288.50	\$5.15	1.82%
Additional extensions	\$379.45	\$384.40	\$391.30	\$6.90	1.80%
Approval of Development Plans to the satisfaction of the Responsible Authority	\$659.15	\$667.70	\$679.70	\$12.00	1.80%
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	\$659.15	\$667.70	\$679.70	\$12.00	1.80%
Approval of 173 Agreements (plus cost of legal advice if required)	\$162.65	\$164.75	\$167.70	\$2.95	1.79%
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	\$162.65	\$164.75	\$167.70	\$2.95	1.79%
Liquor License requests	\$151.75	\$153.70	\$156.50	\$2.80	1.82%
Notification of Planning Applications or Planning Scheme Amendments:					
Up to 10 letters/notices	\$108.40	\$109.80	\$111.80	\$2.00	1.82%
Additional letters/notices	\$5.25	\$5.30	\$5.40	\$0.10	1.89%
Property Inquiry relating to planning history	\$75.90	\$76.90	\$78.30	\$1.40	1.82%

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	2016/17	2017/18	2018/19	Variance	Variance %
A0	\$139.05	\$140.85	\$143.40	\$2.55	1.81%
A1	\$110.20	\$111.65	\$113.70	\$2.05	1.84%
A2	\$82.40	\$83.50	\$85.00	\$1.50	1.80%
A3	\$56.65	\$57.40	\$58.40	\$1.00	1.74%
A4	\$54.60	\$55.30	\$56.30	\$1.00	1.81%

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	2016/17	2017/18	2018/19	Variance	Variance %
A0	\$216.80	\$219.60	\$223.60	\$4.00	1.82%
A1	\$167.90	\$170.10	\$173.20	\$3.10	1.82%
A2	\$126.70	\$128.35	\$130.70	\$2.35	1.83%
A3	\$82.40	\$83.50	\$85.00	\$1.50	1.80%
A4	\$41.20	\$41.75	\$42.50	\$0.75	1.80%

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

Building Services

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

Class	Description	Value of Work	2016/17	2017/18	2018/19	Variance	Variance %
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value +2000 +√Value) Minimum Fee: \$730.00	4 (Value +2000 +√Value) Minimum Fee: \$739.00	TBC	N/A	N/A
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	\$1,463.00 \$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	TBC	N/A	N/A
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	\$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	TBC	N/A	N/A
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$400.00 \$536.00 \$710.00 \$1,000.00 Value+100	\$405.00 \$543.00 \$719.00 \$1,013.00 Value+98	TBC	N/A	N/A
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	\$400.00 \$536.00 \$710.00 \$1,000.00 Value+100	\$405.00 \$543.00 \$719.00 \$1,013.00 Value+98	TBC	N/A	N/A
10B	Pool fence (without pool)	N/A	\$163.00	\$165.00	TBC	N/A	N/A
Sundry	Any additional inspection	Domestic Commercial	\$185.00 \$250.00	\$187.00 \$253.00	\$190.40 \$257.60	\$3.40 \$4.60	1.82% 1.82%

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.

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

* Charges are subject to GST.

Description	2016/17	2017/18	2018/19	Variance	Variance %
Amendment and/or extension of building permits	\$184.30	\$186.70	\$190.10	\$3.40	1.82%
Amendment of approved plans					
Building Notice	\$650.50	\$658.95	\$670.80	\$11.85	1.80%
Building Order	\$433.65	\$439.30	\$447.20	\$7.90	1.80%
Temporary Structure Siting Approval	\$433.65	\$439.30	\$447.20	\$7.90	1.80%
Places of public entertainment occupancy permit	\$542.10	\$549.15	\$559.00	\$9.85	1.79%
Swimming Pool Safety Fence Inspections	\$162.65	\$164.75	\$167.70	\$2.95	1.79%
Initial Swimming Pool Safety Audit Inspection	\$51.50	\$52.15	\$53.10	\$0.95	1.82%
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.70	\$15.90	\$16.20	\$0.30	1.89%
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$31.40	\$31.80	\$32.40	\$0.60	1.89%
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$62.85	\$63.65	\$64.80	\$1.15	1.81%
Property inquiry relating to Building History	\$75.90	\$76.90	\$78.30	\$1.40	1.82%
Essential Safety Measure Assessment	\$596.25 (min)	\$604.00 (min)	\$614.90 (min)	\$10.90	1.80%

Statutory Fees

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

Description	2016/17	2017/18	2018/19	Variance	Variance %
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	\$49.90 each	\$52.20 each	\$52.20 each	\$0.00	0.00%
Dispensation for siting of single dwellings	\$250.00 each	\$262.00 each	\$262.00 each	\$0.00	0.00%
Application for demolition consents (Section 29A) (GST not applicable)	\$62.60	\$65.40	\$65.40	\$0.00	0.00%
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	\$210.00	\$0.00	0.00%

5. CLOSE OF MEETING

The meeting closed at 6.16pm.

CHAIRMAN

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

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CR. ROBERT ANDERSON
MAYOR