MINUTES

SPECIAL MEETING
WARRNAMBOOL CITY COUNCIL
5:45 PM - MONDAY 29 APRIL 2019



VENUE: Reception Room 25 Liebig Street Warrnambool

COUNCILLORS

Cr. Tony Herbert (Mayor)
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Peter Hulin

Cr. Michael Neoh
Cr. David Owen

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Peter B. Schneider
CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

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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 29 APRIL 2019 COMMENCING AT 5:45 PM

1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT

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 AND OFFICERS OF ANY CONFLICT OF INTEREST IN ANY ITEM ON THE AGENDA

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

Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

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

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken. Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

Nil

4. REPORTS

4.1. COUNCIL PLAN 2017-2021 (REVISED 2019)

PURPOSE:

This report provides information on the Draft Council Plan 2017-2021 (revised 2019).

EXECUTIVE SUMMARY

Section 125 of the Local Government Act (LGA) requires a Council to prepare and approve a Council Plan by the June 30 following a general election. The plan is reviewed annually.

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

Over recent months Council has reviewed the Council Plan 2017-2021. The revised draft of the Council Plan strongly references the visions from the long-term community plan, Warrnambool 2040.

These 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 Council Plan retains Council's new vision is 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 more welcoming, open and inclusive.

Council will also continue with 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 Council Plan's key objectives have undergone some revision.

The objective to "Sustain and enhance the natural environment" becomes "Sustain, enhance and protect the natural environment".

The objective to "Foster a healthy city that is socially and culturally rich" becomes "Foster a healthy, welcoming city that is socially and culturally rich".

The objective to "Maintain and improve the physical fabric of the city" becomes "Maintain and improve the physical places and visual appeal of the city".

The objective to "Develop a modern economy with diverse and sustainable employment" becomes "Develop a smarter economy with diverse and sustainable employment".

The objective to "Practice good governance through openness and accountability" becomes "Practice good governance through openness and accountability while balancing aspirations with sound financial management".

The draft revision of the Council Plan lists key activities and initiatives Council will undertake over 2019-2020 to deliver on the five objectives described in the plan.

MOVED: CR. SUE CASSIDY SECONDED: CR. KYLIE GASTON

1. That Council, pursuant to Section 125 of the Local Government Act 1989 gives public notice of the Draft Council Plan 2017-2021 (revised 2019) for the Warrnambool City Council as set out in Appendix A of this report, inviting interested persons to make a written submission relating to such plan, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm, Wednesday May 29, 2019, and with any person who requests to be heard in support of his or her written submission to be so heard at a special meeting of Council (if required) to be held at 5.45pm Monday, June 3, 2019.

- 2. That Council consider any:
 - a) Submissions on the proposed Council Plan and;
 - b) Recommendations to adopt the 2017-2021 Council Plan (revised 2019), at a Special Meeting of Council to be held at 5.45pm Monday June 24, 2019, in the Council Chamber, Warrnambool Civic Centre, 25 Liebig Street, Warrnambool.

CARRIED - 7:0

BACKGROUND

The Council Plan 2017-2021 was developed in late 2016 and early 2017.

The consultation included a discussion document circulated within the community. The plan also drew on an extensive base of community engagement activities undertaken by Council over recent years. This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The revised plan strongly acknowledges the community plan, Warrnambool 2040. An extensive community engagement process for this 20-year plan was undertaken in 2017 and 2018 and there is an ongoing effort to involve community partners in the delivery of Warrnambool 2040.

As required by the LGA 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.

Council is required to produce a Council Plan, Strategic Resource Plan, Budget and Activities and Initiatives which will be subject to public notice and submission processes under Sections 129 and 223 of the Act. The Strategic Resource Plan is included with the Council Plan.

FINANCIAL IMPACT

The Council Plan guides the allocation of resources as described in the Council Budget.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

A Council Plan is a requirement under the Local Government Act.

TIMING

The Local Government Act requires that Council must adopt a Council Plan, or revised Council Plan, by June 30 each year.

COMMUNITY IMPACT / CONSULTATION

The community will be invited to make submission on the Draft Council Plan (revised 2019).

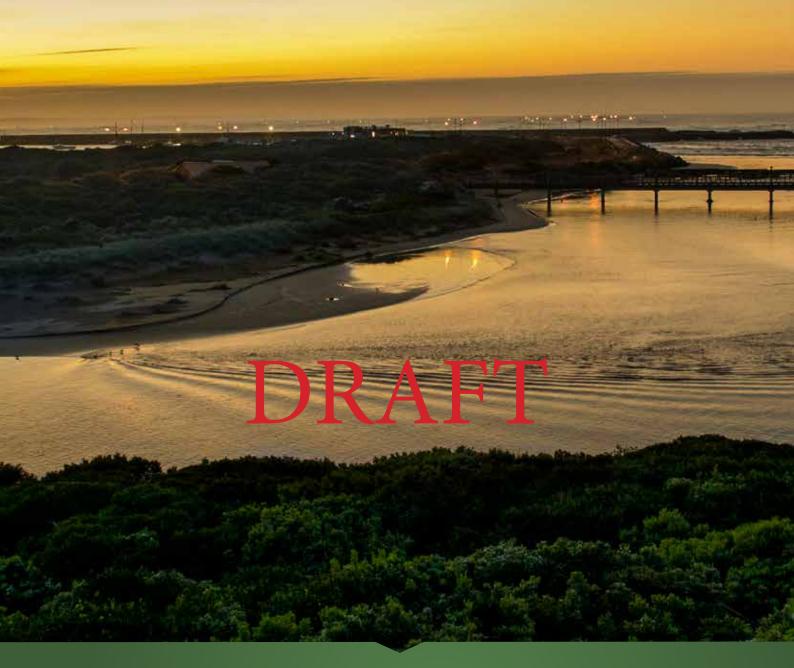
ATTACHMENTS

1. Council plan 2017-2021 (2019 revision) with SRP April 26, 2019 [4.1.1]

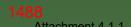


Warrnambool:

a cosmopolitan city by the sea



Council Plan 2017-2021 Revised 2019



Warrnambool City Council Council Plan 2017-2021 (Revised 2019)

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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 and 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 on the actions proposed in the Council Plan is done through the development of a Strategic Resource Plan. The Strategic Resource Plan identifies the financial and non-financial resources required by Council over a four-year period. The Strategic Resource Plan is contained at the end of this Council Plan.

Council also produces an annual budget which describes objectives and activities over a one-year period and the resources that will be allocated to achieve those objectives. This 2019 revision of the Council Plan 2017-2021, also aligns Council action with the aspirations in the long-term community plan, Warrnambool 2040 or W2040 which was adopted by Council in December 2018.

The visions and goals for Warrnambool's future in the W2040 Plan were developed by the community. These goals will be achieved in partnership with a diverse range of groups, clubs, families, individuals and organisations across the Warrnambool community. Council's role in W2040 is as one of these many partners and as a facilitator of partnership and reporting.

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 Council Plan also contains the four-year Strategic Resource Plan, a requirement under the Local Government Act.

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.



Cr Tony Herbert



Cr Sue Cassidy



Cr Kylie Gaston



Mayor Cr Robert Anderson



Cr Peter Hulin



Cr Michael Neoh



Cr David Owen

Warrnambool City Council Agenda for Special Meeting

The Councillors are the decision-makers who. with input 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, Peter Schneider, 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.

- 1. Sustain, enhance and protect the natural environment
- 2. Foster a healthy, welcoming city that is socially and culturally rich
- 3. Maintain and improve the physical places and visual appeal of the city
- 4. Develop a smarter economy with diverse and sustainable employment
- 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management.



Our Values Warmambool City Council Agenda for Special Meeting

In 2018, Council developed and adopted new organisational values. These describe the core ethics or principles which we abide by. They guide staff behaviour, as well as our strategic and operational decisions.

Accountability

We will be responsible and take ownership of our actions and decisions by being ethical, honest and transpar-

Collaboration

We will foster effective relationships through engagement, communication and co-operation, supporting decisions and outcomes for the benefit of all.

Respectfulness

We will treat everyone with dignity, fairness and empathy, providing others with the opportunity to share views and to be heard.

Progressiveness

We will evolve and grow by encouraging development, change and continuous improvement in all that we do.

Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, performance and achievement, allowing all employees to flourish for the benefit of themselves and the organisation.





The Council Plan & Warrnambool 2040

OUR PLAN - OUR FUTURE **N2040**.com.au Small actions. Big difference.

In 2018 Council adopted a long-term community plan for Warrnambool. Thousands of residents and hundreds of clubs, groups and organisations shared their aspirations for the future. Through this extensive community-led process, long term visions and goals for Warrnambool's environment, economy, place and people were developed

The plan comprises four key visions for Warrnambool.

They are:

- 1. People. Warrnambool will be a city where all people thrive.
- 2. Economy. Warrnambool will be Australia's most resilient and thriving regional economy.
- 3. Place. Warrnambool will be Australia's most liveable regional city.
- 4. Environment. Warrnambool will be Australia's most sustainable city.



A message from the Mayor

Welcome to the 2019 revision of the Council Plan for 2017-2021.

The plan was first developed and adopted in 2017. Each year Council reviews the Council Plan to ensure that it continues to meet the needs of the community.

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.

This year's review took on a new level of significance with Council wanting to ensure that its objectives and strategies were also helping to achieve the long-term community plan, Warrnambool 2040 (W2040).

We believe our Council Plan will help us achieve the visions the community has set out in Warrnambool 2040.

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

We have fine-tuned the objectives to ensure they are supporting our vision and those of W2040. In line with our vision we are emphasising that Warrnambool is a welcoming city, that we are developing a smarter economy, that we will protect our natural environment and that we will enhance our built places and the visual appeal of our city.

We will continue to promote the theme of building pride and confidence in the city. We have so much to be proud of. We live in a beautiful place and its a place that others have judged to be the most liveable city in Victoria.

Your Council remains determined to ensure that our municipality is the best it can be.

Cr Tony Herbert Mayor



A message from the CEO

The revised Council Plan will help ensure Warrnambool continues to be Victoria's most liveable city.

Over the coming year work will continue or commence on a number of key projects for which funding has been allocated from other levels of government.

The implementation of works contained in the Lake Pertobe Master Plan is one that the community is looking forward to. Council received a Federal Government grant of \$1.45 million to complement Council funding to undertake this project.

Work will also continue on the redevelopment of Reid Oval. There are numerous stakeholders involved in this project and there is much to be done on the planning and scheduling in addition to the on-ground work that will transform this sportsground.

Council will also be working with South West TAFE and the wider community on the new library-learning centre. This is an intergenerational project for which there are high expectations. It is expected that this project will have a positive impact on education attainment levels within

Warrnambool while also continuing to meet the needs of those who are regular library users.

On the sustainability front we will have a complete rollout of our Food Organics Garden Organics (FOGO) project. This is a more environmentally sound way to deal with our city's waste and will help reduce our city's greenhouse gas emissions.

This revised Council Plan will also inform an organisational review I will be undertaking in 2019-2020. The review will examine whether resourcing levels are appropriate and whether we are making the right efforts in the right areas of our operation.

Council will continue to provide a wide 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.

Peter Schneider **Chief Executive Officer**

Objective

Sustain, enhance and protect 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.

Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and

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.

Beyond Lady Bay and its famous Breakwater lies the

Stwartenbook City Council Agenda for Special Meeting

- 1.1 Protect and enhance our waterways, coast and land 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council' s sustainability initiatives

Strategic indicators 2019 Page | 17

- 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



Alignment with Warrnambool 2040

OUR ENVIRONMENT:

Warrnambool will be Australia's most sustainable city.

By 2040:

The City of Warrnambool will have zero net greenhouse gas emissions.

Warrnambool's energy is sourced from renewable sources.

Warrnambool is a "20 minute City" with a fully connected and comprehensive pedestrian and bicycle path system through the municipality.

Vehicular transport is approaching 100% fuelled by renewables

No neighbourhoods are car-dependent. All have alternative transport options to daily destinations. Warrnambool has continuous loops of off-road walking and cycling trails along all waterways and the coast.

Most children walk or cycle to school most days. Most adults walk or cycle for transport daily.

Environmentally Sustainable Design (ESD) principles used for all new developments and upgrades.

All new infrastructure designed for the changed and changing

New Council buildings have greater than a 5 Greenstar rating. Zero Carbon Neighbourhood

High level of community awareness about how to avoid and decrease the personal impacts of severe weather events and a changed climate.

There are several 'Climate Resilient' playgrounds in Warrnam-

Zero recoverable waste to landfill.

No littering or pollution to our environment

No single use, unrecyclable plastic items are used in Warrnam-

Warrnambool has developed a framework for a closed loop economy.

Over 330,000 trees planted

90% of Warrnambool's biodiversity corridors planted Increased flora & fauna biodiversity

No new pest or weed species introduced

No indigenous flora or fauna species have become extinct Traditional Owner Partnership in management of key cultural sites.

Urban Water Sensitive Design principles are used in all infrastructure and open space developments and upgrades.

All new developments incorporate roof water harvesting infrastructure.

The Index of Stream Condition for the Hopkins River and Merri River is excellent.

Wetlands and riparian areas are graze free zones. Warrnambool's use of potable water is 20% less than 2019 levels.

The Merri River corridor is a connected series of parklands that support active transport, nature-based recreation and wildlife movement

Warrnambool urban areas will have 30% canopy cover from vegetation.

Over 50% of fresh produce, consumed in Warrnambool is sourced locally, from backyards, community gardens, farmers' markets and local businesses.



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

Warrnambool has an increasingly culturally diverse and growing population. Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council.

The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions.

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.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

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 an education 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.

The W2040 process found residents want the city to be welcoming and inclusive city, that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment.

The new Active Warrnambool Strategy (under development) aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

Strategies to achieve this objective

- 2.1Promote healthy lifestyles
- 2.2 Increase participation, connection, equity, access and inclusion
- 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 2019 Page | 20

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2017-2018
- Education attainment indicators higher than 2017
- 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 earl Meeting influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government
- Victorian Primary Care Partnerships Future Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria

- AttaMicterian Council of Social Services Strategie 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





Alignment with Warrnambool 2040

OUR PEOPLE:

Warrnambool will be a city where all people thrive

By 2040:

All residents are respectful, accepting and welcoming to people of all ages, abilities, cultures, races, ethnicities, sexual orientation and faiths or religions.

All residents know their neighbours, feel safe walking on the street at night, volunteer and have attended a community event or activity in the past month. Family violence and all violent crime rates have dropped to be the lowest in Victoria.

Health and wellbeing is a fundamental priority for all workplaces, community Plan Partners, clubs, groups, families and individu-

All residents have a healthy diet, are sufficiently physically active and make informed and healthy choices about alcohol and drug use.

High quality and wide-ranging healthcare (physical and mental) and community services are more accessible to Warrnambool's residents than they were in 2017.

Aboriginal culture is respected and proudly celebrated by the local community and shared with visitors to the City.

Health, educational, economic and social disadvantage no longer exists for Aboriginal people.

Traditional Owners lead the City's environmental and cultural

heritage management and have direct involvement in whole of community decision making and governance.

Learning about Indigenous culture, history and local language is commonplace in schools and workplaces.

Most natural attractions and significant places are known by their Aboriginal names (where deemed appropriate by Traditional Owners).

There are strong links between local business and industry and learning institutions of all types.

University and TAFE courses available in the city attract students from within and outside Warrnambool and offer recognised qualifications and training outcomes which meet the needs of the region's industries.

Warrnambool's rate of school completion (Year 12 or equivalent) is the highest in regional Victoria.

All children are developmentally on track in all five domains of the Australian Early Years Census.

All children attend early years' education and kindergarten before starting school.

Lifelong learning opportunities are accessible to all residents.

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. They want their city to be the most liveable in regional Australia.

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 Enhance movement in and around the city including 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 Maintain and enhance existing Council infrastructure
- 3.5 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

Attableritage Strategy

- 29 April 2019 Page | 24
- 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,
- VicHealth Action Agenda, 2013-2023





Alignment with Warrnambool 2040

OUR PLACE:

Warrnambool will be Australia's most liveable regional city

By 2040:

Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey). Warrnambool's liveability is a key feature of the city's identity across Victoria. Affordable, decent and appropriate housing is available for all.

No one is homeless.

Utility costs are negligible and affordable for all as all properties are self-sufficient for their energy and water needs. Warrnambool is an accessible place for people of all ages, genders and abilities.

Warrnambool is known as a leading World Health Organisation Age-Friendly City and continues to plan and invest to retain this reputation. Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

Warrnambool is a compact city whose population is accommodated within the growth boundary that existed in 2017. 10,000 residents will live in Central Warrnambool by 2040 (3800 in 2016).

No neighbourhoods are car-dependent. All have alternative, sustainable transport options, to daily destinations. All daily destinations (work, school, shopping, recreation, health services) are all accessible in less than 20 minutes by sustainable travel. Warrnambool has continuous loops of off-road walking and cycling trails along all waterways and the coast.

Most children walk or cycle to school daily. Most adults walk or cycle for transport daily.

No road accidents in the City result in serious injury or death for

drivers, cyclists or pedestrians.

Shared, autonomous, electric vehicles (SAEVs) are operating effectively in the City.

Travelling time by train between Melbourne and Warrnambool has been reduced to 2 hours.

No road accidents in South West Victoria result in serious injury or death for drivers, cyclists or pedestrians.

Road design and quality safely accommodates autonomous vehicles.

Warrnambool's Regional Airport meets the needs of business & industry, tourism and local residents.

Warrnambool's population is accommodated within a compact city which has high quality commercial and public places and regional-level community facilities which are accessible to all residents.

Warrnambool has high-quality, regional-level arts, cultural and recreational facilities which are activated and programmed to meet the needs of the whole community and to attract visitors.

Warrnambool's vast network of open space is valued, protected and enhanced and is recognised as vitally important for Warrnambool's residents and visitors.

Warrnambool's public spaces are thriving with activity and investment by the public and private sectors and the community. Warrnambool's high community facilities and assets are well maintained and there is an agreed a strategy for renewal which is and funded to ensure their sustainability.



Objective

Develop a smarter economy with diverse and sustaina

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.

By 2040 the Warrnambool community wants its city to have Australia's most resilient and thriving regional economy.

Strategies to be the strategies objective

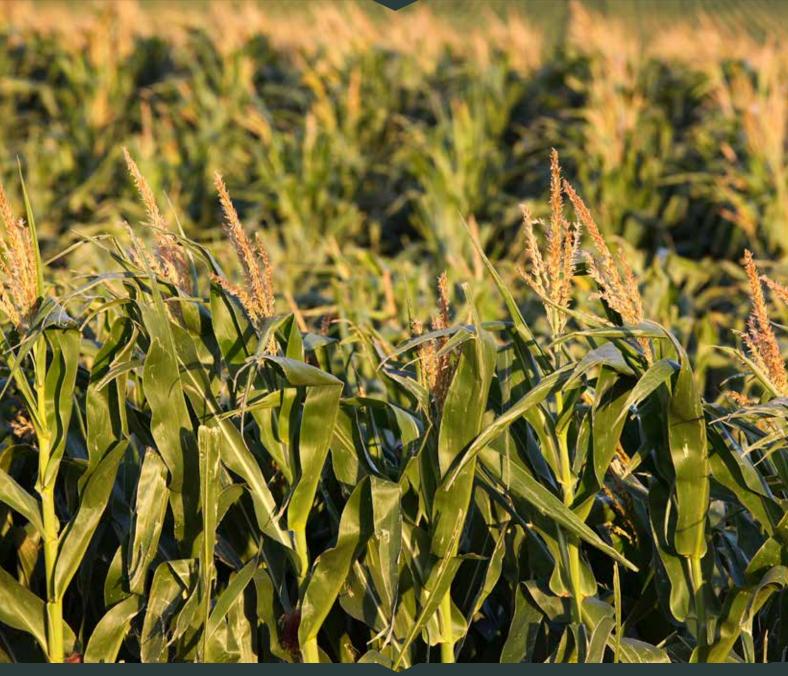
- 4.1 Grow the city's population through local economic growth
- 4.2 Encourage more sustainable local business
- 4.3 Enhance the visitor experience
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure
- 4.5 Create stronger links between education providers,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

Strategic indicators 2019 Page | 28

- 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





Alignment with Warrnambool 2040

OUR ECONOMY:

Warrnambool will be Australia's most resilient & thriving regional economy

By 2040:

People living in and around Warrnambool have flexible work and enjoy the option to work globally from the City.

People who work for Plan Partners based in Melbourne and other places are able to work from home or from suitable shared work spaces in the city.

There is a vibrant digital technology sector that employs an increasing range of professional, creative and technical staff.

New and existing services are available that help the community and business build their digital capacity including public libraries, and community and adult education providers.

Achieve Gross Regional Product growth in line with Victoria state average.

Warrnambool attracts and trains enough skilled workers to meet the needs of local industry.

Regional programs that help supply the skill needs of regional employers are provided and promoted.

Achieve a minimum 15 years supply of undeveloped land

(commercial, industrial and residential).

An active and sustainable peak body that provides a united voice for Warrnambool business and industry.

Maintain and grow collaborative arrangements between cross border, and regional councils and interest groups. Maintain upward trend in relation to Domestic and International Overnight Visitors to Warrnambool

Great South Coast region generates the largest value (\$) of agricultural output (\$) by region in Australia

Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

Warrnambool's liveability is a key element of the city's identity and brand nationally.

Due to its high quality lifestyle, Warrnambool is recognised as the ideal regional location for flexible and remote workers who work globally.

Warrnambool City Council Agenda for Special Meeting

Practice good governance through openness and accountability while balancing aspirations with sound financial management

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 though 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 decisionmaking.

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 set out in the Warrnambool 2040 Plan.

Strategies to be the strategies objective

5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement. 5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness. 5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.

5.4 Deliver customer-focused, responsive services.

5.5 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





ACTIEVING OUT ODJECTIVES Attachment 4.1.1 Attachment 4.1.1 Actions and initiatives 2019-2020

Objective 1. Sustain, enhance and protect the natural environment

1.1 Protect and enhance our waterways, coast and land	Complete a Domestic Wastewater Management Plan
	Ensure compliance with Local Laws relating to horses on Lady Bay.
	Ensure all septic tanks meet EPA guidelines and requirements.
	Review recycling practices in the city and develop short and long-term options for recycling processing.
1.2 Commit to being a carbon neutral organisation by 2040	Deliver Street Lighting Energy efficiency replacement program.
	Continue to reduce reliance on landfill by diverting organic material from waste streams.
1.3 Assess our climate change preparedness	Support State Government in Local Coastal Hazard Assessment program.
1.4 Review options for managing waste	Investigate opportunities for waste to energy to reduce reliance on landfill.
1.5 Educate and partner with the community on Council's sustainability initiatives	implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.

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2.1 Promote healthy lifestyles	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.
	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.
	Provide communications support to promote Council services and facilities.
	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
2.2 Increase participation, connection, equity, access and inclusion	Partner with local agencies and organisations to address health and wellbeing priorities.
	Develop a proposal for the development of fit-for-purpose immunisation facilities.
	Children with the highest needs in the community are identified and offered support through the Early Years Continuum.
	Maintain and enhance child immunisation rates (from 95 per cent coverage).
	Strengthen and further develop the central enrolment process for kindergartens which responds to policy direction emerging from the Early Years Reform
	Support the collection and sharing of 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.
	Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.
	Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years Learning and Development services and alliance networks.
	Embed child safety standards across the Early Years Learning and Development Unit.
	Foster relationships between early years services and culturally diverse families to make sure our services are safe and responsive to their cultural needs.
	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 are adhered to.
	Continue to implement Council's Disability Action Plan.
	Ensure that the Commonwealth Home Support Program meets and maintains all quality service standards as established by the Commonwealth Government.
	Implement Council's Wellness, Re-ablement and Diversity plans.

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2.3 Increase community health	Establish Archie Graham as a key provider of health and wellbeing informa-
through social connection.	tion, activities and opportunities for older adults and other community groups.
	Increase connectedness and build health and wellbeing knowledge of local people via social media.
	Continue to support and grow active volunteerism within the local community.
	Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.
	Complete the Age Friendly Communities Project.
	Early childhood services know how to respond and reduce harm related to childhood trauma.
	Establish and deliver a Neighbourhood House program in the West Warrnambool Community.
	Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.
	Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.
	Work with the system provider to further improve functionality within the KidsX-ap system for Outside School Hours Care.
2.4 Encourage and support participation in sport, recreation and physical activity.	Implement the AquaZone Operational Plan and make improvements to drive increased visitation.
	Complete the upgrade to AquaZone's water treatment system.
	Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.
	Continue implementation of the Reid Oval Redevelopment Project.
	Implement Stage 1 of the Lake Pertobe Master Plan.
	Commence implementation of the Active Warrnambool Strategy.
	Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.
	Coordinate the implementation of the IMS Reserves Manager program with all of Council's sports ground user groups to manage and administer club seasonal allocations, licence agreements and casual sports grounds bookings.
	Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.
	Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.
	Upgrade the gymnasium's strength equipment at AquaZone.
	Commence a program of renewal works for AquaZone's outdoor 50m pool.
2.5 Encourage and support more lifelong learning	Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.
	Deliver Youth Leadership programs that a range of young people can access.
	Review current kindergarten models in preparation of the governments intro- duction for funded programs for three-year-olds in line with State Governments early years reform.

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	Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.
	Continue to Improve school readiness outcomes through the implementation of the DET School Readiness Funding.
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.
	Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.
	Complete the 10 year strategy for the Warrnambool Art Gallery.
	Continue to foster community partnerships to deliver arts engagement workshops and activities at the Lighthouse Theatre.
	Develop and implement a Lighthouse Theatre membership program to provide increased engagement and opportunities for the community.
	Develop, launch and deliver the 2020 Theatre Season program which attracts identified target audiences and meet the objectives of the LHT Programming Policy.
	Undertake a feasibility study for the future of the Warrnambool Art Gallery.
	Manage the Warrnambool Art Gallery collection and programs to enable the gallery air-conditioning upgrade.
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.
	Work with the Eastern Maar on developing Council's partnership role in relation to the establishment of treaty outcomes with the Victorian Government.
2.8 Seek more participation opportunities for disadvantaged and vulnerable members of the community.	Continue to monitor and deliver agreed annual priorities from the 'Early Years Compact'.

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3.1 Enhance movement in and around the city including better connections for cyclists and pedestrians.	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.
	Enhance safety at the Promenade through the improvement of sight lines.

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.

3.3 Build infrastructure that best meets current and future community needs	Complete the Changing Places Facility Project.
	Develop and adopt a Playspace Strategy.
	Progressively plan and renew City Centre streetscapes.
	Upgrade of one public amenities building.
	Develop "significant & heritage" tree renewal program.
	Prepare a strategy and funding model for a long-term tree replacement program.
	Develop and expand off-street parking areas.
	Complete a review of the City Centre Car Parking Strategy.

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3.4 Maintain and enhance existing Council infrastructure	Identify and regularly monitor condition of asset classes.
	Investigate funding opportunities to renew heritage assets such as the Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.
	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.
	Complete service level reviews for parks and gardens and roads and drainage services.

3.5 Advocate for better regional connections	Seek funding for and deliver road safety projects.
	Advocate for essential safety and road improvements on the Princes Highway West.
	Advocate for improved passenger and freight rail services

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4.1 Grow the city's population through local economic growth	Facilitate and promote business support initiatives 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.
	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.
	Deliver Social Housing Planning Project.
	Plan for the development and implementation of precinct structure plans.

4.2 Encourage more sustainable local business	Continue to facilitate and implement place-making initiatives.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
	Implementation of Development Plans and Developer Contributions Plans.
	Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.

4.3 Enhance the visitor experience	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.
	Support the initiatives of the Great Ocean Road Regional Tourism Board.
	Continue to implement actions of the 2018-2022 Events Strategy.
	Partner with Great Ocean Road Regional Tourism (GORRT) and other stake-holders to implement the recommendations of the Warrnambool Destination Action Plan.
	Deliver a population attraction campaign supported by a Victorian Government grant.
	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).

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4.4 Advocate for and improve infra- structure 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.
	Enhance the outcomes of Council's regional partnership role and ensure the appropriateness of outcomes for Warrnambool.
	Develop a Smarter Cities Plan to understand Council's role in the evolution of technology enhancing the growth of a regional city.

4.5 Create stronger links between education providers, business and industry	Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.
	Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.

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5.1 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 and funded.
	Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.
	Prepare for the 2020 Council elections.
	Report on the extent and engagement with Council's communications measures.

5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service	Identify and report on changes to Council operations, policies and procedures in line with the new Local Government Act (if enacted).
	Support reviews of Council's Governance Framework (systems and policies).
	Drive the evolution of the Health and Safety Management System to meet the requirements of the MAV Self-Insurance Scheme via improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.
	Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.
	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.
	Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture.
	Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practice.
	Develop a Municipal Early Years Strategy
	Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.
	Refresh the IT Strategy.
	Participate in shared services project - Technology One - with Moyne and Corangamite shires.
	Improve the resilience of IT systems.
	Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.
	Coordinate, prepare and have adopted the revised Council Plan 2017-2021 (revised 2020).
	Partner with the community to implement the W2040 Community Plan
	Embed and align Warrnambool 2040 (W2040) goals within Council's strategic planning and reporting processes.

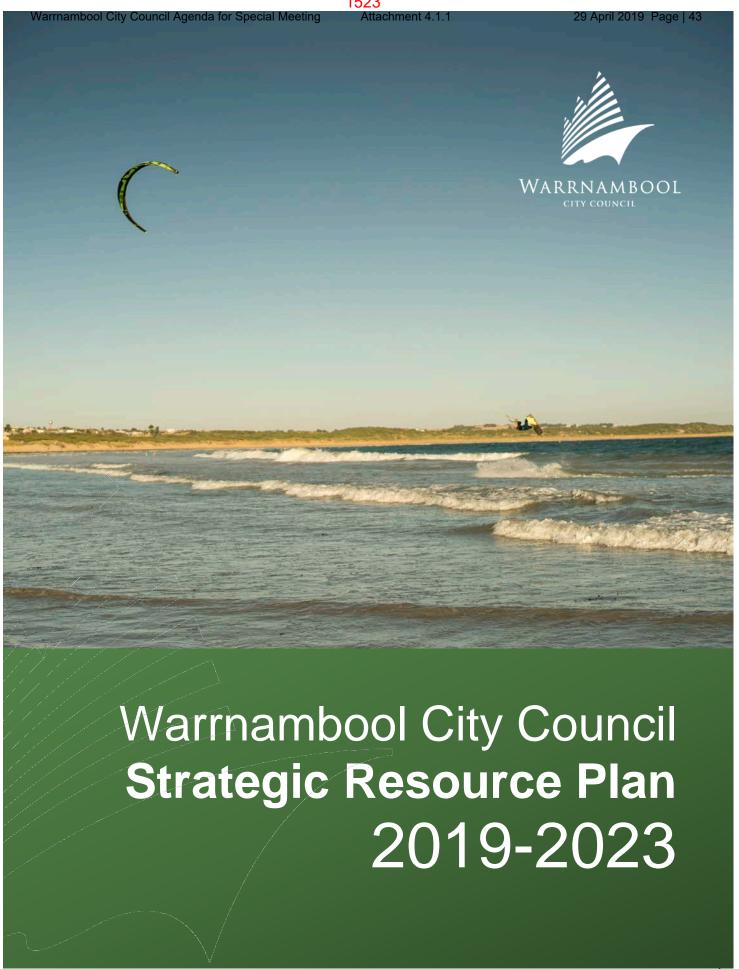
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Objective 59! Phaotice Agender of Special Mantine through more and accountability and life balancing aspirations with sound financial management.

5.3 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.
	Review and update the Long-Term Financial Plan to ensure Council remains financially sustainable into the future.
	Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise value-for-money for the community.
	Embed risk management within Council to influence key strategic and operational decsion-making.
	Ensure effective Business Continuity Planning (BCP) is in place.
	Coordinate, prepare and have adopted Council's Strategic Resource Plan.
	Coordinate, prepare and have adopted Council's Annual Budget.

5.4 Deliver customer-focused, responsive services.	Maintain and implement the Home Support Program continuous improvement plan and self-assessment tool.
	Conduct a review of community housing assets as they become vacant and undertake a broader review of Council's community housing program.
	Enhance organisational awareness of Victoria's Child Safe Standards.
	Review Council's complaint handling processes in line with the draft Local Government Act changes and Ombudsman's guidelines.
	Undertake a review of the Customer Service Strategy 2019-2020 to establish timeframes and responsibilities against the actions identified in the plan.

5.5 Foster an encouraging and positive staff culture.	Continue implementation of priority actions arising from the staff survey.





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Purpose

The Strategic Resource Plan (SRP) has been developed to provide the following outcomes for Warrnambool City Council:

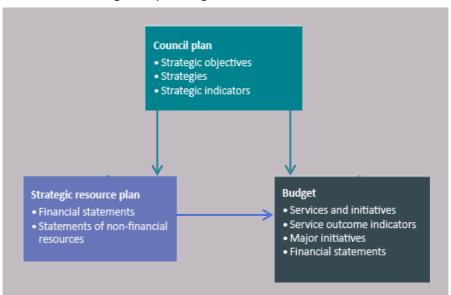
- establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- ensure that Council complies with sound financial management principles, as required by the Local Government Act (1989) and plan for the long-term financial sustainability of Council (Section 136)

The Strategic Resource Plan will be utilised to facilitate the strategic planning of projects and initiatives which deliver outcomes against the Council Plan and Community Plan (Warrnambool 2040).

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.

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

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels where practicable;
- 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;
- 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 2018;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council.

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

Assessment of council's current financial position

An assessment has been undertaken of the council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2019-20 year are in the following table.

	Adopted Budget	Forecast Actual	Variance Fav/
Result	2019 \$'000	2019 \$'000	(Unfav) \$'000
Surplus/(deficit) for the year	7,060	7,338	278
Underlying Surplus/(deficit) for the year	246	(491)	(737)
Cash and investments	11,041	10,161	(880)
Capital works expenditure	18,835	21,729	(2,894)

An underlying deficit of \$1.09 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$0.25 million. The forecast \$1.34 million unfavourable variance is mainly due to the

rollout of the Food Organics Green Organics (FOGO) service which was due to be delivered over 3 years. The rollout was brought forward as the Council received a State Government grant for the partial supply of the bins and the additional costs incurred in the rollout will be recouped over the next 4 years in the Waste Management charge.

Cash and investments are forecast to be \$10.16 million compared with an original budget of \$11.04 million. The forecast \$0.88 million unfavourable variance is primarily due to the completion of the majority of our 2018-19 capital works program.

Capital works expenditure is forecast to be \$21.73 million compared with an original budget of \$18.84 million. The forecast \$2.91 million variance is mainly due to the timing of the CBD renewal project.

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

- the \$18 million CBD renewal project has been completed in November 2018 and will increase the level of maintenance, cleaning and asset renewal in this area;
- the changes in the recycling industry continue to have a significant impact with Council currently in the procurement process for a recycling disposal service as well as exploring various options;
- Grants have been announced for the joint construction with TAFE for a learning centre and the upgrade of the Reid Oval, both these projects will increase the operating costs in future years;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$2.00 million.

Key challenges in the SRP

The revision of the SRP represents a critical strategic document for Warrnambool City Council. The key challenges are Councils ability to continue to deliver a wide range of services to the region along with maintaining and upgrading assets to a regional standard whilst preserving the long-term financial sustainability.

In the face of a new legislative environment however, the challenges in this LTFP are very much around what actions Council can take to mitigate the very significant impacts of a restriction on Council's ability to raise revenue into the future.

Capping of Council rates

The Victorian Government has established the Fair Go Rates System (FGRS), which restricts Council from increasing rate income in a year. Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. Where the level of income raised under the rate cap is insufficient to meet specific needs, councils can apply to the Essential Services Commission for a higher cap.

The Minister for Local Government announced that Victorian council rate rises would be capped to the rate of inflation in the 2019-2020 financial year. That is, the Consumer Price Index (CPI) as published by the Victorian Department of Treasury and Finance, which is 2.50 per cent for the 2019-2020 financial year.

Council has made the decision to apply to the Essential Services Commissions for a variation to rate cap. This is mainly due to the following reasons:

- Asset renewal gap widening
- Increased pressure to continue delivering regional services
- Increased pressure on funding regional infrastructure

Increased operating costs to run the future regional library

The table below shows the assumed rate increases in the long-term financial plan.

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	%	%	%	%	%	%	%	%	%	%
General Rate	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Rate cap variation	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Waste Management Charge	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Total Rates & Charges (\$'000)	39,938	41,879	43,915	46,049	47,507	49,009	50,558	52,154	53,799	55,495

Cost Shifting

Recurrent grants (inclusive of the Grants Commission funding) form approximately 20 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue however has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring council to continue to 'top-up' the Victorian and Australian government shortfall with rate funding in order to continue to provide the current levels of services to the community.

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.

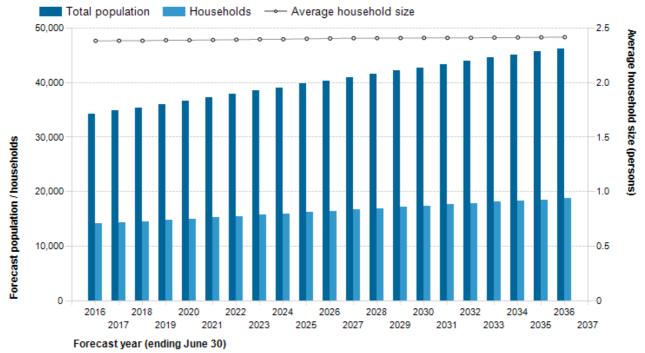
The key assumptions underlying the SRP are set out below.

Population

The population of Warrnambool City is predicted to grow from 34,243 (2016) to 46,209 (2036) with growth rates in the first 5 years expected to be 1.68 per cent and slowing to 1.31 per cent by 2036.

Forecast population, households and average household size





Population and household forecasts, 2016 to 2036, prepared by .id the population experts, December 2017.



Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.50 percent for the 2019-20 year as per the State Government rate cap. For all remaining years CPI is assumed at 2.5 per cent 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 2019-20 year is 2.50 percent and based on the state-wide CPI projections is likely to remain at 2.5 per cent for the remaining forecast period.

Rating strategy

Warrnambool City Council adopted its revised rating strategy in 2017.

Warrnambool City Council applies Capital Improved Value (CIV) rating methodology along with a differential rating system to ensure equitable distribution of rates and charge across each rating class.

Rate cap variation

The long-term financial plan is based on a successful rate cap variation of 2 per cent 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 per cent or \$30 per week and with banding increments this equates to overall increase of 3.0 per cent per annum. Council is currently negotiating a new agreement, with the SRP assuming an increase of 1.5 per cent per annum over the next three years, well within the expected CPI range.

While negotiating in good faith, Council is aware its long-term financial plan is predicated on a containment of wages growth and regardless of the outcome of the agreement, Council is committed to the 1.5 per cent figure as a strategic objective. Council has achieved this over 2017-2018 with wages growth of 0.98 per cent.

Grants (operating)

Council receives approximately \$14.19 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$3.73 million for the 2019-20 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 1.5 percent in all years.

Statutory fees

Council raises approximately \$1.85 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 1.0 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 1.0 per cent above the official cash rate for the forecast period.

Achieving cost savings

The SRP is a high level strategic plan that acts as a framework for future annual Budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that Council intends to institute a savings approach against the framework, and will continue to identify savings in the future. Additional sources of revenue are also pursued when available or identified.

Whilst the SRP establishes a framework for the annual Budget, Council thoroughly reviews all draft operational budgets on an annual basis and seeks to achieve savings against this framework wherever possible.

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.

Supplementary rates

The municipality is expected to continue growing based on current trends in property development and the forecast growth in population. This is expected to contribute an additional \$0.20 million in rate revenue and indexed by the rate percentage increase in the following years.

Developer contributions (non-cash)

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 in the short to medium term from a number of new developments including North of the Merri, Hopkins Point Road, Horne Road Industrial Estate, North 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 being based on our current knowledge and conditions.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants are expected to be received in the near future to fund the upgrade of Lake Pertobe and Reid Oval. Both of these projects have a renewal element to them but also a significant upgrade component. Generally the State will not fund asset renewal and will focus their grant programs around new and upgraded infrastructure.

Council also receives grant funding for the upgrade of assets that it does not own. The Port of Warrnambool (State owned asset) and the new Library/Learning Centre (TAFE owned asset) are two example of grant funding that Warrnambool City Council is expecting to receive which will be utilised on assets from other entities.

General balance sheet

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

- 98 percent of the total rates and charges raised, is expected to be collected in the year levied;
- 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 will continue to increase 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 long-term financial plan, borrowings were identified as an important funding source for capital works expenditure. Council has a borrowing strategy (Warrnambool City Council Borrowing Strategy 2017) that allows for borrowings towards financing large inter-generational infrastructure projects or for investments that will provide a financial return.

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 could be accommodated.

The proposed borrowings are to be used for;

- Council's share of the contribution to the Reid Oval upgrade (\$3 million)
- Investment in Smart Street Lighting (\$1.4 million) which has a positive cashflow from year 1 and a payback within 6 years
- Council's contribution to a road upgrade being triggered a Developer agreement

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

Year	New Borrowings	Principal	Interest	Balance 30 June
	\$'000	\$'000	\$'000	\$ ′000
2020	4,400	1,746	409	13,191
2021	0	1,959	409	11,232
2022	1,000	1,754	332	10,478
2023	0	1,549	331	8,929
2024	0	1,737	252	7,192
2025	0	1,488	200	5,704
2026	0	1,303	154	4,401
2027	0	1,226	111	3,175
2028	0	1,222	68	1,953
2029	0	1,213	26	740

Council is working towards a longer term strategy based on the outcomes of Warrnambool 2040 and it's Council Plan which will identify the future inter-generational projects that will need to be loan funded.

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 table below illustrates the renewal demand and actual renewal funding.

Asset Class	Renewal	Funded	% of RR Funded	Renewal
Asset Class	Requirement (RR)	Renewal (FR)	% OF KK Fullded	Gap (RG)
Roads	\$9,144,001	\$2,562,719	28%	\$6,581,282
Bridges	\$3,333,797	\$166,577	5%	\$3,167,220
Pathways	\$1,306,956	\$291,339	22%	\$1,015,617
Buildings	\$5,582,000	\$1,193,000	21%	\$4,389,000
Drainage	\$1,021,000	\$73,664	7%	\$947,336
Open Space	\$1,065,000	\$135,000	13%	\$930,000
Plant & Fleet	\$1,059,000	\$1,059,000	100%	\$ -
TOTAL	\$22,511,754	\$5,481,299	24%	\$17,030,455

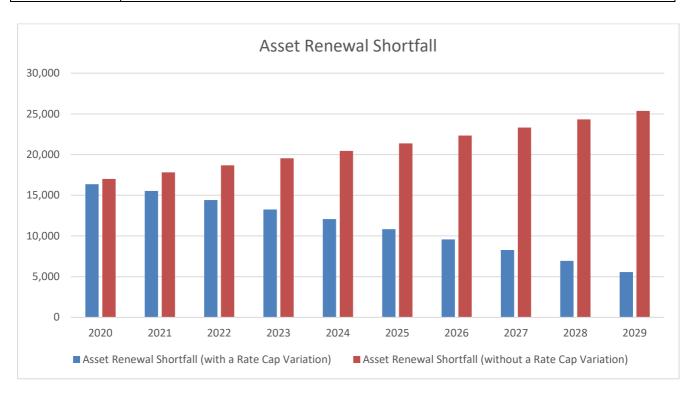
Whilst Council aims at maintaining service levels at prior year levels (where practicable), the above table clearly demonstrates that the renewal demand is not being met with adequate funding, which will produce an increasing renewal gap. Council is, however, committed to increasing the level of asset renewal funding over the coming 10 years and is planning to apply to the Essential Services Commission for a rate cap variation to help address the renewal gap.

The following table shows the impact of the additional income from the rate cap variation going towards asset renewal.

By 2029, the asset renewal gap Is expected to be \$5.57 million with the rate cap variation or \$25.37 million without the rate cap variation.

The reality is also that the reduction of this renewal gap also requires consideration of the upgrade and improvement requirements of our community's assets.

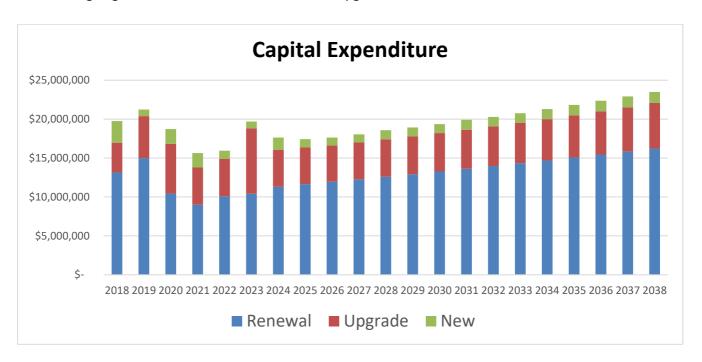
Asset Renewal Funding	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Renewal Requirement										
Renewal	16,500	16,350	15,525	14,405	13,252	12,065	10,841	9,581	8,283	6,946
Backlog Total Renewal	22,500	22,530	21,890	20,962	20,005	19,020	18,006	16,960	15,884	14,775
Requirement										
Current Annual Funding	5,500	5,665	5,835	6,010	6,190	6,376	6,567	6,764	6,967	7,176
Rap Cap Variation Allocated to Renewal	650	1,340	1,650	1,700	1,750	1,803	1,857	1,913	1,970	2,029
Total Funding Available	6,150	7,005	7,485	7,709	7,941	8,179	8,424	8,677	8,937	9,206
Asset Renewal Shortfall	16,350	15,525	14,405	13,252	12,065	10,841	9,581	8,283	6,946	5,570



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 but has a program in place for regular updates of condition information for all other major asset classes.

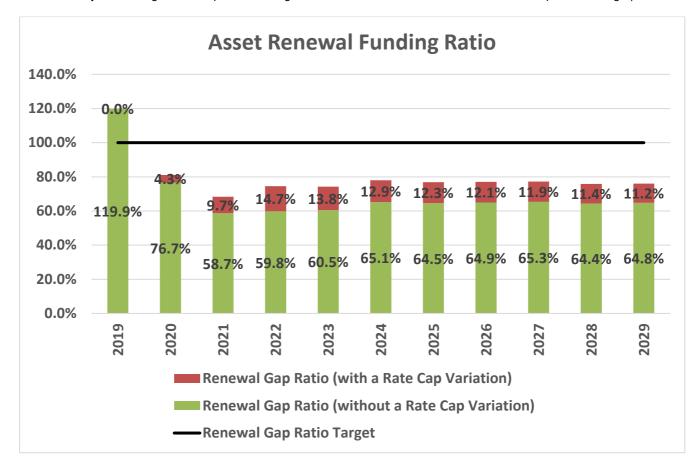
Capital expenditure program

Councils focus into the future is on asset renewal and asset upgrade which generally occur as part of the same project. The asset upgrade component is dependent on a number of factors such as community expectations for the facility/service, regulations and service demand. Below is a chart which highlights Councils ongoing efforts into asset renewal and asset upgrade.



Even with the focus on asset renewal, Council is still not meeting the asset renewal funding ratio's, however the additional funding is allowing to achieve asset renewal ratios of mid to high 70's which is higher than the Regional Cities average as reported through the 'Know Your Council' website.

Council has an extensive array of strategic plans which provide evidence of the strategic needs for the improvement and upgrade of the community's assets.



Human resources

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 per cent or \$30 per week and with banding increments this equates to overall increase of 3.0 per cent per annum. Council is currently negotiating a new agreement, with the SRP assuming an increase of 1.5 per cent per annum over the next three years, well within the expected CPI range.

Not being able to achieve this outcome through the current enterprise agreement negotiations is a risk to Council and any changes to the outcome forecast would need to be managed within existing resources.

Employee numbers

Staff numbers are forecast to remain constant over the life of the SRP at 397 FTE. Council is aiming to achieve this through the introduction of shared corporate services with neighbouring municipalities and cost efficiency program.

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 long-term financial plan. 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)

- Apply for a mulit-year (3 years) application for a rate cap variation at 4.5% per annum
- Continue to provide the current services to the community (with ongoing service reviews)
- Utilise the additional income towards reducing the asset renewal gap in years one and two
- Fund the additional costs of the new Library/Learning Centre (\$500k per annum) from year three
- The balance of additional funds in year three to be utilised for asset renewal
- Maintain the additional income in asset renewal from year four and beyond

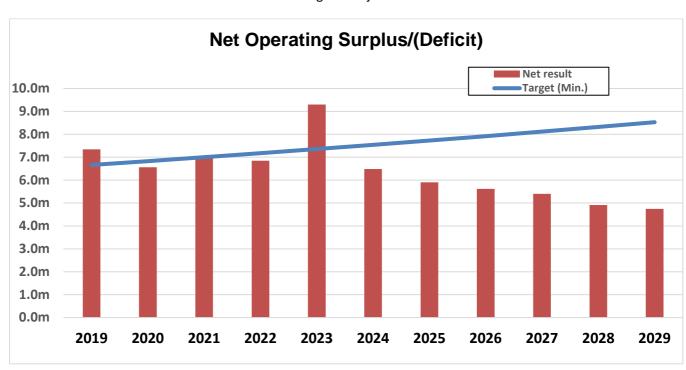
No increase to rate cap (i.e. base case)

- Review the current services offered to the community and Councils regional role
- Fund the additional costs of the new Library/Learning Centre (\$500k per annum) from a permanent reduction in capital

Higher cap option

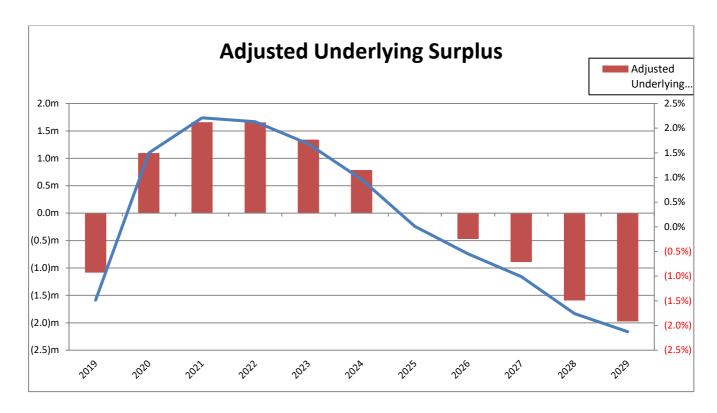
Net Operating Surplus

Council either achieves the target or is close to the target in the mid-term (5 years), before further action would need to be taken in 2024 to continue meeting this objective.



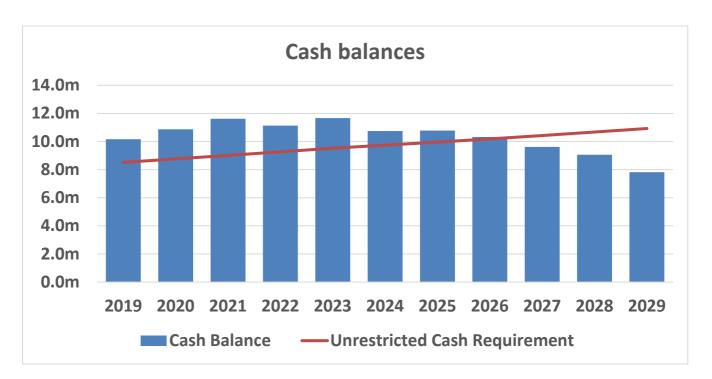
Adjusted Underlying Surplus

Council is meeting the target of a breakeven underlying surplus until 2026.



Cash Balances

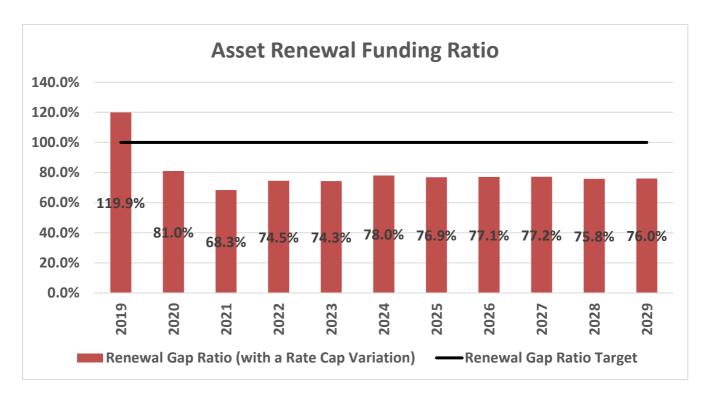
Council is able to sustain cash balances above the restricted cash requirement until 2026.



Asset Renewal

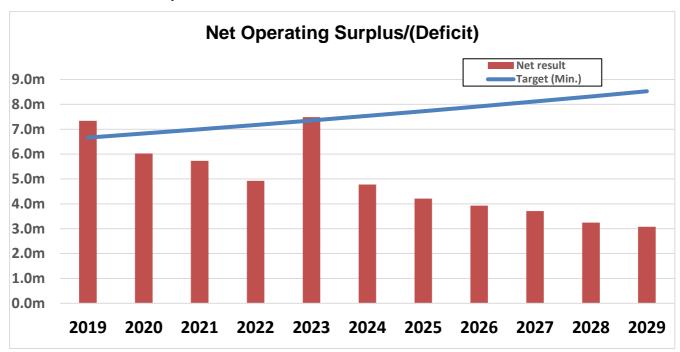
Council is able to reduce the asset renewal shortfall significantly with this option.

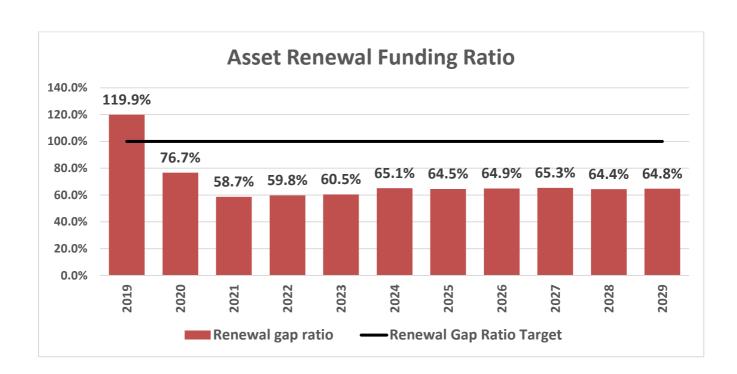




Under the higher cap option, the Council is able to achieve a satisfactory underlying result into the mid to long-term and is also significantly addressing the asset renewal backlog and shortfall funding.

No increase to rate cap





Outcomes

The increase to the rate cap allows Council to;

- 1. Move to resolve its asset renewal backlog and improves its renewal capacity
- 2. Reduces the number of problem areas that Council needs to focus on its quest for financial sustainability
- 3. Allows time for Council to resolve additional sustainability issues
- 4. Allows for a permanent uplift that achieves financial sustainability in the short to mid-term

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 long-term financial plan over the next ten years.

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

The adjusted underlying result is a small surplus in each of the first six years of the plan (measure: adjusted underlying result).

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

Existing services have been maintained throughout the long-term financial plan 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)

Council is forecasting that the overall cash balance will be greater than the restricted cash requirement in the plan until year seven (measure: unrestricted cash).

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

The renewal gap reduces significantly over the long-term financial plan period. (measure: renewal gap).

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

Borrowings are planned for either inter-generational projects or investments that will provide a financial return. Council will continue to review this as a source of funding to achieve objectives from the Council Plan and Warrnambool 2040. (Measure: loans and borrowings).

Appendix 1 – No Higher Rate Cap

Comprehensive Income Statement

		Forecast Actual	Budget	Strate	gic Resource I Projections	Plan
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	38,302	39,938	41,210	42,518	43,867
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non-monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	78,949	82,951	83,483	86,729
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,750	13,050	13,350	13,650
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,849	77,163	78,502	79,188
Surplus/(deficit) for the year		7,338	6,100	5,788	4,981	7,541
Other comprehensive incom	e					
Net asset revaluation increment/(decrement)	nt	10,000	10,000	10,000	10,000	10,000
Total comprehensive result		17,338	16,100	15,788	14,981	17,541

Attachment 4.1.1

Balance Sheet

		Forecast Actual	Budget	Strate	gic Resource I Projections	
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other receivables		3,500	3,516	3,529	3,542	3,556
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other receivables		40	30	20	10	_
Investments in associates, joint arrangement and						0.40
subsidiaries		580	595	610	625	640
Property, infrastructure, plant & equipment		677,488	695,762	709,116	724,130	739,823
Total non-current assets	4.2.1	678,108	696,387	709,746	724,765	740,463
Total assets		692,909	711,986	726,185	740,790	757,106
Liabilities						
Current liabilities						
Trade and other payables		3,700	3,800	3,900	4,000	4,100
Trust funds and deposits		720	700	720	740	700
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
		12,000	10,100	10,000	10,720	1 1,007
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,791	11,232	9,478	8,929	7,325
Total non-current liabilities	4.2.2	10,091	12,571	10,857	10,350	8,788
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	685,952	701,740	716,720	734,261
				-	-	
Equity						
Accumulated surplus		226,448	231,970	237,630	242,552	249,973
Reserves		443,404	453,982	464,110	474,168	484,288
Total equity		669,852	685,952	701,740	716,720	734,261

Statement of Changes in Equity

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast Actual					
Balance at beginning of the financial year		652,514	219,110	427,467	5,937
Surplus/(deficit) for the year		7,338	7,338	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves			-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financial year		669,852	226,448	437,467	5,937
Surplus/(deficit) for the year		6,100	6,100	437,407	5,957 -
Net asset revaluation increment/(decrement)		10,000	-	10,000	_
Transfers to other reserves	4.3.1	-	(578)	-	578
Transfers from other reserves	4.3.1	_	-	_	_
Balance at end of the financial year	4.3.2	685,952	231,970	447,467	6,515
				-	
2021					
Balance at beginning of the financial year		685,952	231,970	447,467	6,515
Surplus/(deficit) for the year		5,788	5,788	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	_	-
Balance at end of the financial year		701,740	237,630	457,467	6,643
2022					
Balance at beginning of the financial year		701,740	237,630	457,467	6,643
Surplus/(deficit) for the year		4,981	4,981	-	-
Net asset revaluation increment/(decrement)		10,000	.,00.	10,000	_
Transfers to other reserves		10,000	(59)	10,000	59
Transfers from other reserves		_	(00)	_	-
Balance at end of the financial year		716,720	242,552	467,467	6,702
		110,120	242,332	407,407	0,702
2023					
Balance at beginning of the financial year		716,720	242,552	467,467	6,702
Surplus/(deficit) for the year		7,541	7,541	-	-
Net asset revaluation increment/(decrement)		10,000		10,000	
Transfers to other reserves		10,000	(120)	10,000	120
Transfers from other reserves		-	(120)	-	120
Balance at end of the financial year			-	<u>-</u>	-

Statement of Cash Flows

	Forecast Actual	Budget	Strategic Re	esource Plan P	rojections
Notes	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Notes	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	38,351	39,521	40,782	42,077	43,410
Statutory fees and fines	1,763	1,770	1,797	1,824	1,851
User fees	16,470	16,662	16,980	17,305	17,915
Grants	19,854	16,622	19,500	18,382	19,678
Contributions - monetary	4,085	968	444	451	457
Interest received	238	246	254	261	269
Trust funds and deposits taken	-	-	20	20	-
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594)
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679)
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136)
Trust funds and deposits	-	(20)	-	_	(40)
repaid Other payments	(912)	(917)	(940)	(964)	(988)
Net cash provided 4.4.1 by/(used in) operating activities	16,201	16,767	17,532	16,436	19,541
Cash flows from investing activities Payments for property, infrastructure, plant and equipment	(22,310)	(18,738)	(14,602)	(16,048)	(17,335)
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	268
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000)
Proceeds from sale of investments	(, ,	13,000	, , ,	, , ,	12,000)
Net cash provided by/ 4.4.2 (used in) investing activities	9,000	(18,240)	13,000 (14,347)	13,000 (15,787)	(17,067)
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331)
Proceeds from borrowings	5,950	4,400	-	1,000	-
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549)
Net cash provided 4.4.3 by/(used in) financing activities	4,118	2,245	(2,368)	(1,086)	(1,880)
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

Statement of Capital Works

	Forecast Actual	Budget	Strategic Re	source Plan Pi	rojections
	2018/19	2019/20	2020/21	2021/22	2022/23
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	27	-	230	100	-
Total land	27	-	230	100	-
Buildings	-	-	-	-	-
Building improvements	2,550	2,264	2,727	2,034	2,067
Total buildings	2,550	2,264	2,727	2,034	2,067
Total property	2,577	2,264	2,957	2,134	2,067
Plant and equipment					
Plant, machinery and equipment	1,538	1,225	1,256	1,287	1,319
Computers and	684	204	310	317	324
telecommunications	004	304	310	317	324
Paintings and exhibits	25	55	55	55	55
Total plant and equipment	2,247	1,584	1,621	1,659	1,698
Infrastructure					
Roads	7,288	4,689	4,156	5,220	4,317
Bridges	519	279	204	209	215
Footpaths and cycleways	3,315	1,126	1,217	1,504	1,592
Drainage	5,917	492	25	25	25
Recreational, leisure and community facilities	1,593	3,490	3,730	4,190	4,190
Parks, open space and streetscapes	627	3,417	371	834	3,038
Aerodromes	22	29	29	29	29
Off street car parks	133	677	59	60	62
Other infrastructure	380	692	232	184	104
Total infrastructure	19,794	14,891	10,023	12,255	13,572
Total capital works expenditure 4.5.1	24,618	18,739	14,601	16,048	17,337
Represented by:					
New asset expenditure	1,111	3,242	2,321	3,072	7,325
Asset renewal expenditure	16,944	13,390	10,607	11,428	9,530
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	6,563	2,107	1,673	1,548	482
Total capital works expenditure 4.5.1	24,618	18,739	14,601	16,048	17,337
experioritare				-	
Funding sources represented by:					
Grants	5,841	2,432	3,843	3,847	4,950
Contributions	11	460	20	20	20
Council cash	13,255	12,847	10,738	11,181	12,367
Borrowings	5,511	3,000	-	1,000	-
Total capital works					

Statement of Human Resources

	Forecast Actual	Budget	Strategic Re	source Plan Pi	rojections
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - capital	33,079	34,259	35,280	36,503	37,944
Total staff expenditure	33,079	34,259	35,280	36,503	37,944
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	397.0	397.0	397.0	397.0
Total staff numbers	395.0	397.0	397.0	397.0	397.0

Attachment 4.1.1

Other information

For the four years ended 30 June 2023

2020

Capital Works Area	Ducinet		Asset expend	diture types		Summary of Funding Sources				
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY										
Land	-	-	-	-	-	-	-	-	-	
Building improvements	2,264	-	2,139	125	-	-	-	2,264	-	
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment	1,225	-	1,225	-	-	-	-	1,225	-	
Computers and Telecommunications	304	-	304	-	-	-	-	304	-	
Paintings and Exhibits	55	55	-	-	-	-	20	35	-	
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	20	1,564	-	
Infrastructure										
Roads	4,687	-	4,087	600	-	590	-	4,097	-	
Bridges	279	80	199	-	-	-	40	239	-	
Footpaths and cycleways	1,126	633	494	-	-	125	-	1,001	-	
Drainage	492	267	225	-	-	267	-	225	-	
Recreational, leisure and community facilities	3,490	1,000	1,300	1,190	-	-	-	490	3,000	
Parks, open space and streetscapes	3,417	-	3,226	192	-	1,450	-	1,967	-	
Aerodromes	29	_	29	-	-	-	-	29	-	
Off street car parks	677	620	57	-	-	-	400	277	-	
Other infrastructure	692	588	104	-	-	-	-	692	-	
Total infrastructure	14,890	3,187	9,721	1,982	-	2,432	440	9,018	3,000	
Total capital works expenditure	18,739	3,242	13,390	2,107	-	2,432	460	12,847	3,000	

2021

	Project Cost	Asset expenditure types				Summary of Funding Sources			
Capital Works Area		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	230	230	-	-	=	-	=	230	-
Building improvements	2,727	-	2,602	125	-	-	-	2,727	-
TOTAL PROPERTY	2,957	230	2,602	125	-	-	=	2,957	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,256	=	1,256	=	-	-	-	1,256	-
Computers and Telecommunications	310	-	310	-	-	-	-	310	-
Paintings and Exhibits	55	55	-	-	-	-	20	35	-
TOTAL PLANT AND EQUIPMENT	1,621	55	1,566	-	-	-	20	1,601	-
Infrastructure									
Roads	4,156	-	4,156	-	-	343	-	3,813	-
Bridges	204	=	204	-	-	-	-	204	-
Footpaths and cycleways	1,217	661	556	-	-	-	-	1,217	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	3,730	1,207	1,167	1,357	-	3,500	-	230	-
Parks, open space and streetscapes	371	40	139	192	-	-	-	371	-
Aerodromes	29	-	29	-	-	-	-	29	-
Off street car parks	59	=	59	-	=	-	-	59	-
Other infrastructure	232	128	104	-	-	-	-	232	-
Total infrastructure	10,023	2,036	6,439	1,548	-	3,843	=	6,180	-
Total capital works expenditure	14,601	2,321	10,607	1,673	-	3,843	20	10,737	-

2022

	Dunings	Asset expenditure types				Summary of Funding Sources				
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY										
Land	100	100	-	-	-	-	-	100	-	
Building improvements	2,034	-	2,034	-	-	-	-	2,034	-	
TOTAL PROPERTY	2,134	100	2,034	-	-	-	-	2,134	-	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment	1,287	-	1,287	-	-	-	-	1,287	-	
Computers and Telecommunications	317	-	317	-	-	-	-	317	-	
Paintings and Exhibits	55	55	=	-	-	-	20	35	-	
TOTAL PLANT AND EQUIPMENT	1,659	55	1,604	-	-	-	20	1,639	-	
Infrastructure										
Roads	5,220	-	5,220	-	-	347	-	3,873	1,000	
Bridges	209	-	209	-	-	-	-	209	-	
Footpaths and cycleways	1,504	670	834	-	-	-	-	1,504	-	
Drainage	25	-	25	-	-	-	-	25	-	
Recreational, leisure and community facilities	4,190	1,667	1,167	1,357	-	3,500	-	690	-	
Parks, open space and streetscapes	834	500	143	192	-	-	-	834	-	
Aerodromes	29	-	29	-	-	-	-	29	-	
Off street car parks	60	-	60	-	-	-	-	60	-	
Other infrastructure	184	80	104	-	-	-	-	184	-	
Total infrastructure	12,256	2,917	7,791	1,548	-	3,847	-	7,409	1,000	
Total capital works expenditure	16,048	3,072	11,428	1,548	-	3,847	20	11,182	1,000	

2023

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY										
Land	-	=	-	-	-	-	-	-	-	
Building improvements	2,067	=	2,067	-	-	-	-	2,067	-	
TOTAL PROPERTY	2,067	-	2,067	-	-	-	-	2,067	-	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment	1,319	=	1,319	-	-	-	-	1,319	-	
Computers and Telecommunications	324	=	324	-	-	-	=	324	-	
Paintings and Exhibits	55	55	-	-	-	-	20	35	-	
TOTAL PLANT AND EQUIPMENT	1,698	55	1,643	-	-	-	20	1,678	-	
Infrastructure										
Roads	4,319	-	4,319	-	-	350	-	3,968	-	
Bridges	215	=	215	-	-	-	-	215	-	
Footpaths and cycleways	1,592	670	922	-	-	-	-	1,592	-	
Drainage	25	=	25	-	-	-	-	25	-	
Recreational, leisure and community facilities	4,190	4,000	-	190	-	3,000	=	1,190	-	
Parks, open space and streetscapes	3,038	2,600	146	292	-	1,600	=	1,438	-	
Aerodromes	29	=	29	-	-	-	=	29	-	
Off street car parks	62	=	62	-	-	-	=	62	-	
Other infrastructure	104	-	104	-	-	-	-	104		
Total infrastructure	13,573	7,270	5,821	482	-	4,950	-	8,623	-	
Total capital works expenditure	17,337	7,325	9,530	482	-	4,950	20	12,367		

Summary of planned human resources expenditure

	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Corporate strategies		•	•	·
-Permanent full time	5,038	5,188	5,368	5,580
-Permanent part time	1,572	1,619	1,675	1,741
Total corporate strategies	6,610	6,807	7,043	7,321
City infrastructure				
-Permanent full time	7,783	8,014	8,292	8,620
-Permanent part time	959	987	1,021	1,062
Total city infrastructure	8,741	9,002	9,313	9,681
Community development				
-Permanent full time	5,119	5,272	5,454	5,670
-Permanent part time	7,129	7,341	7,596	7,896
Total community development	12,248	12,613	13,050	13,565
City growth				
-Permanent full time	3,713	3,824	3,956	4,113
-Permanent part time	897	923	955	993
Total city growth	4,610	4,747	4,912	5,106
Total casuals and others	2,050	2,111	2,185	2,271
Total staff expenditure	34,259	35,280	36,503	37,944

	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Corporate strategies				
-Permanent full time	50	50	50	50
-Permanent part time	19	19	19	19
Total corporate strategies	69	69	69	69
City infrastructure				
-Permanent full time	87	87	87	87
-Permanent part time	13	13	13	13
Total city infrastructure	100	100	100	100
Community development				
-Permanent full time	61	61	61	61
-Permanent part time	92	92	92	92
Total community development	153	153	153	153
City growth				
-Permanent full time	40	40	40	40
-Permanent part time	12	12	12	12
Total city growth	51	51	51	51
Total casuals and others	23	23	23	23
Total staff numbers	397	397	397	397

Appendix 2 – With Higher Rate Cap

Comprehensive Income Statement

		Forecast	Budget	Strate	gic Resource F	Plan
		Actual 2018/19	2019/20	2020/21	Projections 2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	38,302	40,593	42,565	44,629	46,040
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non-monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	79,604	84,306	85,594	88,902
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,871	13,163	13,535	14,011
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,970	77,276	78,687	79,549
		,				
Surplus/(deficit) for the year		7,338	6,634	7,030	6,907	9,353
Other comprehensive incom	e					
Net asset revaluation increment/(decrement)	nt	10,000	10,000	10,000	10,000	10,000
Total comprehensive result		17,338	16,634	17,030	16,907	19,353

Balance Sheet

		Forecast Actual 2018/19	Budget 2019/20	Strate 2020/21	gic Resource F Projections 2021/22	Plan 2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other receivables		3,500	3,516	3,529	3,542	3,556
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other receivables		40	30	20	10	_
Investments in associates, joint arrangement and subsidiaries		580	595	610	625	640
Property, infrastructure, plant & equipment		677,488	696,296	710,892	727,832	745,337
Total non-current assets	4.2.1	678,108	696,921	711,522	728,467	745,977
Total assets		692,909	712,520	727,961	744,492	762,620
Liabilities						
Current liabilities						
Trade and other payables		3,700	3,800	3,900	4,000	4,100
Trust funds and deposits		720	700	720	740	700
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,791	11,232	9,478	8,929	7,325
Total non-current liabilities	4.2.2	10,091	12,571	10,857	10,350	8,788
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	686,486	703,516	720,422	739,775
Equity						
Accumulated surplus		226 440	222 504	220 400	246.054	OFF 407
Reserves		226,448 443,404	232,504 453,982	239,406 464,110	246,254	255,487
Total equity		669,852	686,486	703,516	474,168 720,422	484,288 739,775
		000,002	555,455	. 00,010	, _U,¬LL	. 55,775

Statement of Changes in Equity For the four years ending 30 June 2023

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast Actual					
Balance at beginning of the financial year		652,514	219,110	427,467	5,937
Surplus/(deficit) for the year		7,338	7,338	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves			-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financial year		660.953	226 449	437,467	F 027
Surplus/(deficit) for the year		669,852 6,634	226,448 6,634	437,467	5,937
Net asset revaluation increment/(decrement)		10,000	0,034	10,000	-
Transfers to other reserves	4.3.1	10,000	(578)	10,000	578
Transfers from other reserves	4.3.1		(370)		370
Balance at end of the financial year	4.3.2	-	222 504	447.467	C 545
Datance at end of the infancial year		686,486	232,504	447,467	6,515
2021					
Balance at beginning of the financial year					
Surplus/(deficit) for the year		686,486	232,504	447,467	6,515
Net asset revaluation		7,030	7,030	-	-
increment/(decrement)		10,000	-	10,000	_
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	_	-
Balance at end of the financial year		703,516	239,406	457,467	6,643
2022					
Balance at beginning of the financial year		703,516	239,406	457,467	6,643
Surplus/(deficit) for the year		6,907	6,907	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(59)	-	59
Transfers from other reserves			-	-	-
Balance at end of the financial year		720,422	246,254	467,467	6,702
2023					
Balance at beginning of the financial year		720,422	246,254	467,467	6,702
Surplus/(deficit) for the year		9,353	9,353	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(120)	-	120
Transfers from other reserves			-	-	-
Balance at end of the financial year		739,775	255,487	477,467	6,822

Statement of Cash Flows

	Forecast Actual	Budget	Strategic Re	esource Plan P	rojections
	2018/19	2019/20	2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
	(Outriows)	(Outriows)	(Outriows)	(Outilows)	(Outilows)
Cash flows from operating activities Rates and charges	00.054	40.470	40.407	44.400	45 500
Statutory fees and fines	38,351	40,176	42,137	44,188	45,583
User fees	1,763	1,770	1,797	1,824	1,851
Grants	16,470	16,662	16,980	17,305	17,915
Contributions - monetary	19,854	16,622	19,500	18,382	19,678
Interest received	4,085	968	444	451	457
Trust funds and deposits	238	246	254	261	269
taken	-	-	20	20	-
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594)
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679)
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136)
Trust funds and deposits	-	(20)	-	-	(40)
repaid Other payments	(912)	(917)	(940)	(964)	(988)
Net cash provided 4.4.1 by/(used in) operating activities	16,201	17,422	18,887	18,547	21,714
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(22,310)	(19,393)	(15,957)	(18,159)	(19,508)
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	268
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000)
Proceeds from sale of investments	9,000	13,000	13,000	13,000	12,000
Net cash provided by/ 4.4.2 (used in) investing activities	(21,728)	(18,895)	(15,702)	(17,898)	(19,240)
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331)
Proceeds from borrowings	5,950	4,400	(100)	1,000	(001)
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549)
Net cash provided 4.4.3 by/(used in) financing activities	4,118	2,245	(2,368)	(1,086)	(1,880)
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

Statement of Capital Works

		Forecast Actual	Budget	Strategic Re	source Plan Pi	rojections
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		27	-	230	100	-
Total land		27	-	230	100	-
Buildings		-	-	-	-	-
Building improvements		2,550	2,264	3,243	3,034	3,092
Total buildings		2,550	2,264	3,243	3,034	3,092
Total property		2,577	2,264	3,473	3,134	3,092
Plant and equipment						
Plant, machinery and equipment		1,538	1,225	1,256	1,287	1,319
Computers and telecommunications		684	304	310	317	324
Paintings and exhibits		25	55	55	55	55
Total plant and equipment		2,247	1,584	1,621	1,659	1,698
Infrastructure						
Roads		7,288	4,689	4,156	5,472	4,584
Bridges		519	334	260	267	274
Footpaths and cycleways		3,315	1,620	1,724	2,022	2,124
Drainage Recreational, leisure and community facilities		5,917 1,593	492 3,490	25 3,730	25 4,190	25 4,190
Parks, open space and streetsca	noc	627	3,523	647	1,117	3,328
Aerodromes	pes	22	29	29	29	29
Off street car parks		133	677	59	60	62
Other infrastructure		380	692	232	184	104
Total infrastructure		19,794	15,546	10,862	13,366	14,720
Total capital works	4.5.1	24,618	19,394	15,956	18,159	19,510
expenditure			. 0,00 .		,	. 0,0.0
Represented by:						
New asset expenditure		1,111	3,242	2,321	3,072	7,325
Asset renewal expenditure		16,944	14,045	11,962	13,539	11,703
Asset expansion expenditure		=	-	-	-	-
Asset upgrade expenditure		6,563	2,107	1,673	1,548	482
Total capital works expenditure	4.5.1	24,618	19,394	15,956	18,159	19,510
Funding sources represented l	by:	E 0.44	2 422	2.042	2.047	4.050
Grants		5,841	2,432 460	3,843	3,847	4,950
Contributions Council cash		12 255	13,502	20 12.003	20 13 202	20 14 540
Borrowings		13,255 5,511	3,000	12,093	13,292 1,000	14,540
Donowings		3,511	3,000	-	1,000	-
Total capital works						

Statement of Human Resources

	Forecast Actual	Budget	Strategic Re	Strategic Resource Plan Projection				
	2018/19	2019/20	2020/21	2021/22	2022/23			
	\$'000	\$'000	\$'000	\$'000	\$'000			
Staff expenditure								
Employee costs - capital	33,079	34,259	35,280	36,503	37,944			
Total staff expenditure	33,079	34,259	35,280	36,503	37,944			
	FTE	FTE	FTE	FTE	FTE			
Staff numbers								
Employees	395.0	397.0	397.0	397.0	397.0			
Total staff numbers	395.0	397.0	397.0	397.0	397.0			

For the four years ended 30 June 2023 Summary of planned capital works expenditure

2020

	Dunings		Asset expen	diture types			Summary of Fu	nding Source	s
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	-	-	=	-	=	-	-	-	-
Building improvements	2,264	-	2,139	125	-	-	-	2,264	-
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,225	-	1,225	-	-	-	-	1,225	-
Computers and Telecommunications	304	-	304	-	=	-	-	304	-
Paintings and Exhibits	55	55	-	-	-	-	20	35	-
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	20	1,564	-
Infrastructure									
Roads	4,687	-	4,087	600	=	590	-	4,097	-
Bridges	334	80	254	-	-	-	40	294	-
Footpaths and cycleways	1,620	633	988	-	-	125	-	1,495	-
Drainage	492	267	225	-	-	267	-	225	-
Recreational, leisure and community facilities	3,596	1,000	1,406	1,190	-	-	-	596	3,000
Parks, open space and streetscapes	3,417	-	3,226	192	=	1,450	-	1,967	=
Aerodromes	29	-	29	-	-	-	-	29	=
Off street car parks	677	620	57	-	-	-	400	277	-
Other infrastructure	692	588	104	-	-	-	-	692	-
Total infrastructure	15,545	3,187	10,376	1,982	-	2,432	440	9,673	3,000
Total capital works expenditure	19,394	3,242	14,045	2,107	-	2,432	460	13,502	3,000

Summary of planned capital works expenditure

2021

	Bushesi		Asset expen	diture types		:	Summary of Fu	nding Source	s
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	230	230	-	-	-	-	-	230	-
Building improvements	3,243	-	3,118	125	-	-	-	3,243	-
TOTAL PROPERTY	3,473	230	3,118	125	-	-	-	3,473	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,256	-	1,256	-	-	-	-	1,256	-
Computers and Telecommunications	310	-	310	-	-	-	-	310	-
Paintings and Exhibits	55	55	-	-	-	-	20	35	-
TOTAL PLANT AND EQUIPMENT	1,621	55	1,566	-	-	-	20	1,601	-
Infrastructure									
Roads	4,156	_	4,156	-	-	343	-	3,813	-
Bridges	260	-	260	-	-	-	-	260	-
Footpaths and cycleways	1,724	661	1,063	-	-	-	-	1,724	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	3,730	1,207	1,167	1,357	-	3,500	-	230	-
Parks, open space and streetscapes	647	40	415	192	-	-	-	647	-
Aerodromes	29	_	29	-	-	-	-	29	-
Off street car parks	59	-	59	-	-	-	-	59	-
Other infrastructure	232	128	104	-	-	-	-	232	-
Total infrastructure	10,862	2,036	7,278	1,548	-	3,843	-	7,019	-
Total capital works expenditure	15,956	2,321	11,962	1,673	-	3,843	20	12,092	-

Summary of planned capital works expenditure

2022

	Drainet		Asset expen	diture types		5	Summary of Fu	nding Source	s
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	100	100	-	-	-	-	-	100	-
Building improvements	3,034	-	3,034	-	-	-	-	3,034	-
TOTAL PROPERTY	3,134	100	3,034	_	-	-	-	3,134	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,287	-	1,287	-	-	-	-	1,287	-
Computers and Telecommunications	317	-	317	-	-	-	-	317	-
Paintings and Exhibits	55	55	-	-	-	-	20	35	-
TOTAL PLANT AND EQUIPMENT	1,659	55	1,604	-	-	-	20	1,639	-
Infrastructure									
Roads	5,472	_	5,472	-	-	347	-	4,125	1,000
Bridges	267	-	267	-	-	-	-	267	-
Footpaths and cycleways	2,022	670	1,352	-	-	-	-	2,022	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	4,190	1,667	1,167	1,357	-	3,500	-	690	-
Parks, open space and streetscapes	1,117	500	426	192	-	-	-	1,117	-
Aerodromes	29	_	29	-	-	-	-	29	-
Off street car parks	60	-	60	-	-	-	-	60	-
Other infrastructure	184	80	104	-	-	-	-	184	-
Total infrastructure	13,367	2,917	8,902	1,548	-	3,847	-	8,520	1,000
Total capital works expenditure	18,159	3,072	13,539	1,548	-	3,847	20	13,293	1,000

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Summary of planned capital works expenditure

2023

	Drainet		Asset expen	diture types		;	Summary of Fu	nding Source	s
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Building improvements	3,092	-	3,092	-	-	-	-	3,092	-
TOTAL PROPERTY	3,092	-	3,092	-	-	-	-	3,092	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,320	-	1,320	-	-	-	-	1,320	-
Computers and Telecommunications	324	-	324	-	-	-	=	324	-
Paintings and Exhibits	55	55	-	-	-	-	20	35	-
TOTAL PLANT AND EQUIPMENT	1,698	55	1,643	-	-	-	20	1,678	-
Infrastructure									
Roads	4,584	-	4,584	-	-	350	-	4,234	-
Bridges	274	-	274	-	-	-	-	274	-
Footpaths and cycleways	2,124	670	1,454	-	-	-	-	2,124	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	4,190	4,000	-	190	-	3,000	-	1,190	-
Parks, open space and streetscapes	3,328	2,600	436	292	-	1,600	-	1,728	-
Aerodromes	29	-	29	-	-	-	-	29	-
Off street car parks	62	-	62	-	-	-	-	62	-
Other infrastructure	104	-	104	-	-	-	-	104	-
Total infrastructure	14,720	7,270	6,968	482	-	4,950	-	9,769	-
Total capital works expenditure	19,510	7,325	11,703	482	-	4,950	20	14,540	-

	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Corporate strategies				
-Permanent full time	5,038	5,188	5,368	5,580
-Permanent part time	1,572	1,619	1,675	1,741
Total corporate strategies	6,610	6,807	7,043	7,321
City infrastructure				
-Permanent full time	7,783	8,014	8,292	8,620
-Permanent part time	959	987	1,021	1,062
Total city infrastructure	8,741	9,002	9,313	9,681
Community development				
-Permanent full time	5,119	5,272	5,454	5,670
-Permanent part time	7,129	7,341	7,596	7,896
Total community development	12,248	12,613	13,050	13,565
City growth				
-Permanent full time	3,713	3,824	3,956	4,113
-Permanent part time	897	923	955	993
Total city growth	4,610	4,747	4,912	5,106
Total casuals and others	2,050	2,111	2,185	2,271
Total staff expenditure	34,259	35,280	36,503	37,944

	2019/20	2020/21	2021/22	2022/23
	FTE	FTE	FTE	FTE
Corporate strategies				
-Permanent full time	50	50	50	50
-Permanent part time	19	19	19	19
Total corporate strategies	69	69	69	69
City infrastructure				
-Permanent full time	87	87	87	87
-Permanent part time	13	13	13	13
Total city infrastructure	100	100	100	100
Community development				
-Permanent full time	61	61	61	61
-Permanent part time	92	92	92	92
Total community development	153	153	153	153
City growth				
-Permanent full time	40	40	40	40
-Permanent part time	12	12	12	12
Total city growth	51	51	51	51
Total casuals and others	23	23	23	23
Total staff numbers	397	397	397	397

Glossary

Act means the Local Government Act 1989

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** means the model report published by the Department of Environment, **Financial Report** 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 Victorian City Council Model Budget 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 means a grant obtained on the condition that it be expended in a specified Non-recurrent grant manner and is not expected to be received again during the period covered by a council's strategic resource plan Planning and accountability means the key statutory planning and reporting documents that are framework 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 means a grant other than a non-recurrent grant 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 resource	s means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council

4.2. WARRNAMBOOL CITY COUNCIL - PROPOSED BUDGET 2019-2020

PURPOSE:

This report presents two versions of the 2019-2020 Proposed Budget for Warrnambool City Council, including initial statutory processes.

EXECUTIVE SUMMARY

- The Budget is informed by the vision and objectives of the Council Plan.
- Warrnambool: A Cosmopolitan City by the Sea.
 - Council seeks to
 - 1. Sustain, enhance and protect the natural environment
 - 2. Foster a healthy, welcoming city that is socially and culturally rich
 - 3. Maintain and improve the physical places and visual appeal of the city
 - 4. Develop a smarter economy with diverse and sustainable employment
 - 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management
- Resources are allocated to try to best achieve these outcomes for our community
- Council has made the decision on to submit an application to the Essential Services Commission (ESC) to apply for a higher rate cap (4.5%) 2% higher than the 2019/20 cap set by the minister (2.5%). Two budgets have been prepared, one which has a rate cap of 4.5% and the other which has a budget set at a capped rate of 2.5%.
- The ESC is expected to make a decision on the higher rate cap application by the end of May, in time for the proposed adoption of the 2019/20 budget set for a special meeting on the 24th of June 2019.
- Two proposed budgets for 2019-2020 financial year have been prepared in accordance with Section 127 of the Local Government Act 1989 (LGA) refer Attachment 1 2019-2020 Budget with rate cap variation and Attachment 2 2019-2020 Budget without rate cap variation.
- The Budget has been prepared in accordance with the budget principles set down by Council and follows a number of workshops by the Council and executive starting in November 2018.
- As required by the LGA and the Local Government (Planning & Reporting) Regulations 2014 and following the best practice guidelines of a model budget the Draft Budget includes prescribed information, including:
 - o Financial Statements
 - Statement of Capital Works
 - o Services and Initiatives funded in the budget
 - Fees and charges
 - Rating and borrowing details
- Public notice of the prepared budget must then be given, copies of the budget be made available for at least 28 days and persons given the opportunity to make submissions in accordance with Section 223 of the Local Government Act.
- Council proposes to adopt the Budget, with or without modification, on Monday 24th June 2019.
- Warrnambool Council undertook an extensive series of consultations and communications with our community throughout the last eighteen months trying to establish both the wants in the community and an understanding around the prioritisation of the services Council offers and the ways in which these might be funded to be delivered. Some of the key activities undertaken in the last year were the finalisation of the Warrnambool 2040 process, an extensive survey and a series of community workshops. Council recognises the difficulty of adopting a budget with a proposed rate cap variation and has set about directing any increases in revenue to be set against reducing our asset renewal backlog. The next phase of engagement follows with a statutory exhibition period of the budget through which the community may make submission for Council to consider.
- The budget is set to try to achieve many of the aspirations set out in Warrnambool 2040 Plan and the Council Plan. Council's budget and Strategic Resource Plan are the mechanisms which Council allocates funds to achieve the priorities of the Community and meet its financial obligations in a sustainable manner.

MOVED: CR. MICHAEL NEOH SECONDED: CR. ROBERT ANDERSON

1. That the two Warrnambool City Council Proposed Budgets 2019-2020 attached to this report, be the Budgets prepared by Council (in respect of the 2019-2020 Financial Year) for the purpose of Section 127(1) of the Local Government Act 1989 as amended ("the Act").

2. That Council:

- a) Give public notice of the preparation of the two Budgets in accordance with Section 129 of the Act; and
- b) Make the two Budgets and the information required to be made available by Regulation 8 of the Local Government (Planning and Reporting) Regulations 2014 available for inspection at the Council Civic offices and on Council's website for at least 28 days, and
- Invite interested persons to make a written submission relating to either or both of the budgets, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm Wednesday 29 May 2019, and
- d) Hear any person who wishes to be heard in support of a submission at the Ordinary Meeting of Council on Monday 3 June 2019; and after considering any submissions adopt the 2019-2020 Budget and the Council Plan inclusive of the updated Strategic Resource Plan (with or without amendments) and declare rates and charges at a Special Meeting of Council to be held at 5.45pm, Monday 24 June 2019 in the Council Chamber, Warrnambool Civic Centre, 25 Liebig Street, Warrnambool.

CARRIED - 7:0

BACKGROUND

The budget allocates resources on an annual basis to try and achieve the objectives of the Council Plan in the most financially sustainable manner possible and whilst trying to continue to provide quality services to all sections of our community.

Council is required to prepare a budget for each financial year in accordance with Section 127 of the Local Government Act 1989.

The Act and Regulations prescribe the information and format of the Budget, now commonly referred to as the "Model Budget".

The Model Budget 2019-2020 includes a range of information including:

- Financial Statements
- Statement of Capital Works
- Services and Initiatives funded in the budget
- Fees and charges
- Rating and borrowing details

Once Council has prepared a Proposed Budget it is required to give public notice for at least 28 days advising that copies of the budget are available for inspection at the council offices and that it is also published on the council internet site.

Persons have the right to make a submission, in accordance with Section 223 of the LGA, in relation to any proposal contained in the budget.

Any person wishing to be heard must indicate this in writing in their submission. The maximum time permitted for any submitter to speak to their submission is 5 minutes. Debate will not be entered into or further questions to Council this is an opportunity for submitters to state their case.

ISSUES

Council has prepared a Proposed Budget for the 2019-2020 financial year in accordance with Council's budget principles.

The Budget has been reviewed over a series of workshops with the executive and council.

29 April 2019

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The budget has been prepared under the State Government's Fair Go Rates System. This system results in the Minister for Local Government determining the average rate cap for the next financial year.

For 2019-2020 the Minister has set the average rate cap at 2.50%. Council has made the decision on to submit an application to the Essential Services Commission (ESC) to apply for a higher rate cap of 4.5% for the next 3 years. The purpose of the application is to assist with reducing the backlog of the asset renewal demand and ensuring that Council's assets will be maintained for future use by the community.

The two proposed budget aim to balance the ongoing service and infrastructure needs of the Warrnambool community within the financial capacity of the Council.

The key drivers for the budget were:

- To fund ongoing service delivery business as usual
- To fund renewal of infrastructure and community assets
- To cope with growth in the population of Warrnambool residents
- To cope with cost shifting from the State Government
- The increase in the waste management charge covers the full rollout of the Food Organics, Garden Organics collection and also reflects the increased cost of processing recyclables passed on to Local Government as a result of the collapsed market for recyclable materials.

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.

Council delivers a diverse and wide range of services to the community and the budget process requires the review and construction of annual income and expenditure budgets to assess the ongoing levels of resources necessary to deliver these services.

Council is mindful of its requirement to be financially sustainable (low risk rating achieved for from the Victorian Auditor General) and assesses the changing environment within which it operates and the budget impacts of these changes.

The Budget comprises:

	Proposed 2019/20 Budget (with higher rate cap)	Proposed 2019/20 Budget (without higher rate cap)
Recurrent (operational) Budget	\$73.0 million	\$72.8 million
Capital Works	\$19.4 million	\$18.7 million
Total Budget	\$92.4 million	\$91.5 million

The Budget also contains a range of activities and initiatives that contribute to achieving the strategic objectives contained in the Council Plan as well as providing financial resources to continue the delivery of the current wide range of services to the community.

Council is also required to adopt a Strategic Resource Plan which relates to the next four financial years. The Strategic Resource Plan is a component of the Council Plan and an extract is included as part of the Warrnambool City Council Budget Report 2019-2020.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability 5.2 Annual Budget

TIMING

- Public exhibition of the two proposed budgets 1 May 2019 to 29 May 2019
- Closing date for written submissions to either or both proposed budgets 29 May 2019
- Opportunity to be heard in support of a written submission at an ordinary Council meeting 3 June 2019
- Special Council meeting for the proposed adoption of the 2019/20 budget 24th June 2019

COMMUNITY IMPACT / CONSULTATION

The long-term viability of Council's services and infrastructure has key impacts on the community. Much of the consultation work undertaken by Council over the last few years has reinforced the view that the community wishes to see a strong vibrant and growing city. All of this is tempered within lenses of affordability to rate payers and services users who pay for the services and infrastructure provision.

Improved services and facilities continue to be asked for and are reasonably expected by a growing and engaged community

Our leadership role in the region in attracting investment and as a major tourist destination this all adds complexities to choices on resource provision.

Frank conversations have been held with our community as to the trade-offs possible to help inform our decision making on a financially sustainable future in a constrained environment.

All of these pieces of consultation have helped frame a picture of the community's views and aspirations but do not provide a binary yes no answer in the making decision around resource allocation and taxation.

Warrnambool City Council undertook an extensive series of consultations with our community through the Warrnambool 2040 process, a series of community workshops and an extensive survey.

ATTACHMENTS

- 1. Budget 2019-2020 [4.2.1]
- 2. Budget 2019-2020 without variation [4.2.2]



Warrnambool City Council

Budget 2019-2020

(With rate cap variation)





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Warrnambool City Council is pleased to release the draft Budget 2019-2020 to the Community for public comment and submissions.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year

The draft Budget is aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

We recommend that the Budget be read in conjunction with the Council Plan and we encourage you to provide feedback to Council on the draft Budget.

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:

- 1. Sustain, enhance and protect the natural environment
- 2. Foster a healthy, welcoming city that is socially and culturally rich
- 3. Maintain and improve the physical places and visual appeal of the city
- 4. Develop a smarter economy with diverse and sustainable employment
- 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management

These objectives align with the four key long-term visions contained within the community plan, Warrnambool 2040.

The four visions are:

- 1. People: in 2040 Warrnambool will be a city where all people thrive.
- 2. Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
- 3. Place: in 2040 Warrnambool will be Australia's most liveable regional city.
- 4. Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The draft budget details the resources required over the next financial year to fund the large range of services we provide to our community of 35,000 residents and which are also used by many people in surrounding municipalities. 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 **Wattgetrens** Girc Rousil de 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.

Over 2019-2020, the Council will maintain the Small Infrastructure Fund. This dedicated fund has assisted with the delivery of a number of important projects over the years including the petanque piste at Lake Pertobe and the path linking Dennington's residential and retail precincts.

The draft budget proposes a rate increase of 4.5 per cent. This assumes the Essential Services Commission grants Council permission to increase rates by 2 per cent above the rate cap which has been set at 2.5 per cent under the Victorian Government's Fair Go Rates System.

The additional 2 per cent rates and charges revenue will be directed towards the renewal of existing assets.

Council will continue to advocate for support from other levels of government to improve the Princes Highway between Colac and the South Australian border and to assist with a comprehensive solution to waste management and the processing of recyclable materials. Council will examine ways in which we can better manage our waste streams, in particular plastics and glass.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$19.4 million for asset renewals, upgrades and expansions.

Capital works highlights:

Road renewals	\$4.1 million
Lake Pertobe Master Plan implementation (Stage I)	\$2.9 million
Saleyards roof	\$540,000
Reid Oval	\$10.0 million
Smart (low energy) street lighting	\$1.4 million
Small Infrastructure Fund	\$330,000
Art Gallery climate control	\$600,000
Beach access (Point Ritchie-Moyjil)	\$190,000

To address the challenges around waste processing, in particular recyclable materials, the waste management charge will increase by 9.41% to \$389.98 per property.

The proposed budget has been informed by a number of community consultations undertaken by Council over the past year including the community engagement process which informed Council's submission to the Essential Services Commission for a rate cap variation.

This budget sees the average residential rate bill increase to \$2,029 from \$1926 in 2018-19.

This Budget projects an underlying surplus of \$1.2 million for 2019/20 after adjusting for capital grants and contributions.

Total revenue: \$79.6 million (2018-19 forecast = \$83.3 million)

Total Expenditure: \$73.0 million (2018-19 forecast = \$76.0 million)

Accounting Surplus/(Deficit): \$6.6 million (2018-19 forecast = \$7.3 million)

(Refer Income Statement in Section 3.1)

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

Underlying operating result: Surplus of \$1.2 million (2018-19 forecast = Deficit of \$491,000)

The operating result is impacted by the additional income from the proposed rate cap variation. The additional income will be used to address a shortfall in asset renewal funding.

(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)

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 \$19.4 million (2018-19 forecast = \$24.6 million)

\$12.1 million from Council operations and reserves

\$4.4 million from borrowings

\$2.4 million from external grants

\$0.5 million from contributions

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

Budget influences

The preparation of the budget is influenced by a range of external factors including 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.

Council continues to balance the needs of the community versus financial sustainability. Pressure to maintain infrastructure and maintain service levels constantly challenges the organisation to find more efficient and innovative methods to deliver services.

A long-term example of cost shifting has occurred with the provision of library services.

Libraries remain an extremely important service provided to the community and are used by a broad range of age groups and by some of the most vulnerable in our community.

State funding for library operations 40 years ago was 20% Council contribution and 80% State Government contribution. The burden of contributions has been switched with Council now providing about 80% of funding for the library.

The effect of this sort of cost shift is amplified with the growth of services. The State Government is contributed over \$16 million to a new joint library with TAFE to meet current and future community needs. The increased service cost is estimated to be in the order of an additional \$500,000 per annum which is not covered by the State.

In order to maintain the same breadth and level of services Council needs to develop a mix of strategies to respond to increasing cost pressures. These measures include the reduction of costs, the development of

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inno Vation 16 96 Pive Pexisting selvices, 4 id Media action of the wreeth of logies to stream and seek to alter the rate cap to provide additional income.

Warrnambool Council was not provided with an opportunity around an expanded rate base at the time of Council amalgamations. Warrnambool remains a structural aberration amongst other regional cities which were all created in 1994 with both an urban area and substantial rural area. The economies of scale that this provided other regional cities has ensured a greater ability to share the rate burden and achieve a distribution of cost across a broad base of rate payers for regional services provision.

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.

Cr Tony Herbert

Mayor

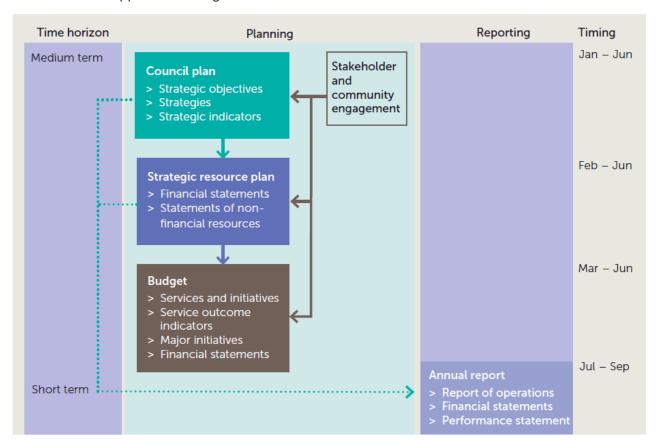
Peter Schneider

Chief Executive Officer

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting 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).

Legislative Planning and accountability 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

The Council Plan is prepared with reference to the long-term community plan, Warrnambool 2040.

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

Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some

serv West removerly City Sound to Sheris! Meetings librantes, menting permits and sporting life liftings | 99 Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, council engages with the community to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Our purpose

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

Organisational values

Accountability

We will be responsible and take ownership for our actions and decisions by being ethical, honest and transparent.

Collaborative

We will foster effective relationships through engagement, communication and cooperation; supporting decisions and outcomes for the benefit of all.

Respectful

We will treat everyone with dignity, fairness and empathy; providing them with the opportunity to share views and to be heard.

Progressive

We will evolve and grow by encouraging development, change and continuous improvement in everything that we do.

Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, performance and achievement allowing all employees to flourish for the benefit of themselves and the organisation.

StraWagnambpgleCity Council Agenda for Special Meeting

The Council Plan contains the five key objectives that will enable Council to meet legislative obligations, community expectations and to deliver on the vision of Council for Warrnambool to be a cosmopolitan city by the sea.

Strategic Objective 1

Sustain, enhance and protect the natural environment.

Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business

Strategic objective 2

Foster a healthy, welcoming 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.

Strategic objective 3

Maintain and improve the physical places and visual appeal 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.

Strategic objective 4

Develop a smarter economy with diverse and sustainable employment

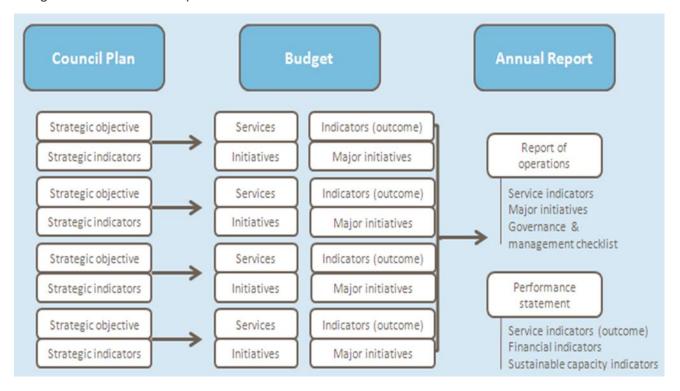
Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.

Strategic objective 5

Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome 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:



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

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

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

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

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

Strategies to deliver Strategic Objective 1 are:

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council's sustainability initiatives

Services					
Service area	Description of services		2017/18	2018/19	2019/20
	provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Environmental	This service develops	Exp	397	536	642
Management	environmental policy,	Rev	4	11	8
	coordinates and	NET	393	525	634
	implements environmental projects and works with				
	other services to improve Council's environmental performance.				
Waste		Ехр	2,938	4 526	4 440
Management	This service provides kerbside collections and			4,526	4,448
& Street		Rev	36	000	- 4
Cleaning	processing of garbage, recycling and Food	NET	2,902	4,190	4,452
	Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.				

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Park yaring amboo	l Citlyis own cilo Agender for Special	M eet ing	Attachm e nt@2.1	₽ , 9 A pril 2019	Page 41,935
Gardens	range of areas such as	Rev	329	345	366
	tree pruning, planting,	NET	3,777	3,951	4,009
	removal, planning and				

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.

Major initiatives

- 1) Expansion of the smart (low energy) street lighting program
- 2) Review recycling practices in the city and develop short and long-term options for recycling processing.

Other initiatives

- 3) Implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.
- 4) Complete a Domestic Wastewater Management Plan

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 Forecast (Similar councils ave.)	2020 Forecast (Similar councils ave.)
Slashing and weed control	Performance	55	51	51
Environmental sustainability	Performance	63	64	64
Waste collection	Satisfaction	151.48	120.35	120.35
Waste collection	Service standard	3.87	5.54	5.54
Waste collection	Service cost	\$109.29	\$97.21	\$97.21
Waste collection	Service cost	\$29.25	\$36.06	\$36.06
Waste collection	Waste diversion	37.73%	47.71%	47.71%

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

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Warrnambool has an increasingly culturally diverse and growing population. Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council.

The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions.

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.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

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 an education 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.

The W2040 process found residents want the city to be welcoming and inclusive city that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment.

The new Active Warrnambool Strategy (under development) aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

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

Service area	Description of services		2017/18	2018/19	2019/20
	provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Community	Government funded	Ехр	425	434	286
Support Services	programs aimed at improving community participation, rural	Rev	378	382	235
	access programs and	NET	47	52	51
	facilitation of migration to the South West and volunteer programs.				
Aged Services	This area provides a range of	Ехр	3,642	3,564	3,563
	services including meals on	Rev	3,316	3,247	3,237
	wheels, personal care,	NET	326	317	326
	respite, home maintenance, home care, adult day care and senior citizens programs.				
Family	This service provides family	Ехр	7,803	8,301	8,314

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Serv\/ersnamboo	City Cruncil Adaptatise Special Me		Attarphoneunt 4.2.1	7 2,9⊵7A pril 2019 F	, -
	including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	NET	794	1,030	1,063
Art and	Provision of high-quality	Ехр	2,614	2,702	2,674
Culture	venues where people can see, present and explore the	Rev	1.626	1,776	1,728
	arts, ideas and events	NET	1,636 978	926	946
	provided at the Warrnambool Art Gallery and Light House Theatre.			727	
Library	Provision of quality library	Ехр	954	962	991
Services	and information services to the community.	Rev	-	-	-
		NET	954	962	991
Recreation	Durantician of amount reconsisting	F1.00	475	F00	610
Recreation	Provision of sport, recreation and cultural facilities, service	Exp Rev	475 99	508 111	619 144
	and programs in response to	NET	376	397	475
	identified community need and to provide information and advice to clubs and organisations involved in these areas.				
Leisure	The Arc and Aquazone	Ехр	2 050	3,912	3,974
Centres	provide premier indoor community leisure facilities in	Rev	3,859	3,269	3,423
	South West Victoria,		3,414		
	providing equitable and affordable access to a wide	NET	445	643	551
	range of aquatic and fitness activities.				
Health	Administrations of legislative	Ехр	254	289	284
Services	requirements pertaining to public health, immunisation	Rev	168	167	174
	and food premises.	NET	86	122	110
Festivals and	Delivers a range of	Ехр	1,419	1,182	1,283
Events Group	promotions, festivals and	Rev	208	16	3
	events including the nationally acclaimed	NET	1,211	1,166	1,280
	Fun4Kids festival along with attracting events to the city to deliver economic benefits.				

Major initiatives

- 1) Complete the Age Friendly Communities Project.
- 2) Continue implementation of the Reid Oval Redevelopment Project.

Other initiatives

- 3) Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
- 4) Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.

Service Performance Outcome Indicators		ng Attachment	chment 4.2.1 29 April 2019 Pa	
		2018	2019 forecast	2020 forecast
Service	Indicator	Actual	(Similar councils ave.)	(Similar councils ave.)
Aquatic facilities	Service standard	1	2.15	2.15
Aquatic facilities	Service standard	0	2	2
Aquatic facilities	Service cost (indoor facilities per visit)	7 \$1.76	\$2.39	\$2.39
Aquatic facilities	Service cost (outdoor facility per visit)	\$3.63	\$8.22	\$8.22
Aquatic facilities	Utilisation	6.94	6.75	6.75
Food safety	Timeliness	1	2.34	2.34
Food safety	Service standard	99.28%	89.22%	89.22%
Food safety	Service cost	\$378.90	\$500.34	\$500.34
Food safety	Health and safety	100%	87.85%	87.85%
Library	Utilisation	4.72	4.04	4.04
Library	Resource standard	68.4%	58.29%	58.29%
Library	Service cost	\$7.41	\$7.01	\$7.01
Library	Participation	14.37%	12.91%	12.91%
Maternal and child health	Satisfaction	96.73%	99.43%	99.43%
Maternal and child health	Service standard	95.64%	99.72%	99.72%
Maternal and child health	Service cost	\$95.57	\$77.27	\$77.27
Maternal and child health	Participation	73.63%	77.28%	77.28%
Maternal and child health	Participation (Aboriginal children)	61.33%	69.5%	69.5%
Recreational facilities	Satisfaction	69	70	70

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

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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 strategies developed to deliver Strategic Objective 3 are:

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

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

Service area			2017/18	2018/19	2019/20
	Description of services provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'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.	Ехр	1,987	2,224	2,362
		Rev	60	562	579
		NET	1,927	1,662	1,783
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,	Ехр	7,506	6,701	6,834
		Rev	3,449	3,098	3,441
		NET	4,057	3,603	3,393

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Warrnambool Cityr Council Agenda top Special M		Meeting Attachment 4.2.1		29 April 2019 Page 108				
	drains and bridges.							
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	Exp Rev NET	1,965 2,552 (587)	2,271 3,080 (809)	2,325 3,160 (835)			

Major Initiatives

- 1) Progressively plan and renew City Centre streetscapes.
- 2) Complete a review of the City Centre Car Parking Strategy.

Other Initiatives

- 3) Upgrade of one public amenities building.
- 4) Develop and adopt a Playspace Strategy.

Service Performance Outcome Indicators*						
Service	Indicator	2018	2019	2020		
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)		
Roads	Satisfaction	56.56	35.66	35.66		
Roads	Condition	96.4%	97.6%	97.6%		
Roads	Service cost (reconstruction)	\$155.90	\$108.97	\$108.97		
Roads	Service cost (resealing)	\$7.65	\$7.68	\$7.68		
Roads	Satisfaction	53	55	55		
Appearance of public areas	Performance	71	73	73		
Animal management	Timeliness	1	4.04	4.04		
Animal management	Service standard	80.54%	44.27%	44.27%		
Animal management	Service cost	\$72.55	\$64.54	\$64.54		

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.4 Stranggel Gibjective 4: Developial Mediater ecoloping With diverse and Sustillinable 109 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 higher speed digital connections through the NBN provide opportunities for local business.

Large tracts of land were rezoned in recent years to provide the city with a residential land supply to meet expected needs over the next two decades. 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. Strategies to help deliver Strategic Objective 4 are:

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

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

Warrnambool City Co	ouncil Agenda for Special Mee	ting	Attachment 4.2.1	2018/1 <mark>29</mark> April 20	119 Page 1 1616
Service area	Description of	J	Actual	Forecast	Budget
Service area	services provided		\$'000	\$'000	\$'000
Statutory Building	This service provides	Ехр	328	353	274
Services	statutory building	Rev	155	159	140
	services to the	NET	173	194	134
	Council community				
	including processing				
	of building permits.				
City Strategy &	This service	Ехр	1,281	1,391	1,426
Development	prepares and	Rev	326	252	252
	processes	NET	955	1,139	1,174
	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.				
Cauth Mast	Drovides a resistant	Even	004	047	005
South-West	Provides a regional	Exp	894	917	925
Victorian Livestock	livestock marketing centre that meets the	Rev	1,033	1,089	1,094
Exchange	needs of the stock	NET	(139)	(172)	(169)
	agents, buyers and				
	producers.	Evn	1.740	1 067	1.000
Holiday Barks	Provides affordable	Exp	1,748	1,867	1,922
Holiday Parks	holiday accommodation that	Rev	2,901	2,806	2,787
		NET	(1,153)	(939)	(865)
	is modern, clean and				
	well maintained in a				
	family orientation				
	atmosphere.	Eve	2.020	1.070	1.007
Flagstaff Hill	A major regional	Exp	2,030	1,970	1,987
Maritime Village	tourist attraction that	Rev	1,272	1,246	1,246
	includes a recreated	NET	758	724	741
	heritage village that				
	displays the maritime				

1591					
Warrnambool City Co	uncil Agenda for Special Mee and features the "Shipwrecked" Sound & Light laser show.	eting	Attachment 4.2.1	29 April 2019) Page 111
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	Exp Rev NET	804 34 770	937 19 918	940 25 915
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 Rev NET	311 135 76	342 139 203	338 142 196
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	Exp Rev NET	90 96 (6)	95 101 (6)	103 103 -

Major initiatives

- 1) Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.
- 2) Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

Other initiatives

- 3) Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
- 4) Develop a Smarter Cities Plan to understand Council's role in the evolution of technology enhancing the growth of a regional city.

Ser Ween Pentrol hit her council Agende for Special Meeting		Je eting Attachment ²	1.2.1 29	29 April 2019 Page 112	
		2018	2019	2020	
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)	
Tourism development	Satisfaction	63	59	59	
Population growth	Satisfaction	52	62	62	
Statutory planning	Timeliness	38	52.15	52.15	
Statutory planning	Service standard	93.95%	80.07%	80.07%	
Statutory planning	Service cost	\$2077.01	\$2345.17	\$2345.17	
Statutory planning	Decision making	100%	67.26%	67.26%	

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

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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 though increased engagement with the broader community.

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

Strategies developed to deliver Strategic Objective 5 are:

- Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- Deliver customer-focused, responsive services.
- Foster an encouraging and positive staff culture.

The service categories to deliver these key strategic objectives are described in the following table.

			2017/18	2018/19	2019/20
Service area	Description of		Actual	Forecast	Budget
Service area	services provided		\$'000	\$'000	\$'000
	Elected Council	Ехр	528	693	585
Elected Council	governs our City in	Rev	42	1	303
	partnership with and	NET	486	692	- 585
	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.	/VL /	400	032	303
Oavennan a O Diala	Responsible for	Ехр	670	724	699
Governance & Risk	supporting good	Rev	13	2	2
	governance within	NET	657	722	697
	Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance maters to council officers.				

Warrnambool City Co	ungia Aggedafor Special N	1094 Meeting _{Exp} Atta	schment 4.29192	2,9,7Appgil 2019	Page 1 94 6
Executive Services	facilitates the	Rev	129	2	-
	Council governance	NET	863	1,067	996
	service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing.				
D	Provides a	Ехр	1,864	1,783	1,800
Revenue & Customer Service	complete service in	Rev	953	951	907
Service	revenue collection,	NET	911	832	893
	property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.				
	Enables Council	Ехр	47	2,102	2,208
Information Services	staff to have access	Rev	2,044	34	30
	to the information	NET	796	2,068	2,178
	they require to efficiently perform their functions. Includes software support, licensing and lease commitments.				
0	This service	Ехр	2	849	965
Organisation	promotes and	Rev	794	-	-
Development	implements positive	NET	2,329	849	965
	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.				
Corporate &	Provides corporate	Exp	3,594	1,961	2,324
Financial Services	support to Council	Rev	(1,265)	2,199	3,654
	and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit,	NET	10,936	(238)	(1,330)

		15	95		
Warrnambool City Co	Coungil Agenda for Special Meeting insurances, overhead costs including utilities and unallocated		Attachment 4.2.1	29 April 2019 F	Page 115
	grants commission funding.				
	Depreciation is the	Exp	-	11,500	12,871
Depreciation	allocation of	Rev	10,936	-	-
	expenditure write	NET		11,500	12,871
	down on all of Council's assets over there useful lives.				

Major initiatives

- 1) Prepare an annual budget
- 2) Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise value-for-money for the community.

Other initiatives

- 3) Develop a Municipal Early Years Strategy
- 4) Partner with the community to implement the W2040 Community Plan

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 forecast (similar councils ave.)	2020 forecast (similar councils ave.)
Governance	Transparency	13.64%	11.17%	11.17%
Governance	Consultation and engagement	50	55	55
Governance	Attendance	96.99%	94.44%	94.44%
Governance	Service cost	\$48,047	\$49,699.19	\$46,699.19
Governance	Satisfaction	46	52	52
Financial performance	Revenue level	\$1,772.36	\$1,777.11	\$1,777.11
Financial performance	Expenditure level	\$4,313.65	\$3,548.13	\$3,548.13
Financial performance	Workforce turnover	10.57%	11.89%	11.89%
Financial performance	Working capital	124.89%	276%	276%
Financial performance	Unrestricted cash	34.02%	80.04%	80.04%
Financial performance	Asset renewal	107.16%	72.90%	72.90%
Financial performance	Loans and borrowings	16.93%	30.01%	30.01%
Financial performance	Loans and borrowings (repayments)	5.11%	4.39%	4.39%
Financial performance	Indebtedness	10.72%	33.47%	33.47%
Financial performance	Adjusted underlying result	-4.12%	2.73%	2.73%
Financial performance	Rates concentration	51.34%	58.38%	58.38%
Financial performance	Rates effort	0.57%	0.64%	0.64%

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

InfoWattamboh Give Culcil Agenda for Servick Petrformant Out to had Indicators 29 April 2019 Page 116				
Service	Indicator	Performance Measure	Computation	
Slashing and weed control	Satisfaction	Community satisfaction with slashing and weed control.	Community satisfaction rating with how Council has rated on slashing and weed control.	
Environmental sustainability	Satisfaction	Community satisfaction with environmental sustainability.	Community satisfaction rating with how Council has rated on environmental sustainability.	
Waste collection	Satisfaction	Kerbside bin requests per 1,000 households.	Number of kerbside bin requests received by Council per 1,000 kerbside bin collection households.	
Waste collection	Service standard	Kerbside collection bins missed per 10,000 households.	Number of kerbside bin collections missed per 10,000 scheduled kerbside collection bin lifts.	
Waste collection	Service cost	Cost of garbage bin collection service per bin.	Direct cost to Council of the kerbside garbage bin collection service per kerbside garbage collection bin.	
Waste collection	Service cost	Cost of recyclables collection service per bin.	Direct cost to Council of the kerbside recyclables collection service per kerbside recyclables collection bin.	
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill.	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.	
Aquatic facilities	Service standard	Health inspections of aquatic facilities.	Number of inspections by an authorised officer carried out per Council aquatic facility.	
Aquatic facilities	Service standard	Reportable safety incidents at aquatic facilities.	Number of WorkSafe reportable aquatic facility safety incidents.	
Aquatic facilities	Service cost	Cost of indoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing indoor aquatic facilities per visit.	
Aquatic facilities	Service cost	Cost of outdoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing outdoor aquatic facilities per visit.	
Aquatic facilities	Utilisation	Number of visits to aquatic facilities per head of municipal population.	Number of visits to aquatic facilities per head of municipal population.	

·		1597 M qqiing taken ttashment 4.2. food complaints.	taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.
Food safety	Service standard	Percentage of required food safety assessments undertaken.	Percentage of registered class 1 and 2 premises that receive an annual food safety assessment.
Food safety	Service cost	Cost of food safety service per premises.	Direct cost of the food safety service per food premises registered by Council (or for which Council received notification) during the year.
Food safety	Health and safety	Percentage of critical and major non-compliance outcome notifications followed up by Council.	Percentage of critical and major non-compliance notifications about a food premises that are followed up by Council.
Library	Utilisation	Number of times a resource is borrowed.	Number of library collection item loans per library collection item.
Library	Resource standard	Proportion of library resources less than five years old.	Percentage of the library collection that has been purchased in the past five years.
Library	Service cost	Cost of library service per visit.	Direct cost to Council of the library service per visit.
Library	Participation	Active library members in the community.	Percentage of the municipal population that are members of the library and have borrowed a library collection item.
Maternal and child health	Satisfaction	Participation in the first MCH home visit.	Percentage of infants enrolled in the MCH service who receive the first MCH home visit.
Maternal and child health	Service standard	Infant enrolments in the MCH service.	Percentage of infants enrolled in the MCH service.
Maternal and child health	Service cost	Cost of the MCH service.	Cost to Council of the MCH service per hour of service delivered.
Maternal and child health	Participation	Participation in the MCH service.	Percentage of children enrolled in the MCH service who participate in the MCH service.
Maternal and child health	Participation	Participation in the MCH service by Aboriginal children.	Percentage of Aboriginal children who participate in the MCH service.

Recleationappacinifeund	il Aganga for Special	Perting Councillaryment 4.2.7 performed in the provision of recreational facilities.	1 Community satisfiction at the how Council has performed on the provision of recreational facilities.
Roads	Satisfaction	Sealed local road requests per 100km of sealed local roads.	Number of sealed local road requests received by Council per 100km of sealed local road.
Roads	Condition	Sealed local roads maintained to condition standards.	Percentage of sealed local roads that are below the renewal intervention level set by Council and therefore do not require renewal.
Roads	Service cost	Cost of sealed local road reconstruction per square metre.	Direct cost to Council of sealed local road reconstruction per square metre reconstructed.
Roads	Service cost	Cost of sealed local road resealing per square metre.	Direct cost to Council of sealed local road resealing per square metre resealed.
Roads	Satisfaction	Community satisfaction with sealed local roads.	Community satisfaction rating with how Council has performed on the condition of sealed roads.
Appearance of public areas	Satisfaction	Community satisfaction with the appearance of public areas.	Community satisfaction rating with how Council has performed on the appearance of public areas.
Animal management	Timeliness	Time taken to action animal management requests.	Average number of days it has taken for Council to action animal management requests.
Animal management	Service standard	Animals reclaimed from Council.	Percentage of all collected cats and dogs (feral and registered) which have been reclaimed.
Animal management	Service cost	Cost of animal management service per registered animal.	Direct cost to Council of the animal management service per domestic animal (i.e. cats and dogs) that has been registered.
Tourism development	Satisfaction	Community satisfaction with Council's performance on tourism development.	Community satisfaction rating with how Council has performed on tourism development.
Population growth	Satisfaction	Community satisfaction with Council's performance on population growth.	Community satisfaction rating with how Council has performed on population growth.
Statutory planning	Timeliness	Time taken to decide planning applications.	Median number of days taken between receipt of a planning application and a decision on the application.

		1599	00 A 10040 B
Stativesina pranifity Counc	standard	Meatinghing aptinebite 1.2. decided within required time frames.	Percentage of Weshfall planning application decisions made within 10 days and regular planning application decisions made within 60 days.
Statutory planning	Service cost	Cost of statutory planning service per planning application.	Direct cost to Council of the statutory planning service per planning application received.
Statutory planning	Decision making	Council planning decisions upheld at VCAT.	Percentage of Council planning application decisions subject to review by VCAT that were not set aside.
Governance	Transparency	Council decisions made at meetings closed to the public.	Percentage of Council resolutions made at an ordinary or special meeting of Council (or at a meeting of a special committee consisting only of councillors) closed to the public.
Governance	Consultation and engagement	Community satisfaction with Council's performance on community consultation and engagement.	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Governance	Attendance	Councillor attendance at Council meetings.	Percentage of attendance at ordinary and special Council meetings by councillors.
Governance	Service cost	Cost of governance per councillor.	Direct cost of delivering Council's governance service per councillor.
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.
Financial performance	Revenue level	Average residential rate per residential property assessment.	Amount of rates charged on average for each residential property.
Financial performance	Expenditure level	Expenses per property assessment.	Amount of capital expenditure for each property.
Financial performance	Workforce turnover	Percentage of staff turnover.	Number of staff resignations and terminations divided by the number of staff employed for the year.

Finamerapembool City Counce performance	cil Agendator Sastial	Pool Meetinent assetischment 4.2. percentage of current liabilities.	Value of current Assets at the end of the year (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year (i.e. obligations due or payable by cash within the next 12 months).
Financial performance	Unrestricted cash	Unrestricted cash as a percentage of current liabilities.	Amount of cash at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.)
Financial performance	Asset renewal	Asset renewal as a percentage of depreciation.	Expenditure on renewing existing assets or replacing existing assets to their original capability divided by the amount of depreciation on all assets.
Financial performance	Loans and borrowings	Loans and borrowings as a percentage of rates.	Value of interest bearing loans and borrowings at the end of the year divided by rates raised for the year.
Financial performance	Loans and borrowings	Loans and borrowings repayments as a percentage of rates.	Interest bearing loan and borrowing repayments for the year divided by rates raised for the year.
Financial performance	Indebtedness	Non-current liabilities as a percentage of own source revenue.	Value of non-current liabilities at the end of the year (i.e. obligations not due or payable by cash within the next 12 months), divided by total revenue excluding government grants, contributions for capital works and the value of assets received from developers.
Financial performance	Adjusted underlying result	Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.	Surplus or deficit for the year excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers.
Financial performance	Rates concentration	Rates as a percentage of adjusted underlying revenue.	Rates raised for the year divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from

			001		
Warrnambool City Co	uncil Agenda for Specia	l Meeting	Attachment 4.2.	¹ developers.	29 April 2019 Page 121
Financial performance	Rates effort		s a percentage rty values in ality.	the total cap	the year divided by oital improved value (i.e. e) of all rateable

	Net Cost	Expenditure	Revenue
	(Revenue)		
	\$'000	\$'000	\$'000
Sustain, enhance and protect the natural environment	9,095	9,465	370
Foster a healthy, welcoming city that is socially and culturally rich	5,793	21,988	16,195
Maintain and improve the physical places and visual appeal of the city	4,341	11,521	7,180
Develop a smarter economy with diverse and sustainable employment	2,126	7,915	5,789
Practice good governance through openness and accountability while balancing aspirations with sound financial management	4,984	9,577	4,593
Total	26,339	60,466	34,127
Expenses added in:			
Depreciation	12,871		
Capitalised expenditure	100		
Operational projects	215		
Net loss on disposal of property, plant and equipment	866		
Deficit before funding sources	40,391		
Funding sources added in:			
Rates and charges revenue	40,593		
Grants - capital	2,432		
Contributions - non monetary assets	4,000		
Total funding sources	47,025		
Operating (surplus)/deficit for the year	(6,634)		

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

		Forecast	Dudget		Strategic	Resource Plan
		Actual	Budget			Projections
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	38,302	40,593	42,565	44,629	46,040
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non- monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	79,604	84,306	85,594	88,902
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,871	13,163	13,535	14,011
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,970	77,276	78,687	79,549
Surplus/(deficit) for the year		7,338	6,634	7,030	6,907	9,353
·						
Other comprehensive inco	ome					
Net asset revaluation in /(decrement)	crement	10,000	10,000	10,000	10,000	10,000
Total comprehensive result		17,338	16,634	17,030	16,907	19,353
Todat						

		Forecast	Budget		Stratagia	Daggurga Dlan
		Actual	Budget		Strategic	Resource Plan
		2018/19	2019/20	2020/21	2021/22	Projections 2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets	NOTES	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Current assets						
		0.404	2.022	2.750	0.040	2.007
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other		3,500	3,516	3,529	3,542	3,556
receivables						
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other		40	30	20	10	-
receivables		E90	FOF	610	605	640
Investments in associates, joint		580	595	610	625	640
arrangement and						
subsidiaries						
Property,		677,488	696,296	710,892	727,832	745,337
infrastructure, plant &						
equipment Total non-current assets	4.2.1	678,108	696,921	711,522	728,467	745,977
Total assets	7.2.1	692,909	712,520	727,961	744,492	762,620
10tal a550t5		092,909	7 12,020	727,301	744,492	102,020
Liabilities						
Current liabilities						
Trade and other		3,700	3,800	3,900	4,000	4,100
payables		3,700	3,000	3,900	4,000	4,100
Trust funds and		720	700	720	740	700
deposits						
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
Total carront habilities	1.2.2	12,000	10,400	10,000	10,720	11,007
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing	4.2.3	8,791	11,232	9,478	8,929	7,325
liabilities	4.2.0	0,731	11,232	9,470	0,929	7,323
Total non-current	4.2.2	10,091	12,571	10,857	10,350	8,788
liabilities						
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	686,486	703,516	720,422	739,775
Equity						
Accumulated surplus		226,448	232,504	239,406	246,254	255,487
Reserves		443,404	453,982	464,110	474,168	484,288
Total equity		669,852	686,486	703,516	720,422	739,775

For the four years ending 30 June 2023

		Total	Accumulated	Revaluation Reserve	Other Reserves
	NOTES	\$'000	Surplus \$'000	\$'000	\$'000
2019 Forecast Actual		,	, , , , ,	,	,
Balance at beginning of the		652,514	219,110	427,467	5,937
financial year Surplus/(deficit) for the		7,338	7,338	-	-
Net asset revaluation		10,000	-	10,000	_
increment/(decrement) Transfers to other reserves		-	_	_	_
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financi	al year	669,852	226,448	437,467	5,937
Surplus/(deficit) for the year	,	6,634	6,634	-	-
Net asset revaluation increment/(de	ecrement)	10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(578)	-	578
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	686,486	232,504	447,467	6,515
2021					
Balance at beginning of the financial year		686,486	232,504	447,467	6,515
Surplus/(deficit) for the year		7,030	7,030	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		703,516	239,406	457,467	6,643
2022					
Balance at beginning of the financial year		703,516	239,406	457,467	6,643
Surplus/(deficit) for the year		6,907	6,907	-	-
Net asset revaluation increment/(decrement) Transfers to other		10,000	-	10,000	-
reserves		-	(59)	-	59
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		720,422	246,254	467,467	6,702

Warrnambool City Council Agenda for Special Meeting	ting Attachment 4.2.1		29 April 2019 Page 1	
2023				
Balance at beginning of the financial year	720,422	246,254	467,467	6,702
Surplus/(deficit) for the year	9,353	9,353	-	-
Net asset revaluation increment/(decrement)	10,000	-	10,000	-
Transfers to other reserves	-	(120)	-	120
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	739,775	255,487	477,467	6,822

State Harman Pool Sity Council Agenda for	Special Meeting	Attachmer	nt 4.2.1	29 April 201	9 Page 128
For the four years ending 30 June 20	23				
	Forecast Actual	Budget	Strategi	c Resource Plar	n Projections
	2018/19	2019/20	2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows
Cash flows from operating activities					
Rates and charges	38,351	40,176	42,137	44,188	45,583
Statutory fees and fines	1,763	1,770	1,797	1,824	1,85
User fees	16,470	16,662	16,980	17,305	17,91
Grants	19,854	16,622	19,500	18,382	19,678
Contributions - monetary	4,085	968	444	451	45
Interest received	238	246	254	261	269
Trust funds and deposits taken	-	-	20	20	
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136
Trust funds and deposits repaid	-	(20)	-	-	(40
Other payments	(912)	(917)	(940)	(964)	(988
Net cash provided by/(used 4.4.1 in) operating activities	16,201	17,422	18,887	18,547	21,714
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(22,310)	(19,393)	(15,957)	(18,159)	(19,508
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	26
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000
Proceeds from sale of investments	9,000	13,000	13,000	13,000	12,00
Net cash provided by/ 4.4.2 (used in) investing activities	(21,728)	(18,895)	(15,702)	(17,898)	(19,240
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331
Proceeds from borrowings	5,950	4,400	-	1,000	
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549
Net cash provided 4.4.3 by/(used in) financing activities	4,118	2,245	(2,368)	(1,086)	(1,880
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

For the four years ending 30 June 2023

		Forecast Actual	Budget	Strate	gic Resource PI	an Projections
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property		0.7		200	100	
Land		27	-	230	100	-
Total land		27	-	230	100	-
Buildings		-	-	-	-	-
Building improvements		2,550	2,264	3,243	3,034	3,092
Total buildings		2,550	2,264	3,243	3,034	3,092
Total property		2,577	2,264	3,473	3,134	3,092
Plant and equipment						
Plant, machinery and equip	oment	1,538	1,225	1,256	1,287	1,319
Computers and		684	304	310	317	324
telecommunications						
Paintings and exhibits		25	55	55	55	55
Total plant and		2,247	1,584	1,621	1,659	1,698
equipment						
Infrastructure						
Roads		7,288	4,689	4,156	5,472	4,584
Bridges		519	334	260	267	274
Footpaths and		3,315	1,620	1,724	2,022	2,124
cycleways						
Drainage		5,917	492	25	25	25
Recreational, leisure		1,593	3,490	3,730	4,190	4,190
and community			,	,	,	•
facilities						
Parks, open space and		627	3,523	647	1,117	3,328
streetscapes			,		,	,
Aerodromes		22	29	29	29	29
Off street car parks		133	677	59	60	62
Other infrastructure		380	692	232	184	104
Total infrastructure		19,794	15,546	10,862	13,366	14,720
		,	,	,	,	,
Total capital works	4.5.1	24,618	19,394	15,956	18,159	19,510
expenditure		,	,	,	,	,
•						
Represented by:						
New asset expenditure		1,111	3,242	2,321	3,072	7,325
Asset renewal		16,944	14,045	11,962	13,539	11,703
expenditure		-,-	,	,	-,	,
Asset expansion		-	-	-	-	-
expenditure						
Asset upgrade		6,563	2,107	1,673	1,548	482
expenditure		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, -	,	,	
Total capital works	4.5.1	24,618	19,394	15,956	18,159	19,510
expenditure		,	. 0,00	. 0,000	. 0, . 00	
Funding sources represented	d bv:					
Grants	y .	5,841	2,432	3,843	3,847	4,950
Contributions		11	460	20	20	20
Council cash		13,255	13,502	12,093	13,292	14,540
Borrowings		5,511	3,000	12,000	1,000	14,040
Total capital works	4.5.1	24,618	19,394	15,956	18,159	19,510
expenditure	7.0.1	24,010	10,004	10,000	10,100	10,010
oxponditure .						

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic	Strategic Resource Plan Project	
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	33,079	34,259	35,280	36,503	37,944
Total staff expenditure	33,079	34,259	35,280	36,503	37,944
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	397.0	397.0	397.0	397.0
Total staff numbers	395.0	397.0	397.0	397.0	397.0

Department					Comprises
	Budget	Peri	manent	0	T
	2019/20	Full Time	Part time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	6,610	5,038	1,572	91	-
City Infrastructure	8,742	7,783	959	53	-
Community Development	12,248	5,119	7,129	1,469	-
City Growth	4,610	3,713	897	436	-
Total permanent staff expenditure	32,210	21,653	10,557	2,049	-
Casuals, temporary and other expenditure	2,049				
Total expenditure	34,259				

Department					Comprises
	Budget 2019/20		manent	Casual	Temporary
	2013/20	Full Time	Part time	Ousdai	remperary
Corporate Strategies	69	50	19	1	-
City Infrastructure	100	87	13	-	-
Community Development	153	61	92	17	-
City Growth	52	40	12	5	-
Total permanent staff expenditure	374	238	136	23	-
Casuals, temporary and other expenditure	23				
Total staff	397				

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 2019/20 the FGRS cap has been set at 2.5%. 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 and take a prudent approach to asset management, Council has applied to the Essential Services Commission for a multi-year rate cap variation. Council is applying for a 4.5% rate increase for each year of 2019/20, 2020/21 and 2021/22.

This will raise total rates and charges for 2019/20 of \$40.59 million.

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

	2018-19 Forecast Actual	2019/20 Budget	Change	Change
	\$'000	\$'000	\$'000	%
General rates*	27,690	28,978	1,288	4.65%
Municipal charge*	4,497	4,714	217	4.83%
Waste management charge	5,962	6,532	570	9.56%
Supplementary rates and rate adjustments	-	213	213	N/A
Recreational land	72	74	2	2.78%
Interest on rates and charges	81	82	1	1.23%
Total rates and charges	38,302	40,593	2,291	5.98%

^{*}These items are subject to the FGRS rate cap or a variation approved by the Essential Services Commission

4.1.1(b)୮୮୮୩୩୭ମର ନାମ ନେ ମଧ୍ୟ ପ୍ରଥମ ହେଉଥିଲି ଓ କେ ଅନୁଷ୍ଠୀ ବ୍ୟୁକ୍ତ ନାଧ୍ୟ ଅନୁଷ୍ଠୀ ବ୍ୟୁକ୍ତ ନାଧ୍ୟ ଅନୁଷ୍ଠ ନାଧ୍ୟ ଅନ୍ତ ନାଧ୍ୟ ଅନ୍

Type or class of land	2018/19	2019/20	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable other land properties	0.003787	0.003726	(1.61%)
General rate for rateable farm land properties	0.002177	0.002297	5.51%
General rate for rateable commercial land properties	0.006501	0.006411	(1.38%)
General rate for rateable industrial land properties	0.006729	0.006372	(5.31%)
General rate for rateable vacant land properties	0.005784	0.005836	0.90%
General rate for rateable industrial 2 land properties	0.00579	0.004803	(17.05%)
Recreational land category 1 properties	\$21,961.64	\$22,408.24	2.03%
Recreational land category 2 properties	0.003249	0.003602	10.86%

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

Type or class of land	2018/19	2019/20	Cha	inge
	\$'000	\$'000	\$'000	%
Other land	19,663	20,816	1,153	5.86%
Farm land	410	418	8	1.95%
Commercial land	4,746	4,997	251	5.29%
Industrial land	1,561	1,657	96	6.15%
Vacant land	959	984	25	2.61%
Industrial 2 land	112	106	(6)	(5.36%)
Recreational land category 1	20	22	2	10.00%
Recreational land category 2	49	51	2	4.08%
Total amount to be raised by general rates	27,520	29,051	1,531	5.56%

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 or class of land	2018/19	2019/20	Cha	nge
	Number	Number	Number	%
Other land	15,011	15,223	212	1.41%
Farm land	166	166	-	0.00%
Commercial land	942	948	6	0.64%
Industrial land	424	424	-	0.00%
Vacant land	600	604	4	0.67%
Industrial 2 land	1	1	-	0.00%
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,161	17,383	222	1.29%

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. The valuations listed are still subject to final review by the Valuer General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2018/19	2019/20	Cha	nge
	\$'000	\$'000	\$'000	%
Other land	5,206,084	5,586,429	380,345	7.31%
Farm land	182,022	182,242	220	0.12%
Commercial land	743,715	779,568	35,853	4.82%
Industrial land	236,506	260,131	23,625	9.99%
Vacant land	162,078	168,705	6,627	4.09%
Industrial 2 land	23,000	22,100	(900)	(3.91%)
Recreational land category 2	13,562	14,218	656	4.84%
Total value of land	6,566,967	7,013,393	446,426	6.80%

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 2018/19	Per Rateable Property 2019/20		Change	
	\$	\$	\$		%
Municipal charge	260.00	271.70	11.70		4.50%

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

Type of Charge	2018/19	2019/20		Change	
	\$ '000	\$ '000	\$ '000		%
Municipal charge	4,452	4,714	262		5.88%

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	Per	Per			
	Rateable Property	Rateable Property		Change	
	2018/19	2019/20			
	\$	\$	\$		%
Waste management charge	356.45	389.98	33.53		9.41%

4.1.1\\\) คาทาสาโอรงให้เล้า 6างเล่าใช้เดือง คายางเล่า คายางเล่าใช้ คายางเล่า คายางเล่

Type of Charge	2018/19	2019/20		Change	
	\$	\$	\$		%
Waste management charge	5,897	6,532	635		10.77%

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

	2018/19	2019/20		Change	
	\$'000	\$'000	\$'000		%
Rates and charges	38,302	40,380	2,078		5.43%
Supplementary rates	-	213	213		N/A
Total Rates and charges	38,302	40,593	2,291		5.98%

4.1.1(I) Fair Go Rates System Compliance

Warrnambool City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2018/19	2019/20
Total Rates	\$31,972	\$33,692
Number of rateable properties	17,144	17,366
Base Average Rate	\$1,857	\$1,940
Maximum Rate Increase (set by the State Government)	2.25%	4.50%
Capped Average Rate	\$1,857	\$1,941
Maximum General Rates and Municipal Charges Revenue	\$31,972	\$ 33,692
Budgeted General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,692
Budgeted Supplementary Rates	\$ 130	\$ 213
Budgeted Total Rates and Municipal Charges Revenue	\$ 32,102	\$ 33,905

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 (2019/20: estimated \$213,000)
- 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.

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

- A general rate of 0.3726% (0.003726 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2297% (0.002297 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6411% (0.006411 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6372% (0.006372 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5836% (0.005836 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4803% (0.004803 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 2019/20 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 2019/20 financial year.

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 2019/20 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

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- · 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.

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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 2019/20 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 2019/20 financial year.

The amounts listed are subject to change until the Valuer General Victoria has provided council with a Generally True and Correct Declaration for the 2019 General Revaluation.

•	Generally True and Correct Declaration for the 2019 General Revaluation. Assess Property Address Amount \$						
Ratepayer	Number	1 Toperty Address	Amount				
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,581.32				
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,107.17				
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,114.84				
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,437.20				
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,945.08				
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	529.49				
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	626.75				
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,541.74				
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	911.31				
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	1,963.09				
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,646.58				
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	554.71				
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,575.43				
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,264.30				
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	22,408.24				
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	54.03				
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	360.20				

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Animal control	519	479	(40)	(7.71%)
Health and local laws	154	158	4	2.60%
Parking fines	626	680	54	8.63%
Permits and certificates	126	134	8	6.35%
Town planning and building	338	319	(19)	(5.62%)
Total statutory fees and fines	1,763	1,770	7	0.40%

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

⁻ Animal control to decrease in the 2019/20 budget due to a large number of fines as part of the review of the animal register.

⁻ Parking fines to increase in in the 2019/20 budget with the fine increasing from \$70 to \$80.

	Forecast Actual	Budget		Change
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property management	746	773	27	3.62%
Indoor aquatic centre	2,115	2,197	82	3.88%
Children's services	1,703	1,593	(110)	(6.46%)
Multi-purpose sports stadium	1,142	1,215	73	6.39%
Cultural centres	1,445	1,435	(10)	(0.69%)
Regulatory control	1,723	1,802	79	4.59%
Tourism and promotion	1,201	1,197	(4)	(0.33%)
Foreshore holiday parks	2,776	2,759	(17)	(0.61%)
Livestock exchange	1,060	1,065	5	0.47%
Aged services fees	741	755	14	1.89%
Other fees and charges	321	356	35	10.90%
Total user fees	14,973	15,147	174	1.16%

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.

-a reduction in fees for Children's services, which has been offset by an increase in government grants subsidiary.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget							
	Forecast	Budget					
	Actual						
	2018/19	2019/20					
	\$'000	\$'000	\$'000	%			
Grants were received in respect of the following:	:						
Summary of grants							
Commonwealth funded grants	6,866	6,324	(542)	(7.89%)			
State funded grants	10,616	9,617	(999)	(9.41%)			
Total grants received	17,482	15,941	(1,541)	(8.81%)			
(a) Operating Grants							
(a) Operating Grants Recurrent - Commonwealth Government	4 446	E 004	4 060	45.38%			
	4,116	5,984	1,868				
Financial Assistance Grants	1,861	3,733	1,872	100.59%			
Aged services	2,032	2,028	(4)	(0.20%)			
National respite services	223	223	-	0.00%			
Recurrent - State Government	7,651	7,525	(126)	(1.65%)			
Port operations	93	95	2	2.15%			
Economic development	44	15	(29)	(65.91%)			
Family and children	5,412	5,511	99	1.83%			
Aged services	330	485	155	46.97%			
National respite services	56	56	100	0.00%			
Cultural services	285	281	(4)				
			(4)	(1.40%)			
Rural access	297	150	(147)	(49.49%)			
Environmental initiatives	62	29	(33)	(53.23%)			
School crossing supervision	194	193	(1)	(0.52%)			
Pension rebate	659	650	(9)	(1.37%)			
Emergency management	72	60	(12)	(16.67%)			
Other recurrent grants	147	-	(147)	(100.00%)			
Total recurrent grants	11,767	13,509	1,742	14.80%			
Non-recurrent - State Government	2,372	681	(1,691)	(71.29%)			
Economic development	582	-	(582)	(100.00%)			
Family and children	634	405	(229)	(36.12%)			
Aged services	347	191	(156)	(44.96%)			
Recreation	12	101	(12)	(100.00%)			
Cultural services	81		(81)	(100.00%)			
	24	-	2-45	, ,			
Emergency management		-	(24)	(100.00%)			
School crossing supervision	5	- 40	(5)	(100.00%)			
Environmental initiatives	527	40	(487)	(92.41%)			
Other non-recurrent grants	160	45	(115)	(71.88%)			
Total non-recurrent grants	2,372	681	(1,691)	(71.29%)			
Total operating grants	14,139	14,190	51	0.36%			
(b) Capital Grants							
Recurrent - Commonwealth Government		340	340	N/A			
Roads to recovery	-	340	340	N/A			
Total recurrent grants	-	340	340	N/A			
				//			
Non-recurrent - Commonwealth Government	2,750	-	(2,750)	(100.00%)			
Economic development	2,750	-	(2,750)	(100.00%			
Non-recurrent - State Government	2,965	2,092	(873)	(29.44%)			
Economic development	1,141	-	(1,141)	(100.00%)			
Infrastructure services	1,789	2,092	303	16.94%			
Recreation and culture	35	-	(35)	(100.00%			
Total non-recurrent grants	5,715	2,092	(3,623)	(63.39%			
Total capital grants	5,715	2,432	(3,283)	(57.45%)			
Total Cronto	40.054	40.000	(2.000)	/40.000/			
Total Grants	19,854	16,622	(3,232)	(16.28%)			

GranWermembeelaning Grander of Special Leging Feder Attachments of Council's services to ratepayers and funding the capital works program.

Overall the level of grants will decrease by \$3.2 million compared to the 2018/19 forecast. This is mainly due to the large grants received in 2018/19 for the completion of the City Centre renewal project.

4.1.5 Contributions

	Forecast Actual	Budget	Ch	nange
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Monetary	3,714	880	(2,834)	(76.31%)
Non-monetary	4,000	4,000	-	0.00%
Total contributions	7,714	4,880	(2,834)	(36.74%)

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 2018/19 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 2019/20.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Interest	238	246	8	3.36%
Infrastructure services	80	53	(27)	(33.75%)
Recreation and cultural	3	2	(1)	(33.33%)
programs				
Family and community	6	2	(4)	(66.67%)
Reimbursements	207	212	5	2.42%
Other income	187	77	(110)	(58.82%)
Total other income	721	592	(129)	(17.89%)

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The 2018/19 forecast includes a one-off payment for repairs following a flood.

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Wages and salaries	29,356	30,320	964	3.28%
WorkCover	748	765	17	2.27%
Superannuation	2,700	2,850	150	5.56%
Fringe benefit tax	275	324	49	17.82%
Total employee costs	33,079	34,259	1,180	3.57%

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 \$1.1 million compared to the 2018/19 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA).

There has also been a number of vacant positions in the 2018/19 forecast which have not been filled but are expected to be filled in the 2019/20 budget.

4.1.8 Materials and services

_	Forecast Actual	Budget	Chang	Change	
	2018/19	2019/20			
	\$'000	\$'000	\$'000	%	
Infrastructure services	6,040	5,484	(556)	(9.21%)	
Waste management	4,151	3,968	(183)	(4.41%)	
Recreation and cultural services	3,973	3,730	(243)	(6.12%)	
Children's services	1,836	1,447	(389)	(21.19%)	
Corporate services	4,462	3,820	(642)	(14.39%)	
Tourism and promotions	2,355	1,551	(804)	(34.14%)	
Aged services	1,304	819	(485)	(37.19%)	
Foreshore caravan parks	758	738	(20)	(2.64%)	
Livestock exchange	432	423	(9)	(2.08%)	
Planning and building services	1,294	302	(992)	(76.66%)	
Health and local laws	1,294	1,225	(69)	(5.33%)	
Other	601	100	(501)	(83.36%)	
Total materials and services	28,500	23,607	(4,893)	(17.17%)	

Mate Warram Post Council Age of Special Meeting consumations of services and overhead costs including insurances and utilities.

Council's expenditure on materials and services is budgeted to decrease in 2019/20 due to the following:

- a reduction in the number of funded projects
- a reduction in the number of projects where Council acts as auspice

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	Budget	Change		
	2018/19	2019/20			
	\$'000	\$'000	\$'000	%	
Property	2,243	2,288	45	2.01%	
Plant & equipment	1,567	1,583	16	1.02%	
Infrastructure	8,690	9,000	310	3.57%	
Total depreciation and amortisation	12,500	12,871	371	2.97%	

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 \$0.37 million for 2019/20 will be due to the capitalisation of new infrastructure completed in 2018/19.

4.1.10 Other expenses

	Forecast Actual	Budget	Ch	ange
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Councillor Allowances	272	278	6	2.21%
Operating Lease Rentals	438	438	-	0.00%
Other Expenses	119	118	(1)	(0.84%)
Total other expenses	829	834	5	0.60%

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 2019/20.

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. No significant movements are expected in this category for 2019/20.

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. No significant movement is expected in this category for 2019/20.

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 and are influenced by the outcome of the current Enterprise Agreement negotiation and active management of leave entitlements.

4.2.3 Borrowings

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

\$'000 \$'000 Amount borrowed as at 30 June of the prior year 6,114 10,537 Amount proposed to be borrowed 6,000 4,400 Amount projected to be redeemed (1,577) (1,746) Amount of borrowings as at 30 June 10,537 13,191		2018/19	2019/20
the prior year Amount proposed to be borrowed Amount projected to be redeemed (1,577) (1,746)		\$'000	\$'000
Amount projected to be redeemed (1,577) (1,746)		6,114	10,537
() - /	Amount proposed to be borrowed	6,000	4,400
Amount of borrowings as at 30 June 10,537 13,191	Amount projected to be redeemed	(1,577)	(1,746)
	Amount of borrowings as at 30 June	10,537	13,191

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2019/20 and drawdown new loan funds of \$4.4 million to partially fund the Reid Oval upgrade and to invest in Smart Street Lighting.

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 2019/20.

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.

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 increase in net cash from operating activities is mainly due to the decrease in materials and services which mainly relate to a reduction in the number of funded projects or projects which Councils acts as auspice.

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 2018/19 represents a higher level of capital expenditure with major works including the finalisation of the City Centre Renewal and Simpson St drainage upgrade.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2019/20 budget include new borrowings for the Reid Oval upgrade and Councils investment in Smart Street Lighting.

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 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 \$130 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 spending in this category for 2019/20 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 2019/20, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

Capitar manks projet Sepuncil Agenc	Attachr	nent 4.2.1		29 April 2019 Page 149	
	Forecast Actual	Budget	Change		
	2018/19	2019/20	39.	%	
	\$'000	\$'000	\$'000		
Property	2,577	2,264	(313)	(12.15%)	
Plant and equipment	2,247	1,584	(663)	(29.51%)	
Infrastructure	19,794	15,546	(4,248)	(21.46%)	
Total	24,618	19,394	(5,224)	(21.22%)	

	Asset expenditure types					S	Summary of Funding Sources		
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,264		2,139	125	_		_	2,264	_
Plant and equipment	1,585	55	1,530	-	-	-	20	1,565	-
Infrastructure	15,545	3,187	10,376	1,982	-	2,432	440	8,273	4,400
Total	19,394	3,242	14,045	2,107	-	2,432	460	12,102	4,400

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4.5.2 Current Budget

	Project			Asset expe	enditure types		S	Summary of Funding Sources		
Capital Works Area	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY										
Building Improvements										
Minor building improvements	702	-	577	125	-	-	-	702	-	
Public toilet renewal	486	-	486	-	-	-	-	486	-	
Holiday park improvements	144	-	144	-	-	-	-	144	-	
Building renewal general funding	836	-	836	-	-	-	-	836	-	
Roof access	48	-	48	-	-	-	-	48	-	
Accessibility	48	-	48	-	-	-	-	48	-	
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Plant replacement	1,225	-	1,225	-	-	-	-	1,225	-	
Computers and Telecommunications										
ICT strategy implementation	251	-	251	-	-	-	-	251	-	
IT hardware	53	-	53	-	-	-	-	53	-	
Paintings and Exhibits										
Art work acquisitions	15	15	-	-	-	-	-	15	-	
Public art initiatives	40	40	-	-	-	-	20	20	-	
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	20	1,564	-	

Warrnambool City Council Agenda fo	Project	Attachn	nent 4.2.1	Asset expenditure types			Summary of Funding Sources			
Capital Works Area	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
_	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
INFRASTRUCTURE										
Roads										
Local roads rehabilitation and resheets	3,136	-	3,136	-	-	340	-	2,796	-	
Road reseal program	730	-	730	-	-	-	-	730	-	
Road safety audit implementation	144	-	144	-	-	-	-	144	-	
Street lighting improvements	29	-	29	-	-	-	-	29	-	
Disabled parking	50	-	50	-	-	-	-	50	-	
Central bus interchange	550	-	-	550	-	250	-	300	-	
City centre taxi rank	50	-	-	50	-	-	-	50	-	
Bridges										
Bridge renewal	254	-	254	-	-	-	-	254	-	
Russells Creek footbridge	80	80	-	-	-	-	40	40	-	
Footpaths and Cycleways										
Beach access	195	-	195	-	-	125	-	70	-	
Footpath and bicycle path renewal	793	-	793	-	-	-	-	793	-	
Footpath construction	299	299	-	-	-	-	-	299	-	
Small infrastructure fund projects	333	333	-	-	-	-	-	333	-	
Drainage										
Priority backlog drainage	492	267	225	-	-	267	-	225	-	
Recreational, Leisure & Community Facilities										
Recreational facilities upgrade	3,190	1,000	1,000	1,190	-	-	-	190	3,000	
Outdoor pool	300	-	300	-	-	-	-	300	-	

Off Street Car Parks Carpark linemarking 57 - 57 - - - 55 Foreshore pavilion carpark 620 620 - - - - 400 22 Other Infrastructure Livestock exchange improvements 57 - 57 - - - - 55	92
Smart Street Lighting replacement 1,400 - 1,400 - - - - - - - - -	
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Minor works 29 - 29 - - - - 20 Carpark linemarking 57 - 57 -<	- 1,40
Off Street Car Parks Carpark linemarking 57 - 57 55 Foreshore pavilion carpark 620 620 400 22 Other Infrastructure Livestock exchange improvements 57 - 57 55	
Carpark linemarking 57 - 57 - - - 5 Foreshore pavilion carpark 620 620 - - - - - 400 22 Other Infrastructure Livestock exchange improvements 57 - 57 - - - - 5	29
Foreshore pavilion carpark 620 620 400 22 Other Infrastructure Livestock exchange improvements 57 - 57 5	
Other Infrastructure Livestock exchange improvements 57 - 57 55	57
Livestock exchange improvements 57 - 57 5	20
improvements 57 - 57	
	57
Other infrastructure projects 95 48 47 95	95
Livestock Exchange roof construction 540 540 54	10
TOTAL INFRASTRUCTURE 15,546 3,187 10,377 1,982 - 2,432 440 8,27	74 4,40
TOTAL NEW CAPITAL WORKS 19,394 3,242 14,045 2,107 - 2,432 460 12,10	02 4,40

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

Indicator	Measure	te	Forecast	Budget	Strategio	Resource Plan	Projections	Trend
		Note s	2018/19	2019/20	2020/21	2021/22	2022/23	+/0/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.67%)	1.60%	2.28%	2.20%	1.75%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	114.15%	115.87%	120.98%	116.80%	118.40%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	69.73%	73.04%	78.23%	74.15%	76.88%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	27.51%	32.50%	26.39%	23.48%	19.39%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.78%	5.31%	5.56%	4.67%	4.08%	+
Indebtedness	Non-current liabilities / own source revenue		16.97%	21.31%	17.85%	16.37%	13.47%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	135.55%	109.12%	90.88%	100.03%	83.53%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	52.03%	55.48%	56.62%	57.40%	57.58%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.58%	0.60%	0.61%	0.62%	0

			1634				
Indi@a@ambool City Co	oun ril Agenda for Special Meeting ຜ <u>ູ້</u> ປັ	Attachment423t	Budget	Strate	gic Resource Pla	n Projections April 207	19 Page ∱end
	Ö	2018/19	2019/20	2020/21	2021/22	2022/23	+/0/-
Efficiency							
Expenditure level	Total expenses/ no. of property assessments	\$4,410	\$4,198	\$4,395	\$4,406	\$4,423	+
Revenue level	Residential rate revenue / no. of residential property assessments	\$1,926	\$2,029	\$2,120	\$2,216	\$2,271	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	9.70%	10.00%	10.00%	10.00%	10.00%	-

Key to Forecast Trend:

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

Notes to indicators

1. 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 be around the breakeven amount in the Strategic Resource Plan period.

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 115% over the Strategic Resource Plan.

Attachment 4.2.1

The 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. Councils debt is planned to peak in 2019/20 before reducing 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 has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. The increase in asset renewal through a rate cap variation improves this ratio to an acceptable level but it does not address the existing backlog of works.

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.

User Fees & Charges Schedule

Property Management

New fees to apply from 1 July 2019

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Applications to use Crown & Council Land	\$25.00	\$25.50	\$26.10	\$0.60	2.35%
Licences preparation fee	\$110.00	\$112.50	\$115.30	\$2.80	2.49%
Lease preparation fee	\$160.00	\$163.60	\$167.70	\$4.10	2.51%
Survey plan fee	\$1,600.00	\$1,636.00	\$1,677.00	\$41.00	2.51%
Title search fee	\$42.00	\$43.00	\$44.10	\$1.10	2.56%
Outdoor Café /Laneway Bar Fees					
Licence Fee	\$580.00	N/A	N/A	N/A	N/A
Licence Fee (per week)	N/A	\$200.00	\$205.00	\$5.00	2.50%
Table Fee (per table)	\$40.00	\$41.00	\$42.00	\$1.00	2.44%
Rate Search Fees					
Rate history search fee (1st 3 hours)	\$380.00	\$388.50	\$398.20	\$9.70	2.50%
Rate history search fee (after 3 hours)	\$120.00	\$122.50	\$125.60	\$3.10	2.53%
Rate history search fee (0 - 10 years)	\$22.00	\$22.50	\$23.10	\$0.60	2.67%
Copy of previous years Rate Instalments Notices (ea.)	\$16.00	\$16.40	\$16.80	\$0.40	2.44%
Search, retrieval and photocopying fees					
Search, inspection, retrieval or access fee	\$23.80	\$24.30	\$24.90	\$0.60	2.47%
Search, inspection, retrieval or access fee from off site	\$37.80	\$38.65	\$39.60	\$0.95	2.46%
Photocopying/printing any document (per A4/A3 page)	\$0.60	\$0.62	\$0.65	\$0.03	4.84%
Photocopying/printing any document (per A1,2,0 page)	\$5.00	\$5.10	\$5.20	\$0.10	1.96%

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 2019.

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New fees to apply from 1 July 2019					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Monetary Complaints: Notices on a Debt					70
Filing Fee					
Less than \$500	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$500 - \$999	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$1,000 - \$4,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$5,000 - \$7,499	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$7,500 - \$9,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$10,000 - \$20,000	\$451.70	\$460.70	\$468.20	\$7.50	1.63%
Necessary Certificate x2					
Less than \$500	\$96.00	\$96.00	\$98.00	\$2.00	2.08%
\$500 - \$999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$1,000 - \$4,999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$5,000 - \$7,499	\$198.00	\$202.00	\$208.00	\$6.00	2.97%
\$7,500 - \$9,999	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
\$10,000 - \$20,000	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
Professional (Item 1 Complaints)					
Less than \$500	\$212.00	\$217.00	\$222.00	\$5.00	2.30%
\$500 - \$999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$1,000 - \$4,999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$5,000 - \$7,499	\$545.00	\$557.00	\$571.00	\$14.00	2.51%
\$7,500 - \$9,999	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
\$10,000 - \$20,000	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
Service Fee					
Service Fee	\$69.00	\$71.00	\$73.00	\$2.00	2.82%
Other Professional Costs					
Warrant					
Less than \$500	\$55.00	\$56.00	\$57.00	\$1.00	1.79%
\$500 - \$999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$1,000 - \$4,999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$5,000 - \$7,499	\$133.00	\$136.00	\$139.00	\$3.00	2.21%
\$7,500 - \$9,999	\$167.00	\$171.00	\$175.00	\$4.00	2.34%
\$10,000 - \$20,000	\$167.00	\$171.00	\$175.00	\$4.00	2.34%

Description Descri	2017/thachn	ne nto4.8/1 9	2019/20	29 April 2018	Pagarianee %
Summons for Oral Examination					70
Less than \$500	\$57.00	\$58.00	\$59.00	\$1.00	1.72%
\$500 - \$999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$1,000 - \$4,999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$5,000 - \$7,499	\$163.00	\$167.00	\$171.00	\$4.00	2.40%
\$7,500 - \$9,999	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
\$10,000 - \$20,000	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
Necessary Affidavit					
Less than \$500	\$96.00	\$98.00	\$100.00	\$2.00	2.04%
\$500 - \$999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$1,000 - \$4,999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$5,000 - \$7,499	\$240.00	\$245.00	\$251.00	\$6.00	2.45%
\$7,500 - \$9,999	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
\$10,000 - \$20,000	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
Application for Order					
Less than \$500	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$500 - \$999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$1,000 - \$4,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$5,000 - \$7,499	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$7,500 - \$9,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$10,000 - \$20,000	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
Instructions to Defend					
Less than \$500	\$98.00	\$100.00	\$103.00	\$3.00	3.00%
\$500 - \$999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$1,000 - \$4,999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$5,000 - \$7,499	\$260.00	\$266.00	\$273.00	\$7.00	2.63%
\$7,500 - \$9,999	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
\$10,000 - \$20,000	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
Order for Substituted Service					
Less than \$500	\$143.00	\$146.00	\$150.00	\$4.00	2.74%
\$500 - \$999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$1,000 - \$4,999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$5,000 - \$7,499	\$307.00	\$314.00	\$322.00	\$8.00	2.55%
\$7,500 - \$9,999	\$362.00	\$370.00	\$379.00	\$9.00	2.43%
\$10,000 - \$20,000	\$362.00	\$370.00	\$379.00	\$9.00	2.43%

Descharmenbool City Council Agenda for Special Meeting	2017/486hi	me n_1041.8/11.9	2019/20	29 April 2A 28	Pagarla/198e %
Necessary Notice/Certificate					70
Less than \$500	\$48.00	\$48.00	\$49.00	\$1.00	2.08%
\$500 - \$999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$1,000 - \$4,999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$5,000 - \$7,499	\$99.00	\$101.00	\$104.00	\$3.00	2.97%
\$7,500 - \$9,999	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
\$10,000 - \$20,000	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
Issue Fees					
Claim or Counterclaim					
Fee	\$142.20	\$145.00	\$147.40	\$2.40	1.66%
Application for Order					
Fee	\$41.80	\$42.70	\$43.40	\$0.70	1.64%
With Preparation	\$68.30	\$69.70	\$70.90	\$1.20	1.72%
46A Summons/46B Rehearing Application					
Fee	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
With Preparation	\$174.30	\$177.70	\$180.70	\$3.00	1.69%
Summons for Oral Examination inc hearing					
Fee	\$97.60	\$99.50	\$101.20	\$1.70	1.71%
Certificate for Supreme Court					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$47.70	\$0.80	1.71%
Application for Attachment of Earnings					
Fee	\$139.40	\$142.20	\$144.50	\$2.30	1.62%
Attachment of Earnings/Debt Order					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$27.70	-\$19.20	-40.94%
Warrant Fees					
Fee	\$16.30	\$17.10	\$17.30	\$0.20	1.17%
Sheriff's Warrant Fee	N/A	\$195.00	\$198.10	\$3.10	1.59%
Application under the Judgement Debt Recovery Act					
Summons for Examination	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
Instalment Application/Agreement (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Application to Vary/Cancel (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Service Cost					
Attempted Service (Item 78)	\$48.00	\$49.00	\$50.00	\$1.00	2.04%
Service by Post (Item 77)	\$13.00	\$13.00	\$13.00	\$0.00	0.00%
Allowance per km (Item 79)	\$0.69	\$0.70	\$0.70	\$0.00	0.00%

New fees to apply from 1 July 2019							
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %		
Mooring Fees							
Boat less than 10m pa	\$255.00	\$260.00	\$265.00	\$5.00	1.92%		
Boat 10.1m to 15m pa	\$325.00	\$330.00	\$335.00	\$5.00	1.52%		
Boat 15.1 – 20m pa	\$375.00	\$380.00	\$385.00	\$5.00	1.32%		
Boat 20.1 – 25m pa	\$460.00	\$470.00	\$475.00	\$5.00	1.06%		
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$210.00	\$215.00	\$220.00	\$5.00	2.33%		
Mooring inspection fee	N/A	\$170.00	\$180.00	\$10.00	\$0.06		
Mooring infrastructure hire	\$85.00	\$87.00	\$90.00	\$3.00	3.45%		
Berth permit or mooring licence - new application fee	\$80.00	\$80.00	\$80.00	\$0.00	0.00%		
Annual Parking Permit Fees							
Breakwater (per vehicle)	\$65.00	\$67.00	\$68.00	\$1.00	1.49%		
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		

Attachment 4.2.1

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Minor Works less than \$10,000	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Minor Works great than \$10,000	\$610.00	\$630.00	\$650.00	\$20.00	3.17%
Minor Works Public Notice Fee	N/A	N/A	\$50.00	N/A	N/A
Large Projects	By Negotiation	By Negotiation	By Negotiation	N/A	N/A
Asset Inspection Checklist	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Driveway Design and Vertical Clearance Check	\$230.00	N/A	N/A	N/A	N/A
Livestock Crossing Permit:					
Stock Crossing Permit	N/A	N/A	\$145.00	N/A	N/A
Stormwater Legal Point of Discharge Application:					
Single dwelling development - note 1	\$67.00	\$65.40	\$141.20	\$75.80	115.90%
Information only	\$60.00	\$60.00	\$62.00	\$2.00	3.33%
Short notice fee	\$115.00	\$115.00	\$117.00	\$2.00	1.74%
Street tree – supply and install including maintenance period of 24 months	\$335.00	\$345.00	\$355.00	\$10.00	2.90%
Build Over Stormwater Easement Application	\$110.00	\$115.00	\$118.00	\$3.00	2.61%
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,000.00	\$3,100.00	\$3,200.00	\$100.00	3.23%
Rain Garden (medium up to 9.0m²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,010.00	\$3,500.00	\$3,600.00	\$100.00	2.86%
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$635.00	\$650.00	\$670.00	\$20.00	3.08%
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,290.00	\$1,350.00	\$1,390.00	\$40.00	2.96%
Plan checking and supervision fee	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)	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 Hires

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Botanic Gardens - Weddings and Events					
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	N/A	N/A	\$100.00	N/A	N/A
Use of Band Rotunda and or Vehicle Access	N/A	\$150.00	\$160.00	\$10.00	6.67%
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	N/A	\$500.00	\$525.00	\$25.00	5.00%
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%
Large Marquee *	N/A	Price on event application	Price on event application	N/A	N/A

^{*} Marquee fees include vehicle access and use of Band Rotunda if required

Lake Pertobe - Events	2017/18	2018/19	2019/20	Variance	Variance %
Community Events (not for profit)	N/A	\$0.00	\$0.00	\$0.00	0.00%
Small Events (under 200 attendees)	N/A	\$250.00	\$265.00	\$15.00	6.00%
Medium Events (between 200 to 500 attendees)	N/A	\$500.00	\$525.00	\$25.00	5.00%
Large Events (over 500 attendees)	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%

Lighthouse Theatre						
New fees to apply from	n 1 July 2019					
User Fees & Charges	3	2017/18	2018/19	2019/20	Variance	Variance %
Staff per hour used,	all venues and user types					
Supervising Technicia	n	\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Technician		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Front of House Coordi	nator	\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Merchandise seller		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Community & Local I	Non for Profit					
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$500.00	\$520.00	\$540.00	\$20.00	3.85%
	Second Performance same day	\$300.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Pe	rformance Hire	\$330.00	\$340.00	\$350.00	\$10.00	2.94%
Second Performance S	*	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists and No	n-local Non for Profit					
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$720.00	\$750.00	\$780.00	\$30.00	4.00%
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals						
Hire per hour	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Pe	rformance Hire	\$440.00	\$460.00	\$480.00	\$20.00	4.35%
Second Performance S	Same Day	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists	nity, Non for Profits and					
Equipment &	Steinway Grand piano	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
Consumable Items		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Minimum Consumable Charge (gel, tape, batteries)	N/A	N/A	\$30.00	N/A	N/A
	Radio Mics	\$40.00	\$45.00	\$45.00	\$0.00	0.00%
Ticketing Fees	Tix under \$11.00	\$1.35	\$1.40	\$1.45	\$0.05	3.57%
	Tix \$11.00 - \$40.00	\$2.50	\$2.75	\$2.80	\$0.05	1.82%
	Tix \$40.00 plus	\$3.50	\$3.75	\$3.80	\$0.05	1.33%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$50.00	\$52.50	\$2.50	N/A

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Companies THEATRE: Ticketee	d Performance Hire					
	Hire rate plus 5% of net	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	ticket sales	*	*	A=== 00	* 0= 00	4.550/
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE Rehears						
	Stage lights and all technical	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed I	facilities	фгго 00	фE7E 00	ф г 00 00	Φ45.00	2.61%
STUDIO: Ticketed i	Second Performance Same	\$550.00 \$330.00	\$575.00 \$330.00	\$590.00 \$340.00	\$15.00 \$10.00	3.03%
	Day	φ330.00	φ330.00	φ340.00	\$10.00	3.03%
STUDIO Rehearsals	s					
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Ticketed Event: Sta	andard Hirer Rates					
THEATRE: Ticketee	d Performance Hire					
	Hire rate plus 5% of net ticket sales	\$1,485.00	\$1,550.00	\$1,600.00	\$50.00	3.23%
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE	,					
Rehearsals	Stage lights and all technical	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
	facilities	ψ33.00	ψ37.30	φ00.00	Ψ2.50	4.5570
STUDIO: Ticketed I	Performance Hire	\$500.00	\$575.00	\$600.00	\$25.00	4.35%
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
STUDIO Rehearsal						
Work lights only	Stage Lights & Technical Facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Lighthouse Theatre	e (Cont.)					
New fees to apply from	om 1 July 2019					
User Fees & Charg	es	2017/18	2018/19	2019/20	Variance	Varianc %
	dised theatre and Standard					
hires Equipment & Cons	umables Items					
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
	,	(Plus tuning if	(Plus tuning if	(Plus tuning if	N/A	N/A
	Radio Mics	required) \$80.00	required) \$90.00	required) \$90.00	\$0.00	0.00%
Ticketing Fees	Tix under \$11.00	\$2.85	\$3.00	\$3.10	\$0.00	3.33%
	Tix \$11.00 - \$40.00	\$3.90	\$4.00	\$4.10	\$0.10	2.50%
	Tix \$40.00 \$60.00	\$4.60	\$5.00	\$5.10	\$0.10	2.00%
	Tix \$60 plus	\$5.50	\$6.00	\$6.10	\$0.10	1.67%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of	N/A	\$100.00	\$105.00	\$5.00	N/A
	Tickets (Per Season) Urgent (<72hr) Event Creation and Set of Tickets (Per Season	N/A	\$200.00	\$210.00	\$10.00	N/A

Merc Mattichsie nal Giburgophogil Aspenal Fares pocioli Me		11% Attachn	րeր <u>ի</u> %,2₀1 _ի	12% on 29	АрујД2019 Г	Page/14/165
Atrium and Meeting Ro		Gross Sales	Gross Sales	Gross Sales		
Non-Ticketed Event: Organisations	Non for Profit					
THEATRE:	Event Hire (up to 9 hrs)	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$605.00	\$630.00	\$650.00	\$20.00	3.17%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	·	N/A	\$55.00	\$60.00	\$5.00	9.09%
	Weekdays outside business hours weekends	By negotiation	By negotiation	By negotiation	N/A	N/A
STUDIO: Used in cor Event Hire	njunction with Theatre:					
27011011110	Hire per event, per day	\$365.00	\$380.00	\$390.00	\$10.00	2.63%
MEETING ROOM: Us Theatre or Studio:	ed in conjunction with					
Event Hire	Hire per event, per day	\$140.00	\$150.00	\$150.00	\$0.00	0.00%
MAIN FOYER: Event Hire	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$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)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Standard Hire Rates	- NON TICKETED EVENTS	Дрргу	Дрргу	Дрргу		
THEATRE:	Event Hire (up to 9 hrs)	\$1,850.00	\$1,925.00	\$2,000.00	\$75.00	3.90%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$715.00	\$750.00	\$780.00	\$30.00	4.00%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Used in cor	njunction with Theatre					
	Hire per event	\$420.00	\$440.00	\$460.00	\$20.00	4.55%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$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)	\$330.00	\$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	Used in conjunction with Theatre: Event	No charge	No charge	No charge	N/A	N/A
Event Hire	Used in conjunction with Studio: Event (per hour)	\$75.00	\$115.00	\$115.00	\$0.00	0.00%
	Room Change Surcharge (Change of Format from Standard)	N/A	\$55.00	\$60.00	\$5.00	N/A
	Bar Service during Event (per event)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
FUNCTIONS	•		,			
Catered Function (Dinners/Luncheons/						
STUDIO	Function Hire (up to 9 hrs access, includes Meeting Room)	\$1,100.00	\$1,100.00	\$1,150.00	\$50.00	4.55%

Warrnambool City	/ CoungiltAgendaifer Special Meeting	\$55.0 0 ttachr	negng 1 .20	\$60.00 29	A p gl <u>≰</u> @19 P	age.8566
	Setup Hours					
MAIN FOYER	Used in conjunction with Catered Function	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
	Foyer Bar Service (per function)	N/A	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Other Fees						
Equipment & Cons	umables Items					
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
	Rubbish Removal (Charge per skip)	\$110.00	\$110.00	\$110.00	\$0.00	0.00%

New fees to apply from 1 July 2019

User Fees and Charges	2017/18	2018/19	2019/20	Variance	Variance %
Day Admissions: Aquatics					
Adult swim	\$6.90	\$6.90	\$7.00	\$0.10	1.45%
Child swim (3-15 years)	\$4.90	\$5.00	\$5.10	\$0.10	2.00%
Concession swim	\$4.90	\$5.00	\$5.30	\$0.30	6.00%
Family swim (unlimited family members/same residence)	\$20.60	\$20.60	\$20.80	\$0.20	0.97%
Day Admissions: Health & Fitness					
Gymnasium	\$18.90	\$19.30	\$19.50	\$0.20	1.04%
Fitness class	\$14.70	\$14.70	\$14.90	\$0.20	1.36%
Older adult exercise class	\$10.30	\$10.40	\$10.50	\$0.10	0.96%
Preventative Health Classes	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
School aerobics	\$7.70	\$7.90	\$7.90	\$0.00	0.00%
Personal Training 1 hour	\$82.70	\$86.80	\$88.00	\$1.20	1.38%
Personal Training 45 minutes	\$62.00	\$65.10	\$66.00	\$0.90	1.38%
Personal Training ½ hour	\$46.20	\$47.10	\$48.00	\$0.90	1.91%
Creche					
Per child per hour (Member)	\$6.80	\$7.00	\$7.50	\$0.50	7.14%
Per child per hour (Non Member)	\$12.20	\$12.60	\$12.90	\$0.30	2.38%
Learn to Swim (Pool Entry & Assessment)					
Per class (2 nd child and 3 rd child discounts apply)	\$14.30	\$14.30	\$14.50	\$0.20	1.40%
Private lessons ½ hour lesson	\$50.80	\$51.80	\$52.00	\$0.20	0.39%
1 hour lesson	\$96.80	\$100.70	\$101.00	\$0.30	0.30%
School swim no instruction	\$4.70	\$4.80	\$4.90	\$0.10	2.08%
School swim with instruction	\$7.00	\$7.00	\$7.00	\$0.00	0.00%
School at pool	\$9.90	\$10.10	\$10.50	\$0.40	3.96%
Group Entry					
Adult Swim	\$6.10	\$6.10	\$6.30	\$0.20	3.28%
Gym	\$16.80	\$17.10	\$17.55	\$0.45	2.63%
Fitness class	\$13.20	\$13.50	\$13.50	\$0.00	0.00%
Other					
Locker hire	\$3.70	\$3.80	\$4.00	\$0.20	5.26%
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ToweWarreambool City Co	uncil Agenda for Specia	al Meetilog _{.70} Att	tachment4.2.1	\$4.00	29 Ap rib 2019	Page 1/168
Multi Pass – Health & F	itness					
Fitness class	20 pass	\$295.40	\$307.20	\$307.20	\$0.00	0.00%
Multi Pass – Aquatics						
Adult	20 Pass	\$123.60	\$123.60	\$126.00	\$2.40	1.94%
	50 Pass	\$309.00	\$309.00	\$315.00	\$6.00	1.94%
Child	20 Pass	\$87.40	\$89.10	\$91.80	\$2.70	3.03%
	50 Pass	\$218.70	\$223.10	\$229.50	\$6.40	2.87%
Concession	20 Pass	\$87.40	\$89.10	\$95.40	\$6.30	7.07%
	50 Pass	\$218.70	\$223.10	\$238.50	\$15.40	6.90%
Multi Pass: Crèche/Oc	casional Care					
1 child/1hr Crèche	10 Pass	\$68.20	\$70.20	\$71.25	\$1.05	1.50%
1 child/1hr Occasional Care	10 Pass	\$117.30	\$120.80	\$122.55	\$1.75	1.45%

AquaZone (Cont.)

New fees to apply from 1 July 2019

User Fees and C	Charges	2017/18	2018/19	2019/20	Variance	Variance %
Facility Hire						
Pools	Up to four hours	\$483.70	\$507.90	\$530.00	\$22.10	4.35%
	Up to ten hours	\$787.70	\$795.60	\$830.00	\$34.40	4.32%
	Lane hourly commercial	\$39.30	\$41.30	\$45.00	\$3.70	8.96%
	Lane hourly community	\$4.20	\$4.60	\$4.90	\$0.30	6.52%
Pool closure adve fee	· ·	\$140.50	\$154.60	\$155.00	\$0.40	0.26%
School booking c notice)	ancellation fee (per lane) (<12 hrs	\$38.50	\$40.00	\$41.00	\$1.00	2.50%
Crèche – per hou	r	\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Multi-purpose roo	om – per hour	\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Birthday Party						
Aqua Fun Pack		\$71.40	\$72.10	\$72.10	\$0.00	0.00%
Memberships						
Gold	12 months	\$1,026.50	\$1,047.00	\$1,047.00	\$0.00	0.00%
	3 months	\$513.20	\$523.50	\$523.50	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$85.50	\$87.20	\$87.20	\$0.00	0.00%

GymWagnambool City Cou	noibAgenda for Special Meeti	\$915.90 Attack	\$9 9 94. <u>4</u> 8.1	\$980.91 29	\$pand.,2≠0,19 F	age 1/169
	3 months	\$440.20	\$449.00	\$471.45	\$22.45	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.80	\$81.69	\$3.89	5.00%
Fitness & Swim	12 months	\$915.90	\$925.10	\$925.10	\$0.00	0.00%
	3 months	\$440.20	\$444.60	\$444.60	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.10	\$77.10	\$0.00	0.00%
Swim Only	12 months	\$775.80	\$791.30	\$830.87	\$39.57	5.00%
	3 months	\$338.00	\$344.80	\$362.04	\$17.24	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$64.70	\$66.00	\$69.30	\$3.30	5.00%
Family Swim	12 months	\$1,693.40	\$1,744.20	\$1,831.41	\$87.21	5.00%
	3 months	\$594.55	\$612.40	\$643.02	\$30.62	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$141.12	\$145.40	\$152.67	\$7.27	5.00%
Corporate	10 – 20 people	12.5% discount	12.5% discount	12.5% discount	N/A	N/A
	21 + people	15% discount	15% discount	15% discount	N/A	N/A

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	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	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Curatorial Advice – per hour	\$55.00	\$125.00	\$125.00	\$0.00	0.00%
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	\$55.00	\$70.00	\$70.00	\$0.00	0.00%
Family 3 Years	\$150.00	\$200.00	\$200.00	\$0.00	0.00%
Individual	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Individual 3 years	\$110.00	\$110.00	\$110.00	\$0.00	0.00%
Individual concession	\$27.50	\$25.00	\$25.00	\$0.00	0.00%
Individual concession 3 years	N/A	\$65.00	\$65.00	\$0.00	0.00%
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	\$120.00	N/A	N/A	N/A
Transparency/digital image (for reproduction)	\$180.00	Negotiation	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%

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance
Sports ground casual hire (includes use of pavilion)					
Half day	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Full day	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Pre-season training session	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Unauthorised Use (penalty equivalent to full day)	N/A	N/A	\$216.00	N/A	N/A
Unauthorised Works on Council Owned or Managed Land	N/A	N/A	\$1,500.00	N/A	N/A
Football practice match (with line marking)	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$521.00	\$651.00	\$814.00	\$163.00	25.04%
Football/Netball League Finals (junior competition only) (per day)	\$260.00	\$325.00	\$406.00	\$81.00	24.92%
Commercial hire (per day)	\$695.00	\$869.00	\$1,086.00	\$217.00	24.97%
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)	\$6,454.00	\$8,067.00	\$10,084.00	\$2,017.00	25.00%
Category 2 (District League Grounds)	\$3,226.00	\$4,034.00	\$5,041.00	\$1,007.00	24.96%
Category 3 (Other Users)	\$806.00	\$1,008.00	\$1,260.00	\$252.00	25.00%

WarrWarrnองอารูเรสีทู Gruncil Agenda for Special Meeting	Attachme	nt 4.2.1	29 April 2019 Page 17		
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Player Fees					70
Adult	\$10.00	\$10.50	\$10.80	\$0.30	2.86%
Junior	\$8.00	\$8.50	\$8.80	\$0.30	3.53%
School	\$4.60	\$5.00	\$5.50	\$0.50	10.00%
Casual Shot	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Stadium Hire					
Hourly rate with lights: commercial	\$215.00	\$350.00	\$350.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$170.00	\$230.00	\$240.00	\$10.00	4.35%
School use between 9am - 3pm	\$820.00	\$900.00	\$950.00	\$50.00	5.56%
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	\$500.00	\$20.00	4.17%
Hourly rate with lights: commercial	\$70.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$60.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$290.00	\$290.00	\$350.00	\$60.00	20.69%
Show court up to 12 hours	\$630.00	\$630.00	\$650.00	\$20.00	3.17%
Hourly rate with lights: commercial	\$85.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$70.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$300.00	\$300.00	\$350.00	\$50.00	16.67%
Seahawks/Mermaids Home Games & Finals					
Both Teams	\$680.00	\$680.00	\$680.00	\$0.00	0.00%
Single Team	\$420.00	\$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	\$400.00	\$50.00	14.29%
Per hour	\$35.00	\$35.00	\$60.00	\$25.00	71.43%
User groups up to 12 hours	\$122.00	\$122.00	\$150.00	\$28.00	22.95%
User groups per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Meeting room up to 12 hours	\$61.00	\$61.00	\$65.00	\$4.00	6.56%
Per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Facility Hire					
Kitchen facilities	\$170.00	\$175.00	\$175.00	\$0.00	0.00%
User group sports hire up to 12 hours	\$1,060.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,750.00	\$1,800.00	\$50.00	2.86%
2crt NB stadium up to 12 hours	\$891.00	\$900.00	\$950.00	\$50.00	5.56%
Gymnastics					
1 hour recreational class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
2 hour classes class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%
Above 3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%

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Small school group class fee (1hr)	\$75.00	\$80.00	\$90.00	\$10.00	12.50%
Adult Group (per person)	\$10.00	\$12.00	\$13.00	\$1.00	8.33%
Gymnastics facility hire (per hr) for external gymnastics groups	\$75.00	\$80.00	\$100.00	\$20.00	25.00%
Ed gym 1 hr class	\$10.00	\$10.50	\$11.00	\$0.50	4.76%
School Holiday Program 2 hr class	\$20.00	\$20.00	\$22.00	\$2.00	10.00%
Birthday Party Program per child	\$13.00	\$13.50	\$13.50	\$0.00	0.00%
Outside School Hours Care					
Vacation care daily rate	\$70.00	\$75.00	\$81.00	\$6.00	8.00%
After school care casual rate per session	\$28.50	\$30.00	\$30.00	\$0.00	0.00%
After school care permanent rate per session	\$23.50	\$24.00	\$25.50	\$1.50	6.25%

New fees to apply fro							
User Fees & Charge	s	2017	2018	2019	2020	Variance	Variance %
Fee's Per Term- 4 ye hour per week)	ear old (15						
,	Term	\$303.85	\$310.00	\$322.00	\$332.00	\$10.00	3.23%
	1 & 2	per term	per term	per term	per term		
	Term	\$310.00	\$322.00	\$332.00	TBC	N/A	N/A
	3 & 4	per term	per term	per term			
Fee's Per Term- 3 ye hours per week)	ar old (3						
•		\$200.00	\$210.00	\$215.00	\$222.00	\$7.00	3.26%
	Term 1 & 2	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session		
		\$400 per term for 2 x 3 hr sessions					
	Term	\$210.00	\$215.00	\$222.00	TBC	N/A	N/A
	3 & 4	per term	per term	per term			
Centre Based Care							
New fees to apply fro	m 1 July 20	19					
User Fees & Charge	S	2017	2018	2019	2020	Variance	Variance
Daily fee		\$103.30	\$105.00	\$105.00	\$107.00	\$2.00	1.90%
		Jan-June 2017	Jan-June 2018	Jan-June 2019	Jan-Jun 2020		
		\$105.00	\$105.00	\$107.00	TBC	N/A	N/A
		July-Dec 2017	July-Dec 2018	July-Dec 2019			
*Actual cost to familie also attract a rebate c						via Centrelin	k), and wil
Family Day Care		1					<u> </u>

User Pare no bon Arige Council A	gend ə for 63 p ecial M	ee zing7/1 8 Atta	ic <u>h</u> nneg/1492.1	2019/20 29	Apailiante F	a y aria 711 ce %
8am to 6pm – per hour	To be	To be	To be	To be		
After hours – per hour	advised as previously	advised as previously	advised as previously	advised as previously		
Public holidays – per hour	Independent	Independent	Independent	Independent		
Breakfast	fees &	fees &	fees &	fees &	N/A	N/A
Lunch	charges set	charges set	charges set	charges set		
Dinner	Educators	Educators	Educators	Educators		
Snacks	under	under	under	under		
Trips	National guidelines	National guidelines	National guidelines	National guidelines		
Parent Admin Levy	\$9.00*	\$9.20*	\$9.20*	\$9.40*	\$0.20	2.17%
Educator Levy	\$0.70 Per Hour	\$0.80 Per Hour	\$0.80 Per Hour	\$0.85 Per hour	\$0.05	6.25%
*per child per week, capped at	2 children	1				

Home Maintenance					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$20.00	\$2.00	11.11%
Lawn mowing and tip fees: medium & couples	\$32.00	\$36.00	\$38.00	\$2.00	5.56%
Lawn mowing and tip fees: Private (PlusGST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Property modification (plus cost of materials): low	\$15.00	\$18.00	\$20.00	\$2.00	11.11%
Property modification (plus cost of materials): medium	\$30.00	\$36.00	\$38.00	\$2.00	5.56%
Property modification (plus cost of materials): Private (Plus GST).	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Minimum 1 hour applies.					
Home Care					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Home care – low	\$8.63	\$8.90	\$9.00	\$0.10	1.12%
Home care – medium	\$15.36	\$15.90	\$16.00	\$0.10	0.63%
Home care – high	\$37.20	\$37.90	\$38.00	\$0.10	0.26%
Personal care – low	\$7.36	\$7.60	\$7.80	\$0.20	2.63%
Personal care – medium	\$8.90	\$9.60	\$10.00	\$0.40	4.17%
Respite care	\$3.00	\$3.50	\$5.00	\$1.50	42.86%
CACPS (plus GST.)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Post Acute Care (plus GST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Plus travel costs per km - Private Clients / Fees for Service (plus GST)	\$1.13	\$1.20	\$1.25	\$0.05	4.17%
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 <i>outside</i> Monday to Friday 6 am to 6pm.					
Time and $\frac{1}{2}$ is charged to CACPS and PAC after 6pm for then double time after that, Saturday incurs time and $\frac{1}{2}$ for then double time before midday.	or the first 2 ho				
After midday until Monday morning 6am charges are dou	ble time.				
All CHSP & HACC PYP Programs are GST free					

Warrnambool City Council Agenda for Special Meeting	Attachment	4.2.1	29	April 2019 Pa	age 175
Planned Activity Group				•	
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Daily session fee – low & medium	\$7.50	\$7.60	\$8.00	\$0.40	5.26%
Daily session fee - high (GST free)	\$33.00	\$34.00	\$35.00	\$1.00	2.94%
Meal	\$8.40	\$8.40	\$9.00	\$0.60	7.14%
Soup	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Sweet	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Food Services			<u> </u>		
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Full cost meals (GST free)	\$17.50	\$17.50	\$17.90	\$0.40	2.29%
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$9.10	\$0.20	2.25%
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.90	\$0.50	4.39%

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Varianc e	Varianc e %
Hydro pools casual admission	\$8.80	\$9.00	\$9.00	\$0.00	0.00%
Commercial pool use	\$87.00	\$90.00	\$95.00	\$5.00	5.56%
Community pool use	\$54.00	\$60.00	\$65.00	\$5.00	8.33%
Commercial rate per hour per room	\$52.00	\$55.00	\$60.00	\$5.00	9.09%
Casual community rate per hour per room	\$32.50	\$35.00	\$35.00	\$0.00	0.00%
Monthly and weekly regular community booking	\$19.00	\$20.00	\$20.00	\$0.00	0.00%
(with more than 10 bookings per year) under 20 people per hour per room					
Community Computer Centre per 1 hour session	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Health promotion programs: strength training	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
Lite Moves	\$7.00	\$6.00	\$6.00	\$0.00	0.00%
Lite Pulse	\$6.50	\$5.60	\$6.00	\$0.40	7.14%
Moove & Groove	N/A	N/A	\$6.00	N/A	N/A
Bike Hire Group Program	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
Annual Membership	N/A	\$300.00	\$300.00	\$0.00	0.00%

	ambool City Council Agenda for Special Meeting	Attachment		207101	il 2019 Pa	
	o apply from 1 July 2019	I				T
User Fees	& Charges	2017/18	2018/19	2019/20	Varian ce	Variand e %
Food						
Class 1		\$430.00	\$450.00	\$470.00	\$20.00	4.44%
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$405.00	\$415.00	\$426.00	\$11.00	2.65%
	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)	\$27.00	\$30.00	\$31.00	\$1.00	3.33%
	Community Group (eg not-for-profit groups) - Note 2	No fee	No fee	No fee	N/A	N/A
	Canteens/sporting club kitchens - Note 3	\$135.00	\$140.00	\$146.00	\$6.00	4.29%
Class 3	Class 3 General	\$155.00	\$160.00	\$165.00	\$5.00	3.13%
	Community Group (eg not-for-profit groups) - Note 2	No fee	No fee	No fee	N/A	N/A
Class 4	7.000 2	No fee	No fee	No fee	N/A	N/A
Health						
Hairdresse	rs, beauty salons (one off fee)	\$185.00	\$200.00	\$210.00	\$10.00	5.00%
Beauty pre	mises & skin penetration establishments	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
New Regis	stration Fees					
inspection t	ses pre-application fee and/or pre-registration fee - <i>Note 4</i>	\$75.00	\$100.00	\$200.00	\$100.0 0	100.00
New registi		Annual Fee plus 50%	Annual Fee plus 50%	\$0 (0%)	N/A	N/A
Transfer fe						
<u>'</u>	request fee prior to transfer – 5 business days	\$180.00	\$200.00	\$210.00	\$10.00	5.00%
Inspection days	request fee prior to transfer – 10 business	\$135.00	\$150.00	\$150.00	0.00%	\$0.00
Transfer fe	е	50% of annual fee	50% of annual fee	50% of annual fee	N/A	N/A
Accommo	dation					
Accommod	lation premises	\$220.00	\$230.00	\$235.00	\$5.00	2.17%
Other fees						
Re-inspect	ion fee and request for inspection fee	\$75.00	\$80.00	\$82.00	\$2.00	2.50%
Late payme	ent fee	50% of the annual fee	50% of the annual fee	50% of annual fee	N/A	N/A
Septic tan	ks					
	applications - <i>Note 5</i>	\$540.01	\$550.00	\$560.00	\$10.00	1.82%
Note 5	alterations (changes to disposal field only)	\$270.01	\$275.00	\$280.00	\$ 5.00	1.82%
Caravan P						
Caravan Pa	arks (per site)	Set by State Governme nt	Set by State Governme nt	Set by State Governme nt	N/A	N/A
Pool samp	oling					
	e for microbiological testing of potable water, pools and spas	\$113.00	\$120.00	\$125.00	\$5.00	4.17%

Pro-Marmandanh Cityo Cally it Agenda for Special Meeting

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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.

NOTE: in prior years, new business registrations paid the Annual fee + 50% (i.e. a Class 2 Business paid + \$207.50; a Class 3 paid + \$80; a Beauty premise paid + \$70; and, Accommodation paid + \$100). This 50% has now been removed, while the inspection fee has increased by \$100.

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 fees in the region.

Local Laws					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Derelict vehicle release	\$340.00	\$350.00	\$400.00	\$50.00	14.29%
Tables and chairs	\$175.00	\$180.00	\$185.00	\$5.00	2.78%
Goods on footpath	\$190.00	\$200.00	\$210.00	\$10.00	5.00%
A/Frames permit	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
ltinerant trading annual permit	N/A	N/A	\$600.00	N/A	N/A
Itinerant trading 6 monthly permit	N/A	N/A	\$350.00	N/A	N/A
Itinerant trading weekend permit	N/A	N/A	\$125.00	N/A	N/A
Itinerant trading organiser permit (markets and festivals)	N/A	N/A	\$1,500.00	N/A	N/A
Impounded trolley release fee	\$95.00	\$105.00	\$110.00	\$5.00	4.76%
Permit to burn	\$85.00	\$90.00	\$100.00	\$10.00	11.11%
Horses on beach trainer permit	\$220.00	\$225.00	\$250.00	\$25.00	11.11%
Horses on beach daily access fee	\$4.50	\$6.00	\$3.50	-\$2.50	-41.67%
			Council charge		
Horses on beach swim access fee	\$1.50	\$2.50	\$2.00	-\$0.50	-20.00%
			Council charge		
Hire of cat cage	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Hire Citronella Collar per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark inhibiter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark counter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Block slashing prior to declared fire season	At Cost	\$130.00	\$150.00	\$20.00	15.38%
Skip bin permit	N/A	N/A	\$15.00	N/A	N/A

Park\/hagrpa@goglpGjtyeGouncil Agenda for Special Meeting		Attachment 4.2.1		29 April 2019 Page 178		
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
On-Street and Off Street (per hour)						
All parking zones 1P 2P 4P	\$1.40	\$1.40	\$1.40	\$0.00	0.00%	
All Day	\$3.00	\$3.00	\$3.00	\$0.00	0.00%	
Disabled Parking	N/A	\$0.00	\$0.00	\$0.00	0.00%	
Reserved bay permit in CBD per day	N/A	\$15.00	\$15.00	\$0.00	0.00%	
Credit Surcharge on Smart Meters						
Credit Surcharge on Smart Meters	\$0.24	\$0.24	\$0.24	\$0.00	0.00%	
Parking Permits						
Disabled and Returned Service:						
Replacement	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	
New	\$14.00	\$0.00	\$0.00	\$0.00	0.00%	
Resident Parking permit - each permit / per annum	N/A	\$15.00	\$15.00	\$0.00	0.00%	
Car parking Fines						
Car parking fines set by Council	\$70.00	\$70.00	\$80.00	\$10.00	14.29%	

New fees to apply from 1 April 2020					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Unsterilised dog	\$166.00	\$210.00	\$210.00	\$0.00	0.00%
Sterilised dog	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Unsterilised dog (pensioner)	\$83.00	\$105.00	\$105.00	\$0.00	0.00%
Sterilised dog (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog over 10 years old	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Dog over 10 years old (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog kept for working with Livestock (rural)	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Dog kept for working with Livestock (rural) (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog registration at pound release	\$25.00	\$35.00	\$35.00	\$0.00	0.00%
Declared Dangerous or Restricted Breed	\$225.00	\$250.00	\$300.00	\$50.00	20.00%
Unsterilised cat	\$130.00	\$177.00	\$210.00	\$33.00	18.64%
Sterilised cat	\$43.00	\$59.00	\$70.00	\$11.00	18.64%
Cat registration at pound release	\$15.00	\$29.00	\$35.00	\$6.00	20.69%
Unsterilised cat (pensioner)	\$65.00	\$88.00	\$105.00	\$17.00	19.32%
Sterilised cat (pensioner)	\$21.00	\$29.00	\$35.00	\$6.00	20.69%
Permit to house a third dog / cat	NA	\$25.00	\$100.00	\$75.00	300.00%
Replacement registration tag	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Grazing permit	\$180.00	\$185.00	\$190.00	\$5.00	2.70%
Registered animal businesses	\$170.00	\$175.00	\$200.00	\$25.00	14.29%
Impounded animal release fee:					
Cat	\$100.00	\$105.00	\$155.00	\$50.00	47.62%
Dog	\$145.00	\$150.00	\$155.00	\$5.00	3.33%
Pro-rata fees – 50% of pet registration fees ap	ply after 1 Novem	ber.			

Attachment 4.2.1

Warrnambool Livestock Exc	change					
New fees to apply from 1 July	2019					
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Bobby Calves		\$4.20	\$4.30	\$4.30	\$0.00	0.00%
Calves		\$8.70	\$8.90	\$9.00	\$0.10	1.12%
Bulls		\$19.00	\$19.50	\$20.00	\$0.50	2.56%
Cattle		\$13.20	\$13.50	\$13.80	\$0.30	2.22%
Sheep		\$0.70	\$0.75	\$0.75	\$0.00	0.00%
Store - cattle		\$11.70	\$12.00	\$12.50	\$0.50	4.17%
Dairy - cattle		\$14.50	\$14.85	\$15.00	\$0.15	1.01%
Hire of dairy ring per head						
	<100 head	\$12.10	\$12.40	\$13.00	\$0.60	4.84%
	>100 head	\$1,210.00	\$1,210.00	\$1,300.00	\$90.00	7.44%
	>200 head	\$1,580.00	\$1,620.00	\$1,700.00	\$80.00	4.94%
	>300 head	\$1,935.00	\$1,985.00	\$2,100.00	\$115.00	5.79%
	>400 head	\$2,300.00	\$2,360.00	\$2,500.00	\$140.00	5.93%
	>500 head	\$2,680.00	\$2,750.00	\$3,000.00	\$250.00	9.09%
Agents fees		\$113,540.0 0	\$113,540.0 0	\$110,000.0 0	- \$3,540.0 0	-3.12%
Office rental (per office)		\$2,780.00	\$2,780.00	\$2,780.00	\$0.00	0.00%
Truck Wash						
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday		\$0.96	\$1.00	\$1.10	\$0.04	4.00%
Truck wash fees (per minute) all other times		\$1.45	\$1.49	\$1.55	\$0.04	2.68%
Weigh fees	1 Head	\$2.60	\$2.70	\$2.90	\$0.10	3.70%
	2 Head	\$2.25	\$2.30	\$2.40	\$0.05	2.17%
	3 Head	\$1.90	\$1.95	\$2.10	\$0.05	2.56%
	4 Head	\$1.60	\$1.65	\$1.80	\$0.05	3.03%
	5 Head	\$1.25	\$1.30	\$1.40	\$0.05	3.85%
	6 Head or more	\$0.95	\$1.00	\$1.10	\$0.05	5.00%
Scanner fee hire per day		\$110.00	\$115.00	\$120.00	\$5.00	4.35%
Scanner transfer fee per head		\$2.00	\$2.10	\$2.50	\$0.10	4.76%
Cattle not sold at store sale: scanning fee per head		\$2.50	\$2.55	\$3.00	\$0.05	1.96%
Private weighs		\$6.50	\$6.65	\$6.80	\$0.15	2.26%

New fees apply from 1 April 2019 – 31 March 2020 in accordance with Tourism Industry Standards										
User Fees & Charges	2017/18	2018/19	2019/20	Varianc e	Variance %					
Admission Fees					70					
Adults	\$18.00	\$18.00	\$19.00	\$1.00	5.56%					
Concession	\$14.50	\$14.50	\$15.00	\$0.50	3.45%					
Child	\$8.50	\$8.50	\$9.00	\$0.50	5.88%					
Family	\$48.00	\$48.00	\$49.50	\$1.50	3.13%					
Member School Education visits	\$4.00	\$4.00	\$4.50	\$0.50	12.50%					
Additional Education Sessions	\$4.00	\$4.00	\$4.00	\$0.00	0.00%					
"Shipwrecked" Sound & Light Show Admissions										
Adults	\$30.00	\$30.00	\$31.00	\$1.00	3.33%					
Concession	\$27.00	\$27.00	\$28.00	\$1.00	3.70%					
Child	\$15.95	\$15.95	\$16.95	\$1.00	6.27%					
Family (2A + 2C)	\$77.00	\$77.00	\$79.00	\$2.00	2.60%					
Additional Child	\$12.00	\$12.00	\$12.00	\$0.00	0.00%					
Flagstaff Hill Memberships										
Individual	\$40.00	\$40.00	\$42.00	\$2.00	5.00%					
Grandparents (2A + Children)	\$60.00	\$60.00	\$65.00	\$5.00	8.33%					
Family (2A + Children)	\$80.00	\$80.00	\$85.00	\$5.00	6.25%					
Full Family (2G + 2A + Children)	\$0.00	\$100.00	\$110.00	\$10.00	10.00%					
Family Holiday Membership (2 Weeks)	\$60.00	\$48.00	\$50.00	\$2.00	4.17%					
School Memberships										
Enrolment of 0-50 students	\$55.00	\$55.00	\$60.00	\$5.00	9.09%					
Enrolment of 51-100 students	\$70.00	\$70.00	\$75.00	\$5.00	7.14%					
Enrolment of 101-250 students	\$90.00	\$90.00	\$95.00	\$5.00	5.56%					
Enrolment of 251-500 students	\$125.00	\$125.00	\$130.00	\$5.00	4.00%					
Enrolment of 500 students or more	\$150.00	\$150.00	\$155.00	\$5.00	3.33%					
Lighthouse Lodge										
Room Rate – Normal	\$155.00	\$165.00	\$165.00	\$0.00	0.00%					
Room Rate – Peak	\$175.00	\$185.00	\$190.00	\$5.00	2.70%					
Exclusive Use Rate – Normal	\$375.00	\$390.00	\$390.00	\$0.00	0.00%					
Exclusive Use Rate - Peak	\$425.00	\$440.00	\$440.00	\$0.00	0.00%					
Weddings, Functions & Miscellaneous										
Flagstaff – Ceremony Only	\$400.00	\$450.00	\$750.00	\$300.00	66.67%					
Flagstaff – Marquee	\$1,750.00	\$2,500.00	\$2,500.00	\$0.00	0.00%					
Mission to Seaman's Church	\$500.00	\$400.00	\$500.00	\$100.00	25.00%					

The Waranambroh Edy Gound Agendated Special Meet	n g 400.00Attach	т е ф64.20	\$550.00 29 A	ori\$ 29 690 P a	g g 7.562%
The Village Green	\$300.00	\$400.00	\$550.00	\$150.00	37.50%
The Sailmaker's Loft	\$400.00	\$750.00	\$800.00	\$50.00	6.67%
Wharf Theatre	\$750.00	\$850.00	\$950.00	\$100.00	11.76%
Hire of the Steam Packet Inn (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Wedding Photo's in the Village (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Visitor Services					
User Fees & Charges	2017/18	2018/19	2019/20	Varianc	Variance
Access to Visitor Information Centre				е	%
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	Fee for service relates to Great Ocean Road Tourism	Fee for service relates to Great Ocean Road Tourism	N/A	N/A
	Marketing Prospectus	Marketing Prospectus	Marketing Prospectus		

Holidayrpambool City Council Ag		ng Attach	ment 4.2.1	29	April 2019 P	age 183
New fees to apply from 1 July 2 User Fees & Charges	019	2017/18	2018/19	2019/20	Variance	Variana
User Fees & Charges		2017/18	2018/19	2019/20	variance	Variance %
Surfside Holiday Park						
Sites Powered : Peak Season	Daily powered	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night two person	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night single	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Sites Powered: High Season	Daily powered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night single	\$32.00	\$32.00	\$32.00	\$0.00	0.00%
Sites Powered: Low Season	Daily powered	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
	Night two person	\$35.00	\$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	\$40.00	\$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	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night two person	\$31.00	\$31.00	\$31.00	\$0.00	0.00%
	Night single	\$25.00	\$25.00	\$25.00	\$0.00	0.00%
Surfside Cabins						
Beach Chalet: Peak Season	Daily	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekly	\$1,750.00	\$1,750.00	\$1,750.00	\$0.00	0.00%
Beach Chalet: High Season	Daily	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
	Weekly	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0.00%
Beach Chalet: Low Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Cedar Cabins: Peak Season	Daily	\$185.00	\$185.00	\$185.00	\$0.00	0.00%
	Weekly	\$1,295.00	\$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	\$130.00	\$130.00	\$130.00	\$0.00	0.00%
	Weekly	\$910.00	\$910.00	\$910.00	\$0.00	0.00%
Mariner cottages: Peak Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$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	\$980.00	\$980.00	\$980.00	\$0.00	0.00%
Mariner cottages: Low Season	Daily	\$120.00	\$120.00	\$120.00	\$0.00	0.00%
	Weekly	\$840.00	\$840.00	\$840.00	\$0.00	0.00%

City ชิสรายทุ้งอาโรยังผิดมาก็ผู้คือenda for Special Meeting

Attachment 4.2.1

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New fees to apply from 1 July 2019

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 Plannin	a & Environment Act 1987	' (Regulation 9)

Class	Type of Permit Application	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
Use						
1	Use Only	\$1,240.70	\$1,265.60	TBC	\$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:

development is		0.1				
2	\$10,000 or Less	\$188.20	\$191.95	TBC	\$3.75	1.99%
3	More than \$10,000 but not more than \$100,000	\$592.50	\$604.35	TBC	\$11.85	2.00%
4	More than \$100,000 but not more than \$500,000	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
5	More than \$500,000 but not more than \$1,000,000	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
6	More than \$1,000,000 but not more than \$2,000,000	\$1,407.90	\$1,436.20	TBC	\$28.30	2.01%
Vicsmart App	lications					
Vicsmart Appli	cations if the:					
7	Estimated cost of development is \$10,000 or less	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Estimated cost of development is more than \$10,000	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Application to subdivide or consolidate land	\$188.20	\$191.95	TBC	\$3.75	1.99%
Other Develop						
To develop lan development is						
10	\$100,000 of less	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	More than \$100,000 and not more than \$1,000,000	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	More than \$1,000,000 and not more than \$5,000,000	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	More than \$5,000,000 and not more than \$15,000,000	\$8,189.80	\$8,354.25	TBC	\$164.45	2.01%
14	More than \$15,000,000 and not more than \$50,000,000	\$24,151.10	\$24,636.15	TBC	\$485.05	2.01%
15	More than \$50,000,000	\$54,282.40	\$55,372.70	TBC	\$1,090.3 0	2.01%
Subdivision						
16	To subdivide an existing building	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	To subdivide land into 2 lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
19	Subdivide Land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%

Warrnamb	opl City Council Agenda for Special Meeting	<mark>65</mark> (Attachment △	1.2 _{:1er}	29 A	pril 2019 Pa	ge 185
		application plus per 100 lots created)	application plus per 100 lots created)			
20	To:	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
	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.					
Other						
21	A permit not otherwise provided for in the regulation	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
City Strategy	& Development (Cont.)					
Applications to	Amend Permits under Section 72 of the Pla	nning & Envir	onment Act 19	987 (Regu	lation 11)	
Class	Type of Permit Application	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	\$1,240.70	\$1,265.60	TBC	\$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.	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
3	Amendment to a class 2 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
4	Amendment to a class 3 permit	\$592.50	\$604.35	TBC	\$11.85	2.00%
5	Amendment to a class 4 permit	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
6	Amendment to a class 5 or class 6 permit	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
7	Amendment to a class 7 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Amendment to a class 8 permit	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Amendment to a class 9 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
10	Amendment to a class 10 permit	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	Amendment to a class 11 permit	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	Amendment to a class 12, 13, 14 or 15 permit	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	Amendment to a class 16 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
14	Amendment to a class 17 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
15	Amendment to a class 18 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
16	Amendment to a class 19 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	Amendment to a class 20 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	Amendment to a class 21 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Subdivision (Fees) Regulations 2016					
Regulation	Purpose	2017/18	2018/19	2019/2	Varianc e	Varianc e %

e %

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6 Warrnambo	ppFGitycepwnciluAgendafprasperiaUM	ertisbn	Attachment 4	- 2 \$167.80	TBC ²⁹ A	Apri <u>t 39</u> 9 Pa	ge <u>2</u> 1. 086 %
7	Alteration to a plan under section of the Act	n 10(2)	\$104.60	\$106.65	TBC	\$2.05	1.96%
8	Amendment of certified plan und section 11(1) of the Act	der	\$132.40	\$135.10	TBC	\$2.70	2.04%
9	Checking of engineering plans		0.75%	0.75%	TBC	\$0.00	0.00%
			of the estimated cost of constructio n of the works proposed in the engineerin g plan (maximum fee)	of the estimated cost of constructio n of the works proposed in the engineerin g plan (maximum fee)			
10	Engineering plan prepared by co	ouncil	3.50%	3.50%	TBC	\$0.00	0.00%
			of the cost of works proposed in the engineerin g plan (maximum fee)	of the cost of works proposed in the engineerin g plan (maximum fee)			
11	Supervision of works		2.50%	2.50%	TBC	\$0.00	0.00%
			of the estimated cost of constructio n of the works (maximum fee)	of the estimated cost of constructio n of the works (maximum fee)			
			(D. 1.4)	40)			
	d Applications after Notice has	been give	n (Regulation	n 12)			
Type of Permit Application Amend an application for a permit or an application to	a) Under section 57A(3)(a) of application for a permit after not fee for that class of permit set o	ice is giver	n is 40% of the	e application			
amend a permit	b) Under section 57A(3)(a) of application to amend a permit a application fee for that class of pregulation 11 and any additiona c) If an application to amend an application to amend a permit class of that permit to a new claset out in the Table to regulation additional fee being the different and the amended class of permits.						
City Strategy	& Development (Cont.)						
Stage	Stage of Amendment	Paid to	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %

1 Warrnambo	pppGjty Council Agenda for Special I		olo/ \$Attachment4	-2 \$12,929.30	TBC29 A	prij <i>g</i> p 190 Pag	e2.687%
	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	Planning Authority					
2	For:	The Planning					
	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	Authority	\$14,232.70	\$14,518.60	TBC	\$285.90	2.01%
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or		\$28,437.60	\$29,008.80	TBC	\$571.20	2.01%
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and		\$38,014.40	\$38,777.95	TBC	\$763.55	2.01%
	 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.						
3	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 Planning Authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority	TBC	\$9.05	2.00%

Warrnambo	bիլ ြહેty∆Ceuncil Agenda for Special I	16 Meeting	Attachment 4.2.1		29 April 2019 Pa		ge 188
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	\$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	TBC	\$9.05	2.00%
Other Matters	Regulations 15, 16 & 18						
	ermining a matter where a plann		2017/18 \$306.70	2018/19 \$312.85	2019/2 0 TBC	Varianc e \$6.15	Varianc e % 2.01%
satisfaction of t	es that the matter must be done he Responsible Authority		¢620.20	ф622.00	TDC	¢42.50	2.020/
or end an agree	tion for agreement to a proposal ement under section 173 of the <i>i</i>		\$620.30	\$632.80	TBC	\$12.50	2.02%
Certificates of 0	Compliance		\$306.70	\$312.85	TBC	\$6.15	2.01%
City Strategy 8	& Development (Cont.)	1	I		I	1	

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	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
Planning					
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$197.75	\$201.30	TBC	\$3.55	1.80%
Extension of time for Planning Permits:					
First extension	\$102.15	\$104.00	TBC	\$1.85	1.81%
Second extension	\$283.35	\$288.50	TBC	\$5.15	1.82%
Additional extensions	\$384.40	\$391.30	TBC	\$6.90	1.80%
Approval of Development Plans to the satisfaction of the Responsible Authority	e \$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of 173 Agreements	\$164.75	\$167.70	TBC	\$2.95	1.79%
(plus cost of legal advice if required)					
Review of compliance of Section 173 Agreements	\$164.75	\$167.70	TBC	\$2.95	1.79%
(plus cost of legal advice if required)					
Liquor License requests	\$153.70	\$156.50	TBC	\$2.80	1.82%
Notification of Planning Applications or Planning Schem Amendments:	ne				

Warrnambo	bli GityCogneilt Agendai for Special N	/leeting	sAttangehangent 4	. 2 \$ 1 11.80	TBC ²⁹ A	ori <u>\$2</u> 00109 Pag	le1 <u>.88</u> 9%
	Additional letters/notices		\$5.30	\$5.40	TBC	\$0.10	1.89%
Property Inquiry	relating to planning history		\$76.90	\$78.30	TBC	\$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	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
A0	\$140.85	\$143.40	TBC	\$2.55	1.81%
A1	\$111.65	\$113.70	TBC	\$2.05	1.84%
A2	\$83.50	\$85.00	TBC	\$1.50	1.80%
A3	\$57.40	\$58.40	TBC	\$1.00	1.74%
A4	\$55.30	\$56.30	TBC	\$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	2017/18	2018/19	2019/2	Varianc	Varianc
			0	е	e %
A0	\$219.60	\$223.60	TBC	\$4.00	1.82%
A1	\$170.10	\$173.20	TBC	\$3.10	1.82%
A2	\$128.35	\$130.70	TBC	\$2.35	1.83%
A3	\$83.50	\$85.00	TBC	\$1.50	1.80%
A4	\$41.75	\$42.50	TBC	\$0.75	1.80%
Note: Prices are for basic maps using existing data. If add datasets are required, these will incur additional fees.					

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Building Services							
* Charges are subject to GST. All application fees are subject to change							
Class	Description	Value of Work	2017/18	2018/19	2019/20	Varianc e	Varianc e %
1B & 2- 9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value ÷2000 +√Value) Minimum Fee: \$739.00	4 (Value ÷1300 +√Value) Minimum Fee: \$923.00	4 (Value ÷1300 +√Value) Minimum Fee: \$923.00	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	\$1,482.00 \$2,069.00 \$2,655.00 \$3,242.00	\$1,853.00 \$2,586.00 \$3,319.00 \$4,053.00	\$1,853.00 \$2,586.00 \$3,319.00 \$4,053.00	N/A	N/A
		>\$300,000	Value÷92 Large projects negotiable	Value÷74 Large projects negotiable	Value÷74 Large projects negotiable		
1A	Dwellings – extensions/alteration s (including	Up to \$10,000 \$10,001- \$20,000	\$543.00 \$694.00	\$679.00 \$868.00	\$679.00 \$868.00	N/A	N/A
	demolitions)	\$20,001- \$50,000 \$50,001- \$100,000 \$100,001- \$150,000 >\$150,000	\$922.00 \$1,322.00 \$1,722.00 Value÷87	\$1,153.00 \$1,653.00 \$2,153.00 Value÷69	\$1,153.00 \$1,653.00 \$2,153.00 Value÷69		
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001- \$20,000 \$20,001- \$50,000 \$50,001- \$100,000 >\$100,0000	\$405.00 \$543.00 \$719.00 \$1,013.00 Value÷98	\$506.00 \$679.00 \$899.00 \$1,266.00 Value÷78	\$506.00 \$679.00 \$899.00 \$1,266.00 Value÷78	N/A	N/A
10A/10 B	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	\$405.00 \$543.00 \$719.00 \$1,013.00 Value÷98	\$506.00 \$679.00 \$899.00 \$1,266.00 Value÷78	\$506.00 \$679.00 \$899.00 \$1,266.00 Value÷78	N/A	N/A
10B	Pool fence (without pool)	N/A	\$165.00	\$206.00	\$206.00	N/A	N/A
Sundry	Any additional inspection	Domestic Commercial	\$187.00 \$253.00	\$190.40 \$257.60	\$194.20 \$262.70	\$3.80 \$5.10	2.00%

Pleas Vare remberd City Coursil Agendation Paresial Meeting a condition removed and local Building Approved Page | 191

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.

Additional Fees

* Charge:	s are	sub	iect	to	GST.

Description	2017/18	2018/19	2019/20	Varianc e	Varianc e %
Amendment and/or extension of building permits	\$186.70	\$190.10	\$193.90	\$3.80	2.00%
Amendment of approved plans					
Building Notice	\$658.95	\$670.80	\$684.20	\$13.40	2.00%
Building Order	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Temporary Structure Siting Approval	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Places of public entertainment occupancy permit	\$549.15	\$559.00	\$570.20	\$11.20	2.00%
Swimming Pool Safety Fence Inspections	\$164.75	\$167.70	\$171.00	\$3.30	1.97%
Initial Swimming Pool Safety Audit Inspection	\$52.15	\$53.10	\$54.20	\$1.10	2.07%
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.90	\$16.20	\$16.50	\$0.30	1.85%
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$31.80	\$32.40	\$33.00	\$0.60	1.85%
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$63.65	\$64.80	\$66.10	\$1.30	2.01%
Property inquiry relating to Building History	\$76.90	\$78.30	\$79.90	\$1.60	2.04%
Essential Safety Measure Assessment	\$604.00 (min)	\$614.90 (min)	\$627.20	\$12.30	2.04%

Statutory Fees					
*Set in Accordance with Building Regulations 20	06 and are su	ubject to char	nge.		
Description	2017/18	2018/19	2019/20	Variance	Variance %
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice	\$52.20 each	\$52.20 each	TBC	\$0.00	0.00%
(property information) (GST not applicable)					
Dispensation for siting of single dwellings	\$262.00 each	\$262.00 each	TBC	\$0.00	0.00%
Application for demolition consents (Section 29A) (GST not applicable)	\$65.40	\$65.40	TBC	\$0.00	0.00%
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	TBC	\$0.00	0.00%



Warrnambool City Council

Budget 2019-2020

(Without rate cap variation)





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Warrnambool City Council is pleased to release this draft Budget 2019-2020 to the community for public comment and submissions.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year

The draft Budget is aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

We recommend that the Budget be read in conjunction with the Council Plan and we encourage you to provide feedback to Council on the draft Budget.

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:

- 1. Sustain, enhance and protect the natural environment
- 2. Foster a healthy, welcoming city that is socially and culturally rich
- 3. Maintain and improve the physical places and visual appeal of the city
- 4. Develop a smarter economy with diverse and sustainable employment
- 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management

These objectives align with the four key long-term visions contained within the community plan, Warrnambool 2040

The four visions are:

- 1. People: in 2040 Warrnambool will be a city where all people thrive.
- 2. Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
- 3. Place: in 2040 Warrnambool will be Australia's most liveable regional city.
- 4. Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The draft budget details the resources required over the next financial year to fund the large range of services we provide to our community of 35,000 residents and which are also used by many people in surrounding municipalities. 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.

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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.

Over 2019-2020, the Council will maintain the Small Infrastructure Fund. This dedicated fund has assisted with the delivery of a number of important projects over the years including the petanque piste at Lake Pertobe and the path linking Dennington's residential and retail precincts.

This draft budget proposes a rate increase of 2.5 per cent. This is in line with the Victorian Government rate cap which has been set at 2.5 per cent under the Fair Go Rates System.

Council will continue to advocate for support from other levels of government to improve the Princes Highway between Colac and the South Australian border and to assist with a comprehensive solution to waste management and the processing of recyclable materials. Council will examine ways in which we can better manage our waste streams, in particular plastics and glass.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$18.7 million for asset renewals, upgrades and expansions.

Highlights of the capital program include:

Road renewals	\$4.1 million
Lake Pertobe Master Plan implementation (Stage I)	\$2.9 million
Saleyards roof	\$540,000
Reid Oval	\$10 million
Smart (low energy) street lighting	\$1.4 million
Small Infrastructure Fund	\$330,000
Art Gallery climate control	\$600,000
Beach access (Point Ritchie-Moyjil)	\$190,000

The proposed average residential rate bill increases to \$1,998, from \$1926 in 2018-2019.

To address the challenges around waste processing, in particular recyclable materials, the waste management charge will increase by 9.41% to \$389.98 per property.

The proposed budget has been informed by a number of community consultations undertaken by Council over the past year including the community engagement process which informed Council's submission to the Essential Services Commission for a rate cap variation.

This Budget projects an underlying surplus of \$634,000 for 2019/20 after adjusting for capital grants and contributions.

Key Warman bool City Council Agenda for Special Meeting

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Total revenue: \$79.0 million (2018-19 forecast = \$83.3 million)

Total Expenditure: \$72.9 million (2018-19 forecast = \$76 million)

Accounting Surplus/(Deficit): \$6.1 million (2018-19 forecast = \$7.3 million)

(Refer Income Statement in Section 3.1)

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

Underlying operating result: Surplus of \$634,000 (2018/19 forecast deficit of \$491,000)

Any surplus generated is allocated to address capital works program.

(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)

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 \$18.7 million (2018-19 forecast = \$24.6 million)

\$11.4 million from Council operations and reserves

\$4.4 million from borrowings

\$2.4 million from external grants

\$0.5 million from contributions

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

Budget influences

The preparation of the budget is influenced by a range of external factors including 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.

Council continues to balance the needs of the community versus financial sustainability. Pressure to maintain infrastructure and maintain service levels constantly challenges the organisation to find more efficient and innovative methods to deliver services.

A long-term example of cost shifting has occurred with the provision of library services.

Libraries remain an extremely important service provided to the community and are used by a broad range of age groups and by some of the most vulnerable in our community.

State funding for library operations 40 years ago was 20% Council contribution and 80% State Government contribution. The burden of contributions has been switched with Council now providing about 80% of funding for the library.

The effect of this sort of cost shift is amplified with the growth of services. The State Government is contributed over \$16 million to a new joint library with TAFE to meet current and future community needs. The increased service cost is estimated to be in the order of an additional \$500,000 per annum which is not covered by the State.

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Warrnambool Council was not provided with an opportunity around an expanded rate base at the time of Council amalgamations. Warrnambool remains a structural aberration amongst other regional cities which were all created in 1994 with both an urban area and substantial rural area. The economies of scale that this provided other regional cities has ensured a greater ability to share the rate burden and achieve a distribution of cost across a broad base of rate payers for regional services provision.

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.

Cr Tony Herbert

Mayor

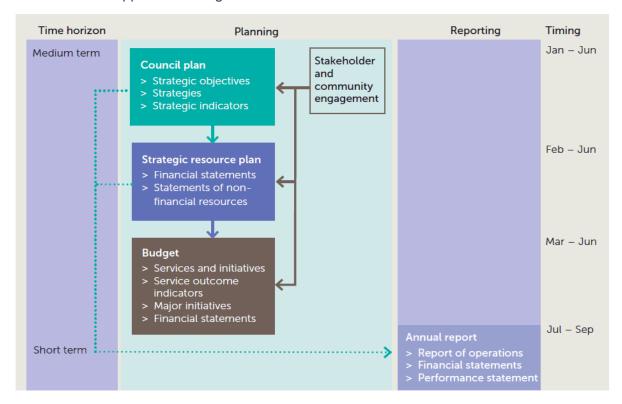
Peter Schneider

Chief Executive Officer

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting 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).

Legislative Planning and accountability 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

"Feeding in 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.

Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities.

Furt Marries and Capital Works. Therefore the Special Marries and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Our purpose

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

Organisational values

Accountability

We will be responsible and take ownership for our actions and decisions by being ethical, honest and transparent.

Collaborative

We will foster effective relationships through engagement, communication and cooperation; supporting decisions and outcomes for the benefit of all.

Respectful

We will treat everyone with dignity, fairness and empathy; providing them with the opportunity to share views and to be heard.

Progressive

We will evolve and grow by encouraging development, change and continuous improvement in everything that we do.

Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, performance and achievement allowing all employees to flourish for the benefit of themselves and the organisation.

StraWagnambpgleCity Council Agenda for Special Meeting

The Council Plan contains the five key objectives that will enable Council to meet legislative obligations, community expectations and to deliver on the vision of Council for Warrnambool to be a cosmopolitan city by the sea.

Strategic Objective 1

Sustain, enhance and protect the natural environment.

Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business

Strategic objective 2

Foster a healthy, welcoming 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.

Strategic objective 3

Maintain and improve the physical places and visual appeal 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.

Strategic objective 4

Develop a smarter economy with diverse and sustainable employment

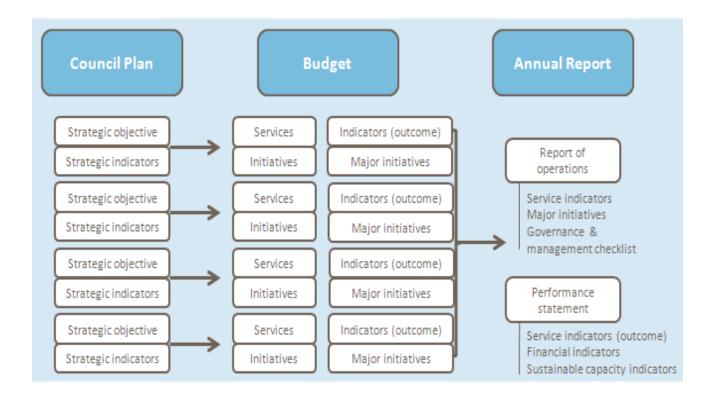
Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.

Strategic objective 5

Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome 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:



Strategic Objective 1: Sustain, enhance and protect 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.

Strategies to deliver Strategic Objective 1 are:

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council's sustainability initiatives

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Services					
Service area	Description of services		2017/18	2018/19	2019/20
	provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Environmental	This service develops	Ехр	397	536	642
Management	environmental policy,	Rev	4	11	8
	coordinates and	NET	393	525	634
	implements environmental projects and works with other services to improve Council's environmental performance.				
Waste	This service provides	Ехр	2,938	4,526	4,448
Management	kerbside collections and	Rev	36	336 -	4
& Street	processing of garbage,	NET	2,902	4,190	4,452
Cleaning	recycling and Food		2,002	1,100	1,102
	Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter				

			1684		
Warrnambool	City Soundig Agende for Special	Meeting	Attachment 4.2.2	29 April 2019 Pa	age 204
Parks and	This service covers a	Exp	4,106	4,296	4,375
Gardens	range of areas such as	Rev	329	345	366
	tree pruning, planting,	NET	3,777	3,951	4,009
	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.				

Major initiatives

- 1) Expansion of the smart (low energy) street lighting program
- 2) Review recycling practices in the city and develop short and long-term options for recycling processing.

Other initiatives

- 3) Implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.
- 4) Complete a Domestic Wastewater Management Plan

Service Performance Outcome Indicators*

		2018	2019	2020
Service	Indicator	Actual	Forecast (Similar councils ave.)	Forecast (Similar councils ave.)
Slashing and weed control	Performance	55	51	51
Environmental sustainability	Performance	63	64	64
Waste collection	Satisfaction	151.48	120.35	120.35
Waste collection	Service standard	3.87	5.54	5.54
Waste collection	Service cost	\$109.29	\$97.21	\$97.21
Waste collection	Service cost	\$29.25	\$36.06	\$36.06
Waste collection	Waste diversion	37.73%	47.71%	47.71%

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.2 \$\fracegre^\@ibjectroic^\quad \real \fracegre \fracegre

Warrnambool has an increasingly culturally diverse and growing population. Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council.

The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions.

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.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

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 an education 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.

The W2040 process found residents want the city to be welcoming and inclusive, healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment.

The new Active Warrnambool Strategy (under development) aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

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

Service area	Description of services		2017/18	2018/19	2019/20
	provided		Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Community	Government funded	Ехр	425	434	286
Support Services	programs aimed at improving community participation, rural	Rev	378	382	235
	access programs and	NET	47	52	51
	facilitation of migration to the South West and volunteer programs.				
Aged Services	This area provides a range of	Ехр	3,642	3,564	3,563
	services including meals on	Rev	3,316	3,247	3,237
	wheels, personal care,	NET	326	317	326
	respite, home maintenance, home care, adult day care and senior citizens programs.				
Family	This service provides family	Ехр	7,803	8,301	8,314
Services	orientated support services	Rev	7,009	7,271	7,251
	including pre-schools,	NET	794	1,030	1,063

Warrnamboo	Gitta เดินสะทั่ง Agenida โดย เชิก อย่ายไปMe care, counselling & support, youth services, immunisation, family day care.		1686 Attachment 4.2.2	29 April 2019 P	age 206
Art and Culture	Provision of high-quality venues where people can see, present and explore the	Exp Rev	2,614 1,636	2,702 1,776	2,674 1,728
	arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	NET	978	926	946
Library Services	Provision of quality library and information services to the community.	Exp Rev	954	962 -	991
		NET	954	962	991
Recreation	Provision of sport, recreation	Ехр	475	508	619
	and cultural facilities, service	Rev	99	111	144
	and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	NET	376	397	475
Leisure Centres	The Arc and Aquazone provide premier indoor	Ехр	3,859	3,912	3,974
	community leisure facilities in South West Victoria,	Rev	3,414	3,269	3,423
	providing equitable and affordable access to a wide range of aquatic and fitness activities.	NET	445	643	551
Health	Administrations of legislative	Ехр	254	289	284
Services	requirements pertaining to	Rev	168	167	174
	public health, immunisation and food premises.	NET	86	122	110
Festivals and	Delivers a range of	Ехр	1,419	1,182	1,283
Events Group	promotions, festivals and events including the nationally acclaimed Fun4Kids festival along with	Rev NET	208 1,211	16 1,166	3 1,280
	attracting events to the city to deliver economic benefits.				

Major initiatives

- 1) Complete the Age Friendly Communities Project.
- 2) Continue implementation of the Reid Oval Redevelopment Project.

Other initiatives

- 3) Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
- 4) Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.

Service Performance Outcome Indicators*							
		2018	2019 forecast	2020 forecast			
Service	Indicator	Actual	(Similar councils ave.)	(Similar councils ave.)			
Aquatic facilities	Service standard	1	2.15	2.15			
Aquatic facilities	Service standard	0	2	2			
Aquatic facilities	Service cost (indoor faciliti per visit)	7 \$1.76	\$2.39	\$2.39			
Aquatic facilities	Service cost (outdoor facili per visit)	ties \$3.63	\$8.22	\$8.22			
Aquatic facilities	Utilisation	6.94	6.75	6.75			
Food safety	Timeliness	1	2.34	2.34			
Food safety	Service standard	99.28%	89.22%	89.22%			
Food safety	Service cost	\$378.90	\$500.34	\$500.34			
Food safety	Health and safety	100%	87.85%	87.85%			
Library	Utilisation	4.72	4.04	4.04			
Library	Resource standard	68.4%	58.29%	58.29%			
Library	Service cost	\$7.41	\$7.01	\$7.01			
Library	Participation	14.37%	12.91%	12.91%			
Maternal and child health	Satisfaction	96.73%	99.43%	99.43%			
Maternal and child health	Service standard	95.64%	99.72%	99.72%			
Maternal and child health	Service cost	\$95.57	\$77.27	\$77.27			
Maternal and child health	Participation	73.63%	77.28%	77.28%			
Maternal and child health	Participation (Aboriginal children)	61.33%	69.5%	69.5%			
Recreational facilities	Satisfaction	69	70	70			

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.3 ୬୩୩୩୭୯୮୦ ବାଧ୍ୟ ବ୍ୟବସ୍ଥା ବିଷ୍ଟ୍ର ମହାର ଜଣ ଅଧିକ ଅଧିକ । Prove the prove and 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 strategies developed to deliver Strategic Objective 3 are:

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

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

Service area			2017/18	2018/19	2019/20
	Description of services prov	/ided	Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Asset	This service prepares long	Ехр	1,987	2,224	2,362
Maintenance	term maintenance	Rev	60	562	579
	management programs for	NET	1,927	1,662	1,783
	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.				
Infrastructure	This service prepares and	Exp	7,506	6,701	6,834
Services	conducts capital works and	Rev	3,449	3,098	3,441
	,	NET	4,057	3,603	3,393
	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,				

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Warrnambool Citya թջացցել Agende for Special Me			Attachment 4.2.2	29 April 2019 P	age 209
Regulatory	Local laws enforcement	Ехр	1,965	2,271	2,325
Services	Services including parking fees and	Rev	2,552	3,080	3,160
fines, public safety, animal	NET	(587)	(809)	(835)	
	management and traffic control.				

Major Initiatives

- 1) Progressively plan and renew City Centre streetscapes.
- 2) Complete a review of the City Centre Car Parking Strategy.

Other Initiatives

- 3) Upgrade of one public amenities building.
- 4) Develop and adopt a Playspace Strategy.

Service Performan	ce Outcome Indicators*			
Service	Indicator	2018	2019	2020
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Roads	Satisfaction	56.56	35.66	35.66
Roads	Condition	96.4%	97.6%	97.6%
Roads	Service cost (reconstruction)	\$155.90	\$108.97	\$108.97
Roads	Service cost (resealing)	\$7.65	\$7.68	\$7.68
Roads	Satisfaction	53	55	55
Appearance of public areas	Performance	71	73	73
Animal management	Timeliness	1	4.04	4.04
Animal management	Service standard	80.54%	44.27%	44.27%
Animal management	Service cost	\$72.55	\$64.54	\$64.54

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.4 \$\fracegre \Oityjectroic \4:\Textracegre \in \frac{1}{210} \\ 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 higher speed digital connections through the NBN provide opportunities for local business.

Large tracts of land were rezoned in recent years to provide the city with a residential land supply to meet expected needs over the next two decades. 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. Strategies to help deliver Strategic Objective 4 are:

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

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

warrnambooi City Col	arrnambool City Council Agenda for Special Meeting		Attachment 4.2.2	29 April 2019 Page 211		
	December the section of		2017/18	2018/19	2019/20	
Service area	Description of		Actual	Forecast	Budget	
	services provided		\$'000	\$'000	\$'000	
Statutory Building	This service provides	Ехр	328	353	274	
Services	statutory building	Rev	155	159	140	
	services to the	NET	173	194	134	
	Council community including processing of building permits.					
City Strategy &	This service	Ехр	1,281	1,391	1,426	
Development	prepares and	Rev	326	252	252	
•	processes	NET	955	1,139	1,174	
	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.					
South-West	Provides a regional	Ехр	894	917	925	
Victorian Livestock	livestock marketing	Rev	1,033	1,089	1,094	
Exchange	centre that meets the	NET	(139)	(172)	(169)	
3	needs of the stock agents, buyers and producers.		(/	(/	(130)	
	Provides affordable	Ехр	1,748	1,867	1,922	
Holiday Parks	holiday	Rev	2,901	2,806	2,787	
,	accommodation that is modern, clean and well maintained in a	NET	(1,153)	(939)	(865)	
	family orientation					
Flagstaff Hill		Ехр	2,030	1,970	1,987	

		16	92		
Warrnambool City Co	ungikAgendaforeSpecialMee	tiŋ g ET	Attachment 4.2.2	72294April 2019	Page 217241
	heritage village that displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.				
Economic Development	Includes the industry and business	Exp Rev	804 34	937 19	940 25
	support, research and statistical analysis and project development which underpin economic development.	NET	770	918	915
Warrnambool	This service provides	Ехр	311	342	338
Airport	a regional Airport	Rev	135	139	142
7.11.	that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	NET	76	203	196
Port of	Council manages the	Ехр	90	95	103
Warrnambool	Cities port facility on	Rev	96	101	103
Traillianibooi	behalf of the State Government.	NET	(6)	(6)	-

Major initiatives

- 1) Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.
- 2) Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

Other initiatives

- 3) Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
- 4) Develop a Smarter Cities Plan to understand Council's role in the evolution of technology enhancing the growth of a regional city.

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		2018	2019	2020	
Service	Indicator	Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)	
Tourism development	Satisfaction	63	59	59	
Population growth	Satisfaction	52	62	62	
Statutory planning	Timeliness	38	52.15	52.15	
Statutory planning	Service standard	93.95%	80.07%	80.07%	
Statutory planning	Service cost	\$2077.01	\$2345.17	\$2345.17	
Statutory planning	Decision making	100%	67.26%	67.26%	

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

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 though increased engagement with the broader community.

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

Strategies developed to deliver Strategic Objective 5 are:

- Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- Deliver customer-focused, responsive services.
- Foster an encouraging and positive staff culture.

The service categories to deliver these key strategic objectives are described in the following table.

	Description of		2017/18	2018/19	2019/20
Service area	Description of services provided		Actual	Forecast	Budget
	services provided		\$'000	\$'000	\$'000
Elected Council	Elected Council	Ехр	528	693	585
Elected Council	governs our City in	Rev	42	1	-
	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.	NET	486	692	585
Governance & Risk	Responsible for supporting good	Exp Rev	670 13	724 2	699
	governance within	NET	657	722	697
	Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance maters to council officers.				

Warrnamhool City Co.	ungil Agenda-feri Special N	1695	achment 4.202)2	29 Apperity 2019 F	2age 21 5 00
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Executive Services	Council governance	Rev	129	2	-
	service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media &	NET	863	1,067	996
	marketing.				
Revenue & Customer	Provides a	Ехр	1,864	1,783	1,800
Service Service	complete service in	Rev	953	951	907
	revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	NET	911	832	893
	Enables Council	Exp	47	2,102	2,208
Information Services	staff to have access	Rev	2,044	34	30
	to the information they require to	NET		2,068	2,178
	efficiently perform their functions. Includes software support, licensing and lease commitments.		796		
Organization	This service	Ехр	2	849	965
Organisation Development	promotes and	Rev	794	-	-
Development	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.	NET	2,329	849	965
Corporate &	Provides corporate	Ехр	3,594	1,961	2,324
Financial Services	support to Council and all	Rev	(1,265)	2,199	3,654
	divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, insurances,	NET	10,936	(238)	(1,330)

		16	96		
Warrnambool City C	oungil-Agenda for Special National including utilities and unallocated grants commission funding.	Meeting	Attachment 4.2.2	29 April 2019 F	Page 216
Depreciation	Depreciation is the allocation of expenditure write	Exp Rev NET	10,936	11,500 - 11,500	12,871 - 12,871
	down on all of Council's assets over there useful lives.				

Major initiatives

- 1) Prepare an annual budget
- 2) Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise value-for-money for the community.

Other initiatives

- 3) Develop a Municipal Early Years Strategy
- 4) Partner with the community to implement the W2040 Community Plan

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 forecast (similar councils ave.)	2020 forecast (similar councils ave.)
Governance	Transparency	13.64%	11.17%	11.17%
Governance	Consultation and engagement	50	55	55
Governance	Attendance	96.99%	94.44%	94.44%
Governance	Service cost	\$48,047	\$49,699.19	\$46,699.19
Governance	Satisfaction	46	52	52
Financial performance	Revenue level	\$1,772.36	\$1,777.11	\$1,777.11
Financial performance	Expenditure level	\$4,313.65	\$3,548.13	\$3,548.13
Financial performance	Workforce turnover	10.57%	11.89%	11.89%
Financial performance	Working capital	124.89%	276%	276%
Financial performance	Unrestricted cash	34.02%	80.04%	80.04%
Financial performance	Asset renewal	107.16%	72.90%	72.90%
Financial performance	Loans and borrowings	16.93%	30.01%	30.01%
Financial performance	Loans and borrowings (repayments)	5.11%	4.39%	4.39%
Financial performance	Indebtedness	10.72%	33.47%	33.47%
Financial performance	Adjusted underlying result	-4.12%	2.73%	2.73%
Financial performance	Rates concentration	51.34%	58.38%	58.38%
Financial performance	Rates effort	0.57%	0.64%	0.64%
* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome				

^{*} refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Slashing and weed control	Satisfaction	Community satisfaction with slashing and weed control.	Community satisfaction rating with how Council has rated on slashing and weed control.
Environmental sustainability	Satisfaction	Community satisfaction with environmental sustainability.	Community satisfaction rating with how Council has rated on environmental sustainability.
Waste collection	Satisfaction	Kerbside bin requests per 1,000 households.	Number of kerbside bin requests received by Council per 1,000 kerbside bin collection households.
Waste collection	Service standard	Kerbside collection bins missed per 10,000 households.	Number of kerbside bin collections missed per 10,000 scheduled kerbside collection bin lifts.
Waste collection	Service cost	Cost of garbage bin collection service per bin.	Direct cost to Council of the kerbside garbage bin collection service per kerbside garbage collection bin.
Waste collection	Service cost	Cost of recyclables collection service per bin.	Direct cost to Council of the kerbside recyclables collection service per kerbside recyclables collection bin.
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill.	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.
Aquatic facilities	Service standard	Health inspections of aquatic facilities.	Number of inspections by an authorised officer carried out per Council aquatic facility.
Aquatic facilities	Service standard	Reportable safety incidents at aquatic facilities.	Number of WorkSafe reportable aquatic facility safety incidents.
Aquatic facilities	Service cost	Cost of indoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing indoor aquatic facilities per visit.
Aquatic facilities	Service cost	Cost of outdoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing outdoor aquatic facilities per visit.
Aquatic facilities	Utilisation	Number of visits to aquatic facilities per head of municipal population.	Number of visits to aquatic facilities per head of municipal population.

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Food agrams ool City Counc	il 추업수(6취 Tes Special I	M ଙ୍ଗାନା ଣ takenAttagement 4.2.2 food complaints.	Average number of 2019 s Page 18 taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.
Food safety	Service standard	Percentage of required food safety assessments undertaken.	Percentage of registered class 1 and 2 premises that receive an annual food safety assessment.
Food safety	Service cost	Cost of food safety service per premises.	Direct cost of the food safety service per food premises registered by Council (or for which Council received notification) during the year.
Food safety	Health and safety	Percentage of critical and major non- compliance outcome notifications followed up by Council.	Percentage of critical and major non-compliance notifications about a food premises that are followed up by Council.
Library	Utilisation	Number of times a resource is borrowed.	Number of library collection item loans per library collection item.
Library	Resource standard	Proportion of library resources less than five years old.	Percentage of the library collection that has been purchased in the past five years.
Library	Service cost	Cost of library service per visit.	Direct cost to Council of the library service per visit.
Library	Participation	Active library members in the community.	Percentage of the municipal population that are members of the library and have borrowed a library collection item.
Maternal and child health	Satisfaction	Participation in the first MCH home visit.	Percentage of infants enrolled in the MCH service who receive the first MCH home visit.
Maternal and child health	Service standard	Infant enrolments in the MCH service.	Percentage of infants enrolled in the MCH service.
Maternal and child health	Service cost	Cost of the MCH service.	Cost to Council of the MCH service per hour of service delivered.
Maternal and child health	Participation	Participation in the MCH service.	Percentage of children enrolled in the MCH service who participate in the MCH service.
Maternal and child health	Participation	Participation in the MCH service by Aboriginal children.	Percentage of Aboriginal children who participate in the MCH service.

Recleationard Civileur	il Aggnula fon Sp ecial	Meeting Council the performed in the provision of recreational facilities.	² Community প্রেক্টেরিটা গ বিয়েল্ড র্মাণ how Council has performed on the provision of recreational facilities.
Roads	Satisfaction	Sealed local road requests per 100km of sealed local roads.	Number of sealed local road requests received by Council per 100km of sealed local road.
Roads	Condition	Sealed local roads maintained to condition standards.	Percentage of sealed local roads that are below the renewal intervention level set by Council and therefore do not require renewal.
Roads	Service cost	Cost of sealed local road reconstruction per square metre.	Direct cost to Council of sealed local road reconstruction per square metre reconstructed.
Roads	Service cost	Cost of sealed local road resealing per square metre.	Direct cost to Council of sealed local road resealing per square metre resealed.
Roads	Satisfaction	Community satisfaction with sealed local roads.	Community satisfaction rating with how Council has performed on the condition of sealed roads.
Appearance of public areas	Satisfaction	Community satisfaction with the appearance of public areas.	Community satisfaction rating with how Council has performed on the appearance of public areas.
Animal management	Timeliness	Time taken to action animal management requests.	Average number of days it has taken for Council to action animal management requests.
Animal management	Service standard	Animals reclaimed from Council.	Percentage of all collected cats and dogs (feral and registered) which have been reclaimed.
Animal management	Service cost	Cost of animal management service per registered animal.	Direct cost to Council of the animal management service per domestic animal (i.e. cats and dogs) that has been registered.
Tourism development	Satisfaction	Community satisfaction with Council's performance on tourism development.	Community satisfaction rating with how Council has performed on tourism development.
Population growth	Satisfaction	Community satisfaction with Council's performance on population growth.	Community satisfaction rating with how Council has performed on population growth.
Statutory planning	Timeliness	Time taken to decide planning applications.	Median number of days taken between receipt of a planning application and a decision on the application.

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	standard	decided within required time frames.	application decisions made within 10 days and regular planning application decisions made within 60 days.
Statutory planning	Service cost	Cost of statutory planning service per planning application.	Direct cost to Council of the statutory planning service per planning application received.
Statutory planning	Decision making	Council planning decisions upheld at VCAT.	Percentage of Council planning application decisions subject to review by VCAT that were not set aside.
Governance	Transparency	Council decisions made at meetings closed to the public.	Percentage of Council resolutions made at an ordinary or special meeting of Council (or at a meeting of a special committee consisting only of councillors) closed to the public.
Governance	Consultation and engagement	Community satisfaction with Council's performance on community consultation and engagement.	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Governance	Attendance	Councillor attendance at Council meetings.	Percentage of attendance at ordinary and special Council meetings by councillors.
Governance	Service cost	Cost of governance per councillor.	Direct cost of delivering Council's governance service per councillor.
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.
Financial performance	Revenue level	Average residential rate per residential property assessment.	Amount of rates charged on average for each residential property.
Financial performance Financial	Expenditure level Workforce	Expenses per property assessment. Percentage of staff	Amount of capital expenditure for each property. Number of staff resignations and
performance	turnover	turnover.	terminations divided by the number of staff employed for the year.

Financial performance Pinancial performance Asset renewal performance Asset renewal performance Financial performance Asset renewal performance Asset renewal performance Asset renewal performance Loans and Loans and Loans and borrowings Value of curreft (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year (i.e. obligations due or payable by cash within the next 12 months). Financial performance Loans and Loans and borrowings Value of curreft (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.) Financial Loans and Loans and borrowings Value of interest bearing loans and borrowings by Value of interest bearing loans and borrowings by the amount of the year (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.) Financial by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.) Financial by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities at the end of the year which is free of restrictions divided by the value of current liabilities.			1701	
performance cash percentage of current liabilities. percentage of current divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.) Financial performance Asset renewal as a percentage of depreciation. Asset renewal as a percentage of depreciation. Expenditure on renewing existing assets to their original capability divided by the amount of depreciation on all assets. Financial Loans and Loans and borrowings Value of interest bearing loans and		il Agenkingrægaeial I	percentage of current	of the year (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year (i.e. obligations due or payable by cash within the next 12
performance percentage of assets or replacing existing assets to their original capability divided by the amount of depreciation on all assets. Financial Loans and Loans and borrowings Value of interest bearing loans and			percentage of current	year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash
		Asset renewal	percentage of	assets or replacing existing assets to their original capability divided by the amount of depreciation on
	Financial performance	Loans and borrowings	as a percentage of	Value of interest bearing loans and borrowings at the end of the year divided by rates raised for the year.
Financial Loans and Loans and borrowings performance borrowings percentage of rates. Loans and Loans and borrowings repayments as a percentage of rates. Interest bearing loan and borrowing repayments for the year divided by rates raised for the year.			repayments as a	
Performance Non-current liabilities as a percentage of own source revenue. Non-current liabilities at the end of the year (i.e. obligations not due or payable by cash within the next 12 months), divided by total revenue excluding government grants, contributions for capital works and the value of assets received from developers.		Indebtedness	as a percentage of own	the end of the year (i.e. obligations not due or payable by cash within the next 12 months), divided by total revenue excluding government grants, contributions for capital works and the value of
Performance Adjusted underlying surplus (or deficit) as a percentage of underlying revenue. Adjusted underlying surplus (or deficit) as a percentage of underlying revenue. Surplus or deficit for the year excluding non-recurrent government grants received for capital purposes, contributions for assets received from developers divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital purposes, contributions for capital works and the value of assets received from developers.		underlying	surplus (or deficit) as a percentage of	excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from
Financial Rates concentration Rates as a percentage of adjusted underlying revenue. Rates raised for the year divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from			of adjusted underlying	recurrent government grants received for capital purposes, contributions for capital works and

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Warrnambool City Co	uncil Agenda for Specia	ll Meeting	Attachment 4.2.	² developers.	29 April 2019 Page 222
Financial performance	Rates effort		s a percentage erty values in ality.	the total cap	r the year divided by pital improved value (i.e. e) of all rateable

Sustain and enhance the natural environment Foster a 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	Net Cost (Revenue) \$'000 9,095 5,793 4,341 2,126 4,984	\$'000 9,465 21,988 11,521 7,915	\$'000 370 16,195 7,180 5,789
Foster a 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	\$'000 9,095 5,793 4,341 2,126	9,465 21,988 11,521 7,915	370 16,195 7,180
Foster a 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	9,095 5,793 4,341 2,126	9,465 21,988 11,521 7,915	370 16,195 7,180
Foster a 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	5,793 4,341 2,126	21,988 11,521 7,915	16,195 7,180
Maintain and improve the physical fabric of the city Develop a modern economy with diverse and sustainable employment	4,341 2,126	11,521 7,915	7,180
Develop a modern economy with diverse and sustainable employment	2,126	7,915	
employment	,	,	5,789
Practice good governance through openness	4,984	0.577	
and accountability		9,577	4,593
Total	26,339	60,466	34,127
Expenses added in:			
Depreciation	12,750		
Capitalised expenditure	100		
Operational projects	215		
Net loss on disposal of property, plant and equipment	866		
Deficit before funding sources	40,270		
Funding sources added in:			
Rates and charges revenue	39,938		
Grants - capital	2,432		
Contributions - non monetary assets	4,000		
Total funding sources	46,370		
Operating (surplus)/deficit for the year	(6,100)		

3. FWarnamapos City Council Agenda for Special Meeting

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

1705 Attachment 4.2.2

		Forecast	Budget			Strategic Resource Plan
		Actual				Projections
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income		·	·	·	·	·
Rates and charges	4.1.1	38,302	39,938	41,210	42,518	43,867
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non- monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	78,949	82,951	83,483	86,729
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,750	13,050	13,350	13,650
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,849	77,163	78,502	79,188
Surplus/(deficit) for the year		7,338	6,100	5,788	4,981	7,541
Other comprehensive incomprehensive incomprehe	ome					
Net asset revaluation in		10,000	10,000	10,000	10,000	10,000
/(decrement) Total comprehensive		17,338	16,100	15,788	14,981	17,541
result						

		Forecast	Budget			Strategic Resource Plan
		Actual	Buaget			Projections
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other receivables		3,500	3,516	3,529	3,542	3,556
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other receivables		40	30	20	10	-
Investments in associates, joint arrangement and subsidiaries		580	595	610	625	640
Property, infrastructure, plant & equipment		677,488	695,762	709,116	724,130	739,823
Total non-current assets	4.2.1	678,108	696,387	709,746	724,765	740,463
Total assets		692,909	711,986	726,185	740,790	757,106
Liabilities						
Current liabilities						
Trade and other payables		3,700	3,800	3,900	4,000	4,100
Trust funds and deposits		720	700	720	740	700
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,791	11,232	9,478	8,929	7,325
Total non-current liabilities	4.2.2	10,091	12,571	10,857	10,350	8,788
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	685,952	701,740	716,720	734,261
Equity						
Accumulated surplus		226,448	231,970	237,630	242,552	249,973
Reserves		443,404	453,982	464,110	474,168	484,288
Total equity		669,852	685,952	701,740	716,720	734,261

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast Actual					
Balance at beginning of the financial year		652,514	219,110	427,467	5,937
Surplus/(deficit) for the year		7,338	7,338	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financial	year	669,852	226,448	437,467	5,937
Surplus/(deficit) for the year		6,100	6,100	_	-
Net asset revaluation increment/(deci	rement)	10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(578)	-	578
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	685,952	231,970	447,467	6,515
2021					
Balance at beginning of the financial year		685,952	231,970	447,467	6,515
Surplus/(deficit) for the year		5,788	5,788	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		701,740	237,630	457,467	6,643
2022					
Balance at beginning of the financial year		701,740	237,630	457,467	6,643
Surplus/(deficit) for the year		4,981	4,981	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(59)	-	59
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		716,720	242,552	467,467	6,702

2023Warrnambool City Council Agenda for Special Meeting	Attachme	nt 4.2.2	29 April 2019 Pa	ige 228
Balance at beginning of the financial year	716,720	242,552	467,467	6,702
Surplus/(deficit) for the year	7,541	7,541	-	-
Net asset revaluation increment/(decrement)	10,000	-	10,000	-
Transfers to other reserves	-	(120)	-	120
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	734,261	249,973	477,467	6,822

State Magnem Prod Sity Council Agenda for S	pecial Meeting	Attachment 4	4.2.2	29 April 2019	Page 229
For the four years ending 30 June 202	3				
	Forecast Actual	Budget	Strategic	Resource Plan	Projections
	2018/19	2019/20	2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	38,351	39,521	40,782	42,077	43,410
Statutory fees and fines	1,763	1,770	1,797	1,824	1,851
User fees	16,470	16,662	16,980	17,305	17,915
Grants	19,854	16,622	19,500	18,382	19,678
Contributions - monetary	4,085	968	444	451	457
Interest received	238	246	254	261	269
Trust funds and deposits taken	-	-	20	20	-
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594)
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679)
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136)
Trust funds and deposits	-	(20)	-	-	(40)
repaid	(012)	(017)	(040)	(064)	(000)
Other payments Net cash provided by/(used 4.4.1	(912) 16,201	(917) 16,767	(940) 17,532	(964) 16,436	(988) 19,541
in) operating activities	10,201	10,707	17,332	10,430	19,541
Cash flows from investing activities Payments for property,	(22,310)	(18,738)	(14,602)	(16,048)	(17,335)
infrastructure, plant and equipment	. ,		, ,	. ,	
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	268
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000)
Proceeds from sale of investments	9,000	13,000	13,000	13,000	12,000
Net cash provided by/ 4.4.2 (used in) investing activities	(21,728)	(18,240)	(14,347)	(15,787)	(17,067)
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331)
Proceeds from borrowings	5,950	4,400	-	1,000	-
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549)
Net cash provided by/(used 4.4.3 in) financing activities	4,118	2,245	(2,368)	(1,086)	(1,880)
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

		Forecast	Budget	Strategic Re	source Plan F	Projections
		Actual	2040/20	2020/21	2021/22	2022/22
N	OTES	2018/19 \$'000	2019/20 \$'000	\$'000	\$'000	2022/23 \$'000
Property	UIES	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Land		27		230	100	
Total land		27		230	100	
Buildings					-	
Building improvements		2,550	2,264	2,727	2,034	2,067
Total buildings		2,550	2,264	2,727	2,034	2,067
Total property		2,577	2,264	2,957	2,134	2,067
Total property		2,511	2,204	2,957	2,134	2,007
Plant and equipment						
Plant, machinery and equipme	nt	1,538	1,225	1,256	1,287	1,319
Computers and	FIIL	684	304	310	317	324
telecommunications		004	304	310	317	324
		25	55	55	55	55
Paintings and exhibits						
Total plant and equipment		2,247	1,584	1,621	1,659	1,698
Infine atministrations						
Infrastructure		7,000	4.000	4.450	F 000	4.047
Roads		7,288	4,689	4,156	5,220	4,317
Bridges		519	279	204	209	215
Footpaths and cycleways		3,315	1,126	1,217	1,504	1,592
Drainage		5,917	492	25	25	25
Recreational, leisure and community facilities		1,593	3,490	3,730	4,190	4,190
Parks, open space and streets	capes	627	3,417	371	834	3,038
Aerodromes		22	29	29	29	29
Off street car parks		133	677	59	60	62
Other infrastructure		380	692	232	184	104
Total infrastructure		19,794	14,891	10,023	12,255	13,572
Total capital works 4.	.5.1	24,618	18,739	14,601	16,048	17,337
expenditure		21,010	10,700	11,001	10,010	
Represented by:						
New asset expenditure		1,111	3,242	2,321	3,072	7,325
Asset renewal		16,944	13,390	10,607	11,428	9,530
expenditure			10,000	. 0,00.	,0	0,000
Asset expansion		-	-	-	-	-
expenditure		0.500		4.070	1.510	400
Asset upgrade		6,563	2,107	1,673	1,548	482
expenditure						
Total capital works 4. expenditure	.5.1	24,618	18,739	14,601	16,048	17,337
Funding sources represented by	<i>'</i> -					
Funding sources represented by Grants	•	5,841	2,432	3,843	3,847	4.050
Contributions		5,041	460	3,643	20	4,950 20
Council cash						
		13,255	11,447	10,738	11,181	12,367
Borrowings 4	E 4	5,511	4,400	- 44.004	1,000	47.007
Total capital works 4. expenditure	.5.1	24,618	18,739	14,601	16,048	17,337

	Forecast Actual	Budget	Strateg	Strategic Resource Plan Projection		
	2018/19	2019/20	2020/21	2021/22	2022/23	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Staff expenditure						
Employee costs	33,079	34,259	35,280	36,503	37,944	
Total staff expenditure	33,079	34,259	35,280	36,503	37,944	
	FTE	FTE	FTE	FTE	FTE	
Staff numbers						
Employees	395.0	397.0	397.0	397.0	397.0	
Total staff numbers	395.0	397.0	397.0	397.0	397.0	

Department					Comprises
	Budget		Permanent	Casual	Temporary
	2019/20	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	6,610	5,038	1,572	91	-
City Infrastructure	8,742	7,783	959	53	-
Community Development	12,248	5,119	7,129	1,469	-
City Growth	4,610	3,713	897	436	-
Total permanent staff expenditure	32,210	21,653	10,557	2,049	-
Casuals, temporary and other expenditure	2,049				
Total expenditure	34,259				

Department					Comprises
	Budget		Permanent	Casual	Temporary
	2019/20	Full Time	Part time		
Corporate Strategies	69	50	19	1	-
City Infrastructure	100	87	13	-	-
Community Development	153	61	92	17	-
City Growth	52	40	12	5	-
Total permanent staff expenditure	374	238	136	23	-
Casuals, temporary and other expenditure	23				
Total staff	397				

4. NWargnamape Gityangungil scanda len Special Meeting

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 2019/20 the FGRS cap has been set at 2.5%. 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 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/20 of \$39.94 million.

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

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	27,690	28,423	733	2.65%
Municipal charge*	4,497	4,618	121	2.69%
Waste management charge	5,962	6,532	570	9.56%
Supplementary rates and rate adjustments	-	209	209	N/A
Recreational land	72	74	2	2.78%
Interest on rates and charges	81	82	1	1.23%
Total rates and charges	38,302	39,938	1,636	4.27%

^{*}These items are subject to the rate cap established under the FGRS

Type or class of land	2018/19	2019/20	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable other land properties	0.003787	0.003655	(3.49%)
General rate for rateable farm land properties	0.002177	0.002253	3.49%
General rate for rateable commercial land properties	0.006501	0.006291	(3.23%)
General rate for rateable industrial land properties	0.006729	0.006250	(7.12%)
General rate for rateable vacant land properties	0.005784	0.005725	(1.02%)
General rate for rateable industrial 2 land properties	0.00579	0.004711	(18.64%)
Recreational land category 1 properties	\$21,961.64	\$23,388.44	6.50%
Recreational land category 2 properties	0.003249	0.003533	8.74%

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

Type or class of land	2018/19	2019/20		Change
	\$'000	\$'000	\$'000	%
Other land	19,663	20,416	753	3.83%
Farm land	410	410	-	0.00%
Commercial land	4,746	4,903	157	3.31%
Industrial land	1,561	1,625	64	4.10%
Vacant land	959	965	6	0.63%
Industrial 2 land	112	104	(8)	(7.14%)
Recreational land category 1	20	23	3	15.00%
Recreational land category 2	49	50	1	2.04%
Total amount to be raised by general rates	27,520	28,496	976	3.55%

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 or class of land	2018/19	2019/20		Change
Type of class of land			Nicordina	
	Number	Number	Number	%
Other land	15,011	15,223	212	1.41%
Farm land	166	166	-	0.00%
Commercial land	942	948	6	0.64%
Industrial land	424	424	-	0.00%
Vacant land	600	604	4	0.67%
Industrial 2 land	1	1	-	0.00%
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,161	17,383	222	1.29%

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. The valuations listed are still subject to final review by the Valuer General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2018/19	2019/20		Change
	\$'000	\$'000	\$'000	%
Other land	5,206,084	5,586,429	380,345	7.31%
Farm land	182,022	182,242	220	0.12%
Commercial land	743,715	779,568	35,853	4.82%
Industrial land	236,506	260,131	23,625	9.99%
Vacant land	162,078	168,705	6,627	4.09%
Industrial 2 land	23,000	22,100	(900)	(3.91%)
Recreational land category 2	13,562	14,218	656	4.84%
Total value of land	6,566,967	7,013,393	446,426	6.80%

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 2018/19	Per Rateable Property 2019/20		Change
	\$	\$	\$	%
Municipal charge	260.00	266.50	6.50	2.50%

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

Type of Charge	2018/19	2019/20		Change
	\$ '000	\$ '000	\$ '000	%
Municipal charge	4,452	4,618	166	3.73%

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	Per	Per		Change
	Rateable	Rateable		
	Property	Property		
	2018/19	2019/20		
	\$	\$	\$	%
Waste management charge	356.45	389.98	33.53	9.41%

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	2018/19	2019/20		Change
	\$	\$	\$	%
Waste management charge	5,897	6,532	635	10.77%

4.1. ฟังหาๆ เพื่อใหญ่ เป็นสายเป็นสายสายเลื่อนการ เมื่อ by attaches that charges compared with เกษ | 235 previous financial year

	2018/19	2019/20		Change
	\$'000	\$'000	\$'000	%
Rates and charges	38,302	39,729	1,427	3.73%
Supplementary rates	-	209	209	N/A
Total Rates and charges	38,302	39,938	1,636	4.27%

4.1.1(I) Fair Go Rates System Compliance

Warrnambool City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2018/19	2019/20	
Total Rates (Exc Recreation Land)	\$ 31,972	\$ 33,041	
Number of rateable properties	17,144	17,366	
Base Average Rate	\$ 1,857	\$ 1,902.63	
Maximum Rate Increase (set by the State Government)	2.25%	2.50%	
Capped Average Rate	\$ 1,857	\$ 1,904	
Maximum General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,041	
Budgeted General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,041	
Budgeted Supplementary Rates	\$ 130	\$ 209	
Budgeted Total Rates and Municipal Charges Revenue (Exc Recreation Land)	\$ 32,102	\$ 33,250	

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 (2019/20: estimated \$200,000)
- 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.

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

- A general rate of 0.3655% (0.003655 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 0.6291% (0.006291 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6250% (0.006250 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5725% (0.005725 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4711% (0.004711 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.

- 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 2019/20 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 2019/20 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 2019/20 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

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- 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.

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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 2019/20 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 2019/20 financial year.

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The amounts listed are subject to change until the Valuer General Victoria has provided council with a Generally True and Correct Declaration for the 2019 General Revaluation.

Ratepayer	Assess Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,397.78
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,066.81
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,016.86
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,409.67
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,907.82
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	519.35
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	614.74
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,205.71
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	893.85
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	1,925.49
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,557.57
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	544.08
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,526.10
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,240.08
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	23,388.44
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	53
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	353.3

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change
	2018/19	2019/20	
	\$'000	\$'000	\$'000 %
Animal control	519	479	(40) (7.71%)
Health and local laws	154	158	4 2.60 %
Parking fines	626	680	54 8.63 %
Permits and certificates	126	134	8 6.35%
Town planning and building	338	319	(19) (5.62%)
Total statutory fees and fines	1,763	1,770	7 0.40 %

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

⁻ Animal control to decrease in the 2019/20 budget due to a large number of fines as part of the review of the animal register.

⁻ Parking fines to increase in in the 2019/20 budget with the fine increasing from \$70 to \$80.

	Forecast Actual	Actual		Change
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property management	746	773	27	3.62%
Indoor aquatic centre	2,115	2,197	82	3.88%
Children's services	1,703	1,593	(110)	(6.46%)
Multi-purpose sports stadium	1,142	1,215	73	6.39%
Cultural centres	1,445	1,435	(10)	(0.69%)
Regulatory control	1,723	1,802	79	4.59%
Tourism and promotion	1,201	1,197	(4)	(0.33%)
Foreshore holiday parks	2,776	2,759	(17)	(0.61%)
Livestock exchange	1,060	1,065	5	0.47%
Aged services fees	741	755	14	1.89%
Other fees and charges	321	356	35	10.90%
Total user fees	14,973	15,147	174	1.16%

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.

-a reduction in fees for Children's services, which has been offset by an increase in government grants subsidiary.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.								
. ,	Forecast	Budget	Change					
	Actual							
	2018/19	2019/20						
	\$'000	\$'000	\$'000	%				
Grants were received in respect of the following:								
Summary of grants								
Commonwealth funded grants	6,866	6,324	(542)	(7.89%)				
State funded grants	10,616	9,617	(999)	(9.41%)				
Total grants received	17,482	15,941	(1,541)	(8.81%)				
(a) Operating Grants								
Recurrent - Commonwealth Government	4,116	5,984	1,868	45.38%				
Financial Assistance Grants	1,861	3,733	1,872	100.59%				
Aged services	2,032	2,028	(4)	(0.20%)				
National respite services	223	223	-	0.00%				
Recurrent - State Government	7,651	7,525	(126)	(1.65%)				
Port operations	93	95	(120)	2.15%				
Economic development	44	15	(29)	(65.91%)				
Family and children	5,412	5,511	99	1.83%				
Aged services	330	485	155	46.97%				
National respite services	56	56	133	0.00%				
Cultural services	285	281	(4)	(1.40%)				
Rural access	297	150	(147)	(49.49%)				
Environmental initiatives	62	29	(33)	(53.23%)				
School crossing supervision	194	193	(1)	(0.52%)				
Pension rebate	659	650	(9)	(1.37%)				
	72	60	(12)	(16.67%)				
Emergency management Other recurrent grants	147	00	(147)	(100.00%)				
Total recurrent grants	11,767	13,509	1,742	14.80%				
Total recurrent grants	11,707	13,303	1,772	17.0070				
Non-recurrent - State Government	2,372	681	(1,691)	(71.29%)				
Economic development	582	-	(582)	(100.00%)				
Family and children	634	405	(229)	(36.12%)				
Aged services	347	191	(156)	(44.96%)				
Recreation	12	-	(12)	(100.00%)				
Cultural services	81	-	(81)	(100.00%)				
Emergency management	24	-	(24)	(100.00%)				
School crossing supervision	5	-	(5)	(100.00%)				
Environmental initiatives	527	40	(487)	(92.41%)				
Other non-recurrent grants	160	45	(115)	(71.88%)				
Total non-recurrent grants	2,372	681	(1,691)	(71.29%)				
Total operating grants	14,139	14,190	51	0.36%				
(h) Canital Grants								
(b) Capital Grants Recurrent - Commonwealth Government	_	340	340	N/A				
Roads to recovery	-	340	340	N/A N/A				
Total recurrent grants		340	340	N/A				
Total recurrent grants		340	340	IVA				
Non-recurrent - Commonwealth Government	2,750	-	(2,750)	(100.00%)				
Economic development	2,750	-	(2,750)	(100.00%)				
Non-recurrent - State Government	2,965	2,092	(873)	(29.44%)				
Economic development	1,141	-	(1,141)	(100.00%)				
Infrastructure services	1,789	2,092	303	16.94%				
Recreation and culture	35	_	(35)	(100.00%)				
Total non-recurrent grants	5,715	2,092	(3,623)	(63.39%)				
Total capital grants	5,715	2,432	(3,283)	(57.45%)				
Total Cranta	40.054	40.000	(2.000)	(40.000/)				
Total Grants	19,854	16,622	(3,232)	(16.28%)				

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Overall the level of grants will decrease by \$3.2 million compared to the 2018/19 forecast. This is mainly due to the large grants received in 2018/19 for the completion of the City Centre renewal project.

4.1.5 Contributions

	Forecast	Budget		Change
	Actual			
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Monetary	3,714	880	(2,834)	(76.31%)
Non-monetary	4,000	4,000	-	0.00%
Total contributions	7,714	4,880	(2,834)	(36.74%)

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 2018/19 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 2019/20.

4.1.6 Other income

	Forecast Actual	Budget	Cł	nange
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Interest	238	246	8	3.36%
Infrastructure services	80	53	(27)	(33.75%)
Recreation and cultural	3	2	(1)	(33.33%)
programs				
Family and community	6	2	(4)	(66.67%)
Reimbursements	207	212	5	2.42%
Other income	187	77	(110)	(58.82%)
Total other income	721	592	(129)	(17.89%)

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The 2018/19 forecast includes a one-off payment for repairs following a flood.

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Wages and salaries	29,356	30,320	964	3.28%
WorkCover	748	765	17	2.27%
Superannuation	2,700	2,850	150	5.56%
Fringe benefit tax	275	324	49	17.82%
Total employee costs	33,079	34,259	1,180	3.57%

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 \$1.1 million compared to the 2018/19 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA).

There has also been a number of vacant positions in the 2018/19 forecast which have not been filled but are expected to be filled in the 2019/20 budget.

4.1.8 Materials and services				
	Forecast Actual	Budget	Cl	hange
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Infrastructure services	6,040	5,484	(556)	(9.21%)
Waste management	4,151	3,968	(183)	(4.41%)
Recreation and cultural services	3,973	3,730	(243)	(6.12%)
Children's services	1,836	1,447	(389)	(21.19%)
Corporate services	4,462	3,820	(642)	(14.39%)
Tourism and promotions	2,355	1,551	(804)	(34.14%)
Aged services	1,304	819	(485)	(37.19%)
Foreshore caravan parks	758	738	(20)	(2.64%)
Livestock exchange	432	423	(9)	(2.08%)
Planning and building services	1,294	302	(992)	(76.66%)
Health and local laws	1,294	1,225	(69)	(5.33%)
Other	601	100	(501)	(83.36%)
Total materials and services	28,500	23,607	(4,893)	(17.17%)

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Council's expenditure on materials and services is budgeted to decrease in 2019/20 due to the following:

- a reduction in the number of funded projects
- a reduction in the number of projects where Council acts as auspice

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	Budget	Change	
	2018/19 2019/20			
	\$'000	\$'000	\$'000	%
Property	2,243	2,288	45	2.01%
Plant & equipment	1,567	1,583	16	1.02%
Infrastructure	8,690	8,879	189	2.17%
Total depreciation and amortisation	12,500	12,750	250	2.00%

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 \$0.25 million for 2019/20 will be due to the capitalisation of new infrastructure completed in 2018/19.

4.1.10 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual 2018/19	Budget 2019/20		Change
	\$'000	\$'000	\$'000	%
Councillor Allowances	272	278	6	2.21%
Operating Lease Rentals	438	438	-	0.00%
Other Expenses	119	118	(1)	(0.84%)
Total other expenses	829	834	5	0.60%

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 2019/20.

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. No significant movements are expected in this category for 2019/20.

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. No significant movement is expected in this category for 2019/20.

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 and are influenced by the outcome of the current Enterprise Agreement negotiation and active management of leave entitlements.

4.2.3 Borrowings

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

	2018/19 \$'000	2019/20 \$'000
Amount borrowed as at 30 June of the prior year	6,114	10,537
Amount proposed to be borrowed	6,000	4,400
Amount projected to be redeemed	(1,577)	(1,746)
Amount of borrowings as at 30 June	10,537	13,191

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2019/20 and drawdown new loan funds of \$4.4 million to partially fund the Reid Oval upgrade and to invest in Smart Street Lighting.

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 2019/20.

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.

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 increase in net cash from operating activities is mainly due to the decrease in materials and services which mainly relate to a reduction in the number of funded projects or projects which Councils acts as auspice.

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.

4.4.2 Net cash flows provided by/used in investing activities

The forecast for 2018/19 represents a higher level of capital expenditure with major works including the finalisation of the City Centre Renewal and Simpson St drainage upgrade.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2019/20 budget include new borrowings for the Reid Oval upgrade and Councils investment in Smart Street Lighting.

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 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 \$130 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 spending in this category for 2019/20 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 2019/20, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

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Capital works program				
	Forecast Actual	Budget	Change	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	
Property	2,577	2,264	(313)	(12.15%)
Plant and equipment	2,247	1,584	(663)	(29.51%)
Infrastructure	19,794	14,891	(4,903)	(24.77%)
Total	24,618	18,739	(5,879)	(23.88%)

	Project			Asset expe	nditure types		Sı	ımmary of Fu	nding Sources
	Cost —	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,264	-	2,139	125	-	-	-	2,264	-
Plant and equipment	1,584	55	1,529	-	-	-	20	1,565	-
Infrastructure	14,891	3,187	9,722	1,982	-	2,432	440	7,618	4,400
Total	18,739	3,242	13,390	2,107	-	2,432	460	11,447	4,400

4.5.2 (Arrinam) மையூர் Council Agenda for	Special Meeting	Attachm	ent 4.2.2					29 April 20	19 Page 251
	Project			Asset expe	S	Summary of Funding Sources			
Capital Works Area	Cost —	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building Improvements									
Minor building improvements	702	-	577	125	-	-	-	702	
Public toilet renewal	486	-	486	-	-	-	-	486	
Holiday park improvements	144	-	144	-	-	-	-	144	
Building renewal general funding	836	-	836	-	-	-	-	836	
Roof access	48	-	48	-	-	-	-	48	-
Accessibility	48	-	48	-	-	-	-	48	
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,225	-	1,225	-	-	-	-	1,225	
Computers and Telecommunications									
ICT strategy implementation	251	-	251	-	-	-	-	251	-
IT hardware	53	-	53	-	-	-	-	53	
Paintings and Exhibits									
Art work acquisitions	15	15	-	-	-	-	-	15	
Public art initiatives	40	40	-	-	-	-	20	20	
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	20	1,564	

Capital Works Area	Project			Asset exp	enditure types			Summary of F	unding Sources
	Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Local roads rehabilitation and resheets	3,136	-	3,136	-	-	340	-	2,796	-
Road reseal program	730	-	730	-	-	-	-	730	-
Road safety audit implementation	144	-	144	-	-	-	-	144	-
Street lighting improvements	29	-	29	-	-	-	-	29	-
Disabled parking	50	-	50	-	-	-	-	50	-
Central bus interchange	550	-	-	550	-	250	-	300	-
City centre taxi rank	50	-	-	50	-	-	-	50	-
Bridges									
Bridge renewal	199	-	199	-	-	-	-	199	-
Russells Creek footbridge	80	80	-	-	-	-	40	40	-
Footpaths and Cycleways									
Beach access	195	-	195	-	-	125	-	70	-
Footpath and bicycle path renewal	299	-	299	-	-	-	-	299	-
Footpath construction	299	299	-	-	-	-	-	299	-
Small infrastructure fund projects	333	333	-	-	-	-	-	333	-
Drainage									
Priority backlog drainage	492	267	225	-	-	267	-	225	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	3,190	1,000	1,000	1,190	-	-	-	190	3,000
Outdoor pool	300	-	300	-	-	-	-	300	-

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Public open space improvements	192	-	-	192	-	-	-	192	-
Smart Street Lighting replacement	1,400	-	1,400	-	-	-	-	-	1,400
Aerodromes									
Minor works	29	-	29	-	-	-	-	29	-
Off Street Car Parks									
Carpark linemarking	57	-	57	-	-	-	-	57	-
Foreshore pavilion carpark	620	620	-	-	-	-	400	220	-
Other Infrastructure									
Livestock exchange improvements	57	-	57	-	-	-	-	57	-
Other infrastructure projects	95	48	47	-	-	-	-	95	-
Livestock Exchange roof construction	540	540	-	-	-	-	-	540	-
TOTAL INFRASTRUCTURE	14,891	3,187	9,722	1,982	-	2,432	440	7,619	4,400
TOTAL NEW CAPITAL WORKS	18,739	3,242	13,390	2,107	-	2,432	460	11,447	4,400

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

Indicator	Measure	Ø	Forecast	Budget	Strategic Re	source Plan I	Projections	Trend
		Notes	2018/19	2019/20	2020/21	2021/22	2022/23	+/0/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.67%)	0.87%	0.64%	(0.28%)	(0.53%)	-
Liquidity								
Working Capital	Current assets / current liabilities	2	114.15%	115.87%	120.98%	116.80%	118.40%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	69.73%	73.04%	78.23%	74.15%	76.88%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	27.51%	33.03%	27.26%	24.64%	20.35%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.78%	5.39%	5.74%	4.91%	4.28%	+
Indebtedness	Non-current liabilities / own source revenue		16.97%	21.55%	18.26%	16.94%	13.94%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	135.55%	105.02%	81.28%	85.60%	69.82%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	52.03%	55.07%	55.82%	56.21%	56.40%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.57%	0.58%	0.58%	0.59%	0

Attachment 4.2.2

Indicator	Measure	S	Forecast	Budget	Strategio	Strategic Resource Plan Projections		Trend
		Notes	2018/19	2019/20	2020/21	2021/22	2022/23	+/0/-
Efficiency								
Expenditure level	Total expenses/ no. of property assessments		\$4,410	\$4,191	\$4,395	\$4,406	\$4,423	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,926	\$1,998	\$2,048	\$2,099	\$2,151	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.70%	10.00%	10.00%	10.00%	10.00%	-

Key to Forecast Trend:

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

Notes to indicators

1. 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 be around the breakeven amount in the Strategic Resource Plan period.

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 115% over the Strategic Resource Plan.

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the Strategic Resource Plan.

Attachment 4.2.2

4. Debt compared to rates

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Councils debt is planned to peak in 2019/20 before reducing as existing loans are paid out.

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 has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. This indicates a reduced ability to maintain assets at the required level.

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.

Attachment 4.2.2 29 April 2019 Page | 257 **Property Management** New fees to apply from 1 July 2019 2017/18 **User Fees & Charges** 2018/19 2019/20 Variance Variance % Applications to use Crown & Council Land \$25.00 \$25.50 \$26.10 \$0.60 2.35% \$110.00 \$112.50 \$115.30 \$2.80 2.49% Licences preparation fee \$160.00 \$4.10 2.51% Lease preparation fee \$163.60 \$167.70 \$1,677.00 \$41.00 2.51% Survey plan fee \$1,600.00 \$1,636.00 Title search fee \$42.00 \$43.00 \$44.10 \$1.10 2.56% Outdoor Café /Laneway Bar Fees \$580.00 N/A N/A N/A N/A Licence Fee Licence Fee (per week) N/A \$200.00 \$205.00 \$5.00 2.50% Table Fee (per table) \$40.00 \$41.00 \$42.00 \$1.00 2.44% Rate Search Fees Rate history search fee (1st 3 hours) \$380.00 \$388.50 \$398.20 \$9.70 2.50% Rate history search fee (after 3 hours) \$120.00 \$122.50 \$125.60 \$3.10 2.53% Rate history search fee (0 - 10 years) \$22.00 \$22.50 \$23.10 \$0.60 2.67% Copy of previous years Rate Instalments Notices \$16.00 \$16.40 \$16.80 \$0.40 2.44% (ea) Search, retrieval and photocopying fees Search, inspection, retrieval or access fee \$23.80 \$24.30 \$24.90 \$0.60 2.47% Search, inspection, retrieval or access fee from off \$37.80 \$38.65 \$39.60 \$0.95 2.46% Photocopying/printing any document (per A4/A3 \$0.60 \$0.62 \$0.65 \$0.03 4.84% page)

Interest on Unpaid Monies

page)

Interest on Unpaid Monies other than rates and charges

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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 2019.

\$5.00

\$5.10

\$5.20

\$0.10

1.96%

Rever สามารถ Eithe Souncil Agenda for Special Meeting	Attachn	nent 4.2.2	29 April 2019 Page 2		age 258
New fees to apply from 1 July 2019					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Monetary Complaints: Notices on a Debt					70
Filing Fee					
Less than \$500	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$500 - \$999	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$1,000 - \$4,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$5,000 - \$7,499	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$7,500 - \$9,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$10,000 - \$20,000	\$451.70	\$460.70	\$468.20	\$7.50	1.63%
Necessary Certificate x2					
Less than \$500	\$96.00	\$96.00	\$98.00	\$2.00	2.08%
\$500 - \$999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$1,000 - \$4,999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$5,000 - \$7,499	\$198.00	\$202.00	\$208.00	\$6.00	2.97%
\$7,500 - \$9,999	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
\$10,000 - \$20,000	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
Professional (Item 1 Complaints)					
Less than \$500	\$212.00	\$217.00	\$222.00	\$5.00	2.30%
\$500 - \$999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$1,000 - \$4,999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$5,000 - \$7,499	\$545.00	\$557.00	\$571.00	\$14.00	2.51%
\$7,500 - \$9,999	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
\$10,000 - \$20,000	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
Service Fee					
Service Fee	\$69.00	\$71.00	\$73.00	\$2.00	2.82%
Other Professional Costs					
Warrant					
Less than \$500	\$55.00	\$56.00	\$57.00	\$1.00	1.79%
\$500 - \$999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$1,000 - \$4,999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$5,000 - \$7,499	\$133.00	\$136.00	\$139.00	\$3.00	2.21%
\$7,500 - \$9,999	\$167.00	\$171.00	\$175.00	\$4.00	2.34%
\$10,000 - \$20,000	\$167.00	\$171.00	\$175.00	\$4.00	2.34%

Description Descri	2017/thachn	ne n_t04.8/4 9	2019/20 29	9 April 129 de la Porti	Pagear (a nce %
Summons for Oral Examination					70
Less than \$500	\$57.00	\$58.00	\$59.00	\$1.00	1.72%
\$500 - \$999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$1,000 - \$4,999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$5,000 - \$7,499	\$163.00	\$167.00	\$171.00	\$4.00	2.40%
\$7,500 - \$9,999	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
\$10,000 - \$20,000	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
Necessary Affidavit					
Less than \$500	\$96.00	\$98.00	\$100.00	\$2.00	2.04%
\$500 - \$999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$1,000 - \$4,999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$5,000 - \$7,499	\$240.00	\$245.00	\$251.00	\$6.00	2.45%
\$7,500 - \$9,999	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
\$10,000 - \$20,000	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
Application for Order					
Less than \$500	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$500 - \$999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$1,000 - \$4,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$5,000 - \$7,499	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$7,500 - \$9,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$10,000 - \$20,000	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
Instructions to Defend					
Less than \$500	\$98.00	\$100.00	\$103.00	\$3.00	3.00%
\$500 - \$999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$1,000 - \$4,999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$5,000 - \$7,499	\$260.00	\$266.00	\$273.00	\$7.00	2.63%
\$7,500 - \$9,999	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
\$10,000 - \$20,000	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
Order for Substituted Service					
Less than \$500	\$143.00	\$146.00	\$150.00	\$4.00	2.74%
\$500 - \$999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$1,000 - \$4,999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$5,000 - \$7,499	\$307.00	\$314.00	\$322.00	\$8.00	2.55%
\$7,500 - \$9,999	\$362.00	\$370.00	\$379.00	\$9.00	2.43%
\$10,000 - \$20,000	\$362.00	\$370.00	\$379.00	\$9.00	2.43%

Description bool City Council Agenda for Special Meeting	201 N486hr	ne n_t04 .8/49	2019/20 2	9 April 129119 e	Pagear Rance %
Necessary Notice/Certificate					70
Less than \$500	\$48.00	\$48.00	\$49.00	\$1.00	2.08%
\$500 - \$999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$1,000 - \$4,999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$5,000 - \$7,499	\$99.00	\$101.00	\$104.00	\$3.00	2.97%
\$7,500 - \$9,999	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
\$10,000 - \$20,000	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
Issue Fees					
Claim or Counterclaim					
Fee	\$142.20	\$145.00	\$147.40	\$2.40	1.66%
Application for Order					
Fee	\$41.80	\$42.70	\$43.40	\$0.70	1.64%
With Preparation	\$68.30	\$69.70	\$70.90	\$1.20	1.72%
46A Summons/46B Rehearing Application					
Fee	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
With Preparation	\$174.30	\$177.70	\$180.70	\$3.00	1.69%
Summons for Oral Examination inc hearing					
Fee	\$97.60	\$99.50	\$101.20	\$1.70	1.71%
Certificate for Supreme Court			-		
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$47.70	\$0.80	1.71%
Application for Attachment of Earnings					
Fee	\$139.40	\$142.20	\$144.50	\$2.30	1.62%
Attachment of Earnings/Debt Order					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$27.70	-\$19.20	-40.94%
Warrant Fees					
Fee	\$16.30	\$17.10	\$17.30	\$0.20	1.17%
Sheriff's Warrant Fee	N/A	\$195.00	\$198.10	\$3.10	1.59%
Application under the Judgement Debt Recovery Act					
Summons for Examination	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
Instalment Application/Agreement (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Application to Vary/Cancel (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Service Cost					
Attempted Service (Item 78)	\$48.00	\$49.00	\$50.00	\$1.00	2.04%
Service by Post (Item 77)	\$13.00	\$13.00	\$13.00	\$0.00	0.00%
Allowance per km (Item 79)	\$0.69	\$0.70	\$0.70	\$0.00	0.00%

Now food to apply from 1 July 2010					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Mooring Fees					
Boat less than 10m pa	\$255.00	\$260.00	\$265.00	\$5.00	1.92%
Boat 10.1m to 15m pa	\$325.00	\$330.00	\$335.00	\$5.00	1.52%
Boat 15.1 – 20m pa	\$375.00	\$380.00	\$385.00	\$5.00	1.32%
Boat 20.1 – 25m pa	\$460.00	\$470.00	\$475.00	\$5.00	1.06%
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
Mooring inspection fee	N/A	\$170.00	\$180.00	\$10.00	\$0.06
Mooring infrastructure hire	\$85.00	\$87.00	\$90.00	\$3.00	3.45%
Berth permit or mooring licence - new application fee	\$80.00	\$80.00	\$80.00	\$0.00	0.00%
Annual Parking Permit Fees					
Breakwater (per vehicle)	\$65.00	\$67.00	\$68.00	\$1.00	1.49%
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

Warrnambool City Council Agenda for Special Meeting Infrastructure Services

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Minor Works less than \$10,000	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Minor Works great than \$10,000	\$610.00	\$630.00	\$650.00	\$20.00	3.17%
Minor Works Public Notice Fee	N/A	N/A	\$50.00	N/A	N/A
Large Projects	By Negotiation	By Negotiation	By Negotiation	N/A	N/A
Asset Inspection Checklist	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Driveway Design and Vertical Clearance Check	\$230.00	N/A	N/A	N/A	N/A
Livestock Crossing Permit:					
Stock Crossing Permit	N/A	N/A	\$145.00	N/A	N/A
Stormwater Legal Point of Discharge Application:					
Single dwelling development - note 1	\$67.00	\$65.40	\$141.20	\$75.80	115.90%
Information only	\$60.00	\$60.00	\$62.00	\$2.00	3.33%
Short notice fee	\$115.00	\$115.00	\$117.00	\$2.00	1.74%
Street tree – supply and install including maintenance period of 24 months	\$335.00	\$345.00	\$355.00	\$10.00	2.90%
Build Over Stormwater Easement Application	\$110.00	\$115.00	\$118.00	\$3.00	2.61%
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,000.00	\$3,100.00	\$3,200.00	\$100.00	3.23%
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,010.00	\$3,500.00	\$3,600.00	\$100.00	2.86%
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$635.00	\$650.00	\$670.00	\$20.00	3.08%
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,290.00	\$1,350.00	\$1,390.00	\$40.00	2.96%
Plan checking and supervision fee	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)	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 Hires

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Botanic Gardens - Weddings and Events					
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	N/A	N/A	\$100.00	N/A	N/A
Use of Band Rotunda and or Vehicle Access	N/A	\$150.00	\$160.00	\$10.00	6.67%
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	N/A	\$500.00	\$525.00	\$25.00	5.00%
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%
Large Marquee *	N/A	Price on event application	Price on event application	N/A	N/A

^{*} Marquee fees include vehicle access and use of Band Rotunda if required

Lake Pertobe - Events	2017/18	2018/19	2019/20	Variance	Variance %
Community Events (not for profit)	N/A	\$0.00	\$0.00	\$0.00	0.00%
Small Events (under 200 attendees)	N/A	\$250.00	\$265.00	\$15.00	6.00%
Medium Events (between 200 to 500 attendees)	N/A	\$500.00	\$525.00	\$25.00	5.00%
Large Events (over 500 attendees)	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%

Attachment 4.2.2

Lighthouse Theatre						
New fees to apply from	n 1 July 2019					
User Fees & Charges	3	2017/18	2018/19	2019/20	Variance	Variance %
Staff per hour used,	all venues and user types					
Supervising Technicia	n	\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Technician		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Front of House Coordi	nator	\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Merchandise seller		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Community & Local	Non for Profit					
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$500.00	\$520.00	\$540.00	\$20.00	3.85%
	Second Performance same day	\$300.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire		\$330.00	\$340.00	\$350.00	\$10.00	2.94%
Second Performance	Same Day	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists and No	n-local Non for Profit					
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$720.00	\$750.00	\$780.00	\$30.00	4.00%
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals						
Hire per hour	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Pe	rformance Hire	\$440.00	\$460.00	\$480.00	\$20.00	4.35%
Second Performance	Same Day	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists	nity, Non for Profits and					
Equipment &	Steinway Grand piano	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
Consumable Items		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Minimum Consumable Charge (gel, tape, batteries)	N/A	N/A	\$30.00	N/A	N/A
	Radio Mics	\$40.00	\$45.00	\$45.00	\$0.00	0.00%
Ticketing Fees	Tix under \$11.00	\$1.35	\$1.40	\$1.45	\$0.05	3.57%
	Tix \$11.00 - \$40.00	\$2.50	\$2.75	\$2.80	\$0.05	1.82%
	Tix \$40.00 plus	\$3.50	\$3.75	\$3.80	\$0.05	1.33%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$50.00	\$52.50	\$2.50	N/A

TickeYermaneee! Situs	Spungel Apended of Special Meeting	1745 Attachi	nent 4.2.2	29 April 2019 Page 265			
Companies							
THEATRE: Ticketed							
	Hire rate plus 5% of net ticket sales	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%	
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%	
THEATRE Rehearsal	s						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%	
STUDIO: Ticketed Pe	erformance Hire	\$550.00	\$575.00	\$590.00	\$15.00	2.61%	
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%	
STUDIO Rehearsals							
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%	
Ticketed Event: Stan	dard Hirer Rates						
THEATRE: Ticketed	Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,485.00	\$1,550.00	\$1,600.00	\$50.00	3.23%	
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%	
THEATRE Rehearsals		A	A	406	4		
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%	
STUDIO: Ticketed Pe		\$500.00	\$575.00	\$600.00	\$25.00	4.35%	
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%	
STUDIO Rehearsals							
Work lights only	Stage Lights & Technical Facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%	
Lighthouse Theatre	(Cont.)						
New fees to apply fror	n 1 July 2019						
User Fees & Charges	S	2017/18	2018/19	2019/20	Variance	Variance %	
	sed theatre and Standard						
hires Equipment & Consu	mahlas Itams						
Equipment & consu	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%	
	Ciciiway Grand Fiano	(Plus tuning if	(Plus tuning if	(Plus tuning if	N/A	N/A	
	D E 10	required)	required)	required)	Φ0.00	0.0001	
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%	
Ticketing Fees	Tix under \$11.00	\$2.85	\$3.00	\$3.10	\$0.10	3.33%	
	Tix \$11.00 - \$40.00	\$3.90	\$4.00	\$4.10	\$0.10	2.50%	
	Tix \$40.00 \$60.00	\$4.60	\$5.00	\$5.10	\$0.10	2.00%	
	Tix \$60 plus	\$5.50	\$6.00	\$6.10	\$0.10	1.67%	
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A	
	Event Creation and Set of Tickets (Per Season)	N/A	\$100.00	\$105.00	\$5.00	N/A	
	Urgent (<72hr) Event	N/A	\$200.00	\$210.00	\$10.00	N/A	

Markhambool City	Opposited and the special Meeting	1740 11% Attachn	hent 4, 2,2	12% on 29 A	Nokil/2019 Pa	adeNi 2/66
Atrium and Meeting Ro	oom	Gross Sales	Gross Sales	Gross Sales	114/A-11	-3-11/ <i>P</i> -1
Non-Ticketed Event: Organisations	Non for Profit					
THEATRE:	Event Hire (up to 9 hrs)	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$605.00	\$630.00	\$650.00	\$20.00	3.17%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
LVOIR IIII C	Jam & Jam	N/A	\$55.00	\$60.00	\$5.00	9.09%
	Weekdays outside business hours weekends	By negotiation	By negotiation	By negotiation	N/A	N/A
STUDIO: Used in cor Event Hire	junction with Theatre:	3	3	3		
	Hire per event, per day	\$365.00	\$380.00	\$390.00	\$10.00	2.63%
MEETING ROOM: Us Theatre or Studio:	ed in conjunction with					
Event Hire	Hire per event, per day	\$140.00	\$150.00	\$150.00	\$0.00	0.00%
MAIN FOYER: Event Hire	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$330.00	\$330.00	\$0.00	0.00%
FACILI I III C	(Weekdays outside business	Ву	Ву	Ву	N/A	N/A
	hours, Weekends)	negotiation	negotiation	negotiation		
	Bar Service During Event (per event)	Staffing Costs	Staffing Costs	Staffing Costs	N/A	N/A
Standard Hiro Dates	NON TICKETED EVENTS	Apply	Apply	Apply		
		¢4.050.00	¢4.005.00	#0.000.00	Ф7 Е 00	3.90%
THEATRE:	Event Hire (up to 9 hrs)	\$1,850.00	\$1,925.00	\$2,000.00	\$75.00	
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$715.00	\$750.00	\$780.00	\$30.00	4.00%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
	njunction with Theatre		****	4100.00	40000	
	Hire per event	\$420.00	\$440.00	\$460.00	\$20.00	4.55%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$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)	\$330.00	\$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	Used in conjunction with	No charge	No charge	No charge	N/A	N/A
in conjunction with Event Hire	Theatre: Event Used in conjunction with	\$75.00	\$115.00	\$115.00	\$0.00	0.00%
	Studio: Event (per hour) Room Change Surcharge (Change of Format from Standard)	N/A	\$55.00	\$60.00	\$5.00	N/A
	Bar Service during Event (per event)	Staffing Costs Apply	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)	\$1,100.00	\$1,100.00	\$1,150.00	\$50.00	4.55%

Warrnambool C	ity CoungiltAgendaifer Spacial Meeting	\$55.0 6 ttach	mlesnst \$4.2362	\$60.00 29	Apgib26019 P	age4 <u>.</u> 36%
	Setup Hours					
MAIN FOYER	Used in conjunction with Catered Function	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
	Foyer Bar Service (per function)	N/A	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Other Fees	•					
Equipment & Con	sumables Items					
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
	Rubbish Removal (Charge per skip)	\$110.00	\$110.00	\$110.00	\$0.00	0.00%

New fees to apply from 1 July 2019

User Fees and Charges	2017/18	2018/19	2019/20	Variance	Variance %
Day Admissions: Aquatics					
Adult swim	\$6.90	\$6.90	\$7.00	\$0.10	1.45%
Child swim (3-15 years)	\$4.90	\$5.00	\$5.10	\$0.10	2.00%
Concession swim	\$4.90	\$5.00	\$5.30	\$0.30	6.00%
Family swim (unlimited family members/same residence)	\$20.60	\$20.60	\$20.80	\$0.20	0.97%
Day Admissions: Health & Fitness					
Gymnasium	\$18.90	\$19.30	\$19.50	\$0.20	1.04%
Fitness class	\$14.70	\$14.70	\$14.90	\$0.20	1.36%
Older adult exercise class	\$10.30	\$10.40	\$10.50	\$0.10	0.96%
Preventative Health Classes	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
School aerobics	\$7.70	\$7.90	\$7.90	\$0.00	0.00%
Personal Training 1 hour	\$82.70	\$86.80	\$88.00	\$1.20	1.38%
Personal Training 45 minutes	\$62.00	\$65.10	\$66.00	\$0.90	1.38%
Personal Training ½ hour	\$46.20	\$47.10	\$48.00	\$0.90	1.91%
Crèche					
Per child per hour (Member)	\$6.80	\$7.00	\$7.50	\$0.50	7.14%
Per child per hour (Non Member)	\$12.20	\$12.60	\$12.90	\$0.30	2.38%
Learn to Swim (Pool Entry & Assessment)					
Per class (2 nd child and 3 rd child discounts apply)	\$14.30	\$14.30	\$14.50	\$0.20	1.40%
Private lessons ½ hour lesson	\$50.80	\$51.80	\$52.00	\$0.20	0.39%
1 hour lesson	\$96.80	\$100.70	\$101.00	\$0.30	0.30%
School swim no instruction	\$4.70	\$4.80	\$4.90	\$0.10	2.08%
School swim with instruction	\$7.00	\$7.00	\$7.00	\$0.00	0.00%
School at pool	\$9.90	\$10.10	\$10.50	\$0.40	3.96%
Group Entry					
Adult Swim	\$6.10	\$6.10	\$6.30	\$0.20	3.28%
Gym	\$16.80	\$17.10	\$17.55	\$0.45	2.63%
Fitness class	\$13.20	\$13.50	\$13.50	\$0.00	0.00%
Other					
Locker hire	\$3.70	\$3.80	\$4.00	\$0.20	5.26%

ToweWarrgambool City Co	uncil Agenda for Specia	al Meeting, 70 Att	achment4.2.2	\$4.00 2	9 April <u>2</u> 819	Pag <u>e</u> 6269
Multi Pass – Health & I	itness					
itness class	20 pass	\$295.40	\$307.20	\$307.20	\$0.00	0.00%
Multi Pass – Aquatics						
Adult	20 Pass	\$123.60	\$123.60	\$126.00	\$2.40	1.94%
	50 Pass	\$309.00	\$309.00	\$315.00	\$6.00	1.94%
Child	20 Pass	\$87.40	\$89.10	\$91.80	\$2.70	3.03%
	50 Pass	\$218.70	\$223.10	\$229.50	\$6.40	2.87%
Concession	20 Pass	\$87.40	\$89.10	\$95.40	\$6.30	7.07%
	50 Pass	\$218.70	\$223.10	\$238.50	\$15.40	6.90%
//ulti Pass: Crèche/Oc	casional Care					
child/1hr Crèche	10 Pass	\$68.20	\$70.20	\$71.25	\$1.05	1.50%
l child/1hr Occasional Care	10 Pass	\$117.30	\$120.80	\$122.55	\$1.75	1.45%

AquaZone (Cont.)

New fees to apply from 1 July 2019

User Fees and Charges		2017/18	2018/19	2019/20	Variance	Variance %
Facility Hire	Facility Hire					
Pools	Up to four hours	\$483.70	\$507.90	\$530.00	\$22.10	4.35%
	Up to ten hours	\$787.70	\$795.60	\$830.00	\$34.40	4.32%
	Lane hourly commercial	\$39.30	\$41.30	\$45.00	\$3.70	8.96%
	Lane hourly community	\$4.20	\$4.60	\$4.90	\$0.30	6.52%
Pool closure advertising fee		\$140.50	\$154.60	\$155.00	\$0.40	0.26%
School booking cancellation fee (per lane) (<12 hrs notice)		\$38.50	\$40.00	\$41.00	\$1.00	2.50%
Crèche – per hour		\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Multi-purpose room -	– per hour	\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Birthday Party						
Aqua Fun Pack		\$71.40	\$72.10	\$72.10	\$0.00	0.00%
Memberships						
Gold	12 months	\$1,026.50	\$1,047.00	\$1,047.00	\$0.00	0.00%
	3 months	\$513.20	\$523.50	\$523.50	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$85.50	\$87.20	\$87.20	\$0.00	0.00%

		1750				
GymWa grnam bool City	Council Agenda for Special Meeti	\$915.90 Attac	1990 <u>994.4</u> .2	\$980.91 29 A	(<u>84</u> 62919 Pa	9 .9b270
	3 months	\$440.20	\$449.00	\$471.45	\$22.45	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.80	\$81.69	\$3.89	5.00%
itness & Swim	12 months	\$915.90	\$925.10	\$925.10	\$0.00	0.00%
	3 months	\$440.20	\$444.60	\$444.60	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.10	\$77.10	\$0.00	0.00%
Swim Only	12 months	\$775.80	\$791.30	\$830.87	\$39.57	5.00%
	3 months	\$338.00	\$344.80	\$362.04	\$17.24	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$64.70	\$66.00	\$69.30	\$3.30	5.00%
amily Swim	12 months	\$1,693.40	\$1,744.20	\$1,831.41	\$87.21	5.00%
	3 months	\$594.55	\$612.40	\$643.02	\$30.62	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$141.12	\$145.40	\$152.67	\$7.27	5.00%
Corporate	10 – 20 people	12.5% discount	12.5% discount	12.5% discount	N/A	N/A
	21 + people	15% discount	15% discount	15% discount	N/A	N/A

Warr Warrnson book Fits affecting ill Agenda for Special Me	eeting Atta	chment 4.2.2	29 /	April 2019 Pa	ige 271
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	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	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Curatorial Advice – per hour	\$55.00	\$125.00	\$125.00	\$0.00	0.00%
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	\$55.00	\$70.00	\$70.00	\$0.00	0.00%
Family 3 Years	\$150.00	\$200.00	\$200.00	\$0.00	0.00%
Individual	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Individual 3 years	\$110.00	\$110.00	\$110.00	\$0.00	0.00%
Individual concession	\$27.50	\$25.00	\$25.00	\$0.00	0.00%
Individual concession 3 years	N/A	\$65.00	\$65.00	\$0.00	0.00%
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	\$120.00	N/A	N/A	N/A
Transparency/digital image (for reproduction)	\$180.00	Negotiation	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%

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Sports ground casual hire (includes use of pavilion)					
Half day	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Full day	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Pre-season training session	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Unauthorised Use (penalty equivalent to full day)	N/A	N/A	\$216.00	N/A	N/A
Unauthorised Works on Council Owned or Managed Land	N/A	N/A	\$1,500.00	N/A	N/A
Football practice match (with line marking)	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$521.00	\$651.00	\$814.00	\$163.00	25.04%
Football/Netball League Finals (junior competition only) (per day)	\$260.00	\$325.00	\$406.00	\$81.00	24.92%
Commercial hire (per day)	\$695.00	\$869.00	\$1,086.00	\$217.00	24.97%
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)	\$6,454.00	\$8,067.00	\$10,084.00	\$2,017.00	25.00%
Category 2 (District League Grounds)	\$3,226.00	\$4,034.00	\$5,041.00	\$1,007.00	24.96%
Category 3 (Other Users)	\$806.00	\$1,008.00	\$1,260.00	\$252.00	25.00%

WarrWarrnsorbpsเล่นหนาดู uncil Agenda for Special Meeting	Attachme	Attachment 4.2.2 29 April 2019			Page 273	
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Player Fees					70	
Adult	\$10.00	\$10.50	\$10.80	\$0.30	2.86%	
Junior	\$8.00	\$8.50	\$8.80	\$0.30	3.53%	
School	\$4.60	\$5.00	\$5.50	\$0.50	10.00%	
Casual Shot	\$5.00	\$5.00	\$5.00	\$0.00	0.00%	
Stadium Hire						
Hourly rate with lights: commercial	\$215.00	\$350.00	\$350.00	\$0.00	0.00%	
Hourly rate with lights: community/school	\$170.00	\$230.00	\$240.00	\$10.00	4.35%	
School use between 9am - 3pm	\$820.00	\$900.00	\$950.00	\$50.00	5.56%	
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	\$500.00	\$20.00	4.17%	
Hourly rate with lights: commercial	\$70.00	\$80.00	\$80.00	\$0.00	0.00%	
Hourly rate with lights: community/school	\$60.00	\$50.00	\$55.00	\$5.00	10.00%	
School use between 9am - 3pm	\$290.00	\$290.00	\$350.00	\$60.00	20.69%	
Show court up to 12 hours	\$630.00	\$630.00	\$650.00	\$20.00	3.17%	
Hourly rate with lights: commercial	\$85.00	\$80.00	\$80.00	\$0.00	0.00%	
Hourly rate with lights: community/school	\$70.00	\$50.00	\$55.00	\$5.00	10.00%	
School use between 9am - 3pm	\$300.00	\$300.00	\$350.00	\$50.00	16.67%	
Seahawks/Mermaids Home Games & Finals						
Both Teams	\$680.00	\$680.00	\$680.00	\$0.00	0.00%	
Single Team	\$420.00	\$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	\$400.00	\$50.00	14.29%	
Per hour	\$35.00	\$35.00	\$60.00	\$25.00	71.43%	
User groups up to 12 hours	\$122.00	\$122.00	\$150.00	\$28.00	22.95%	
User groups per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%	
Meeting room up to 12 hours	\$61.00	\$61.00	\$65.00	\$4.00	6.56%	
Per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%	
Facility Hire						
Kitchen facilities	\$170.00	\$175.00	\$175.00	\$0.00	0.00%	
User group sports hire up to 12 hours	\$1,060.00	\$1,150.00	\$1,200.00	\$50.00	4.35%	
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,750.00	\$1,800.00	\$50.00	2.86%	
2crt NB stadium up to 12 hours	\$891.00	\$900.00	\$950.00	\$50.00	5.56%	
Gymnastics						
1 hour recreational class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%	
2 hour classes class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%	
3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%	
Above 3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%	

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Small school group class fee (1hr)	\$75.00	\$80.00	\$90.00	\$10.00	12.50%
Adult Group (per person)	\$10.00	\$12.00	\$13.00	\$1.00	8.33%
Gymnastics facility hire (per hr) for external gymnastics groups	\$75.00	\$80.00	\$100.00	\$20.00	25.00%
Ed gym 1 hr class	\$10.00	\$10.50	\$11.00	\$0.50	4.76%
School Holiday Program 2 hr class	\$20.00	\$20.00	\$22.00	\$2.00	10.00%
Birthday Party Program per child	\$13.00	\$13.50	\$13.50	\$0.00	0.00%
Outside School Hours Care					
Vacation care daily rate	\$70.00	\$75.00	\$81.00	\$6.00	8.00%
After school care casual rate per session	\$28.50	\$30.00	\$30.00	\$0.00	0.00%
After school care permanent rate per session	\$23.50	\$24.00	\$25.50	\$1.50	6.25%

New fees to apply fror	m 1 Januar	y 2019					
User Fees & Charges	S	2017	2018	2019	2020	Variance	Variance
Fee's Per Term- 4 ye hour per week)	ar old (15						
•	Term	\$303.85	\$310.00	\$322.00	\$332.00	\$10.00	3.23%
	1 & 2	per term	per term	per term	per term		
	Term	\$310.00	\$322.00	\$332.00	TBC	N/A	N/A
	3 & 4	per term	per term	per term			
Fee's Per Term- 3 yea hours per week)	ar old (3						
		\$200.00	\$210.00	\$215.00	\$222.00	\$7.00	3.26%
	Term 1 & 2	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session		
		\$400 per term for 2 x 3 hr sessions					
	Term	\$210.00	\$215.00	\$222.00	TBC	N/A	N/A
	3 & 4	per term	per term	per term			
Centre Based Care							
New fees to apply fror						T	1
User Fees & Charges	S	2017	2018	2019	2020	Variance	Variance %
Daily fee		\$103.30	\$105.00	\$105.00	\$107.00	\$2.00	1.90%
		Jan-June 2017	Jan-June 2018	Jan-June 2019	Jan-Jun 2020		
		\$105.00	\$105.00	\$107.00	TBC	N/A	N/A
		July-Dec 2017	July-Dec 2018	July-Dec 2019			
*Actual cost to families also attract a rebate o						via Centrelin	k), and wil
Family Day Care		1				1	<u> </u>

User Page விறைவிக்கு Souncil A	gend ə for 63 p ecial M	ee ting7/1 8 Atta	ic <u>h</u> nneght/492.2	2019/20 29	Anvii 12912e	9 ♥ aAaance %
8am to 6pm – per hour	To be	To be	To be	To be		
After hours – per hour	advised as previously	advised as previously	advised as previously	advised as previously		
Public holidays – per hour	Independent	Independent	Independent	Independent		
Breakfast	fees &	fees &	fees &	fees &	N/A	N/A
Lunch	charges set by	charges set	charges set	charges set by		
Dinner	Educators	Educators	Educators	Educators		
Snacks	under	under	under	under National		
Trips	National guidelines	National guidelines	National guidelines	guidelines		
Parent Admin Levy	\$9.00*	\$9.20*	\$9.20*	\$9.40*	\$0.20	2.17%
Educator Levy	\$0.70 Per Hour	\$0.80 Per Hour	\$0.80 Per Hour	\$0.85 Per hour	\$0.05	6.25%
*per child per week, capped at	2 children	•				

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$20.00	\$2.00	11.11%
Lawn mowing and tip fees: medium & couples	\$32.00	\$36.00	\$38.00	\$2.00	5.56%
Lawn mowing and tip fees: Private (PlusGST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Property modification (plus cost of materials): low	\$15.00	\$18.00	\$20.00	\$2.00	11.11%
Property modification (plus cost of materials): medium	\$30.00	\$36.00	\$38.00	\$2.00	5.56%
Property modification (plus cost of materials): Private (Plus GST).	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Minimum 1 hour applies.					
Home Care					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance
Home care – low	\$8.63	\$8.90	\$9.00	\$0.10	1.12%
Home care – medium	\$15.36	\$15.90	\$16.00	\$0.10	0.63%
Home care – high	\$37.20	\$37.90	\$38.00	\$0.10	0.26%
Personal care – low	\$7.36	\$7.60	\$7.80	\$0.20	2.63%
Personal care – medium	\$8.90	\$9.60	\$10.00	\$0.40	4.17%
Respite care	\$3.00	\$3.50	\$5.00	\$1.50	42.86%
CACPS (plus GST.)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Post Acute Care (plus GST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%
Plus travel costs per km - Private Clients / Fees for Service (plus GST)	\$1.13	\$1.20	\$1.25	\$0.05	4.17%
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 <i>outside</i> Monday to Friday 6 am to 6pm.					
Time and $\frac{1}{2}$ is charged to CACPS and PAC after 6pm for then double time after that, Saturday incurs time and $\frac{1}{2}$ for then double time before midday. After midday until Monday morning 6am charges are double.	r the first 2 ho				
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Warrnambool City Council Agenda for Special Meeting	Attachment	4.2.2	29 /	pril 2019 Pa	ge 276
Planned Activity Group				•	
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Daily session fee – low & medium	\$7.50	\$7.60	\$8.00	\$0.40	5.26%
Daily session fee – high (GST free)	\$33.00	\$34.00	\$35.00	\$1.00	2.94%
Meal	\$8.40	\$8.40	\$9.00	\$0.60	7.14%
Soup	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Sweet	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Food Services			<u> </u>	1	
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Full cost meals (GST free)	\$17.50	\$17.50	\$17.90	\$0.40	2.29%
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$9.10	\$0.20	2.25%
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.90	\$0.50	4.39%

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Varianc e	Variance %
Hydro pools casual admission	\$8.80	\$9.00	\$9.00	\$0.00	0.00%
Commercial pool use	\$87.00	\$90.00	\$95.00	\$5.00	5.56%
Community pool use	\$54.00	\$60.00	\$65.00	\$5.00	8.33%
Commercial rate per hour per room	\$52.00	\$55.00	\$60.00	\$5.00	9.09%
Casual community rate per hour per room	\$32.50	\$35.00	\$35.00	\$0.00	0.00%
Monthly and weekly regular community booking	\$19.00	\$20.00	\$20.00	\$0.00	0.00%
(with more than 10 bookings per year) under 20 people per hour per room					
Community Computer Centre per 1 hour session	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Health promotion programs: strength training	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
Lite Moves	\$7.00	\$6.00	\$6.00	\$0.00	0.00%
Lite Pulse	\$6.50	\$5.60	\$6.00	\$0.40	7.14%
Moove & Groove	N/A	N/A	\$6.00	N/A	N/A
Bike Hire Group Program	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
Annual Membership	N/A	\$300.00	\$300.00	\$0.00	0.00%

	ambool City Council Agenda for Special Meeting	Attachment			2019 Pag	1 ""
	o apply from 1 July 2019	0047/40	0040440	2242/22		1
User Fees	& Charges	2017/18	2018/19	2019/20	Varian ce	Variand e %
Food						
Class 1		\$430.00	\$450.00	\$470.00	\$20.00	4.44%
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$405.00	\$415.00	\$426.00	\$11.00	2.65%
	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)	\$27.00	\$30.00	\$31.00	\$1.00	3.33%
	Community Group (e.g. not-for-profit groups) - <i>Note 2</i>	No fee	No fee	No fee	N/A	N/A
	Canteens/sporting club kitchens - Note 3	\$135.00	\$140.00	\$146.00	\$6.00	4.29%
Class 3	Class 3 General	\$155.00	\$160.00	\$165.00	\$5.00	3.13%
	Community Group (e.g. not-for-profit groups) - <i>Note 2</i>	No fee	No fee	No fee	N/A	N/A
Class 4		No fee	No fee	No fee	N/A	N/A
Health						
Hairdresse	rs, beauty salons (one off fee)	\$185.00	\$200.00	\$210.00	\$10.00	5.00%
Beauty pre	mises & skin penetration establishments	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
New Regis	stration Fees					
	ses pre-application fee and/or pre-registration fee - <i>Note 4</i>	\$75.00	\$100.00	\$200.00	\$100.0 0	100.00
New registrations		Annual Fee plus 50%	Annual Fee plus 50%	\$0 (0%)	N/A	N/A
Transfer fe	ees					
•	request fee prior to transfer – 5 business days	\$180.00	\$200.00	\$210.00	\$10.00	5.00%
Inspection days	request fee prior to transfer – 10 business	\$135.00	\$150.00	\$150.00	0.00%	\$0.00
Transfer fe	е	50% of annual fee	50% of annual fee	50% of annual fee	N/A	N/A
Accommo	dation					
Accommod	dation premises	\$220.00	\$230.00	\$235.00	\$5.00	2.17%
Other fees						
	ion fee and request for inspection fee	\$75.00	\$80.00	\$82.00	\$2.00	2.50%
Late payme	ent fee	50% of the annual fee	50% of the annual fee	50% of annual fee	N/A	N/A
Septic tan	ks					
Septic tank	applications - <i>Note 5</i>	\$540.01	\$550.00	\$560.00	\$10.00	1.82%
Note 5	alterations (changes to disposal field only)	\$270.01	\$275.00	\$280.00	\$ 5.00	1.82%
Caravan P						
Caravan Pa	arks (per site)	Set by State Governme nt	Set by State Governme nt	Set by State Governme nt	N/A	N/A
Pool samp	oling					
	e for microbiological testing of potable water, pools and spas	\$113.00	\$120.00	\$125.00	\$5.00	4.17%

Pro-Marmandanh Cityo Cally it Agenda for Special Meeting

Attachment 4.2.2

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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.

NOTE: in prior years, new business registrations paid the Annual fee + 50% (i.e. a Class 2 Business paid + \$207.50; a Class 3 paid + \$80; a Beauty premise paid + \$70; and, Accommodation paid + \$100). This 50% has now been removed, while the inspection fee has increased by \$100.

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 fees in the region.

New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance
Derelict vehicle release	\$340.00	\$350.00	\$400.00	\$50.00	14.29%
Tables and chairs	\$175.00	\$180.00	\$185.00	\$5.00	2.78%
Goods on footpath	\$190.00	\$200.00	\$210.00	\$10.00	5.00%
A/Frames permit	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
Itinerant trading annual permit	N/A	N/A	\$600.00	N/A	N/A
Itinerant trading 6 monthly permit	N/A	N/A	\$350.00	N/A	N/A
Itinerant trading weekend permit	N/A	N/A	\$125.00	N/A	N/A
Itinerant trading organiser permit (markets and festivals)	N/A	N/A	\$1,500.00	N/A	N/A
Impounded trolley release fee	\$95.00	\$105.00	\$110.00	\$5.00	4.76%
Permit to burn	\$85.00	\$90.00	\$100.00	\$10.00	11.11%
Horses on beach trainer permit	\$220.00	\$225.00	\$250.00	\$25.00	11.11%
Horses on beach daily access fee	\$4.50	\$6.00	\$3.50	-\$2.50	-41.67%
			Council charge		
Horses on beach swim access fee	\$1.50	\$2.50	\$2.00	-\$0.50	-20.00%
			Council charge		
Hire of cat cage	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Hire Citronella Collar per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark inhibiter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark counter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Block slashing prior to declared fire season	At Cost	\$130.00	\$150.00	\$20.00	15.38%
Skip bin permit	N/A	N/A	\$15.00	N/A	N/A

Park\\agreea	Meeting	Attachment 4.2.2	2	29 April 2019 Pa	age 279
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
On-Street and Off Street (per hour)					
All parking zones 1P 2P 4P	\$1.40	\$1.40	\$1.40	\$0.00	0.00%
All Day	\$3.00	\$3.00	\$3.00	\$0.00	0.00%
Disabled Parking	N/A	\$0.00	\$0.00	\$0.00	0.00%
Reserved bay permit in CBD per day	N/A	\$15.00	\$15.00	\$0.00	0.00%
Credit Surcharge on Smart Meters					
Credit Surcharge on Smart Meters	\$0.24	\$0.24	\$0.24	\$0.00	0.00%
Parking Permits					
Disabled and Returned Service:					
Replacement	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
New	\$14.00	\$0.00	\$0.00	\$0.00	0.00%
Resident Parking permit - each permit / per annum	N/A	\$15.00	\$15.00	\$0.00	0.00%
Car parking Fines					
Car parking fines set by Council	\$70.00	\$70.00	\$80.00	\$10.00	14.29%

New fees to apply from 1 April 2020					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Unsterilised dog	\$166.00	\$210.00	\$210.00	\$0.00	0.00%
Sterilised dog	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Unsterilised dog (pensioner)	\$83.00	\$105.00	\$105.00	\$0.00	0.00%
Sterilised dog (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog over 10 years old	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Dog over 10 years old (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog kept for working with Livestock (rural)	\$54.00	\$70.00	\$70.00	\$0.00	0.00%
Dog kept for working with Livestock (rural) (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%
Dog registration at pound release	\$25.00	\$35.00	\$35.00	\$0.00	0.00%
Declared Dangerous or Restricted Breed	\$225.00	\$250.00	\$300.00	\$50.00	20.00%
Unsterilised cat	\$130.00	\$177.00	\$210.00	\$33.00	18.64%
Sterilised cat	\$43.00	\$59.00	\$70.00	\$11.00	18.64%
Cat registration at pound release	\$15.00	\$29.00	\$35.00	\$6.00	20.69%
Unsterilised cat (pensioner)	\$65.00	\$88.00	\$105.00	\$17.00	19.32%
Sterilised cat (pensioner)	\$21.00	\$29.00	\$35.00	\$6.00	20.69%
Permit to house a third dog / cat	NA	\$25.00	\$100.00	\$75.00	300.00%
Replacement registration tag	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Grazing permit	\$180.00	\$185.00	\$190.00	\$5.00	2.70%
Registered animal businesses	\$170.00	\$175.00	\$200.00	\$25.00	14.29%
Impounded animal release fee:					
Cat	\$100.00	\$105.00	\$155.00	\$50.00	47.62%
Dog	\$145.00	\$150.00	\$155.00	\$5.00	3.33%
Pro-rata fees – 50% of pet registration fees app	oly after 1 Novem	ber.	I		

Warrnambool Livestock Ex	change					
New fees to apply from 1 July	2019					
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Bobby Calves		\$4.20	\$4.30	\$4.30	\$0.00	0.00%
Calves		\$8.70	\$8.90	\$9.00	\$0.10	1.12%
Bulls		\$19.00	\$19.50	\$20.00	\$0.50	2.56%
Cattle		\$13.20	\$13.50	\$13.80	\$0.30	2.22%
Sheep		\$0.70	\$0.75	\$0.75	\$0.00	0.00%
Store - cattle		\$11.70	\$12.00	\$12.50	\$0.50	4.17%
Dairy - cattle		\$14.50	\$14.85	\$15.00	\$0.15	1.01%
Hire of dairy ring per head						
	<100 head	\$12.10	\$12.40	\$13.00	\$0.60	4.84%
	>100 head	\$1,210.00	\$1,210.00	\$1,300.00	\$90.00	7.44%
	>200 head	\$1,580.00	\$1,620.00	\$1,700.00	\$80.00	4.94%
	>300 head	\$1,935.00	\$1,985.00	\$2,100.00	\$115.00	5.79%
	>400 head	\$2,300.00	\$2,360.00	\$2,500.00	\$140.00	5.93%
	>500 head	\$2,680.00	\$2,750.00	\$3,000.00	\$250.00	9.09%
Agents fees		\$113,540.0 0	\$113,540.0 0	\$110,000.0 0	- \$3,540.0	-3.12%
Office rental (per office)		\$2,780.00	\$2,780.00	\$2,780.00	\$0.00	0.00%
Truck Wash						
Truck wash fees (per minute) Tuesday and 2pm Wednesda		\$0.96	\$1.00	\$1.10	\$0.04	4.00%
Truck wash fees (per minute)	all other times	\$1.45	\$1.49	\$1.55	\$0.04	2.68%
Weigh fees	1 Head	\$2.60	\$2.70	\$2.90	\$0.10	3.70%
	2 Head	\$2.25	\$2.30	\$2.40	\$0.05	2.17%
	3 Head	\$1.90	\$1.95	\$2.10	\$0.05	2.56%
	4 Head	\$1.60	\$1.65	\$1.80	\$0.05	3.03%
	5 Head	\$1.25	\$1.30	\$1.40	\$0.05	3.85%
	6 Head or more	\$0.95	\$1.00	\$1.10	\$0.05	5.00%
Scanner fee hire per day		\$110.00	\$115.00	\$120.00	\$5.00	4.35%
Scanner transfer fee per head	d	\$2.00	\$2.10	\$2.50	\$0.10	4.76%
Cattle not sold at store sale: shead	scanning fee per	\$2.50	\$2.55	\$3.00	\$0.05	1.96%
Private weighs		\$6.50	\$6.65	\$6.80	\$0.15	2.26%

New fees apply from 1 April 2019 – 31 March 2	2020 in accordanc	e with Tourism	Industry Standa	ards	
User Fees & Charges	2017/18	2018/19	2019/20	Varianc e	Variance %
Admission Fees					
Adults	\$18.00	\$18.00	\$19.00	\$1.00	5.56%
Concession	\$14.50	\$14.50	\$15.00	\$0.50	3.45%
Child	\$8.50	\$8.50	\$9.00	\$0.50	5.88%
Family	\$48.00	\$48.00	\$49.50	\$1.50	3.13%
Member School Education visits	\$4.00	\$4.00	\$4.50	\$0.50	12.50%
Additional Education Sessions	\$4.00	\$4.00	\$4.00	\$0.00	0.00%
"Shipwrecked" Sound & Light Show Admissions					
Adults	\$30.00	\$30.00	\$31.00	\$1.00	3.33%
Concession	\$27.00	\$27.00	\$28.00	\$1.00	3.70%
Child	\$15.95	\$15.95	\$16.95	\$1.00	6.27%
Family (2A + 2C)	\$77.00	\$77.00	\$79.00	\$2.00	2.60%
Additional Child	\$12.00	\$12.00	\$12.00	\$0.00	0.00%
Flagstaff Hill Memberships					
Individual	\$40.00	\$40.00	\$42.00	\$2.00	5.00%
Grandparents (2A + Children)	\$60.00	\$60.00	\$65.00	\$5.00	8.33%
Family (2A + Children)	\$80.00	\$80.00	\$85.00	\$5.00	6.25%
Full Family (2G + 2A + Children)	\$0.00	\$100.00	\$110.00	\$10.00	10.00%
Family Holiday Membership (2 Weeks)	\$60.00	\$48.00	\$50.00	\$2.00	4.17%
School Memberships					
Enrolment of 0-50 students	\$55.00	\$55.00	\$60.00	\$5.00	9.09%
Enrolment of 51-100 students	\$70.00	\$70.00	\$75.00	\$5.00	7.14%
Enrolment of 101-250 students	\$90.00	\$90.00	\$95.00	\$5.00	5.56%
Enrolment of 251-500 students	\$125.00	\$125.00	\$130.00	\$5.00	4.00%
Enrolment of 500 students or more	\$150.00	\$150.00	\$155.00	\$5.00	3.33%
Lighthouse Lodge					
Room Rate – Normal	\$155.00	\$165.00	\$165.00	\$0.00	0.00%
Room Rate – Peak	\$175.00	\$185.00	\$190.00	\$5.00	2.70%
Exclusive Use Rate – Normal	\$375.00	\$390.00	\$390.00	\$0.00	0.00%
Exclusive Use Rate - Peak	\$425.00	\$440.00	\$440.00	\$0.00	0.00%
Weddings, Functions & Miscellaneous					
Flagstaff – Ceremony Only	\$400.00	\$450.00	\$750.00	\$300.00	66.67%
Flagstaff – Marquee	\$1,750.00	\$2,500.00	\$2,500.00	\$0.00	0.00%
Mission to Seaman's Church	\$500.00	\$400.00	\$500.00	\$100.00	25.00%

The Waranamapoh City (Souncil Agenda for Special Mee	ting _{400.00} Attach	m g 464.28	\$550.00 ²⁹ Ap	11 \$ 959.099	e 3 7.830%
The Village Green	\$300.00	\$400.00	\$550.00	\$150.00	37.50%
The Sailmaker's Loft	\$400.00	\$750.00	\$800.00	\$50.00	6.67%
Wharf Theatre	\$750.00	\$850.00	\$950.00	\$100.00	11.76%
Hire of the Steam Packet Inn (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Wedding Photo's in the Village (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Visitor Services					
User Fees & Charges	2017/18	2018/19	2019/20	Varianc	Variance
Access to Visitor Information Centre				е	%
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	Fee for service relates to Great Ocean	Fee for service relates to Great Ocean	N/A	N/A
	Road Tourism Marketing Prospectus	Road Tourism Marketing Prospectus	Road Tourism Marketing Prospectus		

Holiday pambool City Council Ag New fees to apply from 1 July 2		ig Allach	ment 4.2.2		April 2019 Pa	y c 204
User Fees & Charges	010	2017/18	2018/19	2019/20	Variance	Variance
Surfside Holiday Park						%
Sites Powered : Peak Season	Daily powered	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night two person	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night single	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Sites Powered: High Season	Daily powered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night single	\$32.00	\$32.00	\$32.00	\$0.00	0.00%
Sites Powered: Low Season	Daily powered	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
	Night two person	\$35.00	\$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	\$40.00	\$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	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night two person	\$31.00	\$31.00	\$31.00	\$0.00	0.00%
	Night single	\$25.00	\$25.00	\$25.00	\$0.00	0.00%
Surfside Cabins						
Beach Chalet: Peak Season	Daily	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekly	\$1,750.00	\$1,750.00	\$1,750.00	\$0.00	0.00%
Beach Chalet: High Season	Daily	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
	Weekly	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0.00%
Beach Chalet: Low Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Cedar Cabins: Peak Season	Daily	\$185.00	\$185.00	\$185.00	\$0.00	0.00%
	Weekly	\$1,295.00	\$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	\$130.00	\$130.00	\$130.00	\$0.00	0.00%
	Weekly	\$910.00	\$910.00	\$910.00	\$0.00	0.00%
Mariner cottages: Peak Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$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	\$980.00	\$980.00	\$980.00	\$0.00	0.00%
Mariner cottages: Low Season	Daily	\$120.00	\$120.00	\$120.00	\$0.00	0.00%
	Weekly	\$840.00	\$840.00	\$840.00	\$0.00	0.00%

City ชิสรายทุ้งอาโรยังผิดมาก็ผู้คือenda for Special Meeting

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New fees to apply from 1 July 2019

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 Plannin	a & Environment Act 1987	(Regulation 9)

Class	Type of Permit Application	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
Use						
1	Use Only	\$1,240.70	\$1,265.60	TBC	\$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:

development is						
2	\$10,000 or Less	\$188.20	\$191.95	TBC	\$3.75	1.99%
3	More than \$10,000 but not more than \$100,000	\$592.50	\$604.35	TBC	\$11.85	2.00%
4	More than \$100,000 but not more than \$500,000	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
5	More than \$500,000 but not more than \$1,000,000	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
6	More than \$1,000,000 but not more than \$2,000,000	\$1,407.90	\$1,436.20	TBC	\$28.30	2.01%
Vicsmart App	lications					
Vicsmart Appli	cations if the:					
7	Estimated cost of development is \$10,000 or less	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Estimated cost of development is more than \$10,000	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Application to subdivide or consolidate land	\$188.20	\$191.95	TBC	\$3.75	1.99%
Other Develo						
To develop lar development is						
10	\$100,000 of less	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	More than \$100,000 and not more than \$1,000,000	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	More than \$1,000,000 and not more than \$5,000,000	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	More than \$5,000,000 and not more than \$15,000,000	\$8,189.80	\$8,354.25	TBC	\$164.45	2.01%
14	More than \$15,000,000 and not more than \$50,000,000	\$24,151.10	\$24,636.15	TBC	\$485.05	2.01%
15	More than \$50,000,000	\$54,282.40	\$55,372.70	TBC	\$1,090.3 0	2.01%
Subdivision						
16	To subdivide an existing building	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	To subdivide land into 2 lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
19	Subdivide Land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%

		766			<u> </u>	
Warrnambo	bl City Council Agenda for Special Meeting	(Attachment 2 application plus per 100 lots created)	application plus per 100 lots created)	29 Ap	til 2019 Page	§ 286
20	То:	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
	 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.					
Other						
21	A permit not otherwise provided for in the regulation	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
	& Development (Cont.)					
Applications to	Amend Permits under Section 72 of the Pla	anning & Envir	onment Act 19	987 (Regu	lation 11)	
Class	Type of Permit Application	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	\$1,240.70	\$1,265.60	TBC	\$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.	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
3	Amendment to a class 2 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
4	Amendment to a class 3 permit	\$592.50	\$604.35	TBC	\$11.85	2.00%
5	Amendment to a class 4 permit	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
6	Amendment to a class 5 or class 6 permit	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
7	Amendment to a class 7 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Amendment to a class 8 permit	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Amendment to a class 9 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
10	Amendment to a class 10 permit	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	Amendment to a class 11 permit	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	Amendment to a class 12, 13, 14 or 15 permit	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	Amendment to a class 16 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
14	Amendment to a class 17 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
15	Amendment to a class 18 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
16	Amendment to a class 19 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	Amendment to a class 20 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	Amendment to a class 21 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Subdivision (F	Fees) Regulations 2016					
Regulation	Purpose	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %

-1490	5.2go o. / anonamont	. 4.4 (0	_0.77.10	20.07.13	0	e	e %
Stage	Stage of Amendment	Paid to	2017/18	2018/19	2019/2	Varianc	Varianc
only on alegy (z povetopinient (cont.)			T	T	T	Γ
City Strategy 5	& Development (Cont.)						
	c) If an application to amend an application to amend a perm class of that permit to a new claset out in the Table to regulation additional fee being the different and the amended class of permits.	ging the cation fee ay an					
permit	application to amend a permit a application fee for that class of regulation 11 and any additional	after notice permit set o al fee under	is given is 409 out in the Tabl c) below	% of the le at			
Amend an application for a permit or an application to amend a	 a) Under section 57A(3)(a) of application for a permit after not fee for that class of permit set of the boundary of the control of the control	tice is giver out in the Ta	n is 40% of the able at regulat	e application ion 9			
Type of Permit Application	Fee						
Fees to Amen	d Applications after Notice has	been give	n (Regulatio	n 12)			
			of the estimated cost of constructio n of the works (maximum fee)	estimated cost of constructio n of the works (maximum fee)			
11	1 Supervision of works			2.50% of the	TBC	\$0.00	0.00%
44	Company distance of consider		of the cost of works proposed in the engineerin g plan (maximum fee) 2.50%	of the cost of works proposed in the engineerin g plan (maximum fee)	TDO	#0.00	0.000/
10	Engineering plan prepared by c	council	3.50%	3.50%	TBC	\$0.00	0.00%
10			proposed in the engineerin g plan (maximum fee)	proposed in the engineerin g plan (maximum fee)	TDO	.	0.000/
			of the estimated cost of constructio n of the works	of the estimated cost of constructio n of the works			
9	Checking of engineering plans		0.75%	0.75%	TBC	\$0.00	0.00%
8	of the Act Amendment of certified plan un section 11(1) of the Act	der	\$132.40	\$135.10	TBC	\$2.70	2.04%
7	Alteration to a plan under section	on 10(2)	\$104.60	\$106.65	TBC	\$2.05	1.96%
	FSitycepunciluarodatpraperialMertiabo		sAttachment 4	2\$4 67.80	TB € 9 Ap	12 . 8170	

1 Warrnambo	poliCity Council Agenda for Special I		68 \$∆ttaçhment4	-2 \$ 2 .929.30	TB € 9 Apr	il ⊈91 97⊕Page	1288%
	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	Planning Authority					
2	For:	The Planning					
	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	Authority	\$14,232.70	\$14,518.60	TBC	\$285.90	2.01%
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or		\$28,437.60	\$29,008.80	TBC	\$571.20	2.01%
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and		\$38,014.40	\$38,777.95	TBC	\$763.55	2.01%
	 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.						
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 Planning Authority	\$453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority	TBC	\$9.05	2.00%

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Warrnambopl ผู้ผู้ปรูดูยนกะil Agenda for Special Meeting

Notification of Planning Applications or Planning Scheme

Amendments:

4	For:	The	\$453.10	\$462.15	TBC	\$9.05	2.00%
	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.	Minister	if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority			
0.11	D 1 (' 45 40 0 40						
Other Matters	Regulations 15, 16 & 18						
User Fees & C	Charges		2017/18	2018/19	2019/2	Varianc e	Varianc e %
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority		\$306.70	\$312.85	TBC	\$6.15	2.01%	
Fee for application for agreement to a proposal to amend or end an agreement under section 173 of the Act		\$620.30	\$632.80	TBC	\$12.50	2.02%	
Certificates of 0			\$306.70	\$312.85	TBC	\$6.15	2.01%
City Strategy	& Development (Cont.)						
· · · · · · · · · · · · · · · · · · ·	ply from 1 July 2018						
•	eme Amendment Fees						
	nce with Planning and Environm	ent (Fees) I	Regulations 20	000		-	_
	Planning Fees						
User Fees & C	Charges		2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
Planning							
provisions of S permit	end permit or endorsed plans un econdary Consent within condition		\$197.75	\$201.30	TBC	\$3.55	1.80%
Extension of tir	ne for Planning Permits:						
	First extension		\$102.15	\$104.00	TBC	\$1.85	1.81%
	Second extension		\$283.35	\$288.50	TBC	\$5.15	1.82%
	Additional extensions		\$384.40	\$391.30	TBC	\$6.90	1.80%
Responsible A			\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority		\$667.70	\$679.70	TBC	\$12.00	1.80%	
Approval of 173 Agreements		\$164.75	\$167.70	TBC	\$2.95	1.79%	
.,	gal advice if required)						<u> </u>
	pliance of Section 173 Agreeme	nts	\$164.75	\$167.70	TBC	\$2.95	1.79%
(plus cost of le	plus cost of legal advice if required)						
Liquor License requests		\$153.70	\$156.50	TBC	\$2.80	1.82%	

Warrnambo	bli Gity Councill Agendai for Special N	/leeting	sAttangehangent 4	. 2 \$ 2 11.80	TB ⋛ 9 Apı	il <i>\$</i> 9,19∂ Page	12.90%
	Additional letters/notices		\$5.30	\$5.40	TBC	\$0.10	1.89%
Property Inquiry relating to planning history		\$76.90	\$78.30	TBC	\$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	2017/18	2018/19	2019/2 0	Varianc e	Varianc e %
A0	\$140.85	\$143.40	TBC	\$2.55	1.81%
A1	\$111.65	\$113.70	TBC	\$2.05	1.84%
A2	\$83.50	\$85.00	TBC	\$1.50	1.80%
A3	\$57.40	\$58.40	TBC	\$1.00	1.74%
A4	\$55.30	\$56.30	TBC	\$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	2017/18	2018/19	2019/2	Varianc	Varianc
			0	е	e %
A0	\$219.60	\$223.60	TBC	\$4.00	1.82%
A1	\$170.10	\$173.20	TBC	\$3.10	1.82%
A2	\$128.35	\$130.70	TBC	\$2.35	1.83%
A3	\$83.50	\$85.00	TBC	\$1.50	1.80%
A4	\$41.75	\$42.50	TBC	\$0.75	1.80%
Note: Prices are for basic maps using existing data. If add datasets are required, these will incur additional fees.					

Attachment 4.2.2

* Charge	s are subject to GST. All	application fees	are subject t	o change			
Class	Description	Value of Work	2017/18	2018/19	2019/20	Varianc e	Varianc e %
1B & 2- 9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value ÷2000 +√Value)	4 (Value ÷1300 +√Value)	4 (Value ÷1300 +√Value)	N/A	N/A
			Minimum Fee: \$739.00	Minimum Fee: \$923.00	Minimum Fee: \$923.00		
1A	All dwellings – single detached houses or	Up to \$150,000	\$1,482.00	\$1,853.00	\$1,853.00	N/A	N/A
	attached multi-units development.	\$150,001- \$200,000	\$2,069.00	\$2,586.00	\$2,586.00		
		\$200,001- \$250,000	\$2,655.00	\$3,319.00	\$3,319.00		
		\$250,001- \$300,000	\$3,242.00	\$4,053.00	\$4,053.00		
		>\$300,000	Value÷92 Large	Value÷74 Large	Value÷74 Large		
			projects negotiable	projects negotiable	projects negotiable		
1A	Dwellings – extensions/alteration	Up to \$10,000	\$543.00	\$679.00	\$679.00	N/A	N/A
	s (including demolitions)	\$10,001- \$20,000	\$694.00	\$868.00	\$868.00		
		\$20,001- \$50,000	\$922.00	\$1,153.00	\$1,153.00		
		\$50,001- \$100,000	\$1,322.00	\$1,653.00	\$1,653.00		
		\$100,001- \$150,000 >\$150,000	\$1,722.00 Value÷87	\$2,153.00 Value÷69	\$2,153.00 Value÷69		
4.4	Dwellings internal	, ,				NI/A	NI/A
1A	Dwellings – internal alterations/minor	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
	works	\$10,001- \$20,000 \$20,001-	\$543.00 \$719.00	\$679.00 \$899.00	\$679.00 \$899.00		
		\$50,000 \$50,000 \$50,001-	\$1,013.00	\$1,266.00	\$1,266.00		
		\$100,000		·			
		>\$100,0000	Value÷98	Value÷78	Value÷78		
10A/10 B	Minor works – garages, carports,	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
	pools, fences etc.	\$10,001- \$20,000	\$543.00	\$679.00	\$679.00		
		\$20,001- \$50,000	\$719.00	\$899.00	\$899.00		
		\$50,001- \$100,000 >\$100,000	\$1,013.00 Value÷98	\$1,266.00 Value÷78	\$1,266.00 Value÷78		
10B	Pool fence (without	>\$100,000 N/A	\$165.00	\$206.00	\$206.00	N/A	N/A
Sundry	pool) Any additional	Domestic	\$187.00	\$190.40	\$194.20	\$3.80	2.00%
-	inspection	Commercial	\$253.00	\$257.60	\$262.70	\$5.10	1.98%

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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.

Additional Fees

*Charges ar	e subjec	t to GST.
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Description	2017/18	2018/19	2019/20	Varianc e	Varianc e %
Amendment and/or extension of building permits	\$186.70	\$190.10	\$193.90	\$3.80	2.00%
Amendment of approved plans					
Building Notice	\$658.95	\$670.80	\$684.20	\$13.40	2.00%
Building Order	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Temporary Structure Siting Approval	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Places of public entertainment occupancy permit	\$549.15	\$559.00	\$570.20	\$11.20	2.00%
Swimming Pool Safety Fence Inspections	\$164.75	\$167.70	\$171.00	\$3.30	1.97%
Initial Swimming Pool Safety Audit Inspection	\$52.15	\$53.10	\$54.20	\$1.10	2.07%
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.90	\$16.20	\$16.50	\$0.30	1.85%
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$31.80	\$32.40	\$33.00	\$0.60	1.85%
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$63.65	\$64.80	\$66.10	\$1.30	2.01%
Property inquiry relating to Building History	\$76.90	\$78.30	\$79.90	\$1.60	2.04%
Essential Safety Measure Assessment	\$604.00 (min)	\$614.90 (min)	\$627.20	\$12.30	2.04%

Statutory Fees *Set in Accordance with Building Regulations 2006 and are subject to change.					
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice	\$52.20 each	\$52.20 each	TBC	\$0.00	0.00%
(property information) (GST not applicable)					
Dispensation for siting of single dwellings	\$262.00 each	\$262.00 each	TBC	\$0.00	0.00%
Application for demolition consents (Section 29A) (GST not applicable)	\$65.40	\$65.40	TBC	\$0.00	0.00%
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	TBC	\$0.00	0.00%

5. CLOSE OF MEETING

The meeting closed at 6.07pm.

CHAIRMAN

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

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CR. TONY HERBERT MAYOR