MINUTES
SCHEDULED MEETING

WARRNAMBOOL CITY COUNCIL – 4:00PM Monday 1 June 2026

VENUE:
Reception Room, 25 Liebig Street, Warrnambool

COUNCILLORS:

Cr. Ben Blain (Mayor)
Cr. Debbie Arnott
Cr. Willy Benter
Cr. Billy Edis
Cr. Vicki Jellie AM
Cr. Matthew Walsh
Cr. Richard Ziegeler

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Andrew Mason
CHIEF EXECITIVE OFFICER

WARRNAMBOOL
CITY COUNCIL

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

Behaviour At Council Meetings

Thank you all for coming – we really appreciate you being here. These meetings are the place where, we as Councillors, make decisions on a broad range of matters. These can vary greatly in subject, significance and the level of interest or involvement the community has. As part of making these decisions, we are presented with comprehensive information that helps us to form our position – you will find this in the agenda. It should also be remembered that the Council meeting is a "meeting of the Council that is open to the public", not a "public meeting with the Council." Each Council is required to have Governance Rules that pertains to meeting procedures. Warrnambool City Council has followed best practice in this regard and its Governance Rules provides regulations and procedures for the governing and conduct of Council meetings. Copies of the Conduct and Behaviour excerpt from Warrnambool City Council's Governance Rules can be obtained online at www.warrnambool.vic.gov.au. We thank you in anticipation of your co-operation in this matter.

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MINUTES OF THE SCHEDULED MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON MONDAY 1 JUNE 2026 COMMENCING AT 4:00 PM

PRESENT:
Cr. Ben Blain, Mayor/Chairman
Cr. Debbie Arnott
Cr. Willy Benter
Cr. Billy Edis
Cr. Matthew Walsh
Cr. Richard Ziegeler

IN ATTENDANCE:
Mr Andrew Mason, Chief Executive Officer
Mr Peter Utri, Director Corporate Services
Ms Julie Anderson, Acting Director City Infrastructure & Environment
Mr Luke Coughlan, Director City Futures
Ms Brooke Love, Director City Wellbeing
Mr James Plozza, Manager Governance
Ms. Wendy Clark, Executive Assistant

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

Council acknowledges the Peek Whurrong and Kirrae Whurrung Peoples of the Maar Nation, their land, waterways and skies within the Warrnambool municipality. We pay our respects to their Elders past and present.

2. Apologies

Cr Vicki Jellie

MOVED: CR DEBBIE ARNOTT
SECONDED: CR MATTHEW WALSH

That the apology from Cr Vicki Jellie be accepted.

CARRIED - 6:0

3. Confirmation Of Minutes

MOVED: CR DEBBIE ARNOTT
SECONDED: CR MATTHEW WALSH

That the Minutes of the Scheduled Meeting of Council and the Hearings Meeting held on 4 May 2026, be confirmed.

CARRIED - 6:0

4. Declaration By Councillors And Officers Of Any Conflict Of Interest In Any Item On The Agenda

Section 130 of the Local Government Act 2020 (Vic) (**the Act**) provides that a relevant person must disclose a conflict of interest in respect of a matter and exclude themselves from the decision making process in relation to that matter including any discussion or vote on the matter at any Council meeting or delegated committee meeting and any action in relation to that matter.

Section 126(2) of the Act sets out that a relevant person (Councillor, member of a delegated Committee or member of Council staff) has a conflict of interest if the relevant person has a **general conflict of interest** within the meaning of section 127 of the Act or a **material conflict of interest** within the meaning of section 128 of the Act.

A relevant person has a **general conflict of interest** in a matter if an impartial, fair minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

A relevant person has a **material conflict of interest** in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

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.

5. Mayoral Presentation

It has been a really big month for Council last month, we had the May Races at the start of the month and a big congratulations to Mark and Luke for another amazing carnival and it really is great to have that back in Warrnambool.

The business lunch that happened two weeks ago as well, that was a really well attended event and thank you to everyone that actually made the time to get there, it was really great to see.

It was Volunteers Week last week and the Volunteers Expo was really well attended and if you do have any free time and want to be able to help our volunteers, it is so important that you do what you do because it really makes a big difference to our City.

The CEO and I have had a big 2½ weeks visiting our sister cities and it's been really valued and it was really great to see from both of our sister cities just how valued the relationships are. We think the trip was important to renew our commitment between our cities, and we are looking at opportunities around tourism, education and local workforce to make sure that from the trip we can have some real deliverables and really strengthen that bond between our two cities.

Out on the Civic Green, if the weather stays nice or it might end up being in the Lighthouse Theatre, on Wednesday this week we have got our Reconciliation Strategy and Action Plan launch on Wednesday, so if you want to come down it's going to be a really important day for Warrnambool City Council.

6. Public Question Time

6.1 Question From Michael Zolker, Warrnambool

1. *On behalf of the community and concerned parties who were devastated to see the removal and destruction of the Miura friendship banksia, which has now caused a significant change to the intention of the design of the garden, what remediation will be completed to address this major loss to the Miura Friendship Garden?*

2. *What changes to policy or procedures will be made for trees of cultural significance to ensure they are better cared for, and if removal is required, that appropriate consultation is undertaken?*

RESPONSE

This has been a matter that has been much discussed. The banksia tree in the Friendship Garden was clearly dead before it was removed by our qualified and experienced arboriculture team. Council is currently exploring options to replace the tree, including potentially with the same species. These arrangements have been discussed with Miura Council representatives and they are in full support of our actions to date.

Council staff have been reminded about the importance of the Friendship Garden but given that the tree was clearly dead when it was removed, it is unclear what additional steps could be taken or should have been taken.

7. Reports

7.1. Warrnambool City Council: Budget 2026-2027

DIRECTORATE : Corporate Strategies

Purpose:

This report presents the proposed Budget 2026-2027 to Council for adoption.

Executive Summary

In accordance with the requirements of the *Local Government Act 2020* (sections 94 and 96), Warrnambool City Council has prepared the Budget for the 2026–2027 financial year, including the allocation of resources over the next four years. This Budget aligns with the vision and objectives outlined in the Council Plan, supporting the goal of making "Warrnambool a thriving regional leader, rich in opportunities and committed to fostering a sustainable and inclusive lifestyle."

The budget has been developed in line with best practice principles, adhering to the *Local Government (Planning & Reporting) Regulations 2020*. It includes:

- Financial Statements.
- Services and initiatives data.
- Rating and borrowings data.
- Proposed fees and charges for 2026-2027.

In May, Council endorsed the release of the draft Budget to the community for feedback and received two submissions, which are discussed below.

This Budget has been prepared for adoption by Council in line with Section 94 of the *Local Government Act (2020)* which requires Council to adopt an annual budget by 30 June of each year.

The Budget for 2026-2027 is presented for adoption.

This is a financially responsible Budget that forecasts a small operating surplus and builds on Council's long-term sustainability, while continuing to deliver initiatives that fulfill the objectives of our Council Plan.

MOVED: CR DEBBIE ARNOTT
SECONDED: CR MATTHEW WALSH

That Council

1. Adopt the Warrnambool City Council 2026-2027 Budget as presented in Attachment 1, Sections 1- 6, to this report.
2. Approve the 2026-2027 Fees and Charges as set out in Attachment 1, Section 6, to this report.
3. Note the public submissions as presented in this report.
4. Declares the amount of rates and charges to be raised as follows:

Property category	Cents in the dollar (CIV)	Amount raised $'000
Other land (including residential)	0.0028477	27,381
Farm	0.0015134	523
Commercial	0.0058379	6,081
Industrial	0.0050979	2,277
Vacant land	0.0045440	1,699
Recreational land category 1 (*)	$25,328.86	25
Recreational land category 2	0.0022939	55
Total raised by general rates		$38,042

(*) - Rated at $ value

Charges	Charge per property	Amount raised $'000 Charge per property
Municipal charge	$320.37	$6,175
Waste charge	$475.70	$8,685
Total		$14,860

5. Declares that rates, rating differentials and charges for 1 July 2026 to 30 June 2027 align with Council's Revenue and Rating Plan and will be applied as outlined in section 4.1 of the budget.
6. Notes that rates and charges must be paid by four instalments made on or before the following dates:
    a. Instalment 1 – 30 September 2026
    b. Instalment 2 – 30 November 2026
    c. Instalment 3 – 28 February 2027
    d. Instalment 4 – 31 May 2027
7. Requires that any person pays interest on any amounts of rates and charges which:
    a. That person is liable to pay; and
    b. Have not been paid by the dates specified for their payment; and
    c. Are not specifically waived as part of Council's Hardship Provisions.
8. Authorise the Manager Financial Services to levy and recover the rates and charges in accordance with the *Local Government Act 2020.*

9. That Cultural and recreational Land be levied in accordance with section 4(1)(3) of the *Cultural and Recreational Lands Act 1963*, the amounts payable in respect of recreational lands under this act shall be in accordance with the attached budget document.

10. That no incentives be offered or declared for early payment of rates or charges.

CARRIED - 6:0

Background

As required by Section 94 of the *Local Government Act 2020*, Council is legally obligated to create and adopt a budget for each financial year and the following three years. The Act, and related regulations, establish a consistent format for all local governments, based on a "Model Budget" provided by the Victorian Government.

The *Local Government Act 2020* and the Regulations prescribe the information and format of the budget, now commonly referred to as the "Model Budget".

The Model Budget 2026-2027 includes a range of information including:

- Financial Statements,
- Services and initiatives funded in the budget,
- Fees and charges,
- Rating and borrowing details; and
- Financial performance indicators.

The Budget sets out how Council funding will be directed to deliver services and maintain infrastructure for our community's benefit. The budget is designed to allocate resources towards supporting the vision and objectives of the Council as outlined in the Council Plan.

This plan was developed through collaboration and consultation with the community. It is also informed by existing plans, legislative requirements and strategies. It includes major and other initiatives to achieve Council's key objectives for the betterment of the community, through the delivery of essential services, targeted advocacy, and program initiatives.

Council commenced its budget process by engaging with the community through a series of open sessions and pop-up sessions held across November and December 2025 at targeted locations, inviting public feedback and submissions in contribution to the budget plan for 2026-2027.

Feedback from the Community highlighted the need to improve connectivity and safety (footpaths, traffic), upgrade road condition and roundabouts, enhance transport access, maintain local amenities and appearance, address waste and environmental priorities and reduce parking fees and overall costs.

In preparing the Budget, Council has considered community feedback along with a suite of strategic plans, service reviews, demographic data, legislative requirements, and infrastructure renewal requirements to deliver the best possible balance of services while meeting ongoing asset renewal needs within constrained resources and rising cost-of-living pressures.

The budget seeks to deliver the actions outlined in the Council Plan 2025-2029 and the objectives contained in the long-term community vision, Warrnambool 2040.

At the May meeting of Council the Draft Budget was released for public comment and as a result two submissions were received. Those providing feedback were invited to address Council in support of their submissions, but all declined.

Submission	Council Response
Really need to look at keeping Council's internal infrastructure up to date, particularly in regard to information systems. I noticed that the budget has been reduced drastically for IT.	Information services recurrent budget increased by 6% to $3.8m. The budget includes $1.4m of information system projects which includes $1.3m for the Coastal Connect project and its Phase 2 implementation and a further $362,000 towards other software projects across multiple programs. Overall, the recurrent and project information systems budget has increased by 10% to ensure the successful information technology resourcing of the organisation and the successful transition to a modern, compliant cloud-based enterprise management system.
Negative outcome on the application for funds regarding the Local Area Traffic management. Concerns continue to be expressed daily regarding safety in the movement to and from Warrnambool East primary School as a result of road design, parking, congestion and traffic size, speed and density. We are disappointed to see that the application for funding was unsuccessful. While we acknowledge that this was not a decision on the part of WCC, we are further disappointed to see that support for improvements in East Warrnambool other than the Flaxman/Nicholson/Bostock intersection appear to be absent from the Draft Annual Action Plan and the Draft Budget. The safety issues we face on a daily basis need further attention 1. Daily concerns are raised about the movement of vehicles around the school due to a lack of parking, confusion around vehicular movement (i.e. in the service lane on Nicholson Street), and restricted entry/exit from Ward Street. 2. Furthermore, our growing school has a significant proportion of children who could use alternative modes of transport to access the school (i.e. walking, cycling/scooting), however, concerns about safety leads to more families to using vehicles. 3. Beyond the immediate school precinct there are concerns about the size, quantity and speed of traffic on Flaxman/Otway roads (although we appreciate the installation of a wombat crossing at the railway bridge).	The budget includes $25,000 for lighting and signal design for the Flaxman / Nicholson/Bostock Intersection. Council will continue to advocate to the State Government for funding to improve road safety around their school and the East Warrnambool area generally.

Changes from the Public Draft Version

Since the release of the public draft version, several amendments have been incorporated following further review, receipt of updated information, and finalisation of costings and financial assumptions. These changes reflect updated project estimates, revised funding allocations, refinement of operational and capital expenditure assumptions, and other adjustments identified through the final budget and review process.

- Funding $60,000 of Netball Court reseal project following Council decision to defer the project to the 2027 budget given increased cost, including the rollover amount of $193,000 from the 2026 budget.
- Further detailed cost scoping of the cricket net project has resulted in an additional $20,000 capital allocation being included in the budget.
- Removal of the Botanic Gardens Cottage upgrade project to allow for further detailed cost scoping, consideration of options to maximise future utilisation of the facility, and to mitigate impacts associated with the current occupancy and timing of the project.
- Reduced rollover amounts of $3.7m following the review and reconciliation of Quarter 3 year-to-date and forecast results, with several projects now anticipated to be completed within the current financial year with no expectation of rollover amounts. This includes the Wollaston Road powerline relocation project and various road and drainage renewal works. Council does not anticipate rolling over the Matron Swinton Kindergarden upgrade and Friendly Societies projects following unsuccessful grant applications, with these projects to be reconsidered through future budget bid processes.
- Reconciliation of the long service leave provision between the Income Statement and Balance Sheet has resulted in a reported increase of $450,000 in employee expenses. This adjustment has no impact on the net cash budget result and is required to ensure compliance with Accounting Standards. The adjustment was also made for the forecast period with CPI indexation.
- Increased employee costs associated with staff allowances following the Quarter 3 review of year-to-date results, which identified a potential shortfall of approximately $240,000 due to allowances not being fully incorporated into the draft budget for some programs. The increased cost has been funded from the additional grant revenue, savings identified in corporate services and reduction in capital spending of $150,000.
- Additional Victorian Local Government Grants Commission grant revenue of approximately $45,000 is expected following the announcement of a 5.1% increase, compared to the 4.4% increase included in the draft budget assumptions.
- Fees and Charges were updated to reflect:
    a) HACC fee revenue has been updated to reflect the maximum permissible client contribution fees that Council is able to charge under the HACC funding guidelines;
    b) Flexible Respite – added to the schedule of fees previously reported through newsletters;
    c) Open Space Markets – new charge per event $412.50.

Issues

Council has prepared the 2026-2027 Budget in accordance with Council's budget principles. The Budget has been built from a zero base for all areas and reviewed over a series of workshops with officers and Councillors.

The Budget has been prepared under the Victorian Government's "Fair Go Rates System." Under this system, the Minister for Local Government determines the maximum "average" rate cap for the next fiscal year. For the 2026-2027 financial year, the rate cap has been set at 2.75%.

The Budget attempts to balance ongoing service and infrastructure needs of the Warrnambool community in an efficient and financially sustainable way. The key drivers for the budget are:

- to maintain important community services;
- to fund renewal of infrastructure and community assets, ensuring ongoing suitability for use;
- focus on opportunities to work with other levels of government to fund important community projects;
- to consolidate a financial position that ensures ongoing financial viability;
- to enable delivery of capital projects that will enhance the communities;
- to provide the infrastructure needs that stimulate city growth while remaining fair, equitable, and affordable for the community; and
- to seed fund key strategic priorities for Councils long term aspirations for the community.

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.

The budget process seeks to align with the Long-Term Financial Plan objectives, maintaining a focus on financial sustainability, addressing growing infrastructure needs, and reflecting the changing operating environment and its associated assumptions and budget impacts.

Many organisations, including Local Government, have been impacted by global events which have led to the rising cost of fuel, rising inflation and cost of living challenges. These pressures are compounded by the Victorian Government rate cap being well below increased cost escalations.

Council has achieved a balanced "cash" budget focusing on efficient service delivery, sustainable growth, and targeted investment in renewal of essential infrastructure. While the budget incorporates robust assumptions for cost escalation, the current economic environment remains fluid and unpredictable, and actual outcomes may vary.

Service Delivery

The table below presents how the 2026-2027 Budget propose we invest in service delivery compared to the prior year. This analysis provides a snapshot of total spending for recurrent operations and represents the day-to-day operations.

How we invest each $100	2026 Budget	2027 Budget	Change
Aged and family services	$20.99	$20.70	-1.38%
Parks, recreation, libraries and culture	$20.84	$21.77	4.49%
Administration	$15.71	$15.98	1.77%
Construction, roads, paths and drains	$13.40	$13.18	-1.70%
Economic development and tourism	$9.21	$8.86	-3.84%
Environmental, waste management and street cleaning	$7.24	$7.36	1.58%
Engineering and planning	$6.01	$5.79	-3.70%
Regulatory control, public health and safety	$5.64	$5.41	-4.04%
Elected Council and governance	$0.96	$0.96	-0.48%
Total	$100.00	$ 100.00	

Fees & Charges

Most fees and charges will increase by a minimum of 3.5%, to keep pace with the increased cost of delivery.

Rates & Charges

In enabling Council's differential rating plan, the Rates in the Dollar (RID) for each property type have been largely driven by maintaining the differential ratios in close alignment to recent percentages and strategic outcomes outlined in the revenue and rating plan.

Property category	Cents in the dollar /$CIV	% Change from last year	Amount raised $'000
Other land (including residential)	0.0028477	-1.64%	$27,381
Farm	0.0015134	-4.84%	$523
Commercial	0.0058379	1.30%	$6,081
Industrial	0.0050979	0.55%	$2,277
Vacant land	0.0045440	-0.14%	$1,699
Recreational land category 1	$ 25,328.86	2.75%	$25
Recreational land category 2	0.0022939	2.18%	$55
Total raised by general rates			$38,042

Charges	Charge per property	% Change from last year	Amount raised $'000
Municipal charge	$320.37	2.75%	$6,175
Waste charge	$475.70	9.75%	$8,685
Total			$14,860

The Rate and Revenue Plan 2025-2029 (revised June 2026) and Budget include details of the current waste services included in the waste charge.

The average impact of the increase to Rates & Charges (on the average residential ratepayer) will be $1.86 a week.

Capital Works

The budget includes funding for the delivery of $33 million of capital works to be completed in the 2027 budget year including $15 million rollover projects funded from the 2025-26 budget. Council is awaiting $4.9 million in funding to commence Shipwreck Bay Cabins project.

	2026	2027	2028	2029	2030
Renewal	$1,074	$13,532	$15,628	$15,550	$14,863
Upgrades	$8,388	$4,218	$750	0	0
New	$5,412	$585	$16	$16	$17
Total	$14,874	$18,335	$16,394	$15,566	$14,880

Council will invest $13.5 million in asset renewal projects, an increase of $3.2 million on last year's budget. This will include:

- Minor capital works of $600,000 at key Community facilities including Archie Graham Community Centre, Lighthouse Theatre, Flagstaff Hill Maritime Village and Surfside and Shipwreck Bay Holiday Parks;
- An additional $476,000 for renewal of parks, open space and streetscapes;
- An additional $1 million for renewal of drainage infrastructure;
- An additional $1.2 million for building renewal;

Council's focus remains on renewing existing assets, while the budget also provides funding for new projects, including:

- Key worker housing –$400,000
- Bushfield Reserve cricket nets - $150,000
- Proudfoot's and Mahony's Road picnic tables - $20,000

The 2026-27 budget funds upgrade costs which include large scale road infrastructure projects of $6.2 million for the Wollaston Road, Station Street and Shannon Road upgrades delivered by developers. Council is seeking to borrow $6.275 million and draw on strategic development reserves to fund the developer contribution shortfall. These projects open up our major growth areas for residential growth.

Financial Sustainability

The 2026–2027 Budget has been developed within a constrained financial environment characterised by global economic uncertainty, elevated fuel costs, and persistent CPI-driven expenditure pressures.

Council's revenue capacity continues to be limited by the State Government rate cap of 2.75%, placing downward pressure on own-source revenue growth while operating costs escalate.

Depreciation represents a significant non-cash cost within the operating result, reflecting the consumption of Council's asset base over time. Depreciation is a calculated indicator used to assess financial performance and the asset renewal gap, based on current replacement costs and condition assessments of assets. It is intended to reflect the consumption of assets in service delivery. However, renewal expenditure is not expected to match depreciation on a year-by-year basis but rather seeking alignment over the longer term.

When non-recurrent revenue (such as capital grants and non-monetary contributions) is excluded to show the underlying day-to-day position, the operating result is forecast to decline. Increasing costs to deliver services are placing additional pressure on Council's underlying financial position. With concentrated efforts towards asset renewal as outlined in the budget objectives, and financial sustainability actions identified within the Long-Term Financial Plan, this indicator should improve as actions take effect.

Renewal
Council manages assets valued at more than $830 million, and the cost to replace and renew these assets is increasing. Rising construction costs are driving up maintenance and renewal costs, which are reflected in the higher annual depreciation, representing the cost of using these assets over their lifespan. Depreciation is used as a guide to understand how much needs to be reinvested to maintain assets, and current projections show this funding gap is expected to remain.

Borrowing
To deliver large scale road infrastructure projects for the year, Council is seeking to borrow $6.275 million and draw on strategic development reserves. These projects open up our major growth areas for residential growth. The budget assumptions align to the current Borrowing Strategy.

Financial Impact

The 2026-2027 Budget describes the allocation of resources required to deliver on the activities and initiatives contained in the Council Plan. Council has elected to implement a 2.75% rate increase in the 2026-2027 budget. This is in line with the rate cap announced by the Victorian Government.

Council's budgeted operating result shows a surplus of $10.2 million.

Legislation / Policy / Council Plan Context

5 City Leadership
5.4 Our City manages financial resources sustainably.
5.5 Our City promotes organisational culture and performance.
5.6 Our City will advocate strongly for our community and our region.
5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.
5.8 Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.
5.9 Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.
5.11 Our City will advocate for important needs including an upgrade of the aquatic centre, a community hub at Brierly Recreation Reserve, a new art gallery and affordable housing.

The Warrnambool City Council 2026-2027 Budget was prepared in line with Section 94 of the *Local Government Act*. The budget must be adopted by Council by 30 June 2026.

Community Impact / Consultation

Council undertook an extensive community engagement effort as part of the development of the Annual Action Plan and annual Budget.

In developing the Annual Action Plan and Budget, Council has provided a range of opportunities for the community to have a say through listening posts held at key community locations including an online option at *www.yoursaywarrnambool.com.au.*

At the May meeting of Council, the Draft Budget was released for public comment and as a result two submissions were received.

Legal Risk / Impact

Section 94 of the *Local Government Act 2020* states that:

(2) A Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by
   a. 30 June each year; or
   b. any other date fixed by the Minister by notice published in the Government Gazette.

(3) A Council must ensure that the budget gives effect to the Council Plan and contains the following:
   a. Financial statements in the form and containing the information required by the regulations;
   b. A general description of the services and initiatives to be funded in the budget;
   c. Major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during each financial year;
   d. For services to be funded in the budget, the prescribed indicators and measures of service performance that are required to be reported against by this Act;
   e. The total amount that the Council intends to raise by rates and charges;
   f. A statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
   g. A description of any fixed component of the rates, if applicable;
   h. If the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
   i. If the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;
   j. Any other information prescribed by the regulations.

Section 96 of the *Local Government Act 2020* states that:

(1). A Council must develop the budget and any revised budget in accordance with
   a. The financial management principles; and
   b. Its community engagement policy.

Section 11 (m) Power of Delegation of the *Local Government Act 2020* states that:

Subject to section 181H(1)(b) of the *Local Government Act 1989*, the power to declare general rates, municipal charges, service rates and charges and special rates and charges.

Section 158 (1) of the *Local Government Act 1989* states that:
A Council must at least once in respect of each financial year declare by 30 June the following for that year—

(a) the amount which the Council intends to raise by general rates, municipal charges, service rates and service charges;
(b) whether the general rates will be raised by the application of—
    i. a uniform rate; or
    ii. differential rates (if the Council is permitted to raise such rates under section 161(1)); or
    iii. urban farm rates, farm rates or residential use rates (if the Council is permitted to raise such rates under section 161A).

Officers' Declaration of Interest

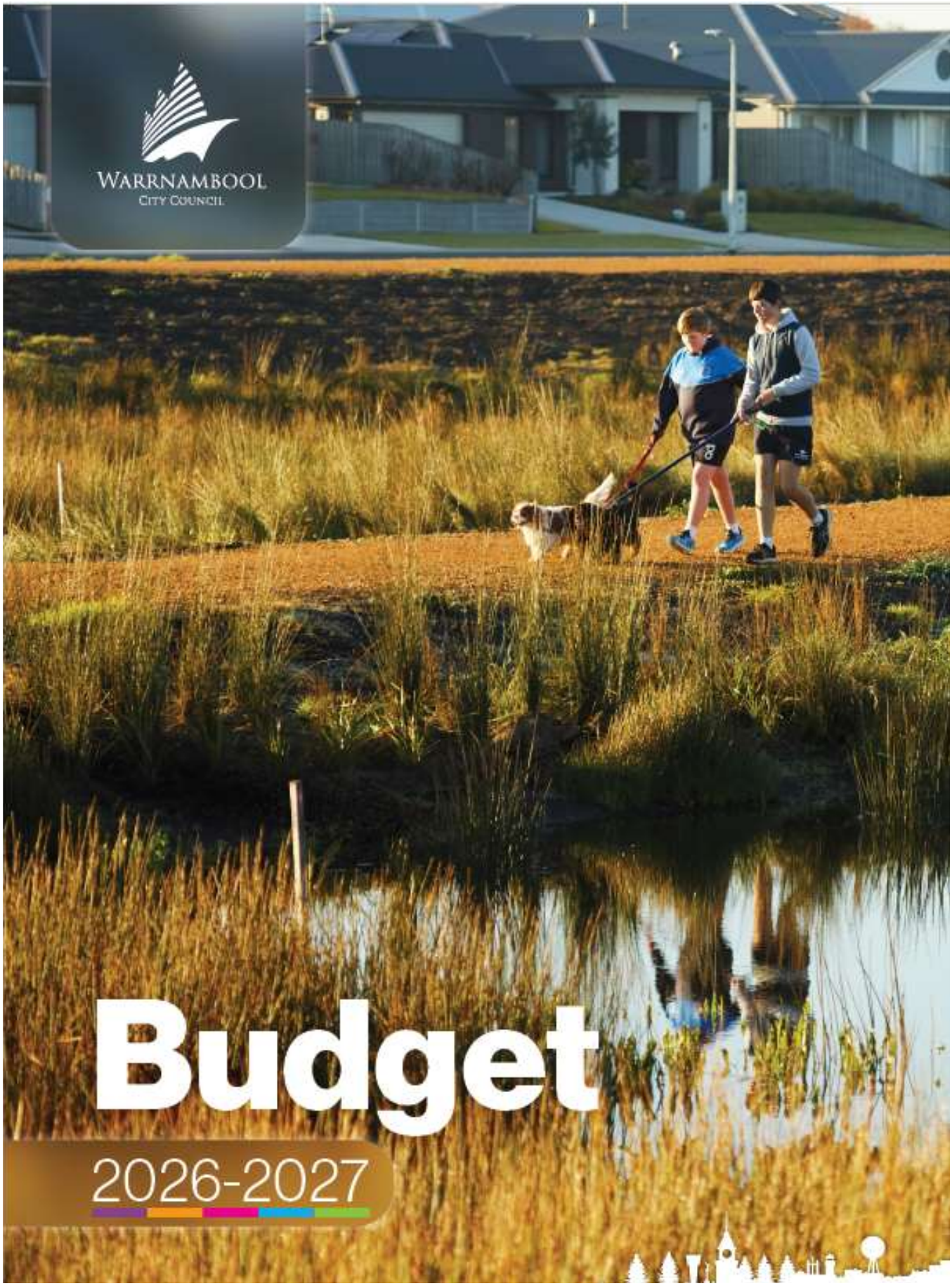
No conflict of interest has been declared.

Conclusion

The Warrnambool City Council 2026-2027 Budget is presented to Council for consideration. It has been prepared in line with the *Local Government Act 2020.*

ATTACHMENTS

1. WCC Budget 2026-2027 [**7.1.1** - 87 pages]


WARRNAMBOOL
CITY COUNCIL
Budget
2026-2027

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Mayor and CEO's Introduction

The 2026–2027 Budget maintains the full suite of Council services for Warrnambool residents.

Programs which care for the city's most vulnerable residents continue, while on the infrastructure front Council's focus will be on renewal of existing assets.

We will invest $13.5million in asset renewal, an increase of $3.2 million on last year. This will include:

- $600,000 for the Archie Graham Community Centre, Lighthouse Theatre, Flagstaff Hill Maritime Village and Surfside and Shipwreck Bay Holiday Parks;
- An additional $476,000 for renewal of parks, open space and streetscapes.
- An additional $1 million for renewal of drainage infrastructure.
- An additional $1.2 million for building renewal.

New capital works projects will include:

- Key worker housing –$400,000;
- Bushfield Reserve cricket nets - $150,000;
- Proudfoots and Mahony Road picnic tables - $20,000.

Other initiatives include:

- No increase to parking fees;
- Coastal Connect – stage one of Council's new enterprise software, shared with Moyne and Corangamite, will go Live on July 1 this year, work on stage two is under way;
- AI opportunities – Council continues to explore the use of AI to gain efficiencies in processing information; and,
- Road safety – we will begin a scoping study to improve traffic and pedestrian conditions at the intersection Flaxman, Nicholson and Bostock streets.

Many organisations, including Local Government, have been impacted by global events which have led to the rising cost of fuel, rising inflation and cost of living challenges.

These pressures are compounded by the Victorian Government rate cap.

Council has proposed a rate increase in line with the rate cap of 2.75%, which was announced by the Victorian Government earlier this year. Rates and charges will provide Council with $53 million while the remainder of the budget will be sourced primarily from the Victorian and Australian governments.

The average impact of the increase to Rates & Charges (on the average residential ratepayer) will be $1.86 a week.

Most fees and charges will increase by a minimum of 3.5%, to keep pace with the increased cost of delivery.

The waste charge has increased by $42.25 this year to $475.70, reflecting rising costs in waste collection and processing due to the increased fuel costs.

Council continues to apply sound financial management, with the budget incorporating service reviews to ensure services are delivered efficiently and provide value for money to the community.

The popular Solstice Search Party is returning and Council encourages local businesses to leverage this opportunity at a traditionally quiet time.

Council's budgeted operating result shows a surplus of $10.2 million.

To deliver large scale Road infrastructure projects for the year, Council is seeking to borrow $6.275 million and draw on strategic development reserves. These projects open up our major growth areas for residential growth.

The Budget seeks to deliver the actions outlined in the Council Plan 2025-2029 and the objectives contained in the long-term community vision, Warrnambool 2040.

We recommend that the Budget is read along with the Council Plan. The vision for the four-year life of the Council Plan is for the Warrnambool to be a thriving regional leader, rich in opportunities and committed to fostering a sustainable and inclusive lifestyle.

Cr Ben Blain
Mayor

Andrew Mason
Chief Executive Officer

Budget Influences

The 2026–27 Budget has been developed within a constrained financial environment characterised by global economic uncertainty, elevated fuel costs, and persistent CPI-driven expenditure pressures.

Council's revenue capacity continues to be limited by the State Government rate cap of 2.75%, placing downward pressure on own-source revenue growth while operating costs escalate.

Warrnambool City Council recognises the economic pressures facing our residents, including rising living costs, housing affordability challenges, and increased demand on local infrastructure. In this context, Council remains committed to delivering high-quality services that support community wellbeing, while also planning responsibly for the future

Council has achieved a balanced budget focusing on efficient service delivery, sustainable growth, and targeted investment in renewal of essential infrastructure. While the budget incorporates robust assumptions for cost escalation, the current economic environment remains fluid and unpredictable, and actual outcomes may vary.

While CPI increased in the most recent March 2026 quarter, current forecasts indicate it is expected to return to the 2–3% target range by late 2027. Cost increases will continue to impact Council services and operations for the 2026-27 budget year.

Expected Average Residential Rates		2025-26	Increase/ (Decrease)	2026-27	% Increase/ (Decrease)
Average Residential Rates	$	1,592.08	**$ 46.12**	$ 1,638.20	**2.90%**
Municipal charge	$	311.80	**$ 8.57**	$ 320.37	**2.75%**
Waste management charge	$	433.45	**$ 42.25**	$ 475.70	**9.75%**
Average Residential Rates & Charges	**$**	**2,337.33**	**$ 96.94**	**$ 2,434.27**	**4.15%**

Wast Management Charge	2024-25	2025-26	2026-27
Garbage collection & disposal (including Naroghid)	$ 102.14	$ 112.74	$ 118.84
Recycling collection & processing	$ 84.10	$ 75.70	$ 78.78
FOGO collection & processing	$ 55.64	$ 57.76	$ 66.07
Glass collection & processing	$ 29.29	$ 30.83	$ 34.84
Street cleaning	$ 66.06	$ 72.62	$ 84.90
Drainage cleaning/rubbish removal/foreshore cleaning	$ 53.80	$ 56.73	$ 60.54
Council overhead	$ 25.97	$ 27.07	$ 31.73
Total	**$ 417.00**	**$ 433.45**	**$ 475.70**

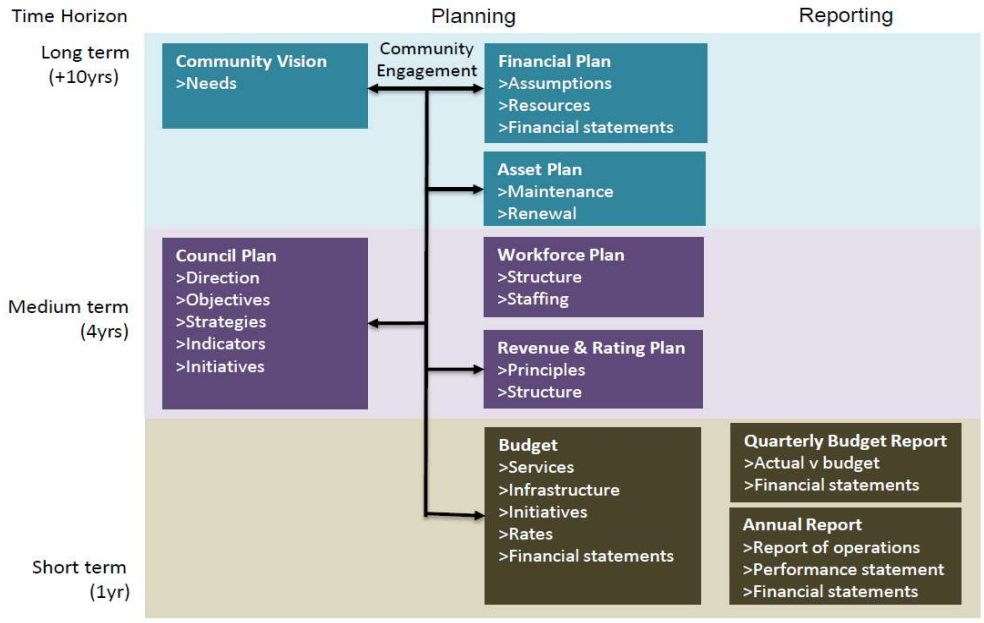
How we invest each $100 - Recurrent daily operations		
Parks, recreation, libraries and culture	$	21.77
Aged and family services	$	20.70
Administration	$	15.98
Construction, roads, paths and drains	$	13.18
Economic development and tourism	$	8.86
Environmental, waste management and street cleaning	$	7.36
Engineering and planning	$	5.79
Regulatory control, public health and safety	$	5.41
Elected Council and governance	$	0.96
Total	**$**	**100.00**

1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision, Financial Plan and Asset Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

The Budget 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 diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Mark Davies (Financial Professional Solutions)

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

1.1.2 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. 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, 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.
Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our vision
We are a thriving regional leader, rich in opportunities and committed to fostering a sustainable and

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

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

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

Progressiveness
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.

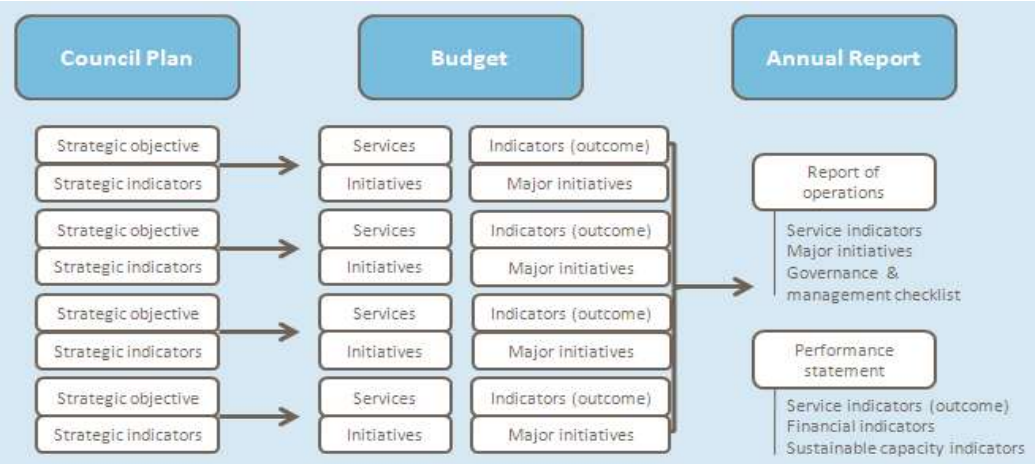
1.3 Strategic objectives

Council's strategic objectives were developed with the community in response to the vision and goals described in the long-term community plan, Warrnambool 2040.

Strategic Objective	Description
City Wellbeing	Working to enable everyone at every stage of life to participate in welcoming and inclusive environments which foster learning connection health and wellbeing.
City Sustainability	Caring for our natural environment by promoting energy efficiency, best practice circular economy and embracing new technology.
City Futures	Activating a vibrant, liveable and safe city through enhancing outcomes for all.
City Infrastructure	Renewal and maintenance of Council's infrastructure while balancing the needs of our growing city through sound asset management.
City Leadership	Advocate for our community, operate efficiently, maintain sound governance, care for our team, and embrace a rapidly changing technological landscape.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2026/27 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.



Source: Department of Government Services

2.1 City Wellbeing

Working to enable everyone at every stage of life to participate in welcoming and inclusive environments which foster learning connection health and wellbeing.

Strategies to achieve Strategic Objective 1 are:
1.1 Our liveable City promotes access to housing, places and activity for all.
1.2 Our City encourages opportunities for innovation and creativity, increasing community connectedness.
1.3 Our active City provides recreational opportunities for people of all ages and abilities.
1.4 Our inclusive and diverse City is welcoming to all.
1.5 Our City provides learning pathways and opportunities for education and development.
1.6 Our nurturing city supports growth and development through high quality service delivery

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

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	*Inc*	3,583	3,855	4,312
		Exp	3,827	4,832	4,839
		Surplus / (deficit)	(244)	(977)	(527)
Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	*Inc*	10,524	11,504	11,790
		Exp	11,106	12,665	12,556
		Surplus / (deficit)	(582)	(1,161)	(766)

2.1 City Wellbeing (Cont.)

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Library Services	Provision of quality library and information services to the community.	*Inc*	719	754	776
		Exp	1,938	2,046	2,197
		Surplus / (deficit)	(1,219)	(1,292)	(1,421)
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	*Inc*	192	192	200
		Exp	890	958	924
		Surplus / (deficit)	(698)	(766)	(724)
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	*Inc*	2,785	2,977	2,986
		Exp	3,904	4,138	4,351
		Surplus / (deficit)	(1,119)	(1,161)	(1,365)
Health Services	Preparation of the Health & Wellbeing plan and the Reconciliation Action Plan.	*Inc*	-	-	-
		Exp	246	345	252
		Surplus / (deficit)	(246)	(345)	(252)
Volunteer	Volunteer Connect provides support and guidance to organisations and community groups that involve volunteers in their work, and provides a volunteer matching service to bring together volunteer roles, and volunteers to fill them.	*Inc*	-	-	-
		Exp	141	174	188
		Surplus/ (deficit)	(141)	(174)	(188)

Major initiatives

1) Community Care - Client Management System Upgrade
2) Implementation of Council's Reconciliation Action Plan
3) AquaZone Concept design of multipurpose indoor space

Other initiatives

3) Creative Warrnambool Strategic Plan - Year 2 implementation
4) Support for LGBTIQA+ community within Children's & Family Services

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Aquatic Facilities					
Environment	Health inspections of aquatic facilities	Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities	4	4	4
Environment	Health inspections of aquatic facilities	Number of inspections of Council registered category 1 aquatic facilities / Number of Council registered category 1 aquatic facilities	NEW	100%	100%

2.1 City Wellbeing (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Utilisation of Aquatic Facilities	Number of visits to aquatic facilities / Municipal population	5.99	6.28	5.76
Cost	Cost of Aquatic Facilities	Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities	$3.55	$3.50	$4.33
Community	Recreational facilities	Satisfaction	68	68	68
Library Services					
Cost	Library - resource standard	Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	78.17%	103.29%	95.23%
Cost	Library - service cost	Cost of library service per population - [Direct cost of the library service / Population]	$50.74	$53.41	$52.95
Community	Library - utilisation	Loans per head of population - [number of library collection items loans/population]	6.03	5.92	6.05
Community	Library - participation	Library membership - (number of registered library members / population) x 100	47.64%	61.09%	69.70%
Community	Library - participation	Library visits per head of population - (number of library visits / population)	4.88	5.20	5.16
Maternal and child health					
Community	Maternal and child health - service standard	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.55%	100.00%	100.00%
Cost	Maternal and child health - service cost	Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	$86.48	$90.83	$101.08
Community	Maternal and child health - participation	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	79.00%	77.87%	78.33%

2.1 City Wellbeing (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Maternal and child health - participation	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	76.97%	85.71%	85.71%
Community	Maternal and child health - satisfaction	Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	102.22%	100.00%	100.00%

2.2 City Sustainability

Caring for our natural environment by promoting energy efficiency, best practice circular economy and embracing new technology.

Strategies to achieve Strategic Objective 2 are:
2.1 Our City will pursue efficiencies in our waste management system.
2.2 Our City will use water wisely.
2.3 Our City is committed to reducing its carbon footprint.
2.4 Our City will monitor and manage pest animals and plants on land owned and/or managed by Council.
2.5 Our City will advocate for accessible and sustainable public transport.
2.6 Our City will collaborate with other agencies to achieve positive environmental outcomes.
2.7 Our City will take measures to limit the impact of climate change.
2.8 Our City will implement biodiversity improvement and revegetation outcomes.
2.9 Our City's animal shelter will be a place of refuge for lost, surrendered and abandoned animals.
2.10 Our City will advocate for support to manage our coastal areas effectively.

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

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Environmental	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	*Inc*	38	17	20
		Exp	868	515	530
		Surplus/ (deficit)	(830)	(498)	(510)
Waste	This service provides kerbside collections and processing of garbage, recycling and Food 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.	*Inc*	87	65	84
		Exp	5,380	5,279	5,825
		Surplus/ (deficit)	(5,293)	(5,214)	(5,741)
Animal Shelter	This service provides is a place of refuge for lost, surrendered and abandoned animals.	*Inc*	388	406	419
		Exp	1,162	1,399	1,368
		Surplus/ (deficit)	(774)	(993)	(949)

Major initiatives
1) Installation of electric vehicle charging stations

Other initiatives
2) Electrification implementation initiatives across council assets

2.2 City Sustainability (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Environmental sustainability	Performance	59.00	60.00	60.00
Waste Management					
Community	Waste collection	Satisfaction	71	71	71
Responsiveness	Waste collection	Service Standard - [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	10.90	7.22	7.23
Environment	Waste collection	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	63.34%	64.17%	64.26%
Cost	Waste collection	Cost of kerbside waste collection service [Direct cost of the kerbside waste collection services / Number of serviced properties]	NEW	$275.10	$311.23
Environment	Waste collection	Kerbside collection waste to landfill per serviced property [Amount of waste in tonnes (t) collected from kerbside waste collection services that is sent to landfill / Number of serviced properties]	NEW	31.36%	30.45%
Animals					
Environment	Animal shelter	Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	20.42%	39.85%	39.85%

2.3 City Futures

Activating a vibrant, liveable and safe city through enhancing outcomes for all.

Strategies to achieve Strategic Objective 3 are:
3.1 Our City activates and promotes local culture and art.
3.2 Our City puts public health and safety as a priority.
3.3 Our City plans for sustainable growth while accommodating a changing climate.
3.4 Our City will continue to advocate for improvements to planning frameworks for growth area developments including Development Contribution Plans.
3.5 Our City is activated to be attractive to residents and visitors.
3.6 Our City will be a sought-after destination for visitors.
3.7 Our City encourages workforce attraction and development.
3.8 Our City encourages business growth and development.
3.9 Our City will create an environment that accelerates delivery of housing across all forms.
3.10 Our City supports learning and recognises the importance of tertiary and vocational learning institutions including Deakin University and the South West TAFE.
3.11 Our City will support and grow industries that will bring employment and prosperity to the region.
3.12 Our City celebrates iconic events and attractions that are part of our identity and visitor economy including speedway racing, the May Racing Carnival and our foreshore and beach.

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

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Statutory	This service provides statutory building services to the Council community including processing of building permits.	*Inc*	178	174	200
		Exp	234	329	366
		Surplus/ (deficit)	(56)	(155)	(166)
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	*Inc*	437	459	456
		Exp	1,694	1,932	1,998
		Surplus/ (deficit)	(1,257)	(1,473)	(1,542)
Livestock Exchange	The South West Victoria Livestock Exchange ceased operating during 2023- 24. Ongoing costs relate to site maintenance only.	*Inc*	50	-	-
		Exp	189	22	15
		Surplus/ (deficit)	(139)	(22)	(15)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	*Inc*	4,003	3,873	4,134
		Exp	2,373	2,408	2,443
		Surplus/ (deficit)	1,630	1,465	1,691

2.3 City Futures (Cont.)

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Flagstaff Hill	A City and Regional tourism hub open 364 days of the year that includes a Visitor Information Centre and Flagstaff Hill Maritime Village, which tells the maritime history of the region during the day and a 'Shipwrecked' Sound and Light Laser show in the evening.	*Inc*	1,333	1,354	1,323
		Exp	2,263	2,312	2,362
		Surplus/ (deficit)	(930)	(958)	(1,039)
Economic Development	Includes the industry and business -support, research and statistical analysis and project development which underpin economic development.	*Inc*	9	4	4
		Exp	889	878	939
		Surplus/ (deficit)	(880)	(874)	(935)
Port of Warrnambool	Council manages the City's port facility on behalf of the State Government.	*Inc*	100	102	102
		Exp	105	97	103
		Surplus/ (deficit)	(5)	5	(1)
Festivals & Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	*Inc*	9	9	4
		Exp	1,149	1,254	1,383
		Surplus/ (deficit)	(1,140)	(1,245)	(1,379)
Art & Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Art Gallery and Lighthouse Theatre.	*Inc*	2,485	2,520	2,626
		Exp	3,692	3,746	3,971
		Surplus / (deficit)	(1,207)	(1,226)	(1,345)
Health Services	Administration of legislative requirements pertaining to public health, immunisation and food premises.	*Inc*	285	320	326
		Exp	633	730	754
		Surplus / (deficit)	(348)	(410)	(428)
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	*Inc*	3,869	3,953	4,090
		Exp	2,097	2,297	2,399
		Surplus/ (deficit)	1,772	1,656	1,691

Major initiatives

1) Completion of the Key Worker Accommodation project
2) East Aberline Development Planning

2.3 City Futures (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Tourism development	Satisfaction	60	60	60
Community	Population growth	Satisfaction - measure of community perception	56	56	56
Responsiveness	Food safety Timeliness	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1	1	1
Environment	Food Safety - service standard	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	99.00%	100.00%	100.00%
Cost	Food safety - service cost	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	$653.52	$678.33	$702.06

2.3 City Futures (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Responsiveness	Food safety - Critical and major non-compliance	[Number of critical noncompliance outcome notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	97.10%	98.33%	100.00%
Environment	Food Safety - Food safety assessments	Number of registered class 1 food premises, registered class 2 food premises and registered class 3 food premises that receive an annual food safety assessment or mandatory inspection in accordance with the Food Act 1984 / Number of registered class 1 food premises, registered class 2 food premises and registered class 3 food premises that require an annual food safety assessment or mandatory inspection in accordance with the Food Act 1984] x100	NEW	100.00%	100.00%

2.3 City Futures (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Statutory Planning					
Responsiveness	Statutory planning	Timeliness - Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	66.50	65.00	65.00
Responsiveness	Statutory planning	Service standard - Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	77.56%	80.00%	80.00%
Cost	Statutory planning	Service cost - Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$2,797.70	$3,788.52	$3,565.83
Responsiveness	Statutory planning	Decision making -Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	100.00%	100.00%
Animals					
Responsiveness	Animal management	Timeliness - Time taken to action animal management requests - Median number of days between receipt of an animal management request and the action to respond to the request	NEW	5	5

2.4 City Infrastructure

Renewal and maintenance of Council's infrastructure while balancing the needs of our growing city through sound asset management.

Strategies to achieve Strategic Objective 4 are:
4.1 Our City will prioritise maintaining and renewing existing infrastructure.
4.2 Our City will have appropriate open space infrastructure to meet the needs of our growing community.
4.3 Our City will plan for and improve the municipal drainage network to cope with the changing environment.
4.4 Our City neighbourhoods will have a well-connected network of footpaths.
4.5 Our City's road network will be maintained to a safe and high-quality standard.
4.6 Our City will pursue efficiencies in maintaining and renewing Council buildings by improving heating and cooling systems and through energy-efficient lighting.
4.7 Our City values and implements sound Strategy Asset Management with consideration to assets and the retirement and consolidation of assets.
4.8 Our City will continue to improve pedestrian, cycling and vehicle movement.
4.9 Our City will focus on playspaces as a key feature of local neighbourhoods.
4.10 Our City's public spaces will be maintained to a high standard.
4.11 Our City will advocate for renewal and upgrade of arterial roads and for improved rail services.
4.12 Our City will ensure the regional airport continues to operate as a base for emergency air transport and as a destination for business and recreational aircraft.

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

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	*Inc*	721	771	926
		Exp	2,981	3,619	3,963
		Surplus/ (deficit)	(2,260)	(2,848)	(3,037)
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	*Inc*	4,611	4,825	6,442
		Exp	8,172	8,879	9,475
		Surplus/ (deficit)	(3,561)	(4,054)	(3,033)
Parks & Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	*Inc*	412	457	433
		Exp	5,408	7,985	8,411
		Surplus/ (deficit)	(4,996)	(7,528)	(7,978)

2.4 City Infrastructure (Cont.)

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
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.	*Inc*	272	230	258
		Exp	312	372	406
		Surplus/ (deficit)	(40)	(142)	(148)

Major initiatives

1) Rock revetment at Viaduct Road
2) Wollaston Road Duplication (Stage 1)

Other initiatives

3) Road Safety – commence scoping intersection Flaxman/Nicholson/Bostock
4) Continued investment in Councils asset renewal program
5) Advocacy for funding towards capital works

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Appearance of public areas	Performance	70	70	70
Roads					
Environment	Roads	Condition - Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	90.35%	90.02%	90.02%
Cost	Roads	Service cost - Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$176.04	$176.04	$176.04
Cost	Roads	Service cost - Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$8.96	$8.96	$8.96
Environment	Roads	Satisfaction - Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	52	52	52

2.5 City Leadership

We will advocate for our community and region, operate efficiently, maintain sound governance, care for our team, and embrace a rapidly changing technological landscape.

Strategies to achieve Strategic Objective 5 are:
5.1 Our City pursues technology and innovation for community benefit.
5.2 Our City will use Artificial Intelligence (AI) software to gain operational efficiencies.
5.3 Our City is a leader in the South West region.
5.4 Our City manages financial resources sustainably.
5.5 Our City promotes organisational culture and performance.
5.6 Our City will advocate strongly for our community and our region.
5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.
5.8 Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.
5.9 Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.
5.10 Our City will review the community vision, Warrnambool 2040.
5.11 Our City will advocate for important needs including an upgrade of the aquatic centre, a community hub at Brierly Recreation Reserve, a new art gallery and affordable housing.

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

Services

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Governance & Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	*Inc*	29	47	28
		Exp	944	1,008	988
		Surplus/ (deficit)	(915)	(961)	(960)
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements.	*Inc*	-	-	-
		Exp	598	576	609
		Surplus/ (deficit)	(598)	(576)	(609)
Communications & Customer Service	Provides a customer interface for various service units and a wide range of transactions. Includes media and marketing.	*Inc*	-	-	-
		Exp	1,194	1,391	1,413
		Surplus/ (deficit)	(1,194)	(1,391)	(1,413)
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	*Inc*	53	46	-
		Exp	3,475	3,903	4,155
		Surplus/ (deficit)	(3,422)	(3,857)	(4,155)

2.5 City Leadership (Cont.)

Service area	Description of services provided		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Organisation Development & Risk Management	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions, training, implementation of the Corporate Risk Management Framework and managing Council's insurance portfolio.	*Inc*	139	12	907
		Exp	1,931	2,115	1,489
		Surplus/ (deficit)	(1,792)	(2,103)	(582)
	[2027 revenue from the employee on-cost recharge and changed methodology, reduced expenditure as public liability insurance alloated to Corporate Services]				
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, legal, procurement, overhead costs including utilities and unallocated grants commission funding.	*Inc*	10,806	6,644	8,539
		Exp	13,708	4,647	5,719
		Surplus/ (deficit)	(2,902)	1,997	2,820
	[2025 reported higher revenue due to receiving 50% of the VLGGC grant in advance resulting in the reduced revenue reported for the 2026 forecast period. Employee on-cost was included as expenditure in 2025 with a changed methodology in 2026 and 2027. 2027 increased expenditure includes public liability insurance previously allocated to Organisational Development]				
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over there useful lives.	*Inc*	-	-	-
		Exp	20,980	20,456	21,331
		Surplus/ (deficit)	(20,980)	(20,456)	(21,331)

Major initiatives

1) Coastal Connect implementation Phase 1 and data migration Phase 2
2) Enterprise Agreement negotiations
3) Service Reviews

Other initiatives

4) Advocacy by Council on issues outlined in the Advocacy Plan.
5) Explore the use of AI to gain efficiencies in processing information

2.5 City Leadership (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Governance					
Governance	Governance	Transparency - Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	9.20%	9.20%	9.20%
Governance	Governance	Consultation and engagement - Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions. Community satisfaction rating out of 100 with the consultation and engagement efforts of council.	51	51	51
Governance	Governance	Attendance - Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	97.40%	100.00%	100.00%
Governance	Governance	Service cost - Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	$53,749.29	$60,557.17	$64,071.43
Governance	Governance	Satisfaction - Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51	51	51

2.5 City Leadership (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Governance	Governance (previously Financial performance)	Workforce turnover - Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.06%	12.06%	12.06%
Governance	Governance	Capital works planning - [Sum of actual capital works expenditure for the financial year / Sum of budgeted capital works expenditure for the financial year] x 100	NEW	59.36%	100.00%
Governance	Governance	Total unpaid rates and charges - [The sum of unpaid rates and charges and unpaid interest on rates and charges for all financial years / The sum of all rates and charges for the financial year] x 100	NEW	0.53%	0.52%
Financial management					
Financial management	Financial performance	Revenue level - Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	$2,161.54	$1,940.13	$1,970.90
Financial management	Financial performance	Expenditure level - Expenses per property assessment [Total expenses / Number of property assessments]	$5,520.98	$5,865.88	$5,576.96
Financial management	Financial performance	Working capital - Current assets compared to current liabilities [Current assets / Current liabilities] x100	273.85%	259.34%	244.94%
Financial management	Financial performance	Cash compared to current liabilities - [Cash / current liabilities] x 100	240.36%	219.06%	203.13%
Financial management	Financial performance	Asset renewal - Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	73.92%	83.10%	83.63%
Financial management	Financial performance	Loans and borrowings - Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	14.03%	14.51%	26.66%

2.5 City Leadership (Cont.)

Service performance outcome indicators

Domain	Service	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Financial management	Financial performance	Loans and borrowings - repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.44%	4.44%	3.25%
Financial management	Financial performance	Indebtedness - Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	9.67%	7.63%	12.07%
Financial management	Financial performance	Adjusted underlying result - Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-4.10%	-15.86%	-4.75%
Financial management	Financial performance	Rates concentration - Rates compared to adjusted underlying revenue	48.42%	52.97%	51.77%
Financial management	Financial performance	Rates effort - Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.42%	0.45%	0.45%

2.3 Reconciliation with budgeted operating result - 2026-27

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	$'000	$'000	$'000
City Wellbeing	(5,243)	25,307	20,064
City Sustainability	(7,200)	7,723	523
City Futures	(3,468)	16,733	13,265
City Infrastructure	(14,196)	22,255	8,059
City Leadership	(4,899)	14,373	9,474
Total	**(35,006)**	**86,391**	**51,385**
Expenses added in:			
Depreciation	(21,331)		
Operating project	(4,151)		
Other	(949)		
Surplus/(Deficit) before funding sources	***(61,437)***		
Funding sources added in:			
Rates and charges revenue	53,202		
Grants - Operational Projects	966		
Grants - Capital	7,218		
Contributions - Monetary	2,767		
Contributions - Non-Monetary	7,359		
Net Gain (or Loss) on Dispoal	162		
Total funding sources	***71,674***		
Operating surplus/(deficit) for the year	**10,237**		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026/27 has been supplemented with projections to 2029/30

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

Comprehensive Income Statement

For the four years ending 30 June 2030

	NOTES	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Income / Revenue						
Rates and charges	4.1.1	50,873	**53,202**	54,926	56,770	58,677
Statutory fees and fines	4.1.2	2,644	**2,820**	2,893	2,965	3,040
User fees	4.1.3	20,429	**21,399**	22,346	22,904	23,477
Grants - operating	4.1.4	14,767	**18,102**	17,897	18,292	18,696
Grants - capital	4.1.4	11,466	**7,218**	735	753	772
Contributions - monetary	4.1.5	4,318	**3,759**	1,311	1,341	1,372
Contributions - non-monetary	4.1.5	5,000	**7,359**	4,758	5,000	5,000
Net gain on disposal of property, infrastructure, plant and equipment		343	**162**	207	213	218
Other income	4.1.6	3,152	**3,858**	2,130	1,690	1,703
Total income / revenue		112,992	**117,879**	107,203	109,928	112,955
Expenses						
Employee costs	4.1.7	48,837	**49,593**	50,371	51,981	53,647
Materials and services	4.1.8	40,438	**35,185**	32,069	33,015	34,048
Bad & Doubtful Debts		153	**152**	155	159	163
Borrowing Costs		191	**381**	428	368	315
Depreciation	4.1.9	20,456	**21,331**	21,800	21,612	22,159
Depreciation - right of use assets	4.1.10	544	**438**	457	348	388
Finance costs - leases		48	**27**	28	29	29
Other expenses	4.1.11	597	**535**	549	563	577
Total expenses		111,264	**107,642**	105,857	108,075	111,326
Surplus/(deficit) for the year		1,728	**10,237**	1,346	1,853	1,629
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation gain /(loss)		16,369	**-**	-	5,944	13,960
Total other comprehensive income		16,369	**-**	-	5,944	13,960
Total comprehensive result		18,097	**10,237**	1,346	7,797	15,589

Balance Sheet

For the four years ending 30 June 2030

	NOTES	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Assets						
Current assets						
Cash and cash equivalents		6,671	**10,191**	10,462	11,567	14,389
Trade and other receivables		7,045	**7,039**	7,030	7,018	7,004
Other financial assets		48,000	**39,000**	39,000	39,000	39,000
Inventories		180	**180**	180	180	180
Prepayments		1,378	**1,433**	1,490	1,550	1,612
Other assets		1,450	**1,486**	1,523	1,559	1,594
Total current assets	4.2.1	64,724	**59,329**	59,685	60,874	63,779
Non-current assets						
Other financial assets		2	**2**	2	2	2
Property, infrastructure, plant & equipment		813,429	**832,706**	832,147	837,137	848,909
Right-of-use assets	4.2.4	975	**537**	408	388	328
Total non-current assets	4.2.1	814,406	**833,245**	832,557	837,527	849,239
Total assets		879,130	**892,574**	892,242	898,401	913,018
Liabilities						
Current liabilities						
Trade and other payables		7,852	**8,048**	8,250	8,456	8,667
Trust funds and deposits		2,212	**2,212**	2,212	2,212	2,212
Contract and other liabilities		5,230	**3,858**	3,955	4,054	4,155
Provisions		8,105	**8,073**	7,943	7,812	7,680
Interest-bearing liabilities	4.2.3	1,160	**1,656**	1,156	1,211	1,211
Lease liabilities	4.2.4	398	**399**	132	265	228
Total current liabilities	4.2.2	24,957	**24,246**	23,648	24,010	24,153
Non-current liabilities						
Provisions		1,066	**1,115**	1,154	1,194	1,235
Interest-bearing liabilities	4.2.3	4,181	**8,487**	7,330	5,553	4,397
Lease liabilities	4.2.4	662	**225**	263	-	-
Total non-current liabilities	4.2.2	5,909	**9,827**	8,747	6,747	5,632
Total liabilities		30,866	**34,073**	32,395	30,757	29,785
Net assets		848,264	**858,501**	859,847	867,644	883,233
Equity						
Accumulated surplus		308,268	**319,407**	320,553	322,206	323,635
Reserves		539,996	**539,094**	539,294	545,438	559,598
Total equity		848,264	**858,501**	859,847	867,644	883,233

Statement of Changes in Equity

For the four years ending 30 June 2030

	NOTES	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026 Forecast Actual					
Balance at beginning of the financial year		830,167	296,434	509,284	24,449
Surplus/(deficit) for the year		18,097	1,728	16,369	-
Transfers from other reserves		-	10,106	-	(10,106)
Balance at end of the financial year		**848,264**	**308,268**	**525,653**	**14,343**
2027 Budget					
Balance at beginning of the financial year		**848,264**	**308,268**	**525,653**	**14,343**
Surplus/(deficit) for the year		**10,237**	**10,237**	**-**	**-**
Transfers to other reserves	4.3.1	**-**	**(3,749)**	**-**	**3,749**
Transfers from other reserves	4.3.1	**-**	**4,651**	**-**	**(4,651)**
Balance at end of the financial year	4.3.2	**858,501**	**319,407**	**525,653**	**13,441**
2028					
Balance at beginning of the financial year		858,501	319,407	525,653	13,441
Surplus/(deficit) for the year		1,346	1,346	-	-
Transfers to other reserves		-	(2,207)	-	2,207
Transfers from other reserves		-	2,007	-	(2,007)
Balance at end of the financial year		**859,847**	**320,553**	**525,653**	**13,641**
2029					
Balance at beginning of the financial year		859,847	320,553	525,653	13,641
Surplus/(deficit) for the year		7,797	1,853	5,944	-
Transfers to other reserves		-	(2,247)	-	2,247
Transfers from other reserves		-	2,047	-	(2,047)
Balance at end of the financial year		**867,644**	**322,206**	**531,597**	**13,841**
2030					
Balance at beginning of the financial year		867,644	322,206	531,597	13,841
Surplus/(deficit) for the year		15,589	1,629	13,960	-
Transfers to other reserves		-	(2,320)	-	2,320
Transfers from other reserves		-	2,120	-	(2,120)
Balance at end of the financial year		**883,233**	**323,635**	**545,557**	**14,041**

Statement of Cash Flows

For the four years ending 30 June 2030

	Notes	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
		Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		48,520	**53,412**	55,128	56,974	58,880
Statutory fees and fines		2,644	**2,470**	2,543	2,615	2,690
User fees		20,794	**21,399**	22,346	22,904	23,477
Grants - operating		12,746	**18,196**	17,994	18,391	18,798
Grants - capital		12,931	**5,752**	735	753	772
Contributions - monetary		4,318	**3,759**	1,311	1,341	1,372
Interest received		2,220	**2,320**	1,866	1,384	1,384
Other receipts		932	**1,502**	228	270	283
Employee costs		(48,358)	**(49,576)**	(50,461)	(52,074)	(53,738)
Materials and services		(36,893)	**(35,128)**	(32,013)	(32,959)	(33,991)
Other payments		(938)	**(535)**	(549)	(563)	(577)
Net cash provided by/(used in) operating activities	4.4.1	18,916	**23,571**	19,127	19,037	19,348
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(17,022)	**(33,210)**	(16,394)	(15,566)	(14,880)
Proceeds from sale of property, infrastructure, plant and		343	**202**	207	212	324
Payments for investments		(48,000)	**(39,000)**	(39,000)	(39,000)	(39,000)
Proceeds from sale of investments		48,000	**48,000**	39,000	39,000	39,000
Net cash provided by/ (used in) investing activities	4.4.2	(16,679)	**(24,008)**	(16,187)	(15,354)	(14,556)
Cash flows from financing activities						
Finance costs		(191)	**(381)**	(428)	(368)	(315)
Proceeds from borrowings		-	**6,275**	-	-	-
Repayment of borrowings		(1,493)	**(1,473)**	(1,656)	(1,723)	(1,156)
Interest paid - lease liability		(48)	**(27)**	(28)	(29)	(29)
Repayment of lease liabilities		(1,035)	**(437)**	(558)	(458)	(470)
Net cash provided by/(used in) financing activities	4.4.3	(2,767)	**3,957**	(2,670)	(2,578)	(1,970)
Net increase/(decrease) in cash & cash equivalents		(530)	**3,520**	271	1,105	2,822
Cash and cash equivalents at the beginning of the financial year		7,201	**6,671**	10,191	10,462	11,567
Cash and cash equivalents at the end of the financial year		6,671	**10,191**	10,462	11,567	14,389

Statement of Capital Works

For the four years ending 30 June 2030

	NOTES	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Property						
Buildings		3,743	**4,348**	3,500	3,500	3,500
Total buildings		3,743	**4,348**	3,500	3,500	3,500
Total property		3,743	**4,348**	3,500	3,500	3,500
Plant and equipment						
Plant, machinery and equipment		2,020	**662**	1,600	1,767	1,595
Computers and telecommunications		462	**205**	10	11	11
Cultural Collections (Library books & Art)		50	**325**	200	209	219
Total plant and equipment		2,532	**1,193**	1,810	1,987	1,825
Infrastructure						
Roads		7,434	**14,383**	3,800	4,000	4,000
Bridges		634	**500**	718	575	418
Footpaths and cycleways		2,208	**2,170**	2,091	2,026	1,897
Drainage		702	**1,850**	1,767	1,303	802
Recreational, leisure and community facilities		908	**2,426**	1,198	732	766
Parks, open space and streetscapes		422	**803**	594	747	943
Aerodromes		92	**70**	73	77	80
Other infrastructure		232	**5,467**	842	620	649
Total infrastructure		12,632	**27,668**	11,084	10,079	9,555
Total capital works expenditure	4.5.1	18,907	**33,209**	16,394	15,566	14,880
Represented by:						
New asset expenditure		1,909	**5,997**	16	16	17
Asset renewal expenditure		10,695	**14,606**	15,628	15,550	14,863
Asset upgrade expenditure		6,303	**12,606**	750	-	-
Total capital works expenditure	4.5.1	18,907	**33,209**	16,394	15,566	14,880
Funding sources represented by:						
Grants		3,591	**7,218**	735	753	772
Contributions		127	**40**	-	-	-
Council cash		15,189	**19,676**	15,659	14,813	14,108
Borrowings		-	**6,275**	-	-	-
Total capital works expenditure	4.5.1	18,907	**33,209**	16,394	15,566	14,880

Statement of Human Resources

For the four years ending 30 June 2030

	Forecast Actual	Budget	Projections		
	2025/26	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000	$'000
Staff expenditure					
Employee costs - operating	48,837	**49,593**	50,371	51,981	53,647
Employee costs - capital	891	**1,237**	1,275	1,316	1,358
Total staff expenditure	49,728	**50,830**	51,646	53,297	55,005
	FTE	**FTE**	FTE	FTE	FTE
Staff numbers					
Employees	449.2	**445.2**	446.2	446.2	446.2
Total staff numbers	449.2	**445.2**	446.2	446.2	446.2

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2026/27	Full Time	Part time		
	$'000	$'000	$'000	$'000	$'000
Corporate Strategies	**6,359**	4,408	1,951	463	-
City Infrastructure & Environment	**11,989**	11,309	680	962	-
City Wellbeing	**16,389**	7,657	8,732	1,514	-
City Futures	**9,773**	6,209	3,564	867	-
Executive	**1,184**	1,014	170	93	-
Total permanent staff expenditure	**45,694**	30,597	15,097	3,899	-
Other employee related expenditure	**3,899**				
Capitalised labour costs	**1,237**				
Total expenditure	**50,830**				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2026/27	Full Time	Part time		
Corporate Strategies	**50.6**	31.6	18.0	1.0	-
City Infrastructure & Environment	**113.6**	104.0	6.8	2.8	-
City Wellbeing	**179.4**	65.1	95.3	19.0	-
City Futures	**93.8**	47.0	35.8	11.0	-
Executive	**7.8**	5.2	1.8	0.8	-
Total staff	**445.2**	252.9	157.7	34.6	-

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2030

	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Corporate Strategies				
Permanent - Full time	4,408	4,459	4,598	4,744
Women	*1,679*	*1,699*	*1,752*	*1,807*
Men	*2,630*	*2,660*	*2,743*	*2,830*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*99*	*100*	*103*	*107*
New positions	*0*	*0*	*0*	*0*
Permanent - Part time	1,951	1,974	2,036	2,099
Women	*1,835*	*1,856*	*1,914*	*1,974*
Men	*116*	*118*	*122*	*125*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*0*	*0*	*0*	*0*
New positions	*0*	*0*	*0*	*0*
Total Corporate Strategies	**6,359**	**6,433**	**6,634**	**6,843**
City Infrastructure & Environment				
Permanent - Full time	11,309	11,440	11,798	12,169
Women	*1,855*	*1,876*	*1,935*	*1,996*
Men	*8,808*	*8,910*	*9,189*	*9,478*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*496*	*654*	*674*	*695*
New positions	*150*	*0*	*0*	*0*
Permanent - Part time	680	688	710	732
Women	*422*	*427*	*440*	*454*
Men	*200*	*202*	*209*	*215*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*58*	*59*	*61*	*63*
New positions	*0*	*0*	*0*	*0*
Total City Infrastructure & Environment	**11,989**	**12,128**	**12,508**	**12,901**
City Wellbeing				
Permanent - Full time	7,657	7,744	7,988	8,238
Women	*6,528*	*6,603*	*6,811*	*7,024*
Men	*1,129*	*1,141*	*1,177*	*1,214*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*0*	*0*	*0*	*0*
New positions	*0*	*0*	*0*	*0*
Permanent - Part time	8,732	8,831	9,108	9,394
Women	*8,166*	*8,259*	*8,518*	*8,786*
Men	*444*	*449*	*463*	*477*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*122*	*123*	*127*	*131*
New positions	*0*	*0*	*0*	*0*
Total City Wellbeing	**16,389**	**16,575**	**17,096**	**17,632**
City Futures				
Permanent - Full time	6,209	6,382	6,582	6,788
Women	*2,141*	*2,165*	*2,233*	*2,303*
Men	*4,068*	*4,115*	*4,244*	*4,377*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*0*	*0*	*105*	*108*
New positions	*0*	*102*	*0*	*0*
Permanent - Part time	3,564	3,605	3,718	3,836
Women	*2,517*	*2,546*	*2,626*	*2,709*
Men	*822*	*832*	*858*	*885*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*225*	*227*	*234*	*242*
New positions	*0*	*0*	*0*	*0*
Total City Futures	**9,773**	**9,987**	**10,300**	**10,624**

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2030

	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Executive				
Permanent - Full time	1,014	1,025	1,057	1,091
Women	*412*	*416*	*429*	*443*
Men	*602*	*609*	*628*	*648*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*0*	*0*	*0*	*0*
New positions	*0*	*0*	*0*	*0*
Permanent - Part time	170	172	177	183
Women	*170*	*172*	*177*	*183*
Men	*0*	*0*	*0*	*0*
Persons of self-described gender	*0*	*0*	*0*	*0*
Vacant positions	*0*	*0*	*0*	*0*
New positions	*0*	*0*	*0*	*0*
Total Executive	**1,184**	**1,197**	**1,234**	**1,274**
Casuals, temporary and other expenditure	3,899	4,051	4,209	4,373
Capitalised labour costs	1,237	1,275	1,316	1,358
Total staff expenditure	**50,830**	**51,646**	**53,297**	**55,005**

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2030

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
Corporate Strategies				
Permanent - Full time	31.6	31.6	31.6	31.6
Women	*12.0*	*12.0*	*12.0*	*12.0*
Men	*19.6*	*19.6*	*19.6*	*19.6*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.0*	*0.0*	*0.0*	*0.0*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Permanent - Part time	18.0	18.0	18.0	18.0
Women	*16.1*	*16.1*	*16.1*	*16.1*
Men	*1.0*	*1.0*	*1.0*	*1.0*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.9*	*0.9*	*0.9*	*0.9*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Total Corporate Strategies	**49.6**	**49.6**	**49.6**	**49.6**
City Infrastructure & Environment				
Permanent - Full time	96.2	96.2	96.2	96.2
Women	*15.6*	*15.6*	*15.6*	*15.6*
Men	*75.6*	*75.6*	*75.6*	*75.6*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*4.0*	*5.0*	*5.0*	*5.0*
New positions	*1.0*	*0.0*	*0.0*	*0.0*
Permanent - Part time	6.3	6.3	6.3	6.3
Women	*4.5*	*4.5*	*4.5*	*4.5*
Men	*1.3*	*1.3*	*1.3*	*1.3*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.5*	*0.5*	*0.5*	*0.5*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Total City Infrastructure & Environment	**102.4**	**102.4**	**102.4**	**102.4**
City Wellbeing				
Permanent - Full time	65.1	65.1	65.1	65.1
Women	*56.1*	*56.1*	*56.1*	*56.1*
Men	*9.0*	*9.0*	*9.0*	*9.0*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.0*	*0.0*	*0.0*	*0.0*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Permanent - Part time	95.3	95.3	95.3	95.3
Women	*88.3*	*88.3*	*88.3*	*88.3*
Men	*4.6*	*4.6*	*4.6*	*4.6*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*2.4*	*2.4*	*2.4*	*2.4*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Total City Wellbeing	**160.4**	**160.4**	**160.4**	**160.4**
City Futures				
Permanent - Full time	47.0	48.0	48.0	48.0
Women	*17.0*	*17.0*	*17.0*	*17.0*
Men	*30.0*	*30.0*	*30.0*	*30.0*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.0*	*0.0*	*1.0*	*1.0*
New positions	*0.0*	*1.0*	*0.0*	*0.0*
Permanent - Part time	35.8	35.8	35.8	35.8
Women	*24.1*	*24.1*	*24.1*	*24.1*
Men	*9.3*	*9.3*	*9.3*	*9.3*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*2.4*	*2.4*	*2.4*	*2.4*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Total City Futures	**82.8**	**83.8**	**83.8**	**83.8**

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2030

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
Executive				
Permanent - Full time	5.2	5.2	5.2	5.2
Women	*3.0*	*3.0*	*3.0*	*3.0*
Men	*2.2*	*2.2*	*2.2*	*2.2*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.0*	*0.0*	*0.0*	*0.0*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Permanent - Part time	1.8	1.8	1.8	1.8
Women	*1.8*	*1.8*	*1.8*	*1.8*
Men	*0.0*	*0.0*	*0.0*	*0.0*
Persons of self-described gender	*0.0*	*0.0*	*0.0*	*0.0*
Vacant positions	*0.0*	*0.0*	*0.0*	*0.0*
New positions	*0.0*	*0.0*	*0.0*	*0.0*
Total Executive	**7.0**	**7.0**	**7.0**	**7.0**
Casuals and temporary staff	**33.7**	**33.7**	**33.7**	**33.7**
Capitalised labour	**9.3**	**9.3**	**9.3**	**9.3**
Total staff numbers	**445.2**	**446.2**	**446.2**	**446.2**

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

As per the *Local Government Act 2020* , Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2026/27 the FGRS cap has been set at **2.75%**. 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 2.75% in line with the rate cap.

This will raise total rates and charges for 2026/27 to ***$53.2*** *million.*

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

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
General rates*	36,392	**37,961**	1,569	**4.31%**
Municipal charge*	5,964	**6,175**	211	**3.54%**
Waste management charge	7,873	**8,685**	812	**10.31%**
Supplementary rates and rate adjustments	466	**200**	- 266	**-57.08%**
Recreational land	78	**81**	3	**3.85%**
Interest on rates and charges	100	**100**	-	**0.00%**
Revenue in lieu of rates	-	**-**	-	
Total rates and charges	**50,873**	**53,202**	**2,329**	**4.58%**

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

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

Type or class of land	2025/26 cents/$CIV*	2026/27 cents/$CIV*	Change
General rate for rateable general residential	0.0028951	**0.0028477**	**-1.64%**
General rate for rateable farm land properties	0.0015904	**0.0015134**	**-4.84%**
General rate for rateable commercial properties	0.0057630	**0.0058379**	**1.30%**
General rate for rateable industrial properties	0.0050698	**0.0050979**	**0.55%**
General rate for rateable vacant land properties	0.0045375	**0.0045440**	**0.14%**
Recreational land category 1 properties	24,651.09	**25,328.86**	**2.75%**
Recreational land category 2 properties	0.0022450	**0.0022939**	**2.18%**

Note: Rate in the dollar figures are updated in line with the Valuer-General Victoria's property valuations as at May 2026.

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 budget:

Type or class of land	2025/26 $'000	2026/27 $'000	Change $'000	Change %
General Residential land	26,304	**27,381**	1,077	**4.09%**
Farm land	496	**523**	27	**5.46%**
Commercial land	5,895	**6,081**	186	**3.16%**
Industrial land	2,157	**2,277**	120	**5.56%**
Vacant land	1,604	**1,699**	95	**5.92%**
Recreational land category 1 properties	25	**25**	1	**2.75%**
Recreational land category 2 properties	54	**55**	1	**2.44%**
Total amount to be raised by general rates	**36,535**	**38,042**	**1,507**	**4.13%**

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 budget:

Type or class of land	2025/26 Number	2026/27 Number	Change Number	Change %
General Residential land	16,522	**16,714**	192	**1.16%**
Farm land	163	**168**	5	**3.07%**
Commercial land	945	**943**	- 2	**-0.21%**
Industrial land	467	**495**	28	**6.00%**
Vacant land	855	**965**	110	**12.87%**
Recreational land category 1 properties	1	**1**	-	**0.00%**
Recreational land category 2 properties	15	**15**	-	**0.00%**
Total number of assessments	**18,968**	**19,301**	**333**	**1.76%**

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

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

Type or class of land	2025/26 $'000	2026/27 $'000	Change $'000	Change %
General Residential land	9,085,800	**9,615,074**	529,274	**5.83%**
Farm land	312,060	**345,610**	33,550	**10.75%**
Commercial land	1,022,949	**1,041,644**	18,695	**1.83%**
Industrial land	425,532	**446,772**	21,240	**4.99%**
Vacant land	353,442	**373,811**	20,369	**5.76%**
Recreational land category 1 properties	2,780	**3,100**	320	**11.51%**
Recreational land category 2 properties	23,932	**24,116**	184	**0.77%**
Total value of land	**11,226,495**	**11,850,127**	**623,632**	**5.56%**

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 2025/26 $	Per Rateable Property 2026/27 $	Change $	Change %
Municipal	311.80	**320.37**	9	**2.75%**

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

Type of Charge	2025/26 $	2026/27 $	Change $	Change %
Municipal	5,908	**6,175**	267	**4.52%**

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 and detailed disclosure of the actual service/s rendered for the amount levied:

Type of Charge	Per Rateable Property 2025/26 $	Per Rateable Property 2026/27 $	Change $	Change %
Waste Management charge	433.45	**475.70**	42.25	**9.75%**
Total	**433.45**	**475.70**	**42.25**	**9.75%**

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 budget:

Type of Charge	2025/26 $	2026/27 $	Change $	Change %
Waste Management charge	7,826	**8,685**	859	**10.98%**
Total	**7,826**	**8,685**	**859**	**10.98%**

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

	2025/26 $'000	2026/27 $'000	Change $'000	Change %
Rates & Charges	50,191	**52,902**	2,711	5.40%
Supplementary Rates	101	**200**	99	98.02%
Total Rates and charges	**50,292**	**53,102**	**2,810**	**5.59%**

4.1.1(l) 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.

	2025/26	2026/27
Total Annualised Rates Revenue at June	$ 41,208,297	$ 42,957,136
Number of rateable properties	18,968.00	19,285.00
Base Average Rate	$ 2,173	$ 2,227
Maximum Rate Increase (set by the State Government)	**3.00%**	**2.75%**
Capped Average Rate	$ 2,238	$ 2,289
Maximum General Rates and Municipal Charges Revenue	$ 42,444,546	$ 44,138,464
Budgeted General Rates and Municipal Charges Revenue	$ 42,443,325	**$ 44,136,234**
Budgeted Supplementary Rates	$ 101,383	$ 200,000
Budgeted Total Rates and Municipal Charges Revenue	$ 42,544,708	**$ 44,336,234**

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 (2026/27: estimated $0.2m and 2025/26: $0.1m)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are disclosed in note 4.1.1 (b).

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.

4.1.1(n) Differential rates (Cont.)

Commercial land
Definition:
Commercial Land is any land, which is:
a) Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
b) Unoccupied but zoned commercial under the Warrnambool City Planning Scheme.

Objective:
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:
a) Construction and maintenance of infrastructure assets,
b) Development and provision of health and community services,
c) Economic development and planning services, having direct benefit to the use of Commercial Land, or
d) Provision of general support services.

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Commercial properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Warrnambool City Council benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which are not available to the residential sector, and also the income generating capability of commercial properties.

The Commercial differential rate is applied to promote the economic development objectives for the Warrnambool City Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a thriving economy and includes the maintenance and improvement of tourism and community infrastructure, development and provision of health and community services and the general provision of economic development support.

Types and Classes
The types and classes of rateable land within this differential are those having the relevant characteristics of rateable property used for commercial business and administrative purposes, including, but not limited to, properties used for retail, tourism, entertainment, hospitality, education.
Use of Differential Rate:
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and is set as part of the annual budget process.

General:
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the 2025-2026 financial year.

Farm Land
Definition
Any land which is “Farm Land” within the meaning of Section 2(1) of the Valuation of Land Act 1960:
a) Farm Land means any rateable land that is 2 or more hectares in area;
b) used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
c) That is used by a business
• That has a significant and substantial commercial purpose of character;
• That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
• That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.
Objective
To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and supporting the agricultural economic base.

4.1.1(n) Differential rates (Cont.)

Farm Land
Types and Classes
Farm Land having the relevant characteristics described above, and used primarily for primary production purposes.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above and will be adopted in line with the annual council budget. This category has a lower differential rate than the Other Land Rate and is set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the 2025-26 financial year.

Industrial land
Definition
Industrial Land is any land, which is:
a) Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
b) Unoccupied but zoned Industrial under the Warrnambool City Planning Scheme.

Objective
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:
a) Construction and maintenance of infrastructure assets,
b) Development and provision of health and community services,
c) Economic development and planning services, having direct benefit to the use of Industrial Land, or
d) Provision of general support services.

The Industrial businesses of Warrnambool benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for these types of properties which is not available to the residential sector, and also the income generating capability of industrial based properties.

The Industrial differential rate is applied to promote the economic development objectives for the Warrnambool City Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a thriving economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure and the general provision of support services and promotion of industry in the municipality.

Types and Classes
The types and classes of rateable rand within this differential are those having the relevant characteristics of rateable property used for industrial purposes, including, but not limited to, properties used for manufacturing or production.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the 2025-26 financial year.

4.1.1(n) Differential rates (Cont.)

Vacant land
Definition
Vacant Land is any land on which no building designed or adapted for human occupation is erected.

Objective
The objective of the Vacant Land Differential is to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Vacant Land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The Vacant Land differential rate also seeks to encourage the timely development and efficient use of serviced land within the municipality, consistent with Council's orderly planning objectives, efficient infrastructure utilisation and long-term financial sustainability.

Types and Classes
Vacant Land having the relevant characteristics described below:
a) Industrial/Commercial or Residential use land, or
b) Undeveloped land.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and set as part of the annual budget process.

General
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.

Other land
Definition
Other Land is any land, which is:
a) Occupied for the principal purpose of human habitation, including dwellings, flats and units,
b) "residential land use" as described in Section 2 of the Valuation of Land Act, 1960, or
c) "urban farm land" as described in Section 2 of the Valuation of Land Act, 1960, or
d) Any land not classified under the other specified categories.

Objective
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:
a) Construction and maintenance of infrastructure assets,
b) Development and provision of health and community services, and
c) Provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described below:
a) used primarily for residential purposes; or
b) any land that is not defined as Farm Land, Vacant Land, or Commercial/Industrial Land (and being rated under the differential rate for those classes of land).

Use of Differential Rate
The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above, and will be adopted in line with the annual council budget.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the 2025-26 financial year.

4.1.1(n) Differential rates (Cont.)

Cultural and Recreational land

Ratepayer	Assessment Number	Property Address	Amount $	Last Year $
Offshore and Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	162.87	71.84
Showgrounds Reserve	129359	331 Koroit St Warrnambool	10,918.96	11,359.70
Warrnambool Golf Club	131150	1-35 Younger St Warrnambool	4,151.96	3,794.05
Swimming Club Rooms	131388	10 Queens Rd Warrnambool	1,341.93	1,313.33
Christ Church Tennis Club	132180	66 Henna St Warrnambool	2,316.84	2,267.45
Croquet Club Albert Park	134926	60-62 Cramer St Warrnambool	447.31	404.10
City Memorial Bowls Club & Gaming Room	134927	50-54 Cramer St Warrnambool	25,329.00	24,651.09
Warrnambool Racing Club	135344	2-64 Grafton Rd Warrnambool	20,576.28	19,868.25
Yacht Club Compound	138135	44 Viaduct Rd Warrnambool	688.17	673.50
Warrnambool Ski Club Clubrooms	138747	26 Simpson St Warrnambool	894.62	886.78
Warrnambool Lawn Tennis Bowls Club	139872	33-45 Pertobe Rd Warrnambool	4,174.90	3,592.00
Warrnambool Bowls Club Synthetic Greens	140336	81-85 Timor St Warrnambool	4,289.59	4,198.15
Warrnambool Bowls Club Carpark	140338	91 Timor St Warrnambool	2,339.78	2,289.90
Go Kart Track	140883	162 Buckleys Rd Allansford	447.31	538.80
Dennington Bowls Club	141525	36 Princes Hwy Dennington	1,869.53	1,796.00
Supergrass Tennis Centre	141935	40 Bromfield St Warrnambool	699.64	673.50

4.1.2 Statutory fees and fines

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Animal Control	641	**657**	16	**2.50%**
Health & Local Laws	205	**205**	-	**0.00%**
Parking Fines	866	**1,011**	145	**16.74%**
Permits & Certificates	333	**382**	49	**14.71%**
Town Planning & Building	599	**565**	- 34	**-5.68%**
Total statutory fees and fines	**2,644**	**2,820**	**176**	**6.66%**

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.

4.1.3 User fees

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Property Management	898	**977**	**79**	**8.80%**
Indoor Aquatic Centre	2,133	**2,103**	**- 30**	**-1.41%**
Children's Services	5,178	**5,753**	**575**	**11.10%**
Multi Purpose Sports Stadium	743	**776**	**33**	**4.44%**
Cultural Centres	2,203	**2,331**	**128**	**5.81%**
Regulatory Control	2,161	**2,133**	**- 28**	**-1.30%**
Tourism & Promotion	1,287	**1,263**	**- 24**	**-1.86%**
Foreshore Holiday Parks	3,845	**4,118**	**273**	**7.10%**
Aged Services Fees	954	**848**	**- 106**	**-11.11%**
Other Fees & Charges	1,027	**1,097**	**70**	**6.82%**
Total user fees	**20,429**	**21,399**	**970**	**4.75%**

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, and car parking 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.

Item 6 includes the User Fees and Charges for 2026-27.

The delivery of the Key Worker Accommodation project and the renewal works programmed at Aquazone, are expected to cause shot term disruptions at the Holiday Park and Aquatic Centre, and Council have budgeted for a reduction of income parts of these operations in 2026/27.

4.1.4 Grants

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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,358	9,030	2,672	42%
State funded grants	19,875	16,290	-3,585	-18%
Total grants received	**26,233**	**25,320**	-913	**-3%**
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	2,348	5,043	2,695	115%
Financial Assistance Grants	414	912	498	120%
Other Fees & Charges	2,169	2,195	26	1%
Recurrent - State Government			-	
Family and children	5,890	5,931	41	1%
Aged Services	634	655	21	3%
Cultural Services	698	671	-27	-4%
Infrastructure Services	97	97	-	0%
Environmental Initiaives	84	86	2	2%
School Crossing Supervision	283	286	3	1%
Pension Rebate	820	872	52	6%
Other Recurrent Grants	98	98	-	-
Total recurrent grants	**13,535**	**16,846**	**3,311**	**24%**
Non-recurrent - Commonwealth Government				
Other	52	162	110	212%
Non-recurrent - State Government				
Family and children	719	534	-185	-26%
Aged Services	7	-	-7	-100%
Cultural Centres	60	-	-60	-100%
Infrastructure Services	32	-	-32	-100%
Environmental Initiaives	6	-	-6	-100%
Other	356	560	204	57%
Total non-recurrent grants	**1,232**	**1,256**	24	**2%**
Total operating grants	**14,767**	**18,102**	3,335	**23%**
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	740	718	-22	-3%
Recurrent - State Government			-	
Other	-	-	-	
Total recurrent grants	**740**	**718**	-22	**-3%**
Non-recurrent - Commonwealth Government				
Infrastructure Services	628	-	-628	-100%
City Renewal	7	-	-7	-100%
Non-recurrent - State Government				
Family & Children	1,737	45	-1,692	-97%
Recreation	9	-	-9	-100%
Infrastructure Services	6,988	1,465	-5,523	-79%
Other	1,357	4,990	3,633	268%
Total non-recurrent grants	**10,726**	**6,500**	-4,226	**-39%**
Total capital grants	**11,466**	**7,218**	-4,248	**-37%**
Total Grants	**26,233**	**25,320**	**-913**	**-3%**

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

4.1.5 Contributions

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Monetary	4,318	**3,759**	- **559**	**-12.95%**
Non-monetary	5,000	**7,359**	**2,359**	**47.18%**
Total contributions	**9,318**	**11,118**	**1,800**	**19.32%**

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 other organisations to specific projects.

This income can vary considerably between years as it is largely dependent on development activity driven by the housing market and developers. 2026/27 will see the continuation of the implementation of the Coastal Connect IT initiative for a joint project between Warrnambool City Council, Corangamite Shire and Moyne Shire. Warrnambool Council is charged with leading this collective project and will receive contributions to fund the ongoing project from the other member Councils.

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.

4.1.6 Other income

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Interest	2,220	**2,318**	98	**4.41%**
Infrastructure Services	46	**21**	- 25	**-54.35%**
Reimbursements	701	**1,349**	648	**92.44%**
Other Income	185	**170**	- 15	**-8.11%**
Total other income	**3,152**	**3,858**	**706**	**22.40%**

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The delivery of major infrastructure projects across the 2026/27 year will reduce Councils cash holdings into the new financial year and will impact Interest revenue received in 2026/27 and the forecast period.

4.1.7 Employee costs

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Wages and salaries	41,943	**42,386**	443	**1.06%**
WorkCover	1,600	**1,639**	39	**2.44%**
Superannuation	4,970	**5,266**	296	**5.96%**
Fringe Benefits Tax	324	**302**	(22)	**-6.79%**
Total employee costs	**48,837**	**49,593**	**756**	**1.55%**

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

4.1.8 Materials and services

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000		Change $'000	Change %
Infrastructure Services	7,008	**6,995**	-	13	**-0.19%**
Waste Management	5,268	**5,677**		409	**7.76%**
Recreation & Cultural Services	2,959	**2,111**	-	848	**-28.66%**
Children's Services	3,632	**1,625**	-	2,007	**-55.26%**
Corporate Services	10,652	**10,254**	-	398	**-3.74%**
Tourism & Promotion	3,992	**3,988**	-	4	**-0.10%**
Aged Services	2,158	**1,456**	-	702	**-32.53%**
Foreshore Caravan Parks	780	**805**		25	**3.21%**
Saleyards	22	**15**	-	7	**-31.82%**
Planning & Building Services	1,927	**821**	-	1,106	**-57.39%**
Health & Local Laws	2,040	**1,438**	-	602	**-29.51%**
Total materials and services	**40,438**	**35,185**	**-**	**5,253**	**-12.99%**

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

Council's expenditure on materials and services is budgeted to decrease by $5.2m in 2026-27. The main reason for this decrease is due to a number of non-recurrent operational projects that were budgeted for in the forecast year, or carried forward from a previous year, that are related to once-off funding allocations, and not recurrent in nature (particularly in the Recreation and Cultural Services, Children's Services, Planning and Building Services, and Health and Local Laws areas, which included a number of grant funded projects).

4.1.9 Depreciation

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Property	3,038	**3,071**	33	**1.09%**
Plant & equipment	2,060	**2,300**	240	**11.65%**
Infrastructure	15,358	**15,960**	602	**3.92%**
Total depreciation	**20,456**	**21,331**	**875**	**4.28%**

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.

4.1.10 Depreciation - Right of use assets

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000		Change $'000	Change %
Right of use assets	544	**438**	-	106	**-19.49%**
Total depreciation - right of use assets	**544**	**438**	-	106	**-19.49%**

4.1.11 Other expenses

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000		Change $'000	Change %
Councillor Allowances	365	**363**	-	2	**-0.55%**
Auditor Remuneration - Internal	125	**58**	-	67	**-53.60%**
Auditor Remuneration - External	85	**75**	-	10	**-11.76%**
Other Expenses	22	**39**		17	**77.27%**
Total other expenses	**597**	**535**	-	62	**-10.39%**

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances and miscellaneous items. A reduction is expected in 2026/27 for Internal Auditor Remuneration due to outstanding items from 2025 to be completed in the current 2025-26 year. Scheduled internal audit services reduced for the 2026-27 year.

4.2 Balance Sheet

4.2.1 Assets

Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. Council expects to have a balance of $49.3 million in Cash and Investments at the end of the 2026/27 year, being held mainly to deliver future capital works and meet future cash commitments.

Trade and other receivables are monies owed to Council by ratepayers and others.

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 2026/27.

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 through active management of leave entitlements.

4.2.3 Borrowings

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

Council has planned $3.275 million of borrowings in the 2026-27 budget to deliver major infrastructure works in Station Street and Shannon Road and $3 million for the Wollaston Road project carried forward from the prior year. No further borrowings have been projected however this requirement may change in future years as Council reviews priority projects and strategic opportunities as they arise.

	Forecast Actual 2025/26 $	Budget 2026/27 $	Projections 2027/28 $	2028/29 $	2029/30 $
Amount borrowed as at 30 June of the prior year	6,834	5,341	10,143	8,487	6,764
Amount proposed to be borrowed	-	6,275	-	-	-
Amount projected to be redeemed	- 1,493	- 1,473	- 1,656	- 1,723	- 1,156
Amount of borrowings as at 30 June	5,341	10,143	8,487	6,764	5,608

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2025/26 $	Budget 2026/27 $
Right-of-use assets	-	-
Plant and equipment	975	537
Total right-of-use assets	975	537
Lease liabilities		
Current lease Liabilities		
Plant and equipment	398	399
Total current lease liabilities	398	399
Non-current lease liabilities		
Plant and equipment	662	225
Total non-current lease liabilities	662	225
Total lease liabilities	1,060	624

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 and Carparking/CBD funds.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change.

4.3.2 Equity

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

4.4 Statement of Cash Flows

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

4.4.1 Net cash flows provided by/used in operating activities

Net operating cash flows are expected to remain relatively consistent year on year. The net cash flows from operating activities differ from the reported operating result, as operating results includes non-cash revenue and expenses that are excluded from the Cash Flow Statement in accordance with Australian Accounting Standards.

4.4.2 Net cash flows provided by/used in investing activities

Significant capital projects are expected to be completed in 2026/27, some of which are being carried forward from the 2025/26 budget. These payments for property, plant and equipment will result in Council drawing down some of its short term investments to fund this.

4.4.3 Net cash flows provided by/used in financing activities

Council is seeking to borrow $6.275 million and draw on strategic development reserves to deliver large scale Road infrastructure projects including Wollaston Road, Shannon Road and Station Street. These projects open up our major growth areas for residential growth.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026/27 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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Property	3,743	**4,348**	605	**16.17%**
Plant and equipment	2,532	**1,193**	- 1,339	**-52.90%**
Infrastructure	12,632	**27,668**	15,036	**119.03%**
Total	**18,907**	**33,209**	14,302	**75.64%**

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property	4,348	400	3,000	948	-	45	-	4,303	-
Plant and equipment	1,193	309	826	58	-	-	-	1,193	-
Infrastructure	27,668	5,288	10,780	11,600	-	7,173	40	14,180	6,275
Total	**33,209**	**5,997**	**14,606**	**12,606**	**-**	**7,218**	**40**	**19,676**	**6,275**

Council has infrastructure with a replacement cost of over $830 million which includes buildings, community facilities, sports facilities and pavilions, roads and other infrastructure. These assets require renewal investment in addition to the new scheduled projects. In keeping with the principles of financial sustainability from the Local Government Act 2020, the majority of Councils building capital works program is focused on asset renewal and upgrade works, rather than building new assets.

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works.

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.

4.5.2 Current Budget

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PROPERTY									
Land									
DCP (Riverland)	-	-	-	-	-	-	-	-	-
Buildings - specialised									
Building Renewal	**3,000**	-	3,000	-	-	-	-	3,000	-
Buildings									
Shipwreck Key Worker Housing	**400**	400	-	-	-	-	-	400	-
TOTAL PROPERTY	**3,400**	**400**	**3,000**	**-**	**-**	**-**	**-**	**3,400**	**-**
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement program	**640**	-	640	-	-	-	-	640	-
Art Work acquisitions	**15**	15	-	-	-	-	-	15	-
Computers and Telecommunications									
Replacing Q Sys system (LHT)	**58**	-	-	58	-	-	-	58	-
Library IT Equipment	**10**	-	10	-	-	-	-	10	-
Library books									
Library Capital Stock	**176**	-	176	-	-	-	-	176	-
TOTAL PLANT AND EQUIPMENT	**899**	**15**	**826**	**58**	**-**	**-**	**-**	**899**	**-**

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
INFRASTRUCTURE									
Roads									
Flaxman / Nicholson Intersection Design Services - lighting and signal design	**25**	-	-	25	-	-	-	25	-
Roads Renewal	**3,712**	-	3,712	-	-	718	-	2,994	-
Wollaston Road Upgrade	**816**	-	-	816	-	-	-	460	356
Station Street Upgrade	**1,374**	-	-	1,374	-	-	-	-	1,374
Shannon Road Upgrade	**1,545**	-	-	1,545	-	-	-	-	1,545
Bridges									
Bridges Renewal	**500**	-	500	-	-	-	-	500	-
Footpaths and Cycleways									
Footpaths & Bicycle Renewal	**1,899**	-	1,899	-	-	-	-	1,899	-
Drainage									
Drainage Renewal	**1,850**	-	1,850	-	-	-	-	1,850	-
Buildings - specialised									
Warrnambool Neighbourhood House - Weather Blinds	**10**	-		10	-	-	-	10	-
Aquazone - Concept work for Development of multipurpose change rooms	**40**	-	-	40	-	-	-	40	-
Children & Family Services Minor Works	**40**	-	40	-	-	-	-	40	-
Archie Graham Minor Capital	**30**	-	30	-	-	-	-	30	-
Library Minor Works	**20**	-	20	-	-	-	-	20	-
LHT Minor Works	**31**	-	31	-	-	-	-	31	-
Art Gallery Minor Works	**50**	-	50	-	-	-	-	50	-

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
INFRASTRUCTURE - continued									
Recreational, Leisure & Community Facilities									
*Davidson Oval Lighting & Power **	**250**	-	-	250	-	-	-	250	-
Bushfield Reserve - Cricket Netting	**150**	150	-	-	-	-	40	110	-
Picnic Tables- Proudfoots & Mahony Road	**20**	20	-	-	-	-	-	20	-
Aquazone Minor Works	**73**	-	73	-	-	-	-	73	-
Netball Court Reseal	**60**	-	60	-	-	-	-	60	-
Stadium Minor Works	**30**	-	30	-	-	-	-	30	-
Flagstaff Hill Minor Works	**194**	-	194	-	-	-	-	194	-
Holiday Park Minor Works	**200**	-	200	-	-	-	-	200	-
Parks, Open Space and Streetscapes									
Open Space Renewal	**400**	-	400	-	-	-	-	400	-
Playground Renewal	**367**	-	367	-	-	-	-	367	-
Aerodromes									
Airport Minor Works	**70**	-	70	-	-	-	-	70	-
Other Infrastructure									
Raise the Lower Bund Wall for Braithwaite Street Landfill (Design)	**100**	-	-	100	-	-	-	100	-
Beach Access Renewal	**180**	-	180	-	-	-	-	180	-
TOTAL INFRASTRUCTURE	**14,036**	170	9,706	4,160	-	718	40	10,003	3,275
TOTAL NEW CAPITAL WORKS	**18,335**	**585**	**13,532**	**4,218**	**-**	**718**	**40**	**14,302**	**3,275**

* - Contribution from Council to complete project if funding application in 2025-26 budget is not successful.

4.5.3 Works carried forward from the 2025/26 year

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PROPERTY									
Buildings - specialised									
Civic Centre Refurbishment - Accommodation Strategy	**798**		-	798	-	-	-	798	-
Central Kinder Planning	**150**	-	-	150	-	45	-	105	-
Insert detailed list	**-**	-	-	-	-	-	-	-	-
TOTAL PROPERTY	**948**	**-**	**-**	**948**	**-**	**45**	**-**	**903**	**-**
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Public Art Initiatives	**134**	134	-	-	-	-	-	134	-
Christmas Decorations	**22**	22	-	-	-	-	-	22	-
Computers and Telecommunications									
ICT Strategy Implementation	**138**	138	-	-	-	-	-	138	-
TOTAL PLANT AND EQUIPMENT	**294**	294	-	-	-	-	-	294	-

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
INFRASTRUCTURE									
Roads									
Viaduct Road Storm Damage	**1,465**	-	-	1,465	-	1,465	-	-	-
Wollaston Road duplication (stg 1)	**5,435**	-	-	5,435	-	-	-	2,435	3,000
Road Safety Audit Implementation	**11**	11	-	-	-	-	-	11	-
Footpaths and Cycleways									
CBD Footpath Renewals	**271**	-	271	-	-	-	-	271	-
Recreational, Leisure & Community Facilities									
Aquazone regrouting project	**135**	-	135	-	-	-	-	135	-
Aquazone Roof Replacement	**750**	-	375	375	-	-	-	750	-
Aquazone Balance Tank	**100**	-	100	-	-	-	-	100	-
Netball Court Reseal	**193**	-	193	-	-	-	-	193	-
Davidson Oval Lighting & Power Upgrade	**130**	-		130	-	-	-	130	-
Parks, Open Space and Streetscapes									
Building Construction- Civic Green Upgrade	**36**	-	-	36	-	-	-	36	-
Other Infrastructure									
Shipwreck Bay Cabins	5,107	5,107	-	-	-	4,990	-	117	-
TOTAL INFRASTRUCTURE	**13,632**	5,118	1,074	7,440	-	6,455	-	4,177	3,000
TOTAL CARRIED FORWARD CAPITAL WORKS 2025/26	**14,874**	**5,412**	**1,074**	**8,388**	**-**	**6,500**	**-**	**5,374**	**3,000**

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2028, 2029 & 2030

2027/28	Asset Expenditure Types					Funding Sources				
	Total $'000	New $'000	Renewal $'000	Expansion $'000	Upgrade $'000	Total $'000	Grants $'000	Contributions $'000	Council Cash $'000	Borrowings $'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings - Specialised	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Total Property	**3,500**	**-**	**3,500**	**-**	**-**	**3,500**	**-**	**-**	**3,500**	**-**
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,600	-	1,600	-	-	1,600	-	-	1,600	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	10	-	10	-	-	10	-	-	10	-
Cultural Collections (Library books & Art)	200	16	184	-	-	200	-	-	200	-
Total Plant and Equipment	**1,810**	**16**	**1,794**	**-**	**-**	**1,810**	**-**	**-**	**1,810**	**-**
Infrastructure										
Roads	3,800	-	3,800	-	-	3,800	735	-	3,065	-
Bridges	718	-	718	-	-	718	-	-	718	-
Footpaths and cycleways	2,091	-	2,091	-	-	2,091	-	-	2,091	-
Drainage	1,767	-	1,767	-	-	1,767	-	-	1,767	-
Recreational, leisure and community faciliti	1,198	-	698	-	500	1,198	-	-	1,198	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	594	-	594	-	-	594	-	-	594	-
Aerodromes	73	-	73	-	-	73	-	-	73	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	842	-	592	-	250	842	-	-	842	-
Total Infrastructure	**11,084**	**-**	**10,334**	**-**	**750**	**11,084**	**735**	**-**	**10,349**	**-**
Total Capital Works Expenditure	**16,394**	**16**	**15,628**	**-**	**750**	**16,394**	**735**	**-**	**15,659**	**-**

2028/29	Asset Expenditure Types					Funding Sources				
	Total $'000	New $'000	Renewal $'000	Expansion $'000	Upgrade $'000	Total $'000	Grants $'000	Contributions $'000	Council Cash $'000	Borrowings $'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings - Specialised	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Total Property	**3,500**	**-**	**3,500**	**-**	**-**	**3,500**	**-**	**-**	**3,500**	**-**
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,767	-	1,767	-	-	1,767	-	-	1,767	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	11	-	11	-	-	11	-	-	11	-
Cultural Collections (Library books & Art)	209	16	193	-	-	209	-	-	209	-
Total Plant and Equipment	**1,987**	**16**	**1,971**	**-**	**-**	**1,987**	**-**	**-**	**1,987**	**-**
Infrastructure										
Roads	4,000	-	4,000	-	-	4,000	753	-	3,247	-
Bridges	575	-	575	-	-	575	-	-	575	-
Footpaths and cycleways	2,026	-	2,026	-	-	2,026	-	-	2,026	-
Drainage	1,303	-	1,303	-	-	1,303	-	-	1,303	-
Recreational, leisure and community faciliti	732	-	732	-	-	732	-	-	732	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	747	-	747	-	-	747	-	-	747	-
Aerodromes	77	-	77	-	-	77	-	-	77	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	620	-	620	-	-	620	-	-	620	-
Total Infrastructure	**10,079**	**-**	**10,079**	**-**	**-**	**10,079**	**753**	**-**	**9,326**	**-**
Total Capital Works Expenditure	**15,566**	**16**	**15,550**	**-**	**-**	**15,566**	**753**	**-**	**14,813**	**-**

2029/30	Asset Expenditure Types					Funding Sources				
	Total $'000	New $'000	Renewal $'000	Expansion $'000	Upgrade $'000	Total $'000	Grants $'000	Contributions $'000	Council Cash $'000	Borrowings $'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings - specialised	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	3,500	-	3,500	-	-	3,500	-	-	3,500	-
Total Property	**3,500**	**-**	**3,500**	**-**	**-**	**3,500**	**-**	**-**	**3,500**	**-**
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,595	-	1,595	-	-	1,595	-	-	1,595	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	11	-	11	-	-	11	-	-	11	-
Cultural Collections (Library books & Art)	219	17	202	-	-	219	-	-	219	-
Total Plant and Equipment	**1,825**	**17**	**1,808**	**-**	**-**	**1,825**	**-**	**-**	**1,825**	**-**
Infrastructure										
Roads	4,000	-	4,000	-	-	4,000	772	-	3,228	-
Bridges	418	-	418	-	-	418	-	-	418	-
Footpaths and cycleways	1,897	-	1,897	-	-	1,897	-	-	1,897	-
Drainage	802	-	802	-	-	802	-	-	802	-
Recreational, leisure and community faciliti	766	-	766	-	-	766	-	-	766	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	943	-	943	-	-	943	-	-	943	-
Aerodromes	80	-	80	-	-	80	-	-	80	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	649	-	649	-	-	649	-	-	649	-
Total Infrastructure	**9,555**	**-**	**9,555**	**-**	**-**	**9,555**	**772**	**-**	**8,783**	**-**
Total Capital Works Expenditure	**14,880**	**17**	**14,863**	**-**	**-**	**14,880**	**772**	**-**	**14,108**	**-**

4.7 Proposals to Lease Council Land

This section presents a summary of Council's proposals to lease council land to external parties in the 2026-27 financial year.

Under the section 115 of the Local Government Act 2010 (the Act), Council is required to include any proposal to lease land in a financial year in the budget, where the lease is -
(a) for one year or more and —
(i) the rent for any period of the lease is $100 000 or more a year; or
(ii) the current market rental value of the land is $100 000 or more a year; or
(b) for 10 years or more

Council has leases that have expired or are due to expire in the 2025/26 financial year, and Council proposes to offer new leases to the tenants listed below. These leases are proposed to be for more than 10 years or more. Subject to mutual agreement, the new tenancy arrangements are proposed expected to be in place during the 2025/26 financial year.

Lessee - Purpose	Property	Commencement	Term
John L Malin	Hanger 5 - Warrnambool Aerodrome, Mailors Flat-Koroit Rd, Mailors Flat	1 July 2026	10 + 10 Years
SWI Air	Lot 25 For Concourse - Warrnambool Aerodrome, Mailors Flat-Koroit Rd, Mailors Flat	28 February 2027	10 + 10 Years

5. Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across eight targeted performance indicators selected by Council from the range of prescribed performance measures contained in the Local Government (Planning and Reporting) Regulations 2020. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.
Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Domain / **Indicator**	**Measure**	**Notes**	**Actual**	**Forecast**	**Target**	**Target Projections**			**Trend**
			2024/25	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**+/o/-**
Governance / Strategic planning	Percentage of staff turnover [number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100		12.06%	12.06%	7.44%	7.44%	7.44%	7.44%	o
Financial Forecasting / Infrastructure per head of population	Value of infrastructure / Population		$18,650.26	$22,501.49	$23,135.49	$22,936.66	$22,890.17	$23,026.36	o
Financial Management / Average rate per property Assessment	General rates and municipal charges / no. of property assessments		$2,161.54	$1,940.13	$1,970.90	$2,373.81	$2,433.60	$2,494.90	+
Governance / Transparency	Attendance - Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general		97.40%	100.00%	100.00%	100.00%	100.00%	100.00%	o
Financial forecasting / Revenue and Grants	Own-source Revenue per head of population [Own source revenue / Population]		$2,120.44	$2,108.33	$2,252.84	$2,264.11	$2,301.65	$2,352.87	+
Financial forecasting / Indebtedness	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue		9.67%	7.63%	12.07%	10.60%	7.98%	6.47%	-
Community / Library participation	Library membership (number of registered library members / population) x 100		47.64%	61.09%	69.70%	60.00%	60.00%	60.00%	+
Community / Maternal and child health - service standard	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100		100.55%	100.00%	100.00%	100.00%	100.00%	100.00%	o

Key to Target Trend:
+ increase in Council's overall targets
o maintaining Council's overall targets
- decrease in Council's overall targets

5a. Targeted performance indicators (Mandatory)

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.
The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*.
Results against these measures and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted service performance indicators - Mandatory

Domain / **Indicator**	**Measure**	Notes	Actual 2024/25	Forecast 2025/26	Target 2026/27	2027/28	Target Projections 2028/29	2029/30	Trend +/o/-
Governance									
Community engagement (council decisions made and implemented with community input)	**Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions** Community satisfaction rating out of 100 with the consultation and engagement efforts of Council		51	51	51	51	51	51	o
Environment									
Roads (sealed local roads are maintained and renewed to ensure a safe network)	**Sealed local roads below the intervention level** Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads		90.35%	90.35%	90.35%	90.35%	90.35%	90.35%	o
Responsiveness									
Statutory planning (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	**Planning applications decided within the relevant required time** Number of planning application decisions made within the relevant required time / Number of planning application decisions made		77.56%	80.00%	80.00%	80.00%	80.00%	80.00%	o
Environment									
Waste management (waste is minimised and sustainability is promoted)	**Kerbside collection waste to landfill per serviced property** Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties		30.34%	31.36%	30.45%	30.45%	30.45%	30.45%	o

Key to Target Trend:
+ increase in Council's overall targets
o maintaining Council's overall targets
- decrease in Council's overall targets

Targeted financial performance indicators - Mandatory

Domain / **Indicator**	**Measure**	**Notes**	**Actual**	**Forecast**	**Target**	**Target Projections**			**Trend**
			2024/25	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**+/o/-**
Financial management									
Liquidity (Working Capital) (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	1	273.85%	259.34%	244.94%	252.64%	253.79%	264.31%	+
Financial forecasting									
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal and upgrade compared to depreciation** Asset renewal and upgrade expenses / Asset depreciation	2	73.92%	83.10%	83.63%	75.13%	71.95%	67.08%	o
Financial management									
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	3	48.42%	52.97%	51.77%	53.62%	54.10%	54.35%	o
Financial management									
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / no. of property assessments		$5,521	$5,866	$5,577	$5,473	$5,533	$5,644	o

5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.
The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*.
Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Domain / **Indicator**	Measure	Notes	Actual 2024/25	Forecast 2025/26	Budget 2026/27	Projections 2027/28	2028/29	2029/30	Trend +/o/-
Financial forecasting									
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue		9.67%	7.63%	12.07%	10.60%	7.98%	6.47%	o
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue		14.03%	14.51%	26.66%	10.29%	8.00%	6.44%	-
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue		3.44%	2.11%	1.52%	2.53%	2.47%	1.69%	+
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Expenses per head of population** Total expenses/ Population		$2,897	$3,078	$2,978	$2,905	$2,942	$3,007	o
	Infrastructure per head of population Value of infrastructure / Population		$18,650	$22,501	$23,135	$22,937	$22,890	$23,026	o
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)	**Own-source revenue per head of population** Own source revenue / Population		$2,120	$2,108	$2,253	$2,264	$2,302	$2,353	o
	Recurrent grants per head of population Recurrent grants / Population		$534	$389	$485	$491	$498	$505	o

Domain / **Indicator**	**Measure**	Notes	**Actual**	**Forecast**	**Budget**	**Projections**			**Trend**
			0	**0**	**0**	**0**	**0**	**0**	**+/o/-**
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities		NEW	219.06%	203.13%	209.41%	210.86%	221.29%	o
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-4.10%	-15.86%	-4.75%	-3.33%	-3.00%	-3.12%	+
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property value** Rate revenue / CIV of rateable properties in the municipal district		0.42%	0.45%	0.45%	0.45%	0.46%	0.47%	o
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** General rates and municipal charges / no. of property assessments		$2,162	$1,940	$1,971	$2,374	$2,434	$2,495	+
Rates collection (rates and charges are being responsibly collected)	**Rates and charges debt** Unpaid rates and charges / all rates and charges		NEW	0.53%	0.52%	0.53%	0.54%	0.55%	o

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

Notes to measures

1. Working Capital
The proportion of current liabilities represented by current assets. Working capital is shown to remain relatively consistent over the 4 year budget and be in line with expectations.

2. Asset renewal
This percentage indicates the extent of Council's renewal and upgrade 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 continues to invest in asset renewal and where possible it leverages grant funding for significant renewal and upgrade projects. This ensures that Council continues to meet the current demand of its assets.

3. 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 remain stable over time.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2026/27.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. The fees listed are a maximum and Council have the discretion to charge a lesser amount if appropriate.

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Airport							
Landing fee - Commercial (per landing)	$ per 1,000 kg	Taxable	$ 13.50	$ 14.00	$ 0.50	3.70%	Council
Landing fee - Recreational Aircraft > 1,800kg (per landing)	$ per 1,000 kg	Taxable	$ 13.50	$ 14.00	$ 0.50	3.70%	Council
Flight training - local operator (per aircraft)	Annual	Taxable	$ 1,230.00	$ 1,273.10	$ 43.10	3.50%	Council
Flight training - non local operator (per landing)	$ per 1,000 kg	Taxable	$ 7.00	$ 7.30	$ 0.30	4.29%	Council
Local user fee - Commercial (per aircraft)	Annual	Taxable	$ 1,230.00	$ 1,273.10	$ 43.10	3.50%	Council
Local user fee - Recreational (per aircraft)	Annual	Taxable	$ 310.00	$ 320.90	$ 10.90	3.52%	Council
Ambulance Vic/PelAir (per landing)	Per Landing	Taxable	$ 17.90	$ 18.60	$ 0.70	3.91%	Council
Ambulance Vic HEMS4	No Charge	Taxable	$ -	$ -	$ -	0.00%	Council
RFDS Aircraft	No Charge	Taxable	$ -	$ -	$ -	0.00%	Council
Police/Fire	No Charge	Taxable	$ -	$ -	$ -	0.00%	Council
RPT (per landing)	$ per 1,000 kg	Taxable	$ 13.50	$ 14.00	$ 0.50	3.70%	Council
Pavement Concession - aircraft > 5,700kg & tyre pressure >109psi	Per Landing	Taxable	$ 180.00	$ 186.30	$ 6.30	3.50%	Council
Use terminal/toilets	Per Hour	Taxable	$ 20.50	$ 21.30	$ 0.80	3.90%	Council
Driver Training	Per Day	Taxable	$ 460.00	$ 476.10	$ 16.10	3.50%	Council
Aquazone							
Day Admissions: Aquatics							
Adult swim	Per day	Taxable	$ 8.00	$ 8.30	$ 0.30	3.75%	Council
Child swim (3-15 years)	Per day	Taxable	$ 5.60	$ 5.80	$ 0.20	3.57%	Council
Concession swim	Per day	Taxable	$ 5.60	$ 5.80	$ 0.20	3.57%	Council
Family swim (unlimited family members/same residence)	Per day	Taxable	$ 23.90	$ 24.80	$ 0.90	3.77%	Council
Day Admissions: Health & Fitness							
Gymnasium	Per day	Taxable	$ 17.30	$ 17.90	$ 0.60	3.47%	Council
Gymnasium- Concession	per day	Taxable	$ 12.10	$ 12.60	$ 0.50	4.13%	Council
Fitness class	Per class	Taxable	$ 17.30	$ 17.90	$ 0.60	3.47%	Council
Older adult exercise class	Per class	Taxable	$ 12.10	$ 12.60	$ 0.50	4.13%	Council
Preventative Health Classes	Per class	Taxable	$ 6.90	$ 7.20	$ 0.30	4.35%	Council
School aerobics	Per class	Taxable	$ 8.90	$ 9.30	$ 0.40	4.49%	Council
Personal Training 1 hour	Per session	Taxable	$ 100.00	$ 103.50	$ 3.50	3.50%	Council
Personal Training 45 minutes	Per session	Taxable	$ 75.00	$ 77.70	$ 2.70	3.60%	Council
Personal Training ½ hour	Per session	Taxable	$ 50.00	$ 51.80	$ 1.80	3.60%	Council
Learn to Swim (Pool Entry & Assessment)							
Per class (2nd child and 3rd child discounts apply)	Per class	Non-Taxable	$ 16.60	$ 17.20	$ 0.60	3.61%	Council
Private lessons ½ hour lesson	Per lesson	Non-Taxable	$ 62.00	$ 64.20	$ 2.20	3.55%	Council
1 hour lesson	Per lesson	Non-Taxable	$ 116.30	$ 120.40	$ 4.10	3.53%	Council
School swim - no instruction	Per child	Non-Taxable	$ 5.60	$ 5.80	$ 0.20	3.57%	Council
School swim - with instruction Ration 10:1 - 30min	Per child	Non-Taxable	$ 7.80	$ 8.10	$ 0.30	3.85%	Council
School swim - with instruction Ration 10:1 - 45min	Per child	Non-Taxable	$ 9.60	$ 9.95	$ 0.35	3.65%	Council
School swim - with instruction Ration 10:1 - 60min	Per child	Non-Taxable	$ 11.50	$ 11.90	$ 0.40	3.48%	Council
School swim - with instruction Ration 8:1 - 30min	Per child	Non-Taxable	$ 9.60	$ 9.95	$ 0.35	3.65%	Council
School swim - with instruction Ration 8:1 - 45min	Per child	Non-Taxable	$ 11.50	$ 11.90	$ 0.40	3.48%	Council
School swim - with instruction Ration 8:1 - 60min	Per child	Non-Taxable	$ 13.80	$ 14.30	$ 0.50	3.62%	Council
School swim - with instruction Ration 6:1 - 30min	Per child	Non-Taxable	$ 11.50	$ 11.90	$ 0.40	3.48%	Council
School swim - with instruction Ration 6:1 - 45min	Per child	Non-Taxable	$ 13.80	$ 14.30	$ 0.50	3.62%	Council
School swim - with instruction Ration 6:1 - 60min	Per child	Non-Taxable	$ 16.60	$ 17.20	$ 0.60	3.61%	Council
School at pool	Per child	Non-Taxable	$ 12.20	$ 12.65	$ 0.45	3.69%	Council
Private lessons ½ hour lesson - Monthly Direct Debit	Per direct debit per month	Non-Taxable		$ 256.80	NEW	NEW	Council
Learn to Swim Monthly Direct Debit	Per direct debit per month	Non-Taxable	$ 69.60	$ 72.05	$ 2.45	3.52%	Council
Learn to Swim Monthly Direct Debit (Concession)	Per direct debit per month	Non-Taxable	$ 48.70	$ 50.45	$ 1.75	3.59%	Council
Group Entry							
Adult Swim	Per session	Taxable	$ 7.40	$ 7.70	$ 0.30	4.05%	Council
Adult Gym	Per session	Taxable	$ 16.30	$ 16.90	$ 0.60	3.68%	Council
Adult Fitness Class	Per session	Taxable	$ 16.30	$ 16.90	$ 0.60	3.68%	Council
Child Swim	Per session	Taxable	$ 5.10	$ 5.30	$ 0.20	3.92%	Council
Fitness class - 20 pass	Per pass	Taxable	$ 309.30	$ 320.00	$ 10.70	3.46%	Council
Multi Pass – Aquatics							
Adult - 20 Pass	Per pass	Taxable	$ 144.00	$ 149.40	$ 5.40	3.75%	Council
Adult -50 Pass	Per pass	Taxable	$ 360.00	$ 373.50	$ 13.50	3.75%	Council
Child - 20 Pass	Per pass	Taxable	$ 100.80	$ 104.40	$ 3.60	3.57%	Council
Child - 50 Pass	Per pass	Taxable	$ 252.00	$ 261.00	$ 9.00	3.57%	Council
Concession - 20 Pass	Per pass	Taxable	$ 100.80	$ 104.40	$ 3.60	3.57%	Council
Concession - 50 Pass	Per pass	Taxable	$ 252.00	$ 261.00	$ 9.00	3.57%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Aquazone							
Facility Hire							
Up to four hours	Per booking	Taxable	$ 604.10	$ 625.30	$ 21.20	3.51%	Council
Up to ten hours	Per booking	Taxable	$ 935.10	$ 967.80	$ 32.70	3.50%	Council
Lane hourly - commercial	Per hour per lane	Taxable	$ 49.90	$ 51.70	$ 1.80	3.61%	Council
Lane hourly - community	Per hour per lane	Taxable	$ 5.50	$ 5.70	$ 0.20	3.64%	Council
School booking cancellation fee (per lane) (<12 hrs notice)	Per lane	Taxable	$ 54.40	$ 56.30	$ 1.90	3.49%	Council
Functional Studio	Per hour	Taxable	$ 70.70	$ 73.20	$ 2.50	3.54%	Council
Multi-purpose room	Per hour	Taxable	$ 76.20	$ 78.90	$ 2.70	3.54%	Council
Memberships - Gold							
12 months	Per membership	Taxable	$ 1,187.50	$ 1,230.00	$ 42.50	3.58%	Council
3 months	Per membership	Taxable	$ 296.90	$ 307.50	$ 10.60	3.57%	Council
Direct debit monthly rate	Per membership per month	Taxable	$ 99.00	$ 102.50	$ 3.50	3.54%	Council
Direct Debit monthly Concession Rate	Per membership per month	Taxable	$ 69.30	$ 71.75	$ 2.45	3.54%	Council
Memberships - Gym and Swim							
12 months	Per membership	Taxable	$ 1,050.20	$ 1,087.20	$ 37.00	3.52%	Council
3 months	Per membership	Taxable	$ 262.50	$ 271.80	$ 9.30	3.54%	Council
Direct debit monthly rate	Per membership per month	Taxable	$ 87.50	$ 90.60	$ 3.10	3.54%	Council
Direct Debit monthly Concession Rate	Per membership per month	Taxable	$ 61.30	$ 63.45	$ 2.15	3.51%	Council
Memberships - Fitness and Swim							
12 months	Per membership	Taxable	$ 1,050.20	$ 1,087.20	$ 37.00	3.52%	Council
3 months	Per membership	Taxable	$ 262.50	$ 271.80	$ 9.30	3.54%	Council
Direct debit monthly rate	Per membership per month	Taxable	$ 87.50	$ 90.60	$ 3.10	3.54%	Council
Direct Debit monthly Concession Rate	Per membership per month	Taxable	$ 61.30	$ 63.45	$ 2.15	3.51%	Council
Memberships - Swim Only							
12 months	Per membership	Taxable	$ 945.60	$ 979.20	$ 33.60	3.55%	Council
3 months	Per membership	Taxable	$ 236.40	$ 244.80	$ 8.40	3.55%	Council
Direct debit monthly rate	Per membership per month	Taxable	$ 78.80	$ 81.60	$ 2.80	3.55%	Council
Direct Debit monthly Concession Rate	Per membership per month	Taxable	$ 55.10	$ 57.15	$ 2.05	3.72%	Council
Memberships - Family Swim							
12 months	Per membership	Taxable	$ 2,087.80	$ 2,160.30	$ 72.50	3.47%	Council
3 months	Per membership	Taxable	$ 521.90	$ 540.20	$ 18.30	3.51%	Council
Direct debit monthly rate	Per membership per month	Taxable	$ 173.90	$ 180.00	$ 6.10	3.51%	Council
Animal Shelter							
Microchip & Vaccination Fees							
Microchip fee	Per animal	Non-taxable	$ 36.00	$ 37.30	$ 1.30	3.61%	Council
Vaccination fee	Per animal	Non-taxable	$ 46.00	$ 47.60	$ 1.60	3.48%	Council
Animal Adoption Fees							
Dogs - Single adoptions							
Senior dog (9 years +)	Per animal	Taxable	No fee	No fee	No fee		Council
Adult dog (over 12 months)	Per animal	Taxable	$ 512.00	$ 530.00	$ 18.00	3.52%	Council
Adult dog (6- 12 months)	Per animal	Taxable	$ 615.00	$ 637.00	$ 22.00	3.58%	Council
Puppy (2-6 months)	Per animal	Taxable	$ 666.00	$ 690.00	$ 24.00	3.60%	Council
Dogs - In Pairs adoptions				$ -			
Senior dog (9 years +)	Per pair	Taxable	No fee	No fee	No fee		Council
Adult dog (over 12 months)	Per pair	Taxable	$ 717.00	$ 742.00	$ 25.00	3.49%	Council
Adult dog (6- 12 months)	Per pair	Taxable	$ 871.00	$ 902.00	$ 31.00	3.56%	Council
Puppy (2-6 months)	Per pair	Taxable	$ 922.00	$ 954.00	$ 32.00	3.47%	Council
Cats - Single adoptions				$ -			
Senior cat (10 years +)	Per animal	Taxable	No fee	No fee	No fee		Council
Adult cat (over 6 months)	Per animal	Taxable	$ 148.00	$ 154.00	$ 6.00	4.05%	Council
Kitten (under 6 months)	Per animal	Taxable	$ 240.00	$ 249.00	$ 9.00	3.75%	Council
Cats - In Pairs adoptions				$ -			
Senior cat (10 years +)	Per pair	Taxable	No fee	No fee	No fee		Council
Adult cat (over 6 months)	Per pair	Taxable	$ 148.00	$ 155.00	$ 7.00	4.73%	Council
Kitten (under 6 months)	Per pair	Taxable	$ 240.00	$ 249.00	$ 9.00	3.75%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Animal Shelter							
Surrender Fees							
Dog surrender fee	Per animal	Taxable	$ 56.00	$ 58.00	$ 2.00	3.57%	Council
Cat surrender fee	Per animal	Taxable	$ 46.00	$ 48.00	$ 2.00	4.35%	Council
Kitten litter surrender fee (2+ kittens)	Per litter	Taxable	$ 85.00	$ 88.00	$ 3.00	3.53%	Council
Puppy litter surrender fee (2+ puppies)	Per litter	Taxable	$ 105.00	$ 109.00	$ 4.00	3.81%	Council
Archie Graham							
User Fees & Charges							
Hydro pools casual admission	Per admission	Non-Taxable	$ 11.10	$ 11.50	$ 0.40	3.60%	Council
Commercial pool use	Per use	Taxable	$ 110.60	$ 114.50	$ 3.90	3.53%	Council
Community pool use	Per use	Taxable	$ 77.40	$ 80.20	$ 2.80	3.62%	Council
Tech Support	Per session	Taxable	$ 7.70	$ 8.00	$ 0.30	3.90%	Council
Mahjong, scrabble, backgammon	Per session	Taxable	$ 2.10	$ 2.50	$ 0.40	19.05%	Council
Room hire							
Small Interview Room - Office Style / Interview Room (Capacity 2-3)	Per hour per room	Taxable	$ 17.80	$ 18.50	$ 0.70	3.93%	Council
Small Interview Room - Office Style / Interview Room (Capacity 2-3)	Per half day per room	Taxable	$ 59.90	$ 62.00	$ 2.10	3.51%	Council
Small Interview Room - Office Style / Interview Room (Capacity 2-3)	Per full day per room	Taxable	$ 107.20	$ 111.00	$ 3.80	3.54%	Council
Medium Interview Room - Office Style / Interview Room (Capacity 4-6)	Per hour per room	Taxable	$ 23.70	$ 24.60	$ 0.90	3.80%	Council
Medium Interview Room - Office Style / Interview Room (Capacity 4-6)	Per half day per room	Taxable	$ 83.50	$ 86.50	$ 3.00	3.59%	Council
Medium Interview Room - Office Style / Interview Room (Capacity 4-6)	Per full day per room	Taxable	$ 141.90	$ 147.00	$ 5.10	3.59%	Council
Seniors Meeting Room - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per hour per room	Taxable	$ 29.40	$ 30.50	$ 1.10	3.74%	Council
Seniors Meeting Room - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per half day per room	Taxable	$ 100.90	$ 104.50	$ 3.60	3.57%	Council
Seniors Meeting Room - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per full day per room	Taxable	$ 189.10	$ 195.80	$ 6.70	3.54%	Council
Recreation Hall - Lecture/Workshop: Tables and chairs (Capacity 150/80)	Per hour per room	Taxable	$ 47.30	$ 49.00	$ 1.70	3.59%	Council
Recreation Hall - Lecture/Workshop: Tables and chairs (Capacity 150/80)	Per half day per room	Taxable	$ 155.50	$ 161.00	$ 5.50	3.54%	Council
Recreation Hall - Lecture/Workshop: Tables and chairs (Capacity 150/80)	Per full day per room	Taxable	$ 283.70	$ 293.70	$ 10.00	3.52%	Council
Community Programs 1 - Lecture/Workshop: Tables and chairs (Capacity 35/25)	Per hour per room	Taxable	$ 41.50	$ 43.00	$ 1.50	3.61%	Council
Community Programs 1 - Lecture/Workshop: Tables and chairs (Capacity 35/25)	Per half day per room	Taxable	$ 141.90	$ 146.90	$ 5.00	3.52%	Council
Community Programs 1 - Lecture/Workshop: Tables and chairs (Capacity 35/25)	Per full day per room	Taxable	$ 238.50	$ 247.00	$ 8.50	3.56%	Council
Community Programs 2 - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per hour per room	Taxable	$ 35.80	$ 38.00	$ 2.20	6.15%	Council
Community Programs 2 - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per half day per room	Taxable	$ 118.70	$ 125.00	$ 6.30	5.31%	Council
Community Programs 2 - Lecture/Workshop: Tables and chairs (Capacity 30/20)	Per full day per room	Taxable	$ 214.30	$ 225.00	$ 10.70	4.99%	Council
Dining Room - Tables and chairs, Kitchenette (Capacity 80/60) - Outside business hours	Per hour per room	Taxable	NEW	$ 45.00	NEW		Council
Dining Room - Tables and chairs, Kitchenette (Capacity 80/60) - Outside business hours	Per half day per room	Taxable	NEW	$ 148.00	NEW		Council
Dining Room - Tables and chairs, Kitchenette (Capacity 80/60) - Outside business hours	Per full day per room	Taxable	NEW	$ 248.00	NEW		Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
West Warrnambool Neighbourhood House							
WWNH Meeting Room: Tables and Chairs (Capacity 10/15)	Per 2 hours per room	Taxable	$ 25.00	$ 26.00	$ 1.00	4.00%	Council
WWNH Meeting Room: Tables and Chairs (Capacity 10/15)	Per half day per room	Taxable	$ 50.00	$ 52.00	$ 2.00	4.00%	Council
WWNH Meeting Room: Tables and Chairs (Capacity 10/15)	Per full day per room	Taxable	$ 100.00	$ 103.50	$ 3.50	3.50%	Council
WWNH Community Space: Tables and Chairs (Capacity 12/16)	Per 2 hours per room	Taxable	$ 37.50	$ 40.00	$ 2.50	6.67%	Council
WWNH Community Space: Tables and Chairs (Capacity 12/16)	Per half day per room	Taxable	$ 75.00	$ 78.00	$ 3.00	4.00%	Council
WWNH Community Space: Tables and Chairs (Capacity 12/16)	Per full day per room	Taxable	$ 150.00	$ 155.50	$ 5.50	3.67%	Council
Note: - Not for Profit (NFP) Organisations will receive a flat 50% discount on full rates outlined above. NFP eligibility status must be confirmed by providing documentation outlining registration with a regulatory body - Volunteer groups can access Archie venues at no charge, subject to room availability and proof of volunteer status - Please note Organisations may apply for financial assistance for room hire fee through the Community Support Fund https://www.warrnambool.vic.gov.au/community-development-fund - Alternatively organisations may negotiate in-kind donation of room hire through a Warrnambool City Council partnership arrangement							
Art Gallery							
User Fees and Charges							
Admission to special exhibition/event	Per admission	Taxable	Dependent on exhibition/ event				Council
Research Inquiry – per hour	Per hour	Taxable	$ 49.00	$ 50.70	$ 1.70	3.47%	Council
Curatorial Advice – per hour	Per hour	Taxable	$ 135.90	$ 140.70	$ 4.80	3.53%	Council
Education workshop/activity	Per activity	Taxable	Dependent on activity				Council
Public program event/activity	Per activity	Taxable	Dependent on activity				Council
Front-of-house and out-of-hours staff	Per hour	Taxable	$ 49.00	$ 50.70	$ 1.70	3.47%	Council
Annual Subscription							
Family	Per subscription	Taxable	$ 70.00	$ 80.00	$ 10.00	14.29%	Council
Family 3 Years	Per subscription	Taxable	$ 200.00	$ 220.00	$ 20.00	10.00%	Council
Individual	Per subscription	Taxable	$ 40.00	$ 45.00	$ 5.00	12.50%	Council
Individual 3 years	Per subscription	Taxable	$ 110.00	$ 120.00	$ 10.00	9.09%	Council
Individual concession	Per subscription	Taxable	$ 30.00	$ 35.00	$ 5.00	16.67%	Council
Individual concession 3 years	Per subscription	Taxable	$ 80.00	$ 90.00	$ 10.00	12.50%	Council
Life	Per subscription	Taxable	$ 1,000.00	$ 1,200.00	$ 200.00	20.00%	Council
Art Gallery							
Rental							
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Per Exhibition	Taxable	Negotiation				Council
Private Function Venue Hire	Per hour	Taxable	$500 per hour + additional fees associated with staffing requirements and paid exhibitions				Council
After hours private curators tours	Per hour	Taxable	$350 per hour flat rate + additional fees associated with staffing requirements and paid exhibitions				Council
Commission on art sales	Per sale	Taxable	$ 0.40	$ 0.45	$ 0.05	12.50%	Council
Commission on shop sales	Per sale	Taxable	$ 1.10	$ 1.10	$ -	0.00%	Council
Commission on consignment shop sales	Per sale	Taxable	$ 0.30	$ 0.30	$ -	0.00%	Council
Meetings/functions (Per hour + additional staffing fees if required)	Per hour	Taxable	$ 135.90	$ 500.00	$ 364.10	267.92%	Council
Back loading frames – per hour each	Per hour / each	Taxable	$ 11.00	$ 11.40	$ 0.40	3.64%	Council
Lectern hire	Per hour	Taxable	$ 11.00	$ 11.40	$ 0.40	3.64%	Council
Microphone and overhead PA	Per hour	Taxable	$ 21.70	$ 22.50	$ 0.80	3.69%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Building							
Statutory Building Fees							
All fees are set by the State Government of Victoria in accordance with the Building Regulations 2018 and are subject to change.							
Non Statutory Building Fees							
Note: Additional statutory State Government charges and conditions are relevant to all Building Applications.							
New dwellings including single detached houses or attached multi unit developments	Up to $300,000	Taxable	$ 2,751.20	$ 2,847.50	$ 96.30	3.50%	Council
	$300,001-$500,000	Taxable	$ 4,605.10	$ 4,766.30	$ 161.20	3.50%	Council
	$500,001+	Taxable	Price on Application (POA)				Council
Extensions and/or alterations (including demolitions) to dwellings	Up to $10,000	Taxable	$ 777.80	$ 805.00	$ 27.20	3.50%	Council
	$10,001-$50,000	Taxable	$ 1,321.00	$ 1,367.20	$ 46.20	3.50%	Council
	$50,001-$150,000	Taxable	$ 2,466.30	$ 2,552.60	$ 86.30	3.50%	Council
	$150,001+	Taxable	Price on Application (POA)				Council
Minor works - Garages/sheds, carports, swimming pools, fences, retaining walls etc.	Up to $10,000	Food Safety	Replaced per below				Council
	0 - $20,000	Taxable	$ 777.80	$ 805.00	$ 27.20	3.50%	Council
	$20,001-$50,000	Taxable	$ 1,030.10	$ 1,066.20	$ 36.10	3.50%	Council
	$50,001-$100,000	Taxable	$ 1,449.50	$ 1,500.20	$ 50.70	3.50%	Council
	>$100,001+	Taxable	Price on Application (POA)				Council
Swimming pools and Spas	Any Value	Taxable	Price on Application (POA)				Council
Any additional inspection	Domestic	Taxable	$ 222.50	$ 230.30	$ 7.80	3.51%	Council
	Commercial	Taxable	$ 301.00	$ 311.50	$ 10.50	3.49%	Council
Amendment and/or extension of building permits;	Domestic	Taxable	$ 222.50	$ 230.30	$ 7.80	3.51%	Council
	Commercial	Taxable	$ 301.00	$ 311.50	$ 10.50	3.49%	Council
Amendment of approved plans	Domestic	Taxable	$ 222.50	$ 230.30	$ 7.80	3.51%	Council
	Commercial	Taxable	$ 301.00	$ 311.50	$ 10.50	3.49%	Council
Additional Building Fees							
Administration of Building Notice	Per notice	Taxable	$ 783.80	$ 811.20	$ 27.40	3.50%	Council
Administration of Building Order	Per order	Taxable	$ 522.40	$ 540.70	$ 18.30	3.50%	Council
Temporary Structure Siting Approval	Per siting	Taxable	$ 522.40	$ 540.70	$ 18.30	3.50%	Council
Occupancy Permit for Places of Public Entertainment (POPE)	Per permit	Taxable	$ 653.00	$ 675.90	$ 22.90	3.51%	Council
Provide copy of Building Permit or Occupancy Permit (with owners consent)	Per permit	Taxable	$ 92.10	$ 95.30	$ 3.20	3.47%	Council
Provide copy of Building Permit including plans – Domestic (with owners consent)	Per permit	Taxable	$ 160.50	$ 166.10	$ 5.60	3.49%	Council
Provide copy of Building Permit including plans – Commercial (with owners consent)	Per permit	Taxable	$ 367.20	$ 380.10	$ 12.90	3.51%	Council
Essential Safety Measure Assessment - minimum fee	Per assessment	Taxable	$ 718.40	$ 743.50	$ 25.10	3.49%	Council
Childrens Services							
Centre Based Care							
User Fees & Charges							
Daily fee - Jul to Dec	Per day	Non-Taxable	$ 140.00	$ 143.50	$ 3.50	2.50%	Council
Daily fee - Jan to June	Per day	Non-Taxable	$ 140.00	$ 160.00	$ 20.00	14.29%	Council
Family Day Care							
User Fees & Charges							
8am to 6pm – per hour	Fees & charges set by Educators under National guidelines	Non-Taxable	Fees & charges set by Educators under National guidelines				Council
After hours – per hour							Council
Public holidays – per hour							Council
Breakfast							Council
Lunch							Council
Dinner							Council
Snacks							Council
Trips							Council
Parent Admin Levy - per child per week, capped at 2 children	Per child per week	Non-Taxable	$ 11.00	$ 11.50	$ 0.50	4.55%	Council
Educator Levy - per hour	Per hour	Non-Taxable	$ 1.30	$ 1.40	$ 0.10	7.69%	Council
Educator registration fee	Per application	Non-Taxable	NEW	$ 230.00	NEW		Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Coast and Rivers							
Mooring Fees							
Boat less than 10m pa	Per boat	Taxable	$ 310.00	$ 320.90	$ 10.90	3.52%	Council
Boat 10.1m to 15m pa	Per boat	Taxable	$ 390.00	$ 403.70	$ 13.70	3.51%	Council
Boat 15.1 – 20m pa	Per boat	Taxable	$ 450.00	$ 465.80	$ 15.80	3.51%	Council
Boat 20.1 – 25m pa	Per boat	Taxable	$ 550.00	$ 569.30	$ 19.30	3.51%	Council
Jetty Fees – pa: Permit for breakwater and Hopkins River	Per boat	Taxable	$ 260.00	$ 269.10	$ 9.10	3.50%	Council
Mooring inspection fee	Per boat	Taxable	$ 230.00	$ 238.10	$ 8.10	3.52%	Council
Mooring infrastructure hire	Per boat	Taxable	$ 110.00	$ 113.90	$ 3.90	3.55%	Council
Berth permit or mooring licence - new application fee	Per boat	Taxable	$ 100.00	$ 103.50	$ 3.50	3.50%	Council
Annual Parking Permit Fees							
Breakwater (per vehicle)	Per vehicle	Taxable	$ 80.00	$ 82.80	$ 2.80	3.50%	Council

Community Care							
Home Maintenance							
Lawn mowing and tip fees: low	Per hour	Non-Taxable	$ 22.40	$ 23.20	$ 0.80	3.57%	Council
Lawn mowing and tip fees: medium & couples	Per hour	Non-Taxable	$ 51.50	$ 53.30	$ 1.80	3.50%	Council
Lawn mowing and tip fees: Private	Per hour	Taxable	$ 103.60	$ 107.20	$ 3.60	3.47%	Council
Home Care Packages and Brokerage Clients	Per hour	Taxable	$ 103.60	$ 107.20	$ 3.60	3.47%	Council
Tip fee		Taxable	$ 6.60	$ 6.80	$ 0.20	3.03%	Council
HACC - Lawn mowing and tip fees: low (plus cost of materials)	Per hour	Non-Taxable	$ 14.60	$14.00	$ (0.60)	-4.11%	Council
HACC - Lawn mowing and tip fees: Medium (plus cost of materials)	Per hour	Non-Taxable	$ 21.70	$ 28.00	$ 6.30	29.03%	Council
Property modification (plus cost of materials): low	Per hour	Non-Taxable	$ 22.40	$ 23.20	$ 0.80	3.57%	Council
Property modification (plus cost of materials): medium	Per hour	Non-Taxable	$ 42.40	$ 43.90	$ 1.50	3.54%	Council
Property modification (plus cost of materials): Private	Per hour	Taxable	$ 103.60	$ 107.20	$ 3.60	3.47%	Council
Home Care Packages and Brokerage Clients	Per hour	Taxable	$ 103.60	$ 107.20	$ 3.60	3.47%	Council
Note: Minimum 1 hour applies to home maintenance							
Home Care							
HACC Community Care Low care	Per hour	Non-Taxable	$ 13.10	$ 14.00	$ 0.90	6.87%	Council
HACC Community Care Medium Care	Per hour	Non-Taxable	$ 17.65	$ 28.00	$ 10.35	58.64%	Council
HACC Community Care High care	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
CHSP Personal care – low	Per hour	Non-Taxable	$ 13.10	$ 13.60	$ 0.50	3.82%	Council
CHSP Personal care – medium	Per hour	Non-Taxable	$ 23.50	$ 24.30	$ 0.80	3.40%	Council
CHSP Personal care - High	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
CHSP Community Care Low	Per hour	Non-Taxable	$ 13.10	$ 13.60	$ 0.50	3.82%	Council
CHSP Community Care Medium	Per hour	Non-Taxable	$ 23.50	$ 24.30	$ 0.80	3.40%	Council
CHSP Community Care High	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable	$ 87.10	$ 90.10	$ 3.00	3.44%	Council
Note: Minimum 1/2 hour applies to home care							
Flexible Respite care - Full Pension	Per session	Non-Taxable	$ 7.00	$ 7.20	$ 0.20	2.86%	Council
Flexible Respite care - Part pension	Per session	Non-Taxable	$ 11.00	$ 11.40	$ 0.40	3.64%	Council
Flexible Respite care - Self Funded	Per session	Non-Taxable	$ 44.60	$ 46.20	$ 1.60	3.59%	Council
Flexible Respite care - Private fee	Per session	Non-Taxable	$ 71.60	$ 74.10	$ 2.50	3.49%	Council
Flexible Respite care - HCP & Brokered Clients	Per session	Non-Taxable	$ 71.60	$ 74.10	$ 2.50	3.49%	Council
Respite Care Programs	Per session	Non-Taxable	$ 8.80	$ 9.10	$ 0.30	3.41%	Council
Accommodation Respite care	One night	Non-Taxable	$ 16.40	$ 17.00	$ 0.60	3.66%	Council
Accommodation Respite care	Two night	Non-Taxable	$ 27.40	$ 28.40	$ 1.00	3.65%	Council
CACPS	Per hour	Taxable	$ 71.60	$ 74.10	$ 2.50	3.49%	Council
Post Acute Care	Per hour	Taxable	$ 71.60	$ 74.10	$ 2.50	3.49%	Council
CHSP/HACC Financial Hardship Fee	Per Application	Taxable	$ 3.30	$ 3.40	$ 0.10	3.03%	Council
Plus travel costs per km - Private Clients / Fees for Service	Per km	Taxable	$ 1.60	$ 1.70	$ 0.10	6.25%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Community Care							
Social Support Group							
CHSP Daily session fee – low	Per session	Non-Taxable	$ 8.90	$ 9.10	$ 0.20	2.25%	Council
CHSP Daily session fee – medium	Per session	Non-Taxable	$ 11.00	$ 11.40	$ 0.40	3.64%	Council
CHSP Daily session fee – high	Per session	Non-Taxable	$ 44.60	$ 46.20	$ 1.60	3.59%	Council
CHSP In Venue Meal	Per meal	Non-Taxable	$ 10.20	$ 10.60	$ 0.40	3.92%	Council
CHSP Café program	Per session	Non-Taxable	$ 8.90	$ 9.10	$ 0.20	2.25%	Council
CHSP Financial Hardship Fee	Per Application	Taxable	$ 3.30	$ 3.40	$ 0.10	3.03%	Council
CHSP Social Support Individual - session fee	Per session	Non-Taxable	$ 8.80	$ 9.10	$ 0.30	3.41%	Council
Full Cost and Support at Home clients	Per session	Non-Taxable		$ 59.50	NEW	NEW	Council
HACC Daily session fee – low	Per session	Non-Taxable	$ 8.90	$ 10.00	$ 1.10	12.36%	Council
HACC Daily session fee – medium	Per session	Non-Taxable		$ 20.00	NEW	NEW	Council
HACC Daily session fee – high & full cost participants (GST free)	Per session	Non-Taxable	$ 44.60	$ 46.20	$ 1.60	3.59%	Council
Full Cost and Support at Home clients	Per session	Non-Taxable		$ 59.50	NEW	NEW	Council
HACC In Venue Meal	Per meal	Non-Taxable	$ 10.20	$ 10.60	$ 0.40	3.92%	Council
HACC Social Support program	Per session	Non-Taxable	$ 8.80	$ 9.50	$ 0.70	7.95%	Council
HACC Financial Hardship Fee	Per Application	Taxable	$ 3.30	$ 3.40	$ 0.10	3.03%	Council
Meals On Wheels							
CHSP Meal 3 course	Per meal	Non-Taxable	$ 14.50	$ 15.00	$ 0.50	3.45%	Council
HACC Meal 3 course	Per meal	Non-Taxable	$ 13.50	$ 15.00	$ 1.50	11.11%	Council
CHSP Meal 2 course	Per meal	Non-Taxable	$ 13.00	$ 13.50	$ 0.50	3.85%	Council
HACC Meal 2 course	Per meal	Non-Taxable	$ 13.00	$ 13.50	$ 0.50	3.85%	Council
Meal 3 course - full cost	Per meal	Non-Taxable	$ 27.50	$ 32.00	$ 4.50	16.36%	Council
Meal 2 course - full cost	Per meal	Non-Taxable	$ 24.50	$ 25.40	$ 0.90	3.67%	Council
CHSP Meal 2 Course + Sandwich	Per meal	Non-Taxable	$ 9.00	$ 9.30	$ 0.30	3.33%	Council
Designated Area Migration Agreement (DAMA)							
Designated Area Migration Agreement (DAMA) officer fee to assess and endorse applications from businesses. Two Fees are applies which depend on the turnover of the business.							
(1) Less than $10m Turnover	Per Application	Non-Taxable	$ 825.00	$ 935.00	$ 110.00	13.33%	Council
(2) More than $10m Turnover	Per Application	Non-Taxable	$ 990.00	$ 1,100.00	$ 110.00	11.11%	Council
Flagstaff Hill							
Admission Fees							
Adults	Per admission	Taxable	$ 20.50	$ 21.40	$ 0.90	4.39%	Council
Concession	Per admission	Taxable	$ 16.50	$ 17.30	$ 0.80	4.85%	Council
Child	Per admission	Taxable	$ 10.00	$ 10.50	$ 0.50	5.00%	Council
Family	Per admission	Taxable	$ 54.00	$ 56.60	$ 2.60	4.81%	Council
Member School Education visits	Per admission	Taxable	$ 5.00	$ 5.20	$ 0.20	4.00%	Council
Additional Education Sessions	Per admission	Taxable	$ 4.50	$ 4.70	$ 0.20	4.44%	Council
Sound & Light Show Admissions							
Adults	Per admission	Taxable	$ 33.50	$ 34.70	$ 1.20	3.58%	Council
Concession	Per admission	Taxable	$ 30.50	$ 31.60	$ 1.10	3.61%	Council
Child	Per admission	Taxable	$ 18.50	$ 19.10	$ 0.60	3.24%	Council
Family (2A + 2C)	Per admission	Taxable	$ 86.00	$ 89.00	$ 3.00	3.49%	Council
Additional Child	Per admission	Taxable	$ 13.00	$ 13.50	$ 0.50	3.85%	Council
Day and Night Package (10% off your Day Entry when you purchase Night Show)							
Adults	Per admission	Taxable	$ 48.00	$ 49.80	$ 1.80	3.75%	Council
Concession	Per admission	Taxable	$ 42.00	$ 43.40	$ 1.40	3.33%	Council
Child	Per admission	Taxable	$ 25.50	$ 26.40	$ 0.90	3.53%	Council
Family (2A + 2C)	Per admission	Taxable	$ 123.00	$ 129.30	$ 6.30	5.12%	Council
Ticket Fees (patrons & ticket purchasers)							
Online/Web Booking Fee	Per booking	Taxable	$ 0.35	$ 0.40	$ 0.05	14.36%	Council
POS Booking fee	Per booking	Taxable	$ 0.15	$ 0.20	$ 0.05	33.33%	Council
Credit Surcharge	Per booking	Taxable	Dependent on bank fees				Council
Flagstaff Hill Memberships							
Individual	Per membership	Taxable	$ 45.50	$ 47.10	$ 1.60	3.52%	Council
Grandparents (2A + Children)	Per membership	Taxable	$ 81.50	$ 84.40	$ 2.90	3.56%	Council
Family (2A + Children)	Per membership	Taxable	$ 103.50	$ 107.10	$ 3.60	3.48%	Council
Full Family (2G + 2A + Children)	Per membership	Taxable	$ 130.50	$ 135.10	$ 4.60	3.52%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Flagstaff Hill							
School Memberships							
Enrolment of 0-50 students	Per membership	Taxable	$ 65.50	$ 67.80	$ 2.30	3.51%	Council
Enrolment of 51-100 students	Per membership	Taxable	$ 81.50	$ 84.40	$ 2.90	3.56%	Council
Enrolment of 101-250 students	Per membership	Taxable	$ 103.50	$ 107.10	$ 3.60	3.48%	Council
Enrolment of 251-500 students	Per membership	Taxable	$ 141.50	$ 146.50	$ 5.00	3.53%	Council
Enrolment of 500 students or more	Per membership	Taxable	$ 168.50	$ 174.40	$ 5.90	3.50%	Council
Weddings and Functions							
Flagstaff – Ceremony Only	Per ceremony	Taxable	$ 980.00	$ 1,014.30	$ 34.30	3.50%	Council
Flagstaff – Marquee	Per marquee	Taxable	$ 2,715.00	$ 2,810.00	$ 95.00	3.50%	Council
Mission to Seaman's Church	Per event	Taxable	$ 705.00	$ 729.70	$ 24.70	3.50%	Council
The Wharf in front of the Steam Packet Inn	Per event	Taxable	$ 705.00	$ 729.70	$ 24.70	3.50%	Council
The Village Green	Per event	Taxable	$ 705.00	$ 729.70	$ 24.70	3.50%	Council
The Sailmaker's Loft	Per event	Taxable	$ 1,035.00	$ 1,071.20	$ 36.20	3.50%	Council
Wharf Theatre	Per event	Taxable	$ 1,200.00	$ 1,242.00	$ 42.00	3.50%	Council
Hire of the Steam Packet Inn Venue Only	Per event	Taxable	$ 545.00	$ 564.10	$ 19.10	3.50%	Council
Hire of the Steam Packet Inn (Hourly Rate)	Per hour	Taxable	$ 165.00	$ 170.80	$ 5.80	3.52%	Council
Wedding Photo's in the Village (Hourly Rate)	Per hour	Taxable	$ 165.00	$ 170.80	$ 5.80	3.52%	Council
Visitor Services							
City Highlights 1 Hour Tour	Per tour	Taxable	$ 103.50	$ 107.10	$ 3.60	3.48%	Council
Hall Hire							
Community not-for-profit	per hour (min 2 hrs)	Taxable	$ 15.00	$ 16.00	$ 1.00	6.67%	Council
Community not-for-profit - full day	8 hours	Taxable	$ 65.00	$ 68.00	$ 3.00	4.62%	Council
Community not for profit if facility is used for fund raising or where admission is charged	8 hours	Taxable	$ 120.00	$ 125.00	$ 5.00	4.17%	Council
Commercial	per hour (min 2 hrs)	Taxable	$ 45.00	$ 47.00	$ 2.00	4.44%	Council
Commercial - full day	8 hours	Taxable	$ 250.00	$ 259.00	$ 9.00	3.60%	Council
Bond - high risk	Per Booking	Non-Taxable	$ 1,000.00	$ 1,000.00	$ -	0.00%	Council
Bond - medium risk	Per Booking	Non-Taxable	$ 500.00	$ 500.00	$ -	0.00%	Council
Bond - low risk	Per Booking	Non-Taxable	$ 250.00	$ 250.00	$ -	0.00%	Council
Bond - key	Per Booking	Non-Taxable	$ 40.00	$ 40.00	$ -	0.00%	Council
Health							
Food							
Class 1 - Aged Care/Hospitals	Per application	Non-Taxable	$ 813.00	$ 842.00	$ 29.00	3.57%	Council
Class 1 - Childcare	Per application	Non-Taxable	$ 542.00	$ 561.00	$ 19.00	3.51%	Council
Class 2 - Supermarket	Per application	Non-Taxable	$ 1,537.50	$ 1,591.00	$ 53.50	3.48%	Council
Class 2 - Major (i.e.. large capacity venues, licensed hotels/gaming venues, manufacturers, large food franchises)	Per application	Non-Taxable	$ 734.90	$ 761.00	$ 26.10	3.55%	Council
Class 2 General	Per application	Non-Taxable	$ 490.00	$ 507.00	$ 17.00	3.47%	Council
Class 2 - Home Based	Per application	Non-Taxable	$ 392.00	$ 406.00	$ 14.00	3.57%	Council
Class 2 - Canteens/sporting club kitchens	Per application	Non-Taxable	$ 168.00	$ 174.00	$ 6.00	3.57%	Council
Class 2 - Additional Food Trader Component	Per application	Non-Taxable	$ 139.40	$ 144.50	$ 5.10	3.66%	Council
Class 3 - Supermarket	Per application	Non-Taxable	$ 490.00	$ 507.00	$ 17.00	3.47%	Council
Class 3 and 3A - General	Per application	Non-Taxable	$ 250.10	$ 259.00	$ 8.90	3.56%	Council
Class 3 - Home Based	Per application	Non-Taxable	$ 187.60	$ 194.50	$ 6.90	3.68%	Council
Class 3 - Additional Food Trader Component	Per application	Non-Taxable	$ 77.90	$ 81.00	$ 3.10	3.98%	Council
Hairdressers, beauty salons (one off fee)	Per application	Non-Taxable	$ 243.00	$ 252.00	$ 9.00	3.70%	Council
Beauty premises - General Procedures	Per application	Non-Taxable	$ 172.30	$ 178.50	$ 6.20	3.60%	Council
Beauty premises - Skin Penetration	Per application	Non-Taxable	$ 258.30	$ 267.50	$ 9.20	3.56%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Health							
Onsite Wastewater Management Systems (OWMS)							
Note: The EPA's Environment Protection Regulations now sets the fees for OWMS							
Application to construct, install or alter OWMS [1]	Per application	Non-Taxable	$ 821.67	$ 845.00	$ 23.33	2.84%	Statutory
Application for minor alteration to OWMS [2]	Per application	Non-Taxable	$ 626.17	$ 645.00	$ 18.83	3.01%	Statutory
Transfer a permit [3]	Per application	Non-Taxable	$ 174.49	$ 180.00	$ 5.51	3.16%	Statutory
Amend a permit [4]	Per application	Non-Taxable	$ 174.49	$ 180.00	$ 5.51	3.16%	Statutory
Renew a permit [5]	Per application	Non-Taxable	$ 139.69	$ 145.00	$ 5.31	3.80%	Statutory
Notes:							
[1] In addition to the initial fee, $91 payable per hour of assessment (after exceeding initial 8.2 hours) up to a maximum of $2,006							
[2] Consists only of the installation, replacement or relocation of the internal plumbing, fixtures or fittings of an OWMS							
[3] An OWMS application has been submitted but not yet installed, and the land is transferred							
[4] E.g. changing wastewater system type or plumber in the Application to Install							
[5] When the Permit to Install has expired - 2 years after it was issued							
Aquatic Facilities							
Annual registration fee - first pool	Per registration	Non-Taxable	$ 326.30	$ 338.00	$ 11.70	3.59%	Council
Annual registration fee - subsequent pools	Per registration	Non-Taxable	$ 54.40	$ 56.50	$ 2.10	3.86%	Council
Transfer fee	Per registration	Non-Taxable	50% of Annual Fee				Council
Pool sampling fee - microbiological	Per sample	Non-Taxable	$ 78.90	$ 82.00	$ 3.10	3.93%	Council
New Registration Fees							
New premises pre-application fee and/or pre-registration inspection fee	Per registration	Non-Taxable	$ 232.20	$ 240.50	$ 8.30	3.57%	Council
Notes:							
- Pro-rata fees apply for new registrations (quarterly)							
Transfer fees							
Transfer fee	Per application	Non-Taxable	50% of Annual Fee				Council
Accommodation							
Accommodation premises	Per application		$ 270.70	$ 280.50	$ 9.80	3.62%	Council
Caravan Parks							
Caravan Parks (per site)	Per application			Set by State Government			
Holiday parks							
Surfside & Shipwreck Holiday Parks							
Sites Powered : Peak Season - Daily powered	Per site	Taxable	$ 84.00	$ 87.00	$ 3.00	3.57%	Council
Sites Powered : Peak Season - Night two person	Per site	Taxable	$ 84.00	$ 87.00	$ 3.00	3.57%	Council
Sites Powered : Peak Season - Night single	Per site	Taxable	$ 72.00	$ 74.50	$ 2.50	3.47%	Council
Sites Powered: High Season - Daily powered	Per site	Taxable	$ 66.00	$ 68.50	$ 2.50	3.79%	Council
Sites Powered: High Season - Night two person	Per site	Taxable	$ 55.00	$ 57.00	$ 2.00	3.64%	Council
Sites Powered: High Season - Night single	Per site	Taxable	$ 45.00	$ 47.00	$ 2.00	4.44%	Council
Sites Powered: Low Season - Daily powered	Per site	Taxable	$ 59.00	$ 61.10	$ 2.10	3.56%	Council
Sites Powered: Low Season - Night two person	Per site	Taxable	$ 47.00	$ 49.00	$ 2.00	4.26%	Council
Sites Powered: Low Season - Night single	Per site	Taxable	$ 40.00	$ 41.50	$ 1.50	3.75%	Council
Second Car Fee	Per site	Taxable	$ 20.00	$ 25.00	$ 5.00	25.00%	Council
Boat and tow vehicle	Per site	Taxable	$ 40.00	$ 42.00	$ 2.00	5.00%	Council
Surfside & Shipwreck Holiday Parks							
Sites Unpowered : Peak Season - Daily family unpowered	Per site	Taxable	$ 72.00	$ 74.50	$ 2.50	3.47%	Council
Sites Unpowered : Peak Season - Night two person	Per site	Taxable	$ 72.00	$ 74.50	$ 2.50	3.47%	Council
Sites Unpowered : Peak Season - Night single	Per site	Taxable	$ 60.00	$ 62.10	$ 2.10	3.50%	Council
Sites Unpowered: High Season - Daily family	Per site	Taxable	$ 54.00	$ 56.00	$ 2.00	3.70%	Council
Sites Unpowered: High Season - Night two person	Per site	Taxable	$ 46.00	$ 48.00	$ 2.00	4.35%	Council
Sites Unpowered: High Season - Night single	Per site	Taxable	$ 40.00	$ 41.50	$ 1.50	3.75%	Council
Sites Unpowered: Low Season - Night family	Per site	Taxable	$ 47.00	$ 49.00	$ 2.00	4.26%	Council
Sites Unpowered: Low Season - Night two person	Per site	Taxable	$ 41.00	$ 42.40	$ 1.40	3.41%	Council
Sites Unpowered: Low Season - Night single	Per site	Taxable	$ 35.00	$ 36.20	$ 1.20	3.43%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Holiday parks							
Surfside Cabins							
Beach Chalet: Peak Season - Daily	Per chalet	Taxable	$ 315.00	$ 326.00	$ 11.00	3.49%	Council
Beach Chalet: Peak Season - Weekly	Per chalet	Taxable	$ 2,205.00	$ 2,282.00	$ 77.00	3.49%	Council
Beach Chalet: High Season - Daily	Per chalet	Taxable	$ 250.00	$ 260.00	$ 10.00	4.00%	Council
Beach Chalet: High Season - Weekly	Per chalet	Taxable	$ 1,750.00	$ 1,820.00	$ 70.00	4.00%	Council
Beach Chalet: Low Season - Daily	Per chalet	Taxable	$ 225.00	$ 233.00	$ 8.00	3.56%	Council
Beach Chalet: Low Season - Weekly	Per chalet	Taxable	$ 1,575.00	$ 1,630.00	$ 55.00	3.49%	Council
Cedar Cabins: Peak Season - Daily	Per cabin	Taxable	$ 240.00	$ 250.00	$ 10.00	4.17%	Council
Cedar Cabins: Peak Season - Weekly	Per cabin	Taxable	$ 1,680.00	$ 1,750.00	$ 70.00	4.17%	Council
Cedar Cabins: High Season - Daily	Per cabin	Taxable	$ 195.00	$ 202.00	$ 7.00	3.59%	Council
Cedar Cabins: High Season - Weekly	Per cabin	Taxable	$ 1,365.00	$ 1,413.00	$ 48.00	3.52%	Council
Cedar Cabins: Low Season - Daily	Per cabin	Taxable	$ 175.00	$ 181.00	$ 6.00	3.43%	Council
Cedar Cabins: Low Season - Weekly	Per cabin	Taxable	$ 1,225.00	$ 1,267.90	$ 42.90	3.50%	Council
Mariner cottages: Peak Season - Daily	Per cottage	Taxable	$ 230.00	$ 238.00	$ 8.00	3.48%	Council
Mariner cottages: Peak Season - Weekly	Per cottage	Taxable	$ 1,610.00	$ 1,665.00	$ 55.00	3.42%	Council
Mariner cottages: High Season - Daily	Per cottage	Taxable	$ 180.00	$ 186.30	$ 6.30	3.50%	Council
Mariner cottages: High Season - Weekly	Per cottage	Taxable	$ 1,260.00	$ 1,305.00	$ 45.00	3.57%	Council
Mariner cottages: Low Season - Daily	Per cottage	Taxable	$ 160.00	$ 165.60	$ 5.60	3.50%	Council
Mariner cottages: Low Season - Weekly	Per cottage	Taxable	$ 1,120.00	$ 1,159.00	$ 39.00	3.48%	Council
Lighthouse Lodge							
Exclusive Use Rate (1-4 guests) – Normal	Per night	Taxable	$ 400.00	$ 415.00	$ 15.00	3.75%	Council
Exclusive Use Rate (1-4 guests) - Peak	Per night	Taxable	$ 600.00	$ 621.00	$ 21.00	3.50%	Council
Exclusive Use Rate (5-6 guests) – Normal	Per night	Taxable	$ 400.00	$ 415.00	$ 15.00	3.75%	Council
Exclusive Use Rate (5-6 guests) - Peak	Per night	Taxable	$ 600.00	$ 621.00	$ 21.00	3.50%	Council
Development Engineering (previously Infrastructure Services)							
Road Reserve Works Permit							
Minor Works less than $10,000	Per Application	Non-Taxable	$ 164.00	refer Works Within Road Reserve Permit, Vehicle Crossing Permit, Asset Protection Permit			Council
Minor Works greater than $10,000	Per Application	Non-Taxable	$ 768.80				Council
Minor Works Public Notice Fee	Per Application	Non-Taxable	$ 61.50				Council
Large Projects	Per Application	Non-Taxable					Council
Works Within Road Reserve Permit							
Major works (on road up to 50 km/h speed zone)							
1.For works on the roadway, shoulder or a pathway	Per Application	Non-Taxable	$ 395.00	TBC	Previously Road Reserve Works Permit		Statutory
2.In other locations	Per Application	Non-Taxable	$ 100.90	TBC			Statutory
Major works (on road more than 50 km/h speed zone)							
1.For works on the roadway, shoulder or a pathway	Per Application	Non-Taxable	$ 724.50	TBC			Statutory
2.In other locations	Per Application	Non-Taxable	$ 395.00	TBC			Statutory
Minor works (on road up to 50 km/h speed zone)							
1.For works on the roadway, shoulder or a pathway	Per Application	Non-Taxable	$ 156.30	TBC			Statutory
2.In other locations	Per Application	Non-Taxable	$ 100.90	TBC			Statutory
Minor works (on road more than 50 km/h speed zone)							Statutory
1.For works on the roadway, shoulder or a pathway	Per Application	Non-Taxable	$ 156.30	TBC			Statutory
2.In other locations	Per Application	Non-Taxable	$ 100.90	TBC			Statutory
Vehicle Crossing Permit							
Vehicle Crossing Permit	Per Application	Non-Taxable	$ 164.00	$ 300.00			Council
Asset Protection Permit							
Asset Inspection Checklist	Per Application	Non-Taxable	$ 164.00	Replaced by below ranges			Council
Minor works of value < $100,000	Per Application	Non-Taxable	New	$ 250.00	New		Council
Significant works of value >$100,000, but < $1.0 million	Per Application	Non-Taxable	New	$ 440.00	New		Council
Major works of value > $1.0 million	Per Application	Non-Taxable	New	$ 1,450.00	New		Council
Livestock Crossing Permit:							
Stock Crossing Permit	Per Application	Non-Taxable	$ 164.00	$ 170.00	$ 6.00	3.66%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Stormwater Legal Point of Discharge Application:							
Single dwelling development - Note 1 Building Regulations 2018 - Fee and Penalty Schedule - Regulation 36(4) - 9.77 Fee Units	Per Application	Non-Taxable	$ 231.40	TBC			Statutory
Information only - Note 1	Per Application	Non-Taxable	$ 71.80	$ 74.30	$ 2.50	3.48%	Council
Short notice fee - Note 1	Per Application	Non-Taxable	$ 133.30	$ 138.00	$ 4.70	3.53%	Council
Street tree – supply and install including maintenance period of 24 months - Note 1	Per Tree	Non-Taxable	$ 410.00	$ 424.40	$ 14.40	3.51%	Council
Build Over Stormwater Easement Application - Note 1	Per Application	Non-Taxable	$ 140.00	$ 144.90	$ 4.90	3.50%	Council
Rain Garden (small up to 4.5m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	$ 3,700.00	$ 3,829.50	$ 129.50	3.50%	Council
Rain Garden (medium up to 9.0m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	$ 4,200.00	$ 4,347.00	$ 147.00	3.50%	Council
Stormwater drainage line inspection (high resolution camera) – 4 hours	Per Inspection	Non-Taxable	$ 768.80	$ 795.70	$ 26.90	3.50%	Council
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	Per Inspection	Non-Taxable	$ 1,588.80	$ 1,644.40	$ 55.60	3.50%	Council
Plan checking and supervision fee	Per Application	Non-Taxable	0.75% for plan checking and 2.5% for supervision (Based on the value of works)				Council
Resubmission of Engineering Plans (2nd and subsequent changes)	Per Application	Non-Taxable		$ 250.00	NEW		Council
Immunisation							
User Fees & Charges							
Application for immunisation records (search fee)	Per application	Non-Taxable	$ 30.00	$ 31.50	$ 1.50	5.00%	Council
Influenza vaccine & administration (flu injection)	Per injection	Taxable	$ 30.00	$ 30.00	$ -	0.00%	Council
Meningococcal B vaccine & administration	Per injection	Taxable	$ 150.00	$ 155.00	$ 5.00	3.33%	Council
Chickenpox vaccine & administration	Per injection	Taxable	$ 90.00	$ 95.00	$ 5.00	5.56%	Council
Assessment of overseas immunisation records (inclusion on to AIR)	Per child	Non-Taxable	$ 85.00	$ 88.00	$ 3.00	3.53%	Council
Lighthouse Theatre							
Staff - all venues and user types							
Supervising Technician	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Technician	Per hour	Taxable	$ 62.50	$ 64.70	$ 2.20	3.52%	Council
Front of House Supervisor or Duty Officer	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Front of House Officer (Box Office, Bar, Merchandise Seller)	Per hour	Taxable	$ 62.50	$ 64.70	$ 2.20	3.52%	Council
Usher Provision Fee	Per performance	Taxable	$ 266.50	$ 275.80	$ 9.30	3.49%	Council
Ticket Fees (patrons & ticket purchasers)							
Online/Web Booking Fee	Per booking	Taxable	$ 7.10	$ 7.35	$ 0.25	3.52%	Council
Phone Booking Fee	Per booking	Taxable	$ 3.10	$ 3.20	$ 0.10	3.23%	Council
Community & Local Non for Profit							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 635.50	$ 657.70	$ 22.20	3.49%	Council
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	$ 402.80	$ 416.90	$ 14.10	3.50%	Council
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	$ 58.40	$ 60.40	$ 2.00	3.42%	Council
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Community & Local Non for Profit							
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 409.00	$ 423.30	$ 14.30	3.50%	Council
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	$ 266.50	$ 275.80	$ 9.30	3.49%	Council
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	$ 58.40	$ 60.40	$ 2.00	3.42%	Council
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Lighthouse Theatre							
Local Artists and Non-local Non for Profit							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 902.00	$ 933.60	$ 31.60	3.50%	Council
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	$ 410.00	$ 424.40	$ 14.40	3.51%	Council
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	$ 58.40	$ 60.40	$ 2.00	3.42%	Council
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 561.70	$ 581.40	$ 19.70	3.51%	Council
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	$ 266.50	$ 275.80	$ 9.30	3.49%	Council
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	$ 58.40	$ 60.40	$ 2.00	3.42%	Council
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Other Fees - Community, Non for Profits and Local Artists							
Equipment & Consumable Items							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	$ 107.60	$ 111.40	$ 3.80	3.53%	Council
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	$ 36.90	$ 38.20	$ 1.30	3.52%	Council
Radio Mics	Per item	Taxable	$ 50.20	$ 52.00	$ 1.80	3.59%	Council
Minimum Marketing Charge	Per item	Taxable	$ 66.60	$ 68.90	$ 2.30	3.45%	Council
Late Paperwork fee	Per item	Taxable		$ 150.00	NEW		Council
Ticketing Fees (Community Hirer) - based on gross prices							
Tickets $10.99 and under	Per ticket	Taxable	$ 1.60	$ 1.70	$ 0.10	6.25%	Council
Tickets $11.00 - $39.99	Per ticket	Taxable	$ 3.20	$ 3.30	$ 0.10	3.12%	Council
Tickets $40.00 and over	Per ticket	Taxable	$ 4.20	$ 4.35	$ 0.15	3.57%	Council
Credit Card/Electronic Payment Fee	Per ticket	Taxable	3.00%	3.00%			Council
Complimentary Tickets	Per ticket	Taxable	$ 0.60	$ 0.60	$ -	0.00%	Council
Event Creation and Set of Tickets	Per season	Taxable	$ 58.40	$ 60.40	$ 2.00	3.42%	Council
Ticketed Event: Subsidised Professional Companies							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 1,486.30	$ 1,538.30	$ 52.00	3.50%	Council
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	$ 671.40	$ 694.90	$ 23.50	3.50%	Council
THEATRE - Rehearsal	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 681.60	$ 705.50	$ 23.90	3.51%	Council
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	$ 397.70	$ 411.60	$ 13.90	3.50%	Council
STUDIO - Rehearsal	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Ticketed Event: Standard Hirer Rates							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 2,050.00	$ 2,121.80	$ 71.80	3.50%	Council
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	$ 686.80	$ 710.80	$ 24.00	3.49%	Council
THEATRE - Rehearsal	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	$ 702.10	$ 726.70	$ 24.60	3.50%	Council
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	$ 420.30	$ 435.00	$ 14.70	3.50%	Council
STUDIO - Rehearsal	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
Other Fees - Subsidised theatre and Standard hires							
Equipment & Consumable Items							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	$ 246.00	$ 254.60	$ 8.60	3.50%	Council
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	$ 71.80	$ 74.30	$ 2.50	3.48%	Council
Radio Mics	Per booking	Taxable	$ 100.50	$ 104.00	$ 3.50	3.48%	Council
Minimum Marketing Charge	Per booking	Taxable	$ 133.30	$ 138.00	$ 4.70	3.53%	Council
Late Paperwork fee	Per item	Taxable		$ 150.00	NEW		Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Lighthouse Theatre							
Ticketing Fees (Commercial Hirer) - based on gross prices							
Tickets $10.99 and under	Per ticket	Taxable	$ 3.50	$ 3.60	$ 0.10	2.86%	Council
Tickets $11.00 - $39.99	Per ticket	Taxable	$ 4.50	$ 4.70	$ 0.20	4.44%	Council
Tickets $40.00 - $59.99	Per ticket	Taxable	$ 5.60	$ 5.80	$ 0.20	3.57%	Council
Tickets $60.00 and over	Per ticket	Taxable	$ 6.90	$ 7.10	$ 0.20	2.90%	Council
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%				Council
Complimentary Tickets	Per ticket	Taxable	$ 0.60	$ 0.60	$ -	0.00%	Council
Event Creation and Set of Tickets (Per Season)	Per season	Taxable	$ 128.10	$ 132.60	$ 4.50	3.51%	Council
Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	Per season	Taxable	$ 256.30	$ 265.30	$ 9.00	3.51%	Council
Merchandise							
Including foyers, Theatre, Studio, Atrium and Meeting Room	Per sale	Taxable	12% on gross sales				Council
Non-Ticketed Event: Not for Profit Organisations							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	$ 1,383.80	$ 1,432.20	$ 48.40	3.50%	Council
THEATRE - Additional Hours	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	$ 753.40	$ 779.80	$ 26.40	3.50%	Council
STUDIO - Additional Hours	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO - Meeting only - basic A/V requirements and fixed layout. (9am to 5pm Monday to Friday only)	Per session	Taxable	$ 369.00	$ 381.90	$ 12.90	3.50%	Council
MEETING ROOM Half Day (under 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	$ 205.00	$ 212.20	$ 7.20	3.51%	Council
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By Negotiatic	By Negotiation			Council
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	$ 440.80	$ 456.20	$ 15.40	3.49%	Council
MEETING ROOM: Used in conjunction with Theatre or Studio event hire	Per event per day	Taxable	$ 169.10	$ 175.00	$ 5.90	3.49%	Council
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	$ 353.60	$ 366.00	$ 12.40	3.51%	Council
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By Negotiatic	By Negotiation			Council
Non-Ticketed Event: Standard Rates							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	$ 2,306.30	$ 2,387.00	$ 80.70	3.50%	Council
THEATRE - Additional Hours	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	$ 902.00	$ 933.60	$ 31.60	3.50%	Council
STUDIO - Additional Hours	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
STUDIO - Meeting only - basic A/V requirements and fixed layout. (9am to 5pm Monday to Friday only)	Per session	Taxable	$ 410.00	$ 424.40	$ 14.40	3.51%	Council
MEETING ROOM Full Day (over 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	$ 276.80	$ 286.50	$ 9.70	3.50%	Council
MEETING ROOM Half Day (under 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	$ 205.00	$ 212.20	$ 7.20	3.51%	Council
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By Negotiatic	By Negotiation			Council
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	$ 531.00	$ 549.60	$ 18.60	3.50%	Council
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	$ 361.80	$ 374.50	$ 12.70	3.51%	Council
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By Negotiatic	By Negotiation			Council
MAIN FOYER - Used in conjunction with Theatre: Event	Per booking	Taxable	No Charge	No Charge		0.00%	Council
MAIN FOYER - Used in conjunction with Studio	Per hour	Taxable	$ 128.10	$ 132.60	$ 4.50	3.51%	Council
Room Change Surcharge (Change of Format from Standard)	Per booking	Taxable	$ 71.80	$ 74.30	$ 2.50	3.48%	Council
Functions							
Catered Functions (Dinners, Luncheons, Weddings)							
STUDIO - Function Hire - up to 9 hrs access, includes Meeting Room	Per booking	Taxable	$ 1,383.80	$ 1,432.20	$ 48.40	3.50%	Council
STUDIO - Additional Hire hours or Setup hours	Per hour	Taxable	$ 68.70	$ 71.10	$ 2.40	3.49%	Council
MAIN FOYER - Used in conjunction with Catered Function	Per session	Taxable	$ 133.30	$ 138.00	$ 4.70	3.53%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Lighthouse Theatre							
Other Fees							
Equipment & Consumables Items							
Steinway Grand Piano (plus tuning if required)	Per item	Taxable	$ 246.00	$ 254.60	$ 8.60	3.50%	Council
Radio Mics	Per booking	Taxable	$ 100.50	$ 104.00	$ 3.50	3.48%	Council
Rubbish Removal	Per skip bin	Taxable	$ 164.00	$ 169.70	$ 5.70	3.48%	Council
Library							
Photocopying and printing							
B&W A4	per page	Taxable	$ 0.20	$ 0.25	$ 0.05	25.00%	Council
B&W A3	per page	Taxable	$ 0.40	$ 0.45	$ 0.05	12.50%	Council
Colour A4	per page	Taxable	$ 0.75	$ 0.80	$ 0.05	6.67%	Council
Colour A3	per page	Taxable	$ 1.50	$ 1.60	$ 0.10	6.67%	Council
Inter library loan - plus cost to Council from provider	per item	Taxable	P.O.A	P.O.A			Council
Lost / damaged item replacement fee (retail cost)	per item	Taxable	P.O.A	P.O.A			Council
Lost / damaged item replacement processing fee	per item	Taxable		$ 3.00	New		Council
Debt recovery - plus cost of item	per account	Taxable	$ 15.50	$ 16.50	$ 1.00	6.45%	Council
Merchandise	per item	Taxable	P.O.A	P.O.A			Council
Withdrawn item	per item	Taxable	P.O.A	P.O.A			Council
Replacement library card	per card	Taxable	$ 2.00	$ 2.50	$ 0.50	25.00%	Council
Sales of Australian Standard (student only)			P.O.A	P.O.A			Council
Meeting room hire (commercial) Half day (4 hours)			$ 200.00	$ 210.00	$ 10.00	5.00%	Council
Meeting room hire (commercial) Full day			$ 350.00	$ 363.00	$ 13.00	3.71%	Council
Meeting room hire (NFP + Individual) Half day (four hours)			$ 150.00	$ 156.00	$ 6.00	4.00%	Council
Meeting room hire (NFP + Individual) Full day			$ 262.50	$ 272.00	$ 9.50	3.62%	Council
Meeting room hire (commercial) per hour			$ 60.00	$ 65.00	$ 5.00	8.33%	Council
Meeting room hire (NFP + Individual) per hour			$ 45.00	$ 47.00	$ 2.00	4.44%	Council
Library hire (Commercial or private) After hours			$ 500.00	$ 520.00	$ 20.00	4.00%	Council
Library hire (NFP + Individual) After hours			$ 375.00	$ 388.00	$ 13.00	3.47%	Council
Library hire (Commercial or private) after hours staffing per person/per hour			$ 55.00	$ 60.00	$ 5.00	9.09%	Council
Makerspace Consumables	per item	Taxable		P.O.A	NEW		Council
Tech Lab Consumables	per item	Taxable	P.O.A	P.O.A			Council
Local Laws							
User Fees & Charges							
Derelict vehicle release	Per vehicle	Non-Taxable	$ 452.00	$ 468.00	$ 16.00	3.54%	Council
Tables and chairs	Per table	Non-Taxable	$ 185.00	$ 192.00	$ 7.00	3.78%	Council
Goods on footpath	Per item	Non-Taxable	$ 238.00	$ 246.00	$ 8.00	3.36%	Council
A/Frames permit	Per frame	Non-Taxable	$ 166.00	$ 172.00	$ 6.00	3.61%	Council
Itinerant trading annual permit	Per application	Non-Taxable	$ 651.00	$ 665.00	$ 14.00	2.15%	Council
Itinerant trading 6 monthly permit	Per application	Non-Taxable	$ 380.00	$ 393.00	$ 13.00	3.42%	Council
Itinerant trading weekend permit	Per application	Non-Taxable	$ 135.00	$ 140.00	$ 5.00	3.70%	Council
Itinerant trading organiser permit (markets and festivals)	Per application	Non-Taxable	$ 1,630.00	$ 1,687.00	$ 57.00	3.50%	Council
Impounded trolley release fee	Per trolley	Non-Taxable	$ 130.00	$ 140.00	$ 10.00	7.69%	Council
Permit to burn	Per permit	Non-Taxable	$ 130.00	$ 137.00	$ 7.00	5.38%	Council
General permit	Per permit	Non-Taxable	$ 278.00	$ 288.00	$ 10.00	3.60%	Council
Horses on beach trainer permit	Per permit	Non-Taxable	$ 278.00	$ 288.00	$ 10.00	3.60%	Council
Horses on beach daily access fee	Per horse	Non-Taxable	$ 3.70	$ 3.90	$ 0.20	5.41%	Council
Horses on beach swim access fee	Per horse	Non-Taxable	$ 2.20	$ 2.30	$ 0.10	4.55%	Council
Hire of cat cage	Per cage	Non-Taxable	$ 30.00	$ 32.00	$ 2.00	6.67%	Council
Hire Citronella Collar per week	Per item	Non-Taxable	$ 25.00	$ 26.00	$ 1.00	4.00%	Council
Hire Bark inhibiter per week	Per item	Non-Taxable	$ 25.00	$ 26.00	$ 1.00	4.00%	Council
Hire Bark counter per week	Per item	Non-Taxable	$ 25.00	$ 26.00	$ 1.00	4.00%	Council
Block slashing prior to declared fire season	Per job	Non-Taxable	$ 175.00	$ 182.00	$ 7.00	4.00%	Council
Skip bin permit	Per permit	Non-Taxable	$ 20.00	$ 21.00	$ 1.00	5.00%	Council
Parking Fees and Fines							
On-Street and Off Street							
1st hour off street parking (excluding Coles & Target carparks) in zones 1P & 2P	Per hour	Taxable	No charge				Council
All parking zones 1P 2P 4P	Per hour	Taxable	$ 2.00	$ 2.00	$ -	0.00%	Non-statutory
All Day	Per day	Taxable	$ 5.00	$ 5.00	$ -	0.00%	Non-statutory
Disabled Parking	Per day	Taxable	No charge				Council
Reserved bay permit in CBD per day	Per day	Taxable	$ 15.00	$ 15.00	$ -	0.00%	Council
Credit Surcharge on Smart Meters							
Credit Surcharge on Smart Meters	Per transaction	Taxable	Dependent on Bank Fees				Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Local Laws							
Parking Permits - Disabled and Returned Service							
Replacement	Per permit	Non-Taxable	No charge				Council
New	Per permit	Non-Taxable	No charge				Council
Resident Parking permit	Per permit per annum	Non-Taxable	$ 15.00	$ 15.00	$ -	0.00%	Council
Car parking Fines							
Car parking fines set by Council (0.5 Penalty Unit)	Per fine	Non-Taxable	$ 99.00	$ 99.00	$ -	0.00%	Non-statutory
Animal Registrations							
Unsterilised dog	Per dog	Non-Taxable	$ 220.00	$ 228.00	$ 8.00	3.64%	Council
Sterilised dog	Per dog	Non-Taxable	$ 72.00	$ 75.00	$ 3.00	4.17%	Council
Unsterilised dog (pensioner)	Per dog	Non-Taxable	$ 110.00	$ 114.00	$ 4.00	3.64%	Council
Sterilised dog (pensioner)	Per dog	Non-Taxable	$ 36.00	$ 37.50	$ 1.50	4.17%	Council
Dog over 10 years old	Per dog	Non-Taxable	$ 72.00	$ 75.00	$ 3.00	4.17%	Council
Dog over 10 years old (pensioner)	Per dog	Non-Taxable	$ 36.00	$ 37.50	$ 1.50	4.17%	Council
Dog kept for working with Livestock (rural)	Per dog	Non-Taxable	$ 72.00	$ 75.00	$ 3.00	4.17%	Council
Dog kept for working with Livestock (rural) (pensioner)	Per dog	Non-Taxable	$ 36.00	$ 37.50	$ 1.50	4.17%	Council
Dog registration at pound release	Per dog	Non-Taxable	$ 37.00	$ 37.50	$ 0.50	1.35%	Council
Declared Dangerous or Restricted Breed	Per dog	Non-Taxable	$ 338.00	$ 350.00	$ 12.00	3.55%	Council
Unsterilised cat	Per cat	Non-Taxable	$ 220.00	$ 228.00	$ 8.00	3.64%	Council
Sterilised cat	Per cat	Non-Taxable	$ 72.00	$ 75.00	$ 3.00	4.17%	Council
Cat registration at pound release	Per cat	Non-Taxable	$ 36.00	$ 37.50	$ 1.50	4.17%	Council
Unsterilised cat (pensioner)	Per cat	Non-Taxable	$ 110.00	$ 114.00	$ 4.00	3.64%	Council
Sterilised cat (pensioner)	Per cat	Non-Taxable	$ 36.00	$ 37.50	$ 1.50	4.17%	Council
Permit to house a third dog / cat	Per cat	Non-Taxable	$ 102.00	$ 106.00	$ 4.00	3.92%	Council
Replacement registration tag	Per tag	Non-Taxable	$ 20.00	$ 21.00	$ 1.00	5.00%	Council
Registered Foster Carer	Per registration	Non-Taxable	$ 20.00	$ 21.00	$ 1.00	5.00%	Council
Foster Care Dog / Cat Fee	Per animal	Non-Taxable	$ 8.00	$ 9.00	$ 1.00	12.50%	Council
Grazing permit	Per permit	Non-Taxable	$ 205.00	$ 212.00	$ 7.00	3.41%	Council
Registered animal businesses	Per businesses	Non-Taxable	$ 210.00	$ 217.00	$ 7.00	3.33%	Council
Impounded animal release fee: Cat	Per Cat	Non-Taxable	$ 170.00	$ 176.00	$ 6.00	3.53%	Council
Impounded animal release fee: Dog	Per Dog	Non-Taxable	$ 170.00	$ 176.00	$ 6.00	3.53%	Council
Notes:							
- Animal registration fees apply from 1 April 2024							
- Pro-rata fees – 50% of pet registration fees apply after 1 November							
- Deceased animals – 50% refund of fees available/claimed up to 1 November of current registration period							
Local Law - Stock Crossing Permit	Per transaction	Non-Taxable	$ 164.00	$ 170.00	$ 6.00	3.66%	Council
Outdoor Hospitality / Pop Ups							
Licence Fee (per week)	Per Week	Non-Taxable	$ 238.20	$ 247.00	$ 8.80	3.69%	Council
Table Fee (per table)	Per Table	Non-Taxable	$ 49.00	$ 51.00	$ 2.00	4.08%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
'Meet a Maremma' tours							
User Fees & Charges							
TOUR FEES (INDIVIDUALS)							
Adults	Per admission	Taxable	$ 22.60	$ 24.00	$ 1.40	6.19%	Council
Concession	Per admission	Taxable	$ 16.40	$ 17.00	$ 0.60	3.66%	Council
Child (5-12 years)	Per admission	Taxable	$ 8.40	$ 9.00	$ 0.60	7.14%	Council
Family (2 Adult, 2 Child)	Per admission	Taxable	$ 49.20	$ 51.00	$ 1.80	3.66%	Council
Student	Per admission	Taxable	$ 16.40	$ 17.00	$ 0.60	3.66%	Council
Under 5 (free of charge)	Per admission	Taxable	$ -	$ -	$ -		Council
SCHOOL GROUPS (Kindergarten to Year 12):							
Minimum cost - Up to 30 students	per group	taxable	$ 250.00	$ 260.00	$ 10.00	4.00%	Council
31-60 students	per group	taxable	$ 350.00	$ 362.00	$ 12.00	3.43%	Council
61-90 students	per group	taxable	$ 450.00	$ 465.00	$ 15.00	3.33%	Council
ADULT GROUPS:							
Minimum cost - Up to 20 participants	per group	taxable	$ 350.00	$ 360.00	$ 10.00	2.86%	Council
21-50 participants	per group	taxable	$ 450.00	$ 465.00	$ 15.00	3.33%	Council
CONCESSION GROUPS:							
Minimum cost - Up to 20 participants	per group	taxable	$ 250.00	$ 258.00	$ 8.00	3.20%	Council
21-50 participants	per group	taxable	$ 350.00	$ 360.00	$ 10.00	2.86%	Council
PAYMENT PROCESS:							
All group bookings will require the completion of Name and Address Register Form for Warrnambool City Council for invoicing. This form will be provided in your							
IMPORTANT INFORMATION:							
The maximum number of participants is 30 for the Penguin Protectors Warrnambool Experience at Stingray Bay. Groups of up to 60 will be accommodated for by							
For in-house presentations, the limit of 30 participants per session does not apply. If your group is larger than 60, please let us know in your enquiry email; we will do							
Planning							
Statutory Planning Fees							
All fees are set by the State Government of Victoria in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation							
Non-statutory Planning Fees							
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	Per permit	Taxable	$ 235.10	$ 450.00	$ 214.90	91.41%	Council
Extension of time for Planning Permits:							
- First extension	Per application	Taxable	$ 224.00	$ 320.00	$ 96.00	42.86%	Council
- Second extension	Per application	Taxable	$ 337.10	$ 550.00	$ 212.90	63.16%	Council
- Additional extensions	Per application	Taxable	$ 457.20	$ 800.00	$ 342.80	74.98%	Council
Approval of Development Plans to the satisfaction of the Responsible Authority	Per application	Taxable	$ 794.20	$ 850.00	$ 55.80	7.03%	Council
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	Per application	Taxable	$ 794.20	$ 850.00	$ 55.80	7.03%	Council
Approval of 173 Agreements - plus cost of legal advice if required	Per application	Taxable	$ 195.90	$ 220.00	$ 24.10	12.30%	Council
Review of compliance of Section 173 Agreements - (plus cost of legal advice if required)	Per application	Taxable	$ 195.90	$ 220.00	$ 24.10	12.30%	Council
Notification of Planning Applications or Planning Scheme Amendments:							
- Up to 10 letters/notices	Per letter/notice up to 10	Taxable	$ 130.60	$ 185.00	$ 54.40	41.65%	Council
- Additional letters/notices	Per letter/notice	Taxable	$ 6.40	$ 7.00	$ 0.60	9.37%	Council
Plans to Comply Condition (2nd and subsequent changes)	Per application	Taxable	$ 148.60	$ 300.00	$ 151.40	101.88%	Council
Property Inquiry relating to planning history	Per inquiry	Taxable	$ 193.90	$ 200.00	$ 6.10	3.15%	Council
Planning written advice	Per inquiry	Taxable	$ 200.00	$ 260.00	$ 60.00	30.00%	Council
Planning Property Information Request	Per enquiry	Taxable		$ 160.00	NEW		Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Open Space Hire							
Botanic Gardens - Weddings and Events							
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	Per event	Taxable	$ 135.00	$ 139.70	$ 4.70	3.48%	Council
Use of Band Rotunda and or Vehicle Access	Per hire	Taxable	$ 205.00	$ 212.20	$ 7.20	3.51%	Council
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	Per marquee	Taxable	$ 670.00	$ 693.50	$ 23.50	3.51%	Council
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	Per marquee	Taxable	$ 1,335.00	$ 1,381.70	$ 46.70	3.50%	Council
Large Marquee *	Per marquee	Taxable					Council
*Note: * = Marquee fees include vehicle access and use of Band Rotunda if required*							
Lake Pertobe - Events							
Low Impact Community Event	Per event	Taxable	No Charge	No Charge			Council
Small Events (under 200 attendees)	Per event	Taxable	$ 330.00	$ 110.00	$ (220.00)	-66.67%	Council
Medium Events (between 200 to 500 attendees)	Per event	Taxable	$ 670.00	$ 230.00	$ (440.00)	-65.67%	Council
Large Events (over 500 attendees)	Per event	Taxable	$ 1,350.00	$ 470.00	$ (880.00)	-65.19%	Council
Open Space - Other							
Low Impact Community Event	Per event		No charge	No charge			Council
Small Events (under 200 attendees)	Per event	Taxable	$ 300.00	$ 110.00	$ (190.00)	-63.33%	Council
Medium Events (between 200 to 500 attendees)	Per event	Taxable	$ 605.00	$ 230.00	$ (375.00)	-61.98%	Council
Large Events (over 500 attendees)	Per event	Taxable	$ 1,215.00	$ 470.00	$ (745.00)	-61.32%	Council
Markets	Per event	Taxable		$ 412.50	NEW	NEW	Council
Roadside Banners							
Installation of banners on CBD roundabouts (2 week period)	Per 2 wk period	Taxable	$ 90.00	$ 93.20	$ 3.20	3.56%	Council
Property Management							
User Fees & Charges							
Licences preparation fee	Per Application	Taxable	$ 134.30	$ 139.00	$ 4.70	3.50%	Council
Lease preparation fee	Per Application	Taxable	$ 195.20	$ 202.00	$ 6.80	3.48%	Council
Survey plan fee	Per Application	Non-Taxable	$ 1,954.10	$ 2,022.50	$ 68.40	3.50%	Council
Title search fee	Per Application	Non-Taxable	$ 51.00	$ 52.80	$ 1.80	3.53%	Council
Search, retrieval and photocopying fees							
Search, inspection, retrieval or access fee	Per Search	Non-Taxable	$ 29.30	$ 30.30	$ 1.00	3.41%	Council
Search, inspection, retrieval or access fee (Offsite)	Per Search	Non-Taxable	$ 46.20	$ 47.80	$ 1.60	3.46%	Council
Photocopying/printing any document	Per A4/A3 page	Non-Taxable	$ 0.80	$ 0.80	$ -	0.00%	Council
Photocopying/printing any document	Per A1,2,0 page	Non-Taxable	$ 6.00	$ 6.20	$ 0.20	3.33%	Council
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. 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.							
Size							
A0	Per print	Taxable	$ 167.50	$ 173.40	$ 5.90	3.52%	Council
A1	Per print	Taxable	$ 132.90	$ 137.60	$ 4.70	3.54%	Council
A2	Per print	Taxable	$ 99.30	$ 102.80	$ 3.50	3.52%	Council
A3	Per print	Taxable	$ 68.30	$ 70.70	$ 2.40	3.51%	Council
A4	Per print	Taxable	$ 65.70	$ 68.00	$ 2.30	3.50%	Council
Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer and can be provided as hardcopy or PDF. Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.							
Size							
A0	Per print	Taxable	$ 261.20	$ 270.30	$ 9.10	3.48%	Council
A1	Per print	Taxable	$ 202.30	$ 209.40	$ 7.10	3.51%	Council
A2	Per print	Taxable	$ 152.60	$ 157.90	$ 5.30	3.47%	Council
A3	Per print	Taxable	$ 99.30	$ 102.80	$ 3.50	3.52%	Council
A4	Per print	Taxable	$ 49.60	$ 51.30	$ 1.70	3.43%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Revenue Management							
Monetary Complaints: Notices on a Debt							
Filing Fee							
Less than $500	Per Application	Non-Taxable	$ 333.10	$ 342.90	$ 9.80	2.94%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 333.10	$ 342.90	$ 9.80	2.94%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 695.70	$ 716.10	$ 20.40	2.93%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 695.70	$ 716.10	$ 20.40	2.93%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 695.70	$ 716.10	$ 20.40	2.93%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 1,058.20	$ 1,089.30	$ 31.10	2.94%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 1,058.20	$ 1,089.30	$ 31.10	2.94%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 1,587.30	$ 1,633.90	$ 46.60	2.94%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 1,587.30	$ 1,633.90	$ 46.60	2.94%	Statutory
Professional (Item 1 Complaints)							
Less than $500	Per Application	Non-Taxable	$ 270.00	$ -	$ (270.00)	-100.00%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 565.00	$ -	$ (565.00)	-100.00%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 565.00	$ 275.00	$ (290.00)	-51.33%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 693.00	$ 576.00	$ (117.00)	-16.88%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 834.00	$ 576.00	$ (258.00)	-30.94%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 834.00	$ 707.00	$ (127.00)	-15.23%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 1,035.00	$ 850.00	$ (185.00)	-17.87%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 1,246.00	$ 850.00	$ (396.00)	-31.78%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 1,489.00	$ 1,056.00	$ (433.00)	-29.08%	Statutory
Service Fee							
Service Fee	Per Application	Non-Taxable	$ 89.00	$ 89.00	$ -	0.00%	Statutory
Other Professional Costs							
Warrant (Item 69)							
Less than $500	Per Application	Non-Taxable	$ 69.00	$ 71.00	$ 2.00	2.90%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 143.00	$ 146.00	$ 3.00	2.10%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 143.00	$ 146.00	$ 3.00	2.10%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 169.00	$ 172.00	$ 3.00	1.78%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 213.00	$ 217.00	$ 4.00	1.88%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 213.00	$ 217.00	$ 4.00	1.88%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 267.00	$ 272.00	$ 5.00	1.87%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 319.00	$ 325.00	$ 6.00	1.88%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 375.00	$ 383.00	$ 8.00	2.13%	Statutory
Summons for Oral Examination (Item 70)							
Less than $500	Per Application	Non-Taxable	$ 72.00	$ 73.00	$ 1.00	1.39%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 171.00	$ 175.00	$ 4.00	2.34%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 171.00	$ 175.00	$ 4.00	2.34%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 207.00	$ 212.00	$ 5.00	2.42%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 228.00	$ 232.00	$ 4.00	1.75%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 228.00	$ 232.00	$ 4.00	1.75%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 289.00	$ 295.00	$ 6.00	2.08%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 351.00	$ 357.00	$ 6.00	1.71%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 408.00	$ 416.00	$ 8.00	1.96%	Statutory
Necessary Affidavit (Item 31)							
Less than $500	Per Application	Non-Taxable	$ 121.00	$ 124.00	$ 3.00	2.48%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 252.00	$ 257.00	$ 5.00	1.98%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 252.00	$ 257.00	$ 5.00	1.98%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 305.00	$ 311.00	$ 6.00	1.97%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 365.00	$ 372.00	$ 7.00	1.92%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 365.00	$ 372.00	$ 7.00	1.92%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 458.00	$ 467.00	$ 9.00	1.97%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 539.00	$ 550.00	$ 11.00	2.04%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 629.00	$ 642.00	$ 13.00	2.07%	Statutory

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Revenue Management							
Application for Order (Item 29)							
Less than $500	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 56.00	$ 57.00	$ 1.00	1.79%	Statutory
Instructions to Defend (Item 5)							
Less than $500	Per Application	Non-Taxable	$ 124.00	$ 127.00	$ 3.00	2.42%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 268.00	$ 273.00	$ 5.00	1.87%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 268.00	$ 273.00	$ 5.00	1.87%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 332.00	$ 339.00	$ 7.00	2.11%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 396.00	$ 404.00	$ 8.00	2.02%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 396.00	$ 404.00	$ 8.00	2.02%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 494.00	$ 504.00	$ 10.00	2.02%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 593.00	$ 606.00	$ 13.00	2.19%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 712.00	$ 727.00	$ 15.00	2.11%	Statutory
Order for Substituted Service (Item 80)							
Less than $500	Per Application	Non-Taxable	$ 183.00	$ 186.00	$ 3.00	1.64%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 330.00	$ 336.00	$ 6.00	1.82%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 330.00	$ 336.00	$ 6.00	1.82%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 391.00	$ 399.00	$ 8.00	2.05%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 460.00	$ 470.00	$ 10.00	2.17%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 460.00	$ 470.00	$ 10.00	2.17%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 581.00	$ 592.00	$ 11.00	1.89%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 684.00	$ 699.00	$ 15.00	2.19%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 796.00	$ 812.00	$ 16.00	2.01%	Statutory
Necessary Notice/Certificate (Item 19)							
Less than $500	Per Application	Non-Taxable	$ 60.00	$ 61.00	$ 1.00	1.67%	Statutory
$500 - $999	Per Application	Non-Taxable	$ 107.00	$ 109.00	$ 2.00	1.87%	Statutory
$1,000 - $4,999	Per Application	Non-Taxable	$ 107.00	$ 109.00	$ 2.00	1.87%	Statutory
$5,000 - $7,499	Per Application	Non-Taxable	$ 125.00	$ 128.00	$ 3.00	2.40%	Statutory
$7,500 - $9,999	Per Application	Non-Taxable	$ 151.00	$ 154.00	$ 3.00	1.99%	Statutory
$10,000 - $20,000	Per Application	Non-Taxable	$ 151.00	$ 154.00	$ 3.00	1.99%	Statutory
$20,000.01 - $40,000.00	Per Application	Non-Taxable	$ 189.00	$ 192.00	$ 3.00	1.59%	Statutory
$40,000.01 - $70,000.00	Per Application	Non-Taxable	$ 220.00	$ 224.00	$ 4.00	1.82%	Statutory
$70,000.01 & over	Per Application	Non-Taxable	$ 267.00	$ 272.00	$ 5.00	1.87%	Statutory
Issue Fees							
Claim or Counterclaim							
Fee	Per Application	Non-Taxable	$ 331.00	$ 342.90	$ 11.90	3.60%	Statutory
With Preparation	Per Application	Non-Taxable	$ 364.10	$ 374.80	$ 10.70	2.94%	Statutory
Application for Order							
Fee	Per Application	Non-Taxable	$ 98.00	$ 100.90	$ 2.90	2.96%	Statutory
With Preparation	Per Application	Non-Taxable	$ 129.00	$ 132.80	$ 3.80	2.95%	Statutory
46A Summons/46B Rehearing Application							
Fee	Per Application	Non-Taxable	$ 346.20	$ 356.40	$ 10.20	2.95%	Statutory
With Preparation	Per Application	Non-Taxable	$ 377.20	$ 388.30	$ 11.10	2.94%	Statutory
Summons for Oral Examination including hearing							
Fee	Per Application	Non-Taxable	$ 228.60	$ 235.30	$ 6.70	2.93%	Statutory
With Preparation	Per Application	Non-Taxable	$ 259.60	$ 267.20	$ 7.60	2.93%	Statutory
Certificate for Supreme Court							
Fee	Per Application	Non-Taxable	$ 22.90	$ 23.50	$ 0.60	2.62%	Statutory
With Preparation	Per Application	Non-Taxable	$ 53.90	$ 55.40	$ 1.50	2.78%	Statutory
Application for Attachment of Earnings							
Fee	Per Application	Non-Taxable	$ 326.60	$ 336.20	$ 9.60	2.94%	Statutory
With Preparation	Per Application	Non-Taxable	$ 357.60	$ 368.10	$ 10.50	2.94%	Statutory

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Revenue Management							
Attachment of Earnings/Debt Order							
Fee	Per Application	Non-Taxable	$ 22.90	$ 23.50	$ 0.60	2.62%	Statutory
With Preparation	Per Application	Non-Taxable	$ 53.90	$ 55.40	$ 1.50	2.78%	Statutory
Warrant Fees							
Fee	Per Application	Non-Taxable	$ 39.20	$ 40.30	$ 1.10	2.81%	Statutory
With Preparation (Max fee listed)	Per Application	Non-Taxable	$ 362.00	$ 72.20	$ (289.80)	-80.06%	Statutory
Sheriff's Warrant Fee	Per Application	Non-Taxable	$ 223.90	$ 230.50	$ 6.60	2.95%	Statutory
Application under the Judgement Debt Recovery Act							
Summons for Examination	Per Application	Non-Taxable	$ 346.20	$ 356.40	$ 10.20	2.95%	Statutory
With Preparation	Per Application	Non-Taxable	$ 377.20	$ 388.30	$ 11.10	2.94%	Statutory
Instalment Application/Agreement (Creditor)	Per Application	Non-Taxable	$ 80.00	$ 82.40	$ 2.40	3.00%	Statutory
With Preparation	Per Application	Non-Taxable	$ 111.00	$ 114.30	$ 3.30	2.97%	Statutory
Application to Vary/Cancel (Creditor)	Per Application	Non-Taxable	$ 80.00	$ 82.40	$ 2.40	3.00%	Statutory
With Preparation	Per Application	Non-Taxable	$ 111.00	$ 114.30	$ 3.30	2.97%	Statutory
Service Cost							
Attempted Service (Item 78)	Per Application	Non-Taxable	$ 61.00	$ 62.00	$ 1.00	1.64%	Statutory
Service by Post (Item 77)	Per Application	Non-Taxable	$ 16.00	$ 16.00	$ -	0.00%	Statutory
Allowance per km (Item 79)	Per Application	Non-Taxable	$ 0.84	$ 0.85	$ 0.01	1.19%	Statutory
Rate Search Fees							
Rate history search fee	First 3 Hours	Non-Taxable	$ 463.20	$ 479.40	$ 16.20	3.50%	Council
Rate history search fee	After 3 Hours	Non-Taxable	$ 146.80	$ 151.90	$ 5.10	3.47%	Council
Rate history search fee (0-10 Years)	Each	Non-Taxable	$ 27.80	$ 28.80	$ 1.00	3.60%	Council
Copy of previous years Rate Instalments Notices	Each	Non-Taxable	$ 20.00	$ 21.00	$ 1.00	5.00%	Council
Land Information Certificates							
Standard LIC Fee	Per Application	Non-Taxable	$ 30.40	$ 31.70	$ 1.30	4.28%	Statutory
Urgent LIC Fee	Per Application	Non-Taxable	$ 72.00	$ 74.50	$ 2.50	3.47%	Council
Bank Dishonour / Rejection Fee							
Dishonour Fee				At cost per bank charge			
Direct Debit Rejection Fee				At cost per bank charge			
Sportsgrounds							
Sports ground casual hire (includes use of pavilion)							
Half day	Per booking	Taxable	$ 155.00	$ 165.00	$ 10.00	6.45%	Council
Full day	Per booking	Taxable	$ 305.00	$ 330.00	$ 25.00	8.20%	Council
Sports ground oval line marking (pre-season practice matches)	Per booking	Taxable	$ 155.00	$ 165.00	$ 10.00	6.45%	Council
Football/Netball League Finals (senior competition)	Per day	Taxable	$ 1,150.00	$ 1,265.00	$ 115.00	10.00%	Council
Football/Netball League Finals (junior and/or female competition only)	Per day	Taxable	$ 550.00	$ 569.00	$ 19.00	3.45%	Council
Cricket League Finals (senior competitions)	Per day	Taxable	$ 280.00	$ 330.00	$ 50.00	17.86%	Council
Cricket League Finals (junior and/or female competition only)	Per day	Taxable	$ 140.00	$ 165.00	$ 25.00	17.86%	Council
School Use (local, interschool, regional, state competition days)	Per day	Taxable	$ 550.00	$ 569.00	$ 19.00	3.45%	Council
Commercial hire	Per day	Taxable	$ 2,250.00	$ 2,328.80	$ 78.80	3.50%	Council
Unauthorised Use (base charge plus at cost cleaning and/or damages)	Per event	Taxable	$ 1,100.00	$ 1,138.50	$ 38.50	3.50%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Sportsgrounds							
Sports ground casual hire (includes use of pavilion)							
Unauthorised Works on Council Owned or Managed Land (base charge plus at cost cleaning and/or damages, rectification and/or remedial works)	Per event	Taxable	$ 2,200.00	$ 2,277.00	$ 77.00	3.50%	Council
Commercial cleaning of facilities (when left in unsuitable condition)	Per event	Taxable	Cost + 25%				Council
Reid Oval social room - clubs/community groups (no kitchen use)	Per hour	Taxable	$ 27.50	$ 28.87	$ 1.37	4.98%	Council
Reid Oval social room - clubs/community groups (includes kitchen use)	Per hour	Taxable	$ 44.00	$ 46.20	$ 2.20	5.00%	Council
Reid Oval social room - commercial/for profit groups (no kitchen use)	Per hour	Taxable	$ 60.00	$ 63.00	$ 3.00	5.00%	Council
Reid Oval social room - commercial/for profit groups (includes kitchen use)	Per hour	Taxable	$ 80.00	$ 84.00	$ 4.00	5.00%	Council
Reid Oval oval floodlights (competition/event use)	Per hour	Taxable	$ 44.00	$ 48.40	$ 4.40	10.00%	Council
Commercial cleaning of facilities (post League finals, casual events & school competition use)	Per booking	Taxable	$ 250.00	$ 275.00	$ 25.00	10.00%	Council
Sports ground seasonal use fee							
Category 1 (Oval, netball courts x 2 & change rooms)	Per season	Taxable	$ 8,487.60	$ 8,784.70	$ 297.10	3.50%	Council
Category 2 (Oval, netball court x 1 & change rooms)	Per season	Taxable	$ 6,790.30	$ 7,028.00	$ 237.70	3.50%	Council
Category 3 (Oval, practice nets & change rooms)	Per season	Taxable	$ 5,093.00	$ 5,271.30	$ 178.30	3.50%	Council
Category 4 (Oval & change rooms)	Per season	Taxable	$ 4,243.80	$ 4,392.30	$ 148.50	3.50%	Council
Category 5 (Oval)	Per season	Taxable	$ 849.20	$ 878.90	$ 29.70	3.50%	Council
Category 6 (Regional Facility)	Per season	Taxable	At cost plus 25%				Council
Pre-season fee (Jan to Mar training, plus 25% of seasonal fee)	Per season	Taxable	At cost plus 25%				Council
Pre-season fee (Oct to Mar training, plus 50% of seasonal fee)	Per season	Taxable	At cost plus 50%				Council
Use of second ground for competition (plus 50% of seasonal fee)	Per season	Taxable	At cost plus 50%				Council
All year round competition use (incur two seasonal charges)	Per season	Taxable	At cost x 2				Council
Recreation Facilities rent		Taxable	By Negotiation				Council
Warrnambool Stadium							
Player Fees							
School	Per player	Taxable	$ 6.00	$ 6.25	$ 0.25	4.17%	Council
Casual Shot	Per player	Taxable	$ 5.50	$ 6.00	$ 0.50	9.09%	Council
Stadium Hire							
Court hire for licenced resident sports associations domestic competitions & training	Per hour	Taxable	$ 43.00	$ 44.50	$ 1.50	3.49%	Council
Hourly rate with lights: commercial	Per hour	Taxable	$ 378.20	$ 392.00	$ 13.80	3.65%	Council
Hourly rate with lights: community/school	Per hour	Taxable	$ 267.90	$ 278.00	$ 10.10	3.77%	Council
School use between 9am - 3pm	Per booking	Taxable	$ 1,030.00	$ 1,066.00	$ 36.00	3.50%	Council
Highball Court - up to 12 hours	Per booking	Taxable	$ 541.10	$ 560.00	$ 18.90	3.49%	Council
Highball Court - with lights: commercial	Per hour	Taxable	$ 84.00	$ 87.00	$ 3.00	3.57%	Council
Highball Court - with lights: community/school	Per hour	Taxable	$ 64.00	$ 66.50	$ 2.50	3.91%	Council
Highball Court - School use between 9am - 3pm	Per booking	Taxable	$ 367.80	$ 380.50	$ 12.70	3.45%	Council
Show Court - up to 12 hours	Per booking	Taxable	$ 704.00	$ 730.00	$ 26.00	3.69%	Council
Show Court - with lights: commercial	Per hour	Taxable	$ 84.00	$ 87.00	$ 3.00	3.57%	Council
Show Court - with lights: community/school	Per hour	Taxable	$ 64.00	$ 66.50	$ 2.50	3.91%	Council
Show Court - School use between 9am - 3pm	Per booking	Taxable	$ 378.00	$ 392.00	$ 14.00	3.70%	Council
Seahawks/Mermaids Home Games & Finals							
Both Teams	Per game	Taxable	$ 710.00	$ 735.00	$ 25.00	3.52%	Council
Single Team	Per game	Taxable	$ 440.00	$ 456.00	$ 16.00	3.64%	Council

Fee/Charge Description	Unit	GST Status	2025-26 Fee Inc GST	2026-27 Fee Inc GST	Fee Increase / Decrease $	Annual % Change	Basis of Fee
Warrnambool Stadium							
Multi-Purpose Room							
Up to 12 hours (with other hires)	Per booking	Taxable	$ 210.00	$ 218.00	$ 8.00	3.81%	Council
Up to 12 hours (room only)	Per booking	Taxable	$ 420.00	$ 435.00	$ 15.00	3.57%	Council
Multi-purpose room - Per hour	Per hour	Taxable	$ 63.00	$ 65.50	$ 2.50	3.97%	Council
User groups up to 12 hours	Per booking	Taxable	$ 157.60	$ 164.00	$ 6.40	4.06%	Council
Meeting room - Per hour	Per hour	Taxable	$ 32.00	$ 33.50	$ 1.50	4.69%	Council
Facility Hire							
Kitchen facilities	Per booking	Taxable	$ 200.00	$ 210.00	$ 10.00	5.00%	Council
User group sports hire up to 12 hours	Per booking	Taxable	$ 1,355.40	$ 1,405.00	$ 49.60	3.66%	Council
3crt stadium Commercial users up to 12 hours	Per booking	Taxable	$ 1,954.20	$ 2,022.00	$ 67.80	3.47%	Council
2crt NB stadium up to 12 hours	Per booking	Taxable	$ 1,034.80	$ 1,071.00	$ 36.20	3.50%	Council
Outside School Hours Care							
Vacation care daily rate	Per day	Non-Taxable	$ 92.50	$ 96.40	$ 3.90	4.22%	Council
After school care casual rate per session	Per session	Non-Taxable	$ 32.70	$ 34.00	$ 1.30	3.98%	Council
After school care permanent rate per session	Per session	Non-Taxable	$ 29.40	$ 30.60	$ 1.20	4.08%	Council
Waste Management							
User Fees & Charges							
FOGO Compostable Liners (roll of 150)	Per roll	Taxable	$ 13.00	$ 13.50	$ 0.50	3.85%	Council
Bin springs	Per springs	Non-taxable	$ 11.00	$ 11.40	$ 0.40	3.64%	Council

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. The fees listed are a maximum and Council have the discretion to charge a lesser amount if appropriate.

7.2. Annual Action Plan 2026-2027

DIRECTORATE : Corporate Strategies

Purpose:

This report presents the Warrnambool City Council Annual Action Plan 2026-2027.

Executive Summary

Council is required under Section 90 of the *Local Government Act (2020),* to prepare and approve a Council Plan by 31 October following a general election. The four-year Council Plan is the feature document in Council's suite of strategic planning documents and is formulated to guide the work of Council over the next four years.

The Council Plan is accompanied by a series of Annual Action Plans to cover the four-year life of the plan. A draft Annual Action Plan for 2026-2027 has been prepared and includes a total of 104 actions. The draft Annual Action Plan is developed to deliver the objectives of the Council Plan with resources allocated via the Council Budget.

A community engagement process to inform the development of the 2026-2027 Budget and the Council Plan's Annual Action Plan 2026-2027 was conducted over November and December 2025. The engagement comprised two main components: an online/print survey and a series of listening posts at different locations within the municipality.

The online survey generated 29 responses while the listening posts - held in Dennington, West Warrnambool, Liebig Street, Woodford and Allansford - recorded 69 suggestions. The online survey asked respondents to consider and prioritise the 12 budget principles and guides provided by the Finance Unit.

The top three leading principles identified by respondents were:

- Asset management – prioritise asset renewal over new investment ensuring that our infrastructure is well maintained.
- Rethink existing services to identify savings, efficiency, value to the community and ensure continued relevance.
- Rates – keeping rate increases within the rate cap.

At its May meeting Council released draft Annual Action Plan for public exhibition and community feedback. No additional feedback was received.

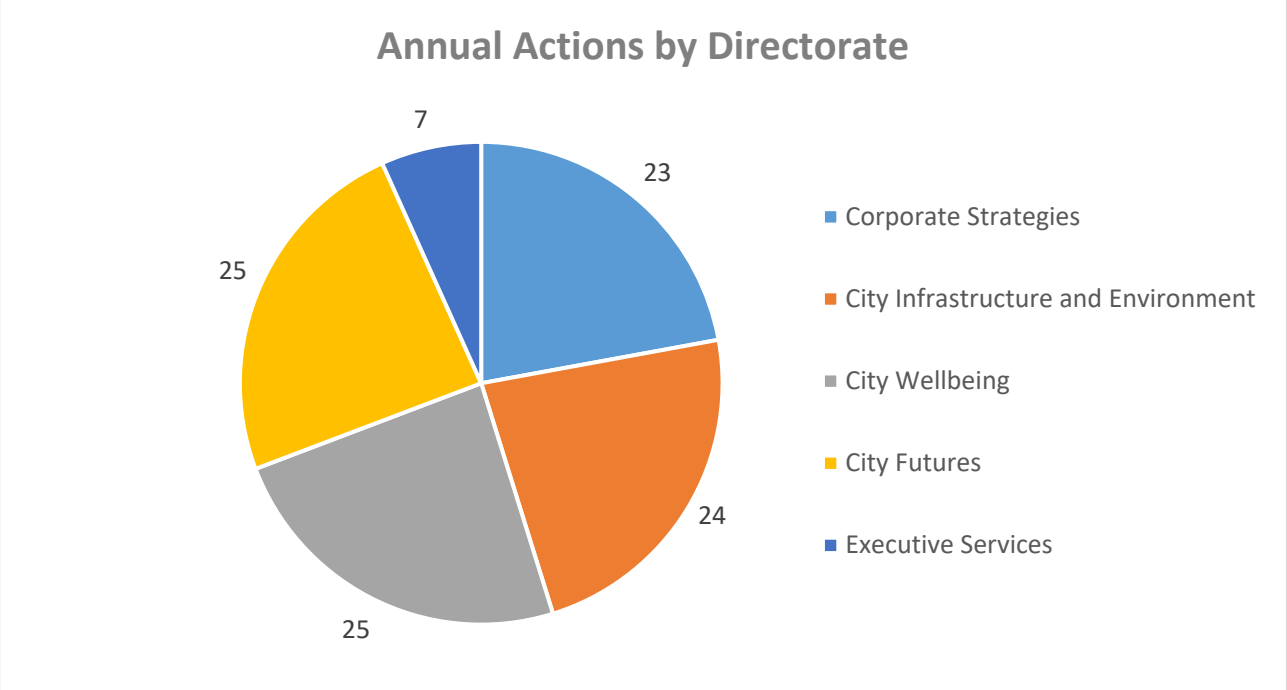
MOVED: CR MATTHEW WALSH
SECONDED: CR WILLY BENTER

That Council adopt the Warrnambool City Council Annual Action Plan 2026-2027.

CARRIED - 6:0

Background

The approach to managing the Council Plan 2025-2029 is to have a separate annual action plan, while the plan itself, including strategic pillars and objectives, is left unaltered over the four years – unless exceptional circumstances arise.



Issues

The perennial challenge facing Councils as they develop their Council Plans is to balance the aspirations of the community with the resources available, which are described in the Annual Budget.

Financial Impact

The Annual Action Plan is largely comprised of activities that may be in addition to business-as-usual activities. Most will have been included on the basis that they are factored into the Draft Budget while some will be reliant on external funding in order to proceed.

Legislation/Policy/Council Plan Context

5 City Leadership

5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.

Timing

Councils typically finalise their Council Plans before 30 June, in line with the annual Budget cycle.

Community Impact/Consultation

The community consultation that began in late 2025 included a survey that asked respondents to rate their top five Council services.

The aggregated top five services were:

- Waste management – includes kerbside collection and street cleaning.
- Aged care – includes Archie Graham Centre, Meals on Wheels, personal and home support.
- Health services – includes public health, food safety, Municipal Health and Wellbeing Plan.
- Asset management – includes long-term maintenance programs for buildings, pavilions and roads.
- Family services – kindergartens, youth services, immunisation and maternal and child health.

When respondents were asked which services they would allocate significantly more funding to if they were "Council for a day" the combined response was construction, local roads, paths and drains; aged and family services including kindergartens and Archie Graham Centre; environment and waste management including kerbside collection, sustainability programs and street cleaning.

Overall, respondents said they would allocate less funding to arts and culture, tourism and economic development and governance and administration.

Some strong, repeated themes emerged at some the listening posts including:

- Woodford-Bushfield: traffic management along Bridge Road including speeding, trucks, pedestrian safety; calls for a pedestrian/cycling trail to Warrnambool.

- Allansford: concerned about the closure of the Ziegler Parade Bridge and safe vehicle access in and out of Allansford, footpaths.

Legal Risk/Impact

N/A

Officers' Declaration of Interest

No conflict of interest has been declared.

Collaborative Procurement

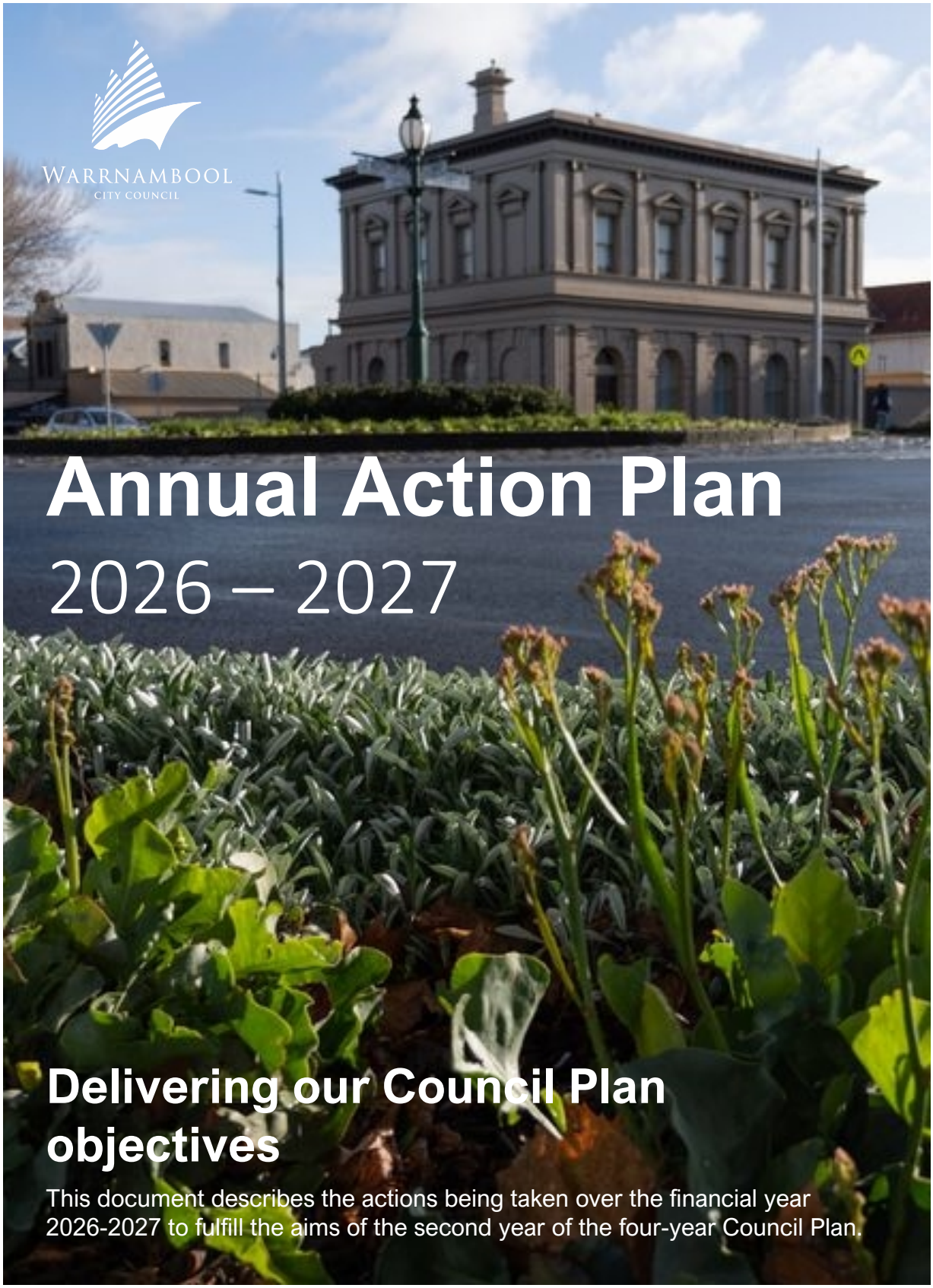
N/A

Conclusion

Council is in a position to consider the proposed Annual Action Plan and adopt the Plan before 30 June 2026.

ATTACHMENTS

1. Annual Action Plan 2026-2027 [**7.2.1** - 13 pages]


WARRNAMBOOL
CITY COUNCIL
Annual Action Plan
2026 – 2027
Delivering our Council Plan objectives
This document describes the actions being taken over the financial year 2026-2027 to fulfill the aims of the second year of the four-year Council Plan.

Warrnambool City Council Annual Action Plan 2026 - 2027

Strategic Pillar 1: CITY FUTURES: Activating a vibrant, liveable and safe city through enhancing outcomes for all.

CF Strategy 1.1: Our City activates and promotes local culture and art.

No.	Action
1.1.1	Deliver actions from the Art Gallery Strategic Plan in line with the Warrnambool Destination Action Plan.
1.1.2	Deliver actions from the Lighthouse Theatre Strategic Plan in line with the Warrnambool Destination Action Plan

CF Strategy 1.2: Our City puts public health and safety as a priority.

No.	Action
1.2.1	Contribute to and support actions of the Local Community Safety Committee to reduce the impact of antisocial behaviour.

CF Strategy 1.3: Our City plans for sustainable growth while accommodating a changing climate.

No.	Action
1.3.1	Monitor and manage the East of Aberline Precinct Structure Plan for effectiveness and progress post re-zoning.
1.3.2	Progress the planning scheme amendment to incorporate the Retail Strategy into the Warrnambool Planning Scheme.
1.3.3	Complete the Warrnambool Futures: Long-Term Land Use Plan and progress incorporation into the Warrnambool Planning Scheme.
1.3.4	Pending the approval of Council, progress the planning scheme amendment to incorporate the Allansford Flood Study into the Warrnambool planning scheme amendment in line with the Allansford Strategic Framework plan.
1.3.5	Progress the planning scheme amendment to incorporate the Bushfield Woodford Strategic Framework Plan into the Warrnambool Planning Scheme.
1.3.6	Progress the planning scheme amendment to incorporate the Foreshore Precinct Plan into the scheme.
1.3.7	Deliver the review and update of the Open Space Strategy.
1.3.8	Implement master plan for former Saleyards precinct.

CF Strategy 1.4: Our City will continue to advocate for improvements to planning frameworks for growth area developments including Development Contribution Plans.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CF Strategy 1.5: Our City is activated to be attractive to residents and visitors.

No.	Action
1.5.1	Deliver the Solstice Search Party to the community in June 2027.
1.5.2	Deliver actions from the Holiday Parks Strategic Plan.

Warrnambool City Council Annual Action Plan 2026 - 2027

CF Strategy 1.6: Our City will be a sought-after destination for visitors.

No.	Action
1.6.1	Progress actions from the Flagstaff Hill reimagining vision and opportunities plan in line with the Warrnambool Destination Action Plan.

CF Strategy 1.7: Our City encourages workforce attraction and development.

No.	Action
1.7.1	Support business growth or new business activity through the Better Business Approvals process in line with the Economic Development Strategy and report quarterly on metrics (new business inquiries and activity).
1.7.2	Facilitate the Great South Coast Designated Area Migration Agreement and Talent Beyond Boundaries programs and engage and promote Victorian Government skilled migration programs.

CF Strategy 1.8: Our City encourages business growth and development.

No.	Action
1.8.1	Deliver quarterly business networking functions.
1.8.2	Support business growth through targeted programs and business support activities in line with the Economic Development Strategy and report on metrics.
1.8.3	Promote Warrnambool and initiate opportunities for investment and attraction.
1.8.4	Support the development of a visitor economy business reference group to enact Warrnambool destination action plan priorities.

CF Strategy 1.9: Our City will create an environment that accelerates delivery of housing across all forms.

No.	Action
1.9.1	Develop and deliver a housing forum out of Warrnambool in conjunction with industry and neighbouring municipalities.

CF Strategy 1.10: Our City supports learning and recognises the importance of tertiary and vocational learning institutions including Deakin University and the South West TAFE.

No.	Action
1.10.1	Seek opportunities for the city in the tertiary and vocational sectors including Deakin and South West TAFE.

CF Strategy 1.11: Our City will support and grow industries that will bring employment and prosperity to the region.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

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Warrnambool City Council
Annual Action Plan

2026 - 2027

CF Strategy 1.12: Our City celebrates iconic events and attractions that are part of our identity and visitor economy including speedway racing, the May Racing Carnival and our foreshore and beach.

No.	Action
1.12.1	Build capacity of event organisers through targeted initiatives.
1.12.2	Distribute the annual Festival and Events Fund.
1.12.3	Implement marketing campaigns which draw locals and visitors back to the What's On platform.

Warrnambool City Council Annual Action Plan 2026 - 2027

Strategic Pillar 2: CITY INFRASTRUCTURE: Renewal and maintenance of Council's infrastructure while balancing the needs of our growing city through sound asset management.

CI Strategy 2.1: Our City will prioritise maintaining and renewing existing infrastructure.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CI Strategy 2.2: Our City will have appropriate open space infrastructure to meet the needs of our growing community.

No.	Action
2.2.1	Advocate for upgrades to the whale viewing platform beach access.
2.2.2	Work with the Department of Transport and Planning (DTP) to take responsibility for maintenance of bus shelters.

CI Strategy 2.3: Our City will plan for and improve the municipal drainage network to cope with the changing environment.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CI Strategy 2.4: Our City neighbourhoods will have a well-connected network of footpaths.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CI Strategy 2.5: Our City's road network will be maintained to a safe and high-quality standard.

No.	Action
2.5.1	Advocate to the Department of Transport and Planning for improve road safety along Princes Highway at Allansford intersections, including advocating for a speed limit reduction along the Princes Hwy between Grauers Road and the speedway.

CI Strategy 2.6: Our City will pursue efficiencies in maintaining and renewing Council buildings by improving heating and cooling systems and through energy-efficient lighting.

No.	Action
2.6.1	Progress with the accessibility upgrades to the Civic Centre including accessible amenities and incorporate energy-efficient improvements to the facility into the project.

Warrnambool City Council Annual Action Plan 2026 - 2027

CI Strategy 2.7: Our City values and implements sound Strategy Asset Management with consideration to assets and the retirement and consolidation of assets.

No.	Action
2.7.1	Establish a service or functional hierarchy for buildings and use to inform service levels and prioritisation of lifecycle decision making.
2.7.2	Redevelop the Botanic Gardens workers cottage into a short stay rental that adds vibrancy to the city's tourism market.

CI Strategy 2.8: Our City will continue to improve pedestrian, cycling and vehicle movement.

No.	Action
2.8.1	Implement East Warrnambool Local Area Traffic Management Plan through pursuing external funding to deliver key projects detailed in the Plan.
2.8.2	Review and update the Principal Pedestrian Network plan to inform prioritisation of future improvements to the network.
2.8.3	Advocate to the Department of Transport and Planning for improved traffic conditions and road and pedestrian safety on arterial roads across the municipality including Mortlake Road, Hopkins and Princes Highways.

CI Strategy 2.9: Our City will focus on playspaces as a key feature of local neighbourhoods.

No.	Action
2.9.1	Seek out and pursue funding opportunities for the replacement of second Lake Pertobe playspace.

CI Strategy 2.10: Our City's public spaces will be maintained to a high standard.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CI Strategy 2.11: Our City will advocate for renewal and upgrade of arterial roads and for improved rail services.

No.	Action
2.11.1	Advocate for the lengthening of platforms at railway stations between Warrnambool and Waurn Ponds to allow for increased passenger capacity on train services on the Warrnambool line.
2.11.2	Utilise the South West Victoria Alliance Regional Transport Strategy for advocacy with different levels of government in seeking improvements to regional roads and transport infrastructure.

CI Strategy 2.12: Our City will ensure the regional airport continues to operate as a base for emergency air transport and as a destination for business and recreational aircraft.

No.	Action
5.6.2	Develop summary documentation for policymakers to be used in advocacy efforts seeking to deliver the Southwest Victoria Air Services Strategy.

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Warrnambool City Council Annual Action Plan 2026 - 2027

Strategic Pillar 3: CITY SUSTAINABILITY: Caring for our natural environment by promoting energy efficiency, best practice circular economy and embracing new technology.

CS Strategy 3.1: Our City will pursue efficiencies in our waste management system.

No.	Action
3.1.1	Review and update the Warrnambool Waste Strategy 2021-2025.

CS Strategy 3.2: Our City will use water wisely

No.	Action
3.2.1	Expand the use of water monitoring to at least 10 additional Council sites.

CS Strategy 3.3: Our City is committed to reducing its carbon footprint.

No.	Action
3.3.1	Implement energy saving initiatives across Council buildings and facilities including the installation of solar at Archie Graham Community Centre and the ARC Stadium.
3.3.2	Prioritise electric and low emission vehicles as replacement pool vehicles.
3.3.3	Explore innovative technology alternatives to existing plant and machinery; and add a robotic mower to the current fleet.

CS Strategy 3.4: Our City will monitor and manage pest animals and plants on land owned and/or managed by Council.

No.	Action
3.4.1	Implement the fox and rabbit control programs with the aim of reducing pest animal numbers which will be monitored through data collection to determine control program effectiveness.

CS Strategy 3.5: Our City will advocate for accessible and sustainable public transport.

No.	Action
3.5.1	Advocate to the State Government for a review of public transport services in Warrnambool to improve access and frequency.

CS Strategy 3.6: Our City will collaborate with other agencies to achieve positive environmental outcomes.

No.	Action
3.6.1	Implement the Green Warrnambool Speaker Series in partnership with the Warrnambool Library & Learning Centre.

CS Strategy 3.7: Our City will take measures to limit the impact of climate change.

No.	Action
3.7.1	Undertake a review of the Green Warrnambool plan and develop new targets under the plan to be achieved on or before 2035.

Warrnambool City Council Annual Action Plan 2026 - 2027

CS Strategy 3.8: Our City will implement biodiversity improvement and revegetation outcomes.

No.	Action
3.8.1	Collaborate with partner agency and community groups to implement revegetation projects.

CS Strategy 3.9: Our City's animal shelter will be a place of refuge for lost, surrendered and abandoned animals.

No.	Action
3.9.1	Increase awareness of the Animal Shelter adoption services and improve animal welfare through the creation and delivery of a Community Education and Communications Program.

CS Strategy 3.10: Our City will advocate for support to manage our coastal areas effectively.

No.	Action
3.10.1	Develop the Warrnambool Coastal Resilience Plan and implement the Wild Coast Landscape Master Plan.

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Strategic Pillar 4: CITY WELLBEING: Working to enable everyone at every stage of life to participate in welcoming and inclusive environments which foster learning connection health and wellbeing.

CW Strategy 4.1: Our liveable City promotes access to housing, places and activity for all.

No.	Action
4.1.1	Establish partnership and formal agreement for the delivery of the Harrington Road Key Worker Project.
4.1.2	Review lease and licencing agreements with sporting clubs to increase opportunities to share meeting rooms in pavilions.

CW Strategy 4.2: Our City encourages opportunities for innovation and creativity, increasing community connectedness.

No.	Action
4.2.1	Undertake a review of existing meeting spaces to improve utilisation.
4.2.2	Document and assess Public Art in Warrnambool to inform maintenance and renewal.
4.2.3	Develop methodologies to capture data to better quantify and understand the Creative community in Warrnambool.

CW Strategy 4.3: Our active City provides recreational opportunities for people of all ages and abilities.

No.	Action
4.3.1	Implement 90% of identified opportunities for programming and marketing at AquaZone.
4.3.2	Deliver Davidson Oval lighting upgrade if successful with State Government funding.
4.3.3	Implement annual reporting to capture KPIs as outlined in the AquaZone Redevelopment Business Case including measuring avoidance of significant disruption to programming, attendance at events with a social focus, average spend at Aquazone outside structured activities, participation in events including total visitors from outside the region and the annual number of viable programs.
4.3.4	Implement the "Get Moving Any Way You Can" campaign to activate sporting and open spaces for informal and social recreation.

CW Strategy 4.4: Our inclusive and diverse City is welcoming to all.

No.	Action
4.4.1	Identify and remove access barriers for parents, carers and children within the LGBTIQA+ community to help improve their health and wellbeing outcomes within Council services.
4.4.2	Develop and implement a monitoring and evaluation framework for the Healthy Warrnambool Plan 2025-2029.
4.4.3	Develop cultural awareness and safety training in partnership with Eastern Maar Aboriginal Corporation and Gunditjmara for delivery to Council staff and Councillors.

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CW Strategy 4.5: Our City provides learning pathways and opportunities for education and development.

No.	Action
4.5.1	Implement the Moyne-Warrnambool Youth Strategy year 2 specifically to Engage stakeholders to understand future workforce needs and advocate for local job opportunities.
4.5.2	Implement new kindergarten enrolment software.
4.5.3	Complete Matron Swinton playground upgrade.
4.5.4	Strengthening and embedding gender equality through delivery of the new Baby Makes 3 framework and achieving increases in number of participants.
4.5.5	Initiate first stages of Library and Learning Cultural Interpretative project in collaboration with and once approved by Eastern Maar Aboriginal Corporation.
4.5.6	Adopt the Warrnambool Library and Learning Centre Strategy.

CW Strategy 4.6: Our nurturing city supports growth and development through high quality service delivery.

No.	Action
4.6.1	Continue to review and implement changes within the Early Years Quality and Compliance in response to early years and family and children services reforms.
4.6.2	Deliver the INFANT program to families with infants aged 4 - 12 months within the City of Warrnambool.
4.6.3	Develop a QR code initiative that provides access to an up-to-date digital register of Breastfeeding Friendly Places across the municipality.
4.6.4	Design innovative pre-prep model for children attending four year old kindergarten in 2028 that retains the unique needs of the Warrnambool community.
4.6.5	Implement Client Management System for Aged Care service management.
4.6.6	Implement and embed the Support at Home Program within Community Care service.

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Strategic Pillar 5: CITY LEADERSHIP: We will advocate for our community, operate efficiently, maintain sound governance, care for our team, and embrace a rapidly changing technological landscape.

CL Strategy 5.1: Our City pursues technology and innovation for community benefit.

No.	Action
5.1.1	Activate the Shared Services arrangement for an improved digital future.
5.1.2	Maximise Coastal Connect outcomes by removal of legacy systems.
5.1.3	Implement Phase 1 of the Coastal Connect Enterprise Resource Platform by 1 July 2026 and ensure month of hyper-care implemented to August 2026.
5.1.4	Commence Phase 2 of the Coastal Connect Enterprise Resource Platform data migration and implemtation by June 2027.
5.1.5	Trial Sharepoint with the Family and Children's Services branch for more efficient and user-friendly records management.
5.1.6	Progress the actions from the Great South Coast Regional Digital Strategy.
5.1.7	Catalogue, assess, and digitise or destroy, as appropriate, all historic records stored at Council depot.
5.1.8	Improve ease of records keeping for our staff by implementing Microsoft SharePoint integrated with our corporate records system.

CL Strategy 5.2: Our City will use Artificial Intelligence (AI) software to gain operational efficiencies.

No.	Action
5.2.1	Introduce preliminary utilisation of artificial intelligence technologies into corporate systems.

CL Strategy 5.3: Our City is a leader in the South West region.

No.	Action
5.3.1	Provide a South West leadership role by being Lead Member of the South West Council ICT Alliance (SWCICTA).

CL Strategy 5.4: Our City manages financial resources sustainably.

No.	Action
5.4.1	Maintain a comprehensive 10-year Long-Term Financial Plan.
5.4.2	Undertake an annual four-year budget process in consultation with our community.
5.4.3	Commence structured planning and engagement for the negotiation of a new Enterprise Agreement, including exploration of a multi-council single Enterprise Agreement model.
5.4.4	Undertake a review of a minimum of two service units to ensure appropriate quality and cost standards are being applied.

Warrnambool City Council
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CL Strategy 5.5: Our City promotes organisational culture and performance.

No.	Action
5.5.1	Enhance workforce engagement and alignment through structured development, performance, and leadership programs.
5.5.2	Translate organisational survey results into actionable improvement plans at directorate and manager level.
5.5.3	Deliver the 2026/2027 actions identified in the Warrnambool City Council Gender Equality and Access Plan 2026-2030.
5.5.4	Maintain a contemporary Safety Measurement System and reporting process by ensuring high-quality OHS data, timely reporting, and regular system review and improvement.

CL Strategy 5.6: Our City will advocate strongly for our community and our region.

No.	Action
5.6.1	Advocate for funding to deliver the Brierly Recreation and Wellbeing Hub.
5.6.2	Develop summary documentation for policymakers to be used in advocacy efforts seeking to deliver the Southwest Victoria Air Services Strategy.
5.6.3	Advocate on behalf of the Warrnambool Surf Life Saving Club for a new club building.
5.6.4	Advocate for majority funding for the redevelopment of AquaZone.

CL Strategy 5.7: Our City is committed to sound governance, transparent decision-making and operating with integrity.

No.	Action
5.7.1	Establish a Council-wide data governance function and committee by April 2027 to address actions contained with the Victorian Protective Data Security Framework.
5.7.2	Maintain the key performance indicators relating to Governance in Council's annual performance statements.
5.7.3	Ensure Councillors undertake training in line with the mandatory requirements of the Local Government Act 2020 and associated regulations.
5.7.4	Reduce the number of tenants occupying Council facilities without formal agreements by a total of six, in accordance with Council's Leases and Licences Policy.

CL Strategy 5.8: Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.

No.	Action
5.8.1	Consult with the community on major projects and programs that will have significant impacts on the community.

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CL Strategy 5.9: Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.

No.	Action
5.9.1	Deliver 2026-27 Internal Audit program.
5.9.2	Implement and embed Child Safety Standards across all Council operations, ensuring documented processes, trained staff, and evidence-based compliance.
5.9.3	Promote a Psychologically Safe and Inclusive Workplace by implementing priority actions arising from staff wellbeing and culture survey findings.

CL Strategy 5.10: Our City will review the community vision, Warrnambool 2040.

No.	Action
This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.	

CL Strategy 5.11: Our City will advocate for important needs including an upgrade of the aquatic centre, a community hub at Brierly Recreation Reserve, a new art gallery and affordable housing.

No.	Action
5.11.1	Prepare advocacy materials on the issues and project priorities endorsed by Council.

7.3. Revenue And Rating Plan 2025-2029 (Revised June 2026)

DIRECTORATE : Corporate Strategies

Purpose:

This report presents the Revenue and Rating Plan 2025-2029 (Revised June 2026).

Executive Summary

Section 93 of the *Local Government Act 2020* requires a Council to prepare and adopt a Revenue and Rating Plan by the 30 June after a general election for a period of at least the next 4 financial years. The Revenue and Rating Plan 2025-2029 was adopted by Council on 2 June 2025.

The purpose of the Revenue and Rating Plan is to determine the most appropriate revenue and rating approach for the Warrnambool City Council which, in conjunction with other income sources will provide the strategic basis for adequate financing of the objectives outlined in the Council Plan and that is consistent with the legislation relating to the State Governments "Fair Go Rates System" introduced in 2016 which included rate capping.

The Revenue and Rating Plan 2025-2029 has been reviewed to confirm alignment with legislative requirements and consistency with other key strategic documents, including the Budget.

The Revenue and Rating Plan remain significantly the same and seeks to provide consistency and certainty as to Councils rating framework. The revised plan provides adequate reference to the current legislative framework, including changes that reflect the recently gazetted Ministerial Guidelines for Rates and Charges.

The draft plan was presented for community consultation through public exhibition alongside the annual budget and related strategic documents. No submissions or feedback were received through the consultation process.

MOVED: CR RICHARD ZIEGELER
SECONDED: CR MATTHEW WALSH

That Council:

1. Revoke the Revenue and Rating Plan 2025-2029.
2. Adopt the Revenue and Rating Plan 2025-2029 (Revised June 2026).

CARRIED - 6:0

Background

Section 93 of the *Local Government Act 2020* requires Council to prepare and adopt a Revenue and Rating Plan (the Plan) for a period of at least the next four financial years by 30 June after a general election. The Plan forms part of the new Integrated Strategic Planning and Reporting Framework and must be prepared in accordance with the strategic planning principles outlined in section 89 of the Act and the financial management principles in section 101 of the Act. The plan was adopted by Council on 2 June 2025 and has been reviewed.

The strategic planning principles in section 89 include the following requirements:

- An integrated approach to planning, monitoring and performance reporting.
- The Community Vision must be addressed.
- Resources needed for effective implementation must be taken into account.
- Risks to effective implementation must be identified and addressed.
- Ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

The financial management principles in section 101 of the Act requires that the Revenue and Rating Plan must seek to provide stability and predictability in the financial impact on the municipal community.

There were no submissions received from the community.

It is proposed that the Revenue and Rating Plan will be presented for adoption at the Scheduled Council Meeting on 1 June 2026.

Issues

Ratepayer Feedback

Council is aware that the adopted Revenue and Rating Plan 2025-2029 used an incorrect definition of Net Annual Value (NAV). The updated plan includes the legislated definition as per the *Valuation of Land Act 1960*.

Annual Review

The Revenue and Rating Plan provides a medium-term plan for how Council will generate income to deliver on the activities from the Council Plan, services and capital works commitments over the next four years. It outlines the relevant assumptions, policies and decisions of Council with respect to each budgeted revenue source and provides transparency on these decisions to the community.

The Plan includes a broad pricing policy section, which outlines Council's approach to each major income source including rates, fees and charges and grants. It provides an overview of the different factors that are considered when setting Council fees and charges and highlights that Council actively seeks to obtain grant funding and grow its own-sourced revenue to reduce the burden on ratepayers.

The Plan also includes the Council's rating strategy providing further information about the differential rating and valuation principles that are currently applied.

The Plan will be reviewed annually and updated when required to reflect any changes to the Council's pricing policy or rating strategy that may arise.

The Plan has been prepared with reference to the industry's Better Practice Guide and supplementary guidance issued by Local Government Victoria.

Financial Impact

The revised draft Revenue and Rating Plan outlines Council's assumptions, policy and decisions with respect to revenue streams. The plan sets the strategic framework for differential rating allocation and the strategic framework for income generation of Council.

Legislation/Policy/Council Plan Context

- *Local Government Act 1989.*
- *Local Government Act 2020.*
- *Valuation of Land Act 1960.*
- *Cultural and Recreational Lands Act 1963.*
- *Penalty Interest Rates Act 1983.*
- Council Plan 2025-2029.
- Council Annual Budget.
- Council Debt Management Policy.
- *Fire Services Property Amendment (Emergency Services and Volunteers Fund) Act 2025.*
- Ministerial guidelines relating to payment of rates and charges – December 2025.
- Local Government Service Rates and Charges – Minister's Good Practice Guidelines – January 2026.

Timing

The Council is required by legislation to have a Revenue and Rating Plan in place for four years. The 2025-2029 plan was adopted by Council on 2 June 2025. This plan is intended to be in place for a 4-year period and reviewed annually as part of the budget process.

Community Impact/Consultation

Community consultation has been undertaken via a two-week submissions period called for in writing or online. No submissions were received.

Concurrent to the exhibition of this draft revised Revenue and Rating Plan was the exhibition of the Council draft Annual Budget 2026 and the draft Annual Action Plan 2026. This suite of documents ensures a comprehensive and integrated suite of documents available to the public that demonstrates the strategic objectives Council has for its community and the way these objectives are to be resourced.

Legal Risk/Impact

Council is required by legislation to have a Revenue and Rating Plan in place for four years. The 2025-2029 plan was adopted in June 2025. This plan is intended to be in place for a 4-year period and reviewed annually. The plan is designed to provide ratepayers with certainty and stability in how the rate burden is distributed.

The Plan provides the appropriate strategic reasoning associated with the Council's intent around differential rates and explores the relative equity of the distribution process.

Officers' Declaration of Interest

No conflict of interest has been declared.

Conclusion

The Revenue and Rating Plan has been revised for Council consideration.

ATTACHMENTS

1. Revenue and Rating Plan 2025-2029 (Revised June 2026) [**7.3.1** - 30 pages]

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1. Introduction

1.1 What is a Revenue and Rating Plan?

Victorian councils are required to develop a four-year Revenue and Rating Plan, which is a requirement under the Local Government Act 2020 as part of the Integrated Strategic Planning and Reporting Framework.

The *Local Government Act 2020* states that councils must adopt a Revenue and Rating Plan by 30 June in the year following a general election, covering a period of at least the next 4 financial years. Council adopted the first Revenue and Rating Plan under the Act 2020 in 2021.

This Revenue and Rating Plan covers the period 1 July 2025 to 30 June 2029. Where required, periodic reviews of the Plan will be undertaken and enhancements to Council's revenue and rating strategies implemented incrementally during the life of this Plan.

The Revenue and Rating Plan (Plan) is an important part of Council's integrated planning framework. The Plan determines the most appropriate and affordable revenue and rating approach for Council, which in conjunction with other income sources will generate income to deliver on the Council Plan, program and services and capital work commitments over a 4-year period. It establishes the overall revenue and rating framework within which Council intends to operate.

Strategies and policies outlined in this Plan align with the objectives contained in the Council Plan and will feed into Council's budgeting and long-term financial planning documents, as well as other strategic planning documents under Council's strategic planning framework.

The *Local Government Act 2020* requires Councils to exercise sound financial management. In particular, the Local Government Act 2020 states that the principles of sound financial management are:

a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;

b) financial risks must be monitored and managed prudently having regard to economic circumstances;

c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability;

d) accounts and records that explain the financial operations and financial position of the Council must be kept.

To ensure the Local Government Act 2020 rating objectives of stability and predictability are achieved, it is important that Warrnambool City Council has a Revenue and Rating Plan in place that is transparent to the community and reviewed annually as part of the budget process.

1.2 Objectives of the Council Plan

When considering the Revenue and Rating Plan, Council needs to meet the objectives set out in The Warrnambool City Council Plan 2025-2029 and will be reviewed annually.

The following table lists the Strategic pillars as described in the Warrnambool Council Plan 2025-2029.

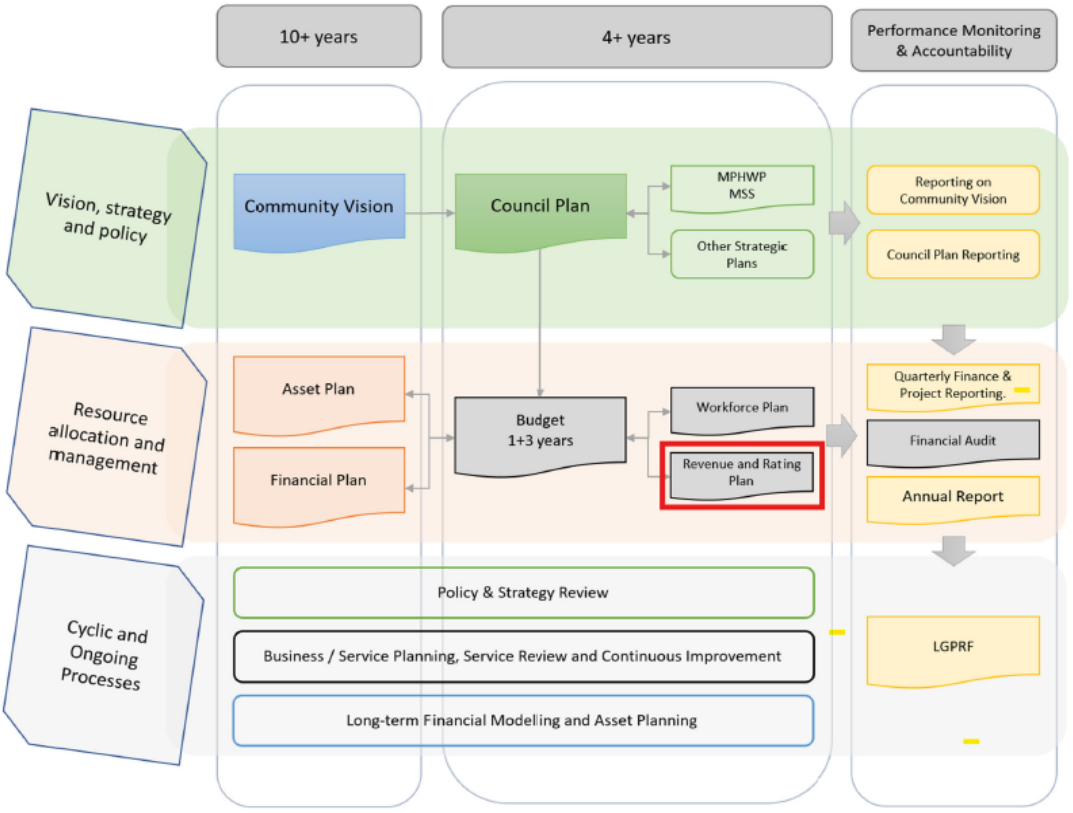
Strategic Pillar	Strategic Goal
City Futures	Activating a vibrant, liveable and safe city through enhancing outcomes for all.
City Wellbeing	Working to enable everyone at every stage of life to participate in welcoming and inclusive environments which foster learning connection health and wellbeing.
City Sustainability	Caring for our natural environment by promoting energy efficiency, best practice circular economy and embracing new technology.
City Infrastructure	Renewal and maintenance of Council's infrastructure while balancing the needs of our growing city through sound asset management.
City Leadership	Advocate for our community, operate efficiently, maintain sound governance, care for our team, and embrace a rapidly changing technological landscape.

1.3 Integrated Planning Framework

Through the integrated planning framework, Council ensures that all its activities and financial resources are aligned to meet the aspirations, needs and expectations of the Warrnambool community. Integrated planning documents include the Warrnambool 2040 Vision, Council Plan, Long Term Financial Plan, Asset Plan, and Council's annual budget document.

The Local Government Act 2020 requires Councils to prepare the Revenue and Rating Plan in accordance with the following planning principles:

a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
b) strategic planning must address the Community Vision;
c) strategic planning must take into account the resources needed for effective implementation;
e) strategic planning must identify and address the risks to effective implementation;
e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.



1.4 Community Engagement

Deliberative community engagement is not prescribed for a Revenue and Rating Plan in either the Local Government Act 2020, or the Local Government (Planning and Reporting) Regulations 2020. Council has undertaken community engagement as part of the process of developing the Revenue and Rating Plan 2025-2029, inviting feedback via yoursaywarrnambool.com.

During the life of this Plan, Council will undertake periodic reviews, which may include community engagement through public exhibition and feedback processes.

1.5 Introduction

Council delivers a wide range of services to the community and maintains community infrastructure, and must generate sufficient revenue to support these responsibilities. The most significant of these revenue streams are:

Income Stream	Approximately % of total revenue
Rates and Charges	47%
Statutory Fees and Fines	2%
User Fees	19%
Grants	20%

Other streams of revenue that are not specifically covered as part of this plan include (but is not limited to); Interest earned on Council investments, Contributions received from developers, Rental income and Asset Disposal Proceeds.

These items are not included as part of this plan as they are either covered under other Council Plans and/or strategies, immaterial in nature, or not wholly within Council's control.

Rates and charges are the most significant revenue source for Council and make up the largest revenue source and approximately half of the total annual income source. The Victorian Government rate cap for 2025-26 was 3.0% and reduced to 2.75% for 2026-27.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has increased focus on, and created challenges for, Council's long-term financial sustainability. The FGRS limits Council's ability to increase revenue beyond the capped rate, unless Council recommends a rate cap variation and it is approved by the Essential Services Commission.

The ability to maintain service delivery levels and invest in community assets remain a key priority for Council.

Council provides a wide range of services to the community, many of which involve a fee or charge (user fees).

Some fees are set by the Victorian Government (for example, planning application fees). These are known as statutory or regulatory fees, and Council has little or no control over how much is charged.

This Plan outlines the principles Council uses to determine those fees and charges.

Changes to funding from other levels of government can adversely affect Council revenue. Some grants are provided for the delivery of Council services, while many are tied directly to the delivery or upgrade of community assets. In preparing its budget, Council considers the grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

2. Rates

2.1 Rates & Charges

In Victoria, the *Local Government Act 1989* requires Councils to levy rates and charges on rateable land to fund infrastructure and services. The *Local Government Act 2020* is the main governing legislation, whilst the rating provisions from the 1989 Act remain in force. Councils are legally required to levy rates, and property owners are legally required to pay them.

Rates are the main way Council funds the services and infrastructure that support our community. This includes things like roads, waste collection, parks, libraries, community facilities, and local services. Importantly, it is a taxation system that includes flexibility for Council to use different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

2.2 Rating – the Legislative Framework

In constructing its rating system, Council must consider the legislative framework for rates. The key legislation governing how Council sets rates in Victoria is the Local Government Act 2020, supported by several other important frameworks.

1. *Local Government Act 2020*
This is the primary law that gives Council the power to levy rates and charges. It sets out the principles of fairness, transparency, and financial sustainability, and requires Council to adopt a Revenue and Rating Plan.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

a) the total amount that Council intends to raise by rates and charges;
b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
c) a description of any fixed component of rates, if applicable';
d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 1989; and
e) if the Council proposes to declare a differential rates for any land, the matters specified in section 161(2) of the Local Government Act 1989.

Section 94(3) of the *Local Government Act 2020* also sets out what a council must do if it intends to apply for a special order to increase its average rate cap for the financial year or any other financial year.

2. *Local Government Act 1989*
In raising rates, Council is required to primarily use the valuation of the rateable property to levy rates. The Act provides Council guidance on how rates are structured and applied (such as differential rates and service charges).

3. *Valuation of Land Act 1960*
Valuations for council rates, fire services property levy are made annually in accordance with the Valuation of Land Act 1960. They are undertaken, or overseen, by the Valuer-General. This governs how property values are assessed, which form the basis for calculating rates.

4. *Essential Services Commission Act 2001*
Provides the framework for the Essential Services Commission, which oversees rate capping and assesses any Council application to exceed the cap.

5. Fair Go Rates System
This Victorian Government policy limits how much Council can increase total rate revenue each year, unless a variation is approved.

6. *Cultural and Recreational Lands Act 1963*
This Act allows certain eligible properties (such as not-for-profit organisations, clubs, or community groups) that provide cultural, recreational, or similar community benefits to receive a concession on their rates.

2.2.1 Objectives of the rating system

The legislation specifies several major objectives for the rating system:

- the equitable imposition of rates and charges
- a reasonable degree of stability in the level of the rates effort

The two objectives which the rating system must have the greatest regard to are the achievement of equity and efficiency. Other objectives to be considered in a rating system include:

- a contribution to the equitable and efficient carrying out of Council functions
- an application of principles of financial management, including simplicity and transparency.

It is good practice for Council to also consider cost-of living pressures facing residents and rate payers when setting rates, fees and charges.

2.2.2 Rating principles

(a) Equitable distribution

In order to determine what constitutes an equitable imposition of rates and charges, Council considers both Horizontal and Vertical equity.

Horizontal equity refers to justice or fairness in the treatment of like properties - in other words, that similar rates are paid by similar properties. There is a fundamental importance on which characteristics define similarity. The most widely used metric to consider similarity is property valuations.

Vertical equity refers to justice or fairness in the treatment of properties in different circumstances. For example, residential, commercial, and vacant land may be treated differently to reflect their circumstances and capacity to pay.

The three main ways in which the distribution or rates can be varied are:

- the benefit (or user pays) principle – some groups have more access to, make more use of, and benefit from more, specific council services;
- the capacity to pay principle – some ratepayers have more ability to pay rates than do others with similarly valued properties;
- the incentive or encouragement principle – some ratepayers may be doing more towards achieving council goals than others in areas such as environmental or heritage protection.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions.

(b) The Benefit Principle

A popular complaint levelled at councils is that “the rates I pay have no correlation with the services I consume or the benefits I receive”. This argument is based on the benefit principle (the opposite of the wealth tax principle) that argues there should be a nexus between consumption/benefit and the rate effort.

Application of the benefit principle is difficult in practice because of the complexity and, in some cases, impossibility, of measuring the relative levels of access and consumption across the full range of council services and infrastructure provided. In some ways the arguing of the benefit principle with respect to council rates is like trying to do the same for the income tax that is used to fund a wide range of universally accessed services.

It is likely to be quite costly to regularly undertake in-depth analyses on service access, consumption patterns and costs in order to attempt to review the level of benefit, unless the service is widely used and measured, and the costs are understood. In any event many subjective assumptions will have to be introduced. Other pricing instruments such as user charges, special rates and charges and service rates and charges better lend themselves to dealing with the issue of benefit.

(c) Capacity to Pay

Municipal rates are distributed according to the value of a ratepayer’s real property, and while this may not always reflect a capacity to pay, Council does have mechanisms in place to financially assist those ratepayers, through hardship provisions and pensioner rates rebate policy.

Notwithstanding the practical limitations, council can make choices about the tax treatment of classes of real property in so much as they believe that a class of property will reflect the financial position of a household or business and its capacity to pay. However, the most vexed issue related to capacity to pay is assessing it across different classes of property. It is not practical or acceptable to shift, modify or manipulate the existing system to the benefit of one group of ratepayers at the expense of another unless such shift is widely accepted and for a proper purpose.

Council has the option of introducing a Council rebate to certain groups to reduce that property’s rate effort. Presently pensioners within the municipality can access the State Government Rebate. Ratepayers experiencing genuine hardship and financial hardship can apply for a Council rate rebate including holders of a low-income healthcare card.

Consideration of capacity to pay does become relevant when determining any flat or fixed charge as these charges are regressive in nature.

(d) Efficiency

Administration costs relating to a rates system include the issuing of assessments, collection of rates, including maintaining and improving collection systems, monitoring outcomes, educating and informing ratepayers, and enforcement and debt recovery. It also includes the maximization of additional rate income through supplementary valuations by ensuring the timeliness and accuracy of amended rate notices.

A simple rating system is more transparent, meaning that the purpose and principles behind the design of a rate are clearer - who is liable for a particular rate and how rate liability is calculated. However, it is also possible for a simple rate system to be costly if it is unpopular and results in increased appeals and higher collection costs.

(e) Council Obligations in Setting Rates

Council aims to ensure that, subject to legislative constraints, that property rates will:

- be reviewed annually
- not change dramatically from one year to the next; and

- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

Council will always consider the way in which it levies and charges rates to determine the most appropriate methodology into the future.

(f) Declaring Rates and Charges

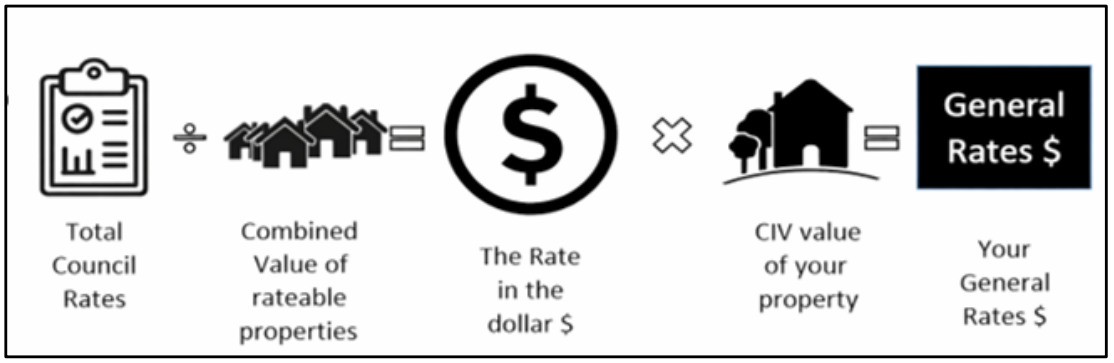
Section 158 of the *Local Government Act 1989* provides that Council must, at least once in respect of each financial year, declare by 30 June the following for that year:

- the amount which Council intends to raise by way of general rates, municipal charges, service rates and service charges;
- whether the general rates will be raised by application of –
  - a uniform rate; or
  - differential rates (if Council is permitted to do so under section 161(1) of the Act; or
  - urban farm rates, farm rates or residential use rates (if Council is permitted to do so under Section 161A of the Act).

2.2.3 Fair Go Rates System

The State Government's Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in any given year. The cap applies to general rates and the municipal charge and is calculated based on council's average rates and charges.

Under the Fair Go Rate Cap, the Cap is calculated by a formula provided by the Essential Services Commission (ESC) and agreed to by the State Government is:



The level of rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Warrnambool community.

Council's Long Term Financial Plan has forecasted income increasing by the forecasted rate cap (per Victorian Department of Treasury inflation forecasts). Not increasing rates by the rate cap would introduce a structural deficit to Council's financial position (as the rate cap is based on CPI), which could lead to a reduction in Council's ability to deliver programs and services.

In situations where the rate cap is not enough for Council's needs, Council may elect to apply to the Essential Services Commission for an exemption to the rate cap; this is known as a rate cap variation. Warrnambool City Council will assess its financial position on an annual basis to decide whether it needs to apply for a variation to the rate cap for any given year.

2.2.4 What Rates and Charges may a Council declare?

Section 155 of the *Local Government Act 1989* provides that Council may declare the following rates and charges on rateable land. Section 158-162 of the *Local Government Act 1989* sets out the types of rates and charges.

Rating option	Description	Warrnambool structure
General rate	A general rate is applied to all properties and can be set as either a uniform rate or several differential rates	Warrnambool applies the differential rates listed below.
Uniform rate	A uniform rate is a single rate in the dollar that is applied to the value of all properties in the municipality.	Warrnambool does not apply a uniform rate.
Differential Rates	Differential rates are different rates in the dollar that are applied to different classes of properties and are permitted if the Council uses Capital Improved Value as the rating valuation base. The *Local Government Act 1989* allows the use of differential rates if the Council considers that this will contribute to the equitable and efficient carrying out of its functions.	The following differential rates are levied: • An Other Land (residential) rate • A Commercial rate which is higher than the Other Land rate • An Industrial rate which is higher than the Other Land rate • Vacant Land rate which is higher than the Other Land rate • Recreational Land rates which are lower than Other Land rate • Farm Land rate which is lower than Other Land rate
Municipal Charge	A municipal charge to cover some of the administrative costs of the Council. This is a flat-rate charge applied to all properties and could be considered a fixed minimum rate paid by all properties.	Warrnambool levies a municipal charge.
Service charges	Service rates can be levied for waste services as outlined in the *Local Government Act 1989*.	Warrnambool levies a waste charge as listed below.

Rating option	Description	Warrnambool structure
Special Rates and charges	A special rate or charge may be declared for purposes of: • Defraying any expenses, or Repaying with interest any advance made or debt incurred, or loan raised by Council.	Warrnambool can apply special rates and charges to fund infrastructure projects from time to time.
Cultural and Recreational Lands	In accordance with the *Cultural and Recreational Lands Act 1963* Council may levy an amount in lieu of rates on properties that meet the definition of cultural and recreational lands.	Council levies two separate Cultural and Recreational Land rates as agreed between Council and the occupier of the land per the *Cultural and Recreational Lands Act 1963*.
Electricity Generation Lands	An amount payable in lieu of rates may be levied under the *Electricity Industry Act 2000*. This amount is agreed upon between the generator and the council	There are currently no lands where electricity is generated in a manner and volume where this provision currently applies in Warrnambool.
Cladding rectification charge	A Council may enter into a cladding rectification agreement in respect of rateable land with an existing building on it, to fund works that rectify fire-prone cladding. The costs are then recovered through a charge on the property.	Council has not received any requests for a cladding rectification agreement.
Environmental Upgrade Agreement	A Council may enter into an environmental upgrade agreement in respect of rateable land with an existing building on it to fund works that improve the energy, water or environmental efficiency or sustainability of the building on that rateable land, including climate change adaptation works on the building.	Council has a number of Environmental Upgrade Agreements with commercial enterprises within the municipality.

2.3 Determining which valuation base to use

The purpose of this section is to outline the different methods that Council can utilise to value land and the issues that Council must consider in making its decision on the valuation method.

2.3.1 Introduction

Three methods of valuing land are allowed under the *Local Government Act 1989*:
- Site Value (SV)
- Net Annual Value (NAV)
- Capital Improved Value (CIV)

The definitions of the value base are outlined below as defined in the *Valuation of Land Act 1960*.

2.3.2 Site Value (SV)

The *Site Value (SV) of land*, means the sum which the land, if it were held for an estate in fee simple unencumbered by any lease, mortgage or other charge, might in ordinary circumstances be expected to realise at the time of the valuation if offered for sale on such reasonable terms and conditions as a genuine seller might be expected to require, and assuming that the improvements (if any) had not been made.

This method of valuation excludes buildings or improvements made to properties, and as a result, is not considered the most equitable distribution of the rate effort.

With valuations based simply on the valuation of the land and with only very limited ability to apply differential rates, the implementation of site value in Warrnambool would cause a significant shift in rate effort from the business sector into the residential sector. In addition, there would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on the more typical quarter acre residential block.

There is no Victorian Council that currently uses this valuation base.

2.3.3 Net Annual Value (NAV)

Net Annual Value of any land, means

(a) except in the case of the lands described in paragraphs (b) and (c)— (i) the estimated annual value of the land; or (ii) five per centum of the capital improved value of the land— (whichever is the greater);

(b) in the case of any rateable land which is— (i) farm land; or (ii) a house, flat or unit (other than an apartment house, lodging house or boarding house) in the exclusive occupation of the owner and used for residential purposes; or (iii) a house or unit (other than an apartment house, lodging house or boarding house) in the exclusive occupation of a tenant and used for residential purposes; or (iv) a residential unit in respect of which a residence right in a retirement village (as defined in the Retirement Villages Act 1986) exists—five per centum of the capital improved value of the land; or

(c) in the case of parklands, reserves or other lands owned by the Crown or any statutory authority, occupied (other than under any lease) for pastoral purposes only—the estimated annual value of it;

NAV, in concept, represents the net annual rental value of a property. However, in practice, NAV is closely linked to CIV for Residential Land and Farm Land. Overall, the use of NAV is not supported. For ratepayers, in respect of Residential Land and Farm Land, actual rental values poses some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Where a Council utilises NAV, it may only apply three differential rates. For example, City of Melbourne utilise NAV, applying a differential rate for residential and non-residential land only.

2.3.4 Capital Improved Value (CIV)

Capital Improved Value means the sum which land, if it were held for an estate in fee simple unencumbered by any lease, mortgage or other charge, might be expected to realize at the time of valuation if offered for sale on any reasonable terms and conditions which a genuine seller might in ordinary circumstances be expected to require.

Capital Improved Value is the most commonly used valuation methodology by Victorian Local Government, with most Councils applying this valuation method. Based on the value of both land and all improvements on the land, it is relatively easy to understand by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if it uses the capital improved value system of valuing land.

For CIV, business properties are valued primarily by the capitalisation method of valuation. This method of valuation is the industry standard for assessing the value of business properties and has as its base sale price and market rent of the property. For this reason, rental details are sought by Valuers every 2 years. When analysed on a per square metre basis, rents provide a means of establishing the rental market in a location.

The advantages of using CIV include:

- CIV includes all improvements and hence is often supported on the basis that it more closely reflects 'capacity to pay'. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than site value or NAV.
- The concept of the market value of property is far more easily understood with CIV rather than NAV or Site Value.
- The use of CIV allows Council to apply differential rates which greatly adds to Council's ability to equitably distribute the rating effort based on ability to afford Council rates.

The major disadvantage with CIV, and indeed all the other rating methods, is that rates are based on the property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners. This is a hallmark of the "wealth based" property taxation system that exists in Victoria.

2.4 Determining the Rating System – Uniform or differential

The purpose of this section is to outline the two rating systems (uniform or differential) that Council can utilise to apply rates and the issues that Council must consider in making its decision on the rating system.

2.4.1 Uniform rate

If a Council declares that general rates will be raised by application of a uniform rate, the Council must specify a percentage as a uniform rate. A uniform rate will apply to the value of every rateable property within the municipality.

Rates will be determined by multiplying the percentage (the rate in the dollar) by the value of the land. Warrnambool City Council believes that a uniform rate should not be applied to all properties because it is not equitable. Such a rate does not reflect the use of Council services and infrastructure, nor does it create incentive for best use of property in the municipality.

2.4.2 Differential Rates

Warrnambool has adopted differential rating as it considers that differential rating contributes to the equitable distribution of the rating effort. Differential rating allows classes of properties to be assessed at different levels from the general rate set for the municipality.

Differential rating allows Council to shift part of the rate effort from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property. Council is entitled to apply many differential rates provided it used CIV as its base for rating. The differential rates are outlined in the Annual budget information, referred to as the Rate in the dollar applied to the CIV value.

Property Type	Differential Rate - 2026
General Residential	100.00%
Farm	54.93%
Commercial	199.06%
Industrial	175.12%
Vacant	156.73%
Recreational Cat. 1	306.29%
Recreational Cat. 2	77.54%

Section 161 of the *Local Government Act 1989* outlines the regulations relating to differential rates. This section is outlined below:

1. A Council must raise any general rates by application of a differential rate, if it uses the CIV system of valuing rates,

    a. Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.

2. If a Council declares a differential rate for any land, the Council must:

    a. Specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:

        i. A definition of the types of classes of land which are subject to the rate and a statement of the reasons for the use of that rate.
        ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographical location (other than location based on whether the land is within a specific ward in Councils district) and planning scheme zoning of the land, and
        iii. If there has been a change in the valuation system, any provision for relief from a rate to ease the transition for that land, and

    b) Specify the characteristics of the land which are the criteria for declaring the differential rate.

Council can adjust differential rates to support fair and equitable outcomes and to reflect the intended use and characteristics of different types of land. Council may use Australian Valuation Property Classification Codes (AVPCC) to classify land based on its existing use for rating and valuation purposes.

There is no theoretical limit on the number or type of differentials which can be levied.

Advantages of a differential rating system

The perceived advantages of utilising a differential rating system are:

- There is a greater flexibility to distribute the rate effort between all classes of property and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for businesses;
- Differential rates allow Council to better reflect the investment required by Council to establish infrastructure to meet the needs to the commercial and industrial sector; and
- Enables Council to encourage developments through its' rating approach e.g. encourage building on vacant land.

Disadvantages of a differential rating system

The perceived disadvantages of utilising a differential rating system are:

- The justification of the differential rate can at times be difficult for the various rating groups to understand, giving rise to queries, objections and complaints.
- Differential rating involves a degree of administrative complexity, as properties can change from one classification to another (e.g. vacant land to residential) requiring Council to process supplementary valuations.

Objectives of the rate and characteristics

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 are set out below.

Other Land Rate

Definition

Other Land is any land, which is:

a) Occupied for the principal purpose of human habitation, including dwellings, flats and units,
b) "residential land use" as described in Section 2 of the Valuation of Land Act, 1960, or
c) "urban farm land" as described in Section 2 of the Valuation of Land Act, 1960, or
d) Any land not classified under the other specified categories.

Objective

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:

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

Types and Classes

Rateable land having the relevant characteristics described below:

a) used primarily for residential purposes; or
b) any land that is not defined as Farm Land, Vacant Land, or Commercial/Industrial Land (and being rated under the differential rate for those classes of land).

Use of Differential Rate

The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above, and will be adopted in line with the annual council budget.

General

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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the financial year preceding the budget year.

Farm Land Rate

Definition

Any land which is "Farm Land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*:

a) Farm Land means any rateable land that is 2 or more hectares in area;
b) used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
c) That is used by a business
   - That has a significant and substantial commercial purpose of character;
   - That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
   - That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Objective
To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and supporting the agricultural economic base.

Types and Classes
Farm Land having the relevant characteristics described above, and used primarily for primary production purposes.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above and will be adopted in line with the annual council budget. This category has a lower differential rate than the Other Land Rate and is set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the financial year preceding the budget year.

Commercial Land Rate

Definition
Commercial Land is any land, which is:

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

Objective
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:

a) Construction and maintenance of infrastructure assets,
b) Development and provision of health and community services,
c) Economic development and planning services, having direct benefit to the use of Commercial Land, or

d) Provision of general support services.

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Commercial properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Warrnambool City Council benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which are not available to the residential sector, and also the income generating capability of commercial properties.

The Commercial differential rate is applied to promote the economic development objectives for the Warrnambool City Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a thriving economy and includes the maintenance and improvement of tourism and community infrastructure, development and provision of health and community services and the general provision of economic development support.

Types and Classes
The types and classes of rateable land within this differential are those having the relevant characteristics of rateable property used for commercial business and administrative purposes, including, but not limited to, properties used for retail, tourism, entertainment, hospitality, education.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and is set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the financial year preceding the budget year.

Industrial Land Rate

Definition
Industrial Land is any land, which is:

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

Objective
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:

a) Construction and maintenance of infrastructure assets,
b) Development and provision of health and community services,
c) Economic development and planning services, having direct benefit to the use of Industrial Land, or
d) Provision of general support services.

The Industrial businesses of Warrnambool benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for these types of properties which is not available to the residential sector, and also the income generating capability of industrial based properties.

The Industrial differential rate is applied to promote the economic development objectives for the Warrnambool City Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a thriving economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure and the general provision of support services and promotion of industry in the municipality.

Types and Classes
The types and classes of rateable rand within this differential are those having the relevant characteristics of rateable property used for industrial purposes, including, but not limited to, properties used for manufacturing or production.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the financial year preceding the budget year.

Vacant Land Rate

Definition
Vacant Land is any land on which no building designed or adapted for human occupation is erected.

Objective
The objective of the Vacant Land Differential is to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Vacant Land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The Vacant Land differential rate also seeks to encourage the timely development and efficient use of serviced land within the municipality, consistent with Council's orderly planning objectives, efficient infrastructure utilisation and long-term financial sustainability.

Types and Classes
Vacant Land having the relevant characteristics described below:

a) Industrial/Commercial or Residential use land, or
b) Undeveloped land.

Use of Differential Rate
The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above. This category has a higher differential rate than the Other Land Rate and set as part of the annual budget process.

General
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.

For budget purposes, the budgeted differential rate assumes that all buildings within this category are those already constructed on the land or completed prior to the end of the financial year preceding the budget year.

2.5 Rateable Land and Exemptions

Rates exemptions allow for some types of property to be exempt from paying rates. All land is considered rateable in Victoria, except where it is specified as exempt in the Act. Many of the current exemptions are long standing and some can be traced back to the Local Government Act 1874, the first specific local government legislation in Victoria. Other exemptions exist within the Cultural and Recreational Lands Act 1963.

The current exemptions include:

- State and Commonwealth land (Crown Land), where it is either unoccupied or it is used exclusively for public or municipal purposes;
- Crown land leased to a rail transport operator;
- Land used exclusively for charitable purposes;
- Land used as a residence of ministers of religion;
- Cultural and Recreational lands;
- Mines; and
- Returned Services League (RSL) clubs.

2.6 Cultural and Recreational Lands

The *Cultural and Recreational Lands Act 1963* (CRL Act) provides for a council to grant a rating concession in respect of any “recreational lands” which are rateable land under the Act.

The definition of "recreational lands" under section 2 of the CRL Act is lands which are:

- vested in or occupied by any body corporate or unincorporated body which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members (Not-for-profit); and
- used for outdoor sporting recreational or cultural purposes or similar outdoor activities; or
- used primarily as agricultural showgrounds.

The amount of rates payable in respect of such recreational lands shall be an amount as the “council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit derived from such recreational lands”.

In other words, Council has the discretion of granting a concession which could range from 0% to 100% of the normal rates and charges which would apply to such rateable land.

Council currently has 1 property that is classified as cultural and recreational land category 1 and has 15 properties that are classified as cultural and recreational land category 2. As indicated, Council is required to consider a rating discount for these properties under the Cultural and Recreational Lands Act based on considered benefits to the community and the services provided by Council. These properties are reviewed every two years in line with general revaluations.

The Leases and Licensing Policy 2025-2028 provide further guidance on available concessions.

2.7 Calculating General Rates

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

Valuation (CIV Value) x Rate in the Dollar (Differential Rate Type) = General Rates

The rate in the dollar for each rating differential category is included in Council's Budget.

2.8 The Impacts of Revaluations and Supplementary Valuations

The purpose of this section is to provide an overview of the rate revaluation and supplementary valuation processes.

2.8.1 Introduction

Under the *Valuations of Land Act 1960*, the Valuer-General revalues properties annually.

Property values are determined by qualified Valuers comparing each property to the recent sales figures of similar properties in the neighbourhood. The key factors are location, land size, type of house and condition.
Valuations are conducted using Best Practice Guidelines formulated and published by the Valuer General Victoria.

2.8.2 No Windfall Gain

There is a common misconception that if a property's valuation rises then Council receives a "windfall gain" with additional income. This is not so as the revaluation process results in a redistribution of the rate effort across all properties in the municipality. Any increase to total valuations of the municipality is offset by a reduction to the rate in dollar (ad valorem rate) used to calculate the rate for each property. Total income is fixed each year as part of the budget process.

The general revaluation process enables Council to re-apportion the rate income across the municipality in accordance with movements in property values. Properties which have increased in value by more than the average will receive a rate increase of more than the headline rate. Properties with an increase in value less than the average will receive a rate increase less than the headline rate.

2.8.3 Supplementary Valuations

In accordance with the *Valuation of Land Act 1960* further valuations are required to be carried out between General revaluations, these are known as Supplementary Valuations.

Supplementary Valuations are completed when properties are physically changed by buildings being erected, demolished or altered, when properties are amalgamated, subdivided, portions sold off, rezoned or roads constructed.

Supplementary Valuations are adopted to bring the value of properties into line with values assigned to other properties in the municipality. This is to ensure that as near as practicable the rating valuation reflects the current property condition at the date prescribed for the General revaluation.

Supplementary valuations are conducted by contractors appointed by the Valuer-General and are subject to the timing specified by the Valuer-General. Supplementary Valuations are conducted between July and March as the Valuer-General does not generally conduct and certify Supplementary Valuation in the latter part of the financial year.

2.9 Municipal Charge

The purpose of this section is to outline the municipal charge that Council may utilise to apply rates and the issues that Council consider when applying a municipal charge.

Another principle rating option available to Councils is the application of a municipal charge. Under Section 159 of the Local Government Act 1989, Warrnambool City Council has declared a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method. This is similar to the State Government's approach to the levying of the Emergency Services Volunteer Fund Levy (Formerly the Fire Services Levy) in two parts, being a fixed charge and a variable charge based on property values.

Under the *Local Government Act 1989*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

The municipal charge applies equally to all properties (an exclusion may apply to Single Farm Enterprise Properties) and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of councils administrative costs can be seen as an equitable method of recovering these costs.

2.10 Service Charges/Service Rates

Section 162 of the Local Government Act 1989 provides council with the opportunity to raise service rates and charges for any of the following services. From 20 June 2023 (with the commencement of the Local Government Legislation Amendment (Rating and Other Matters) Act 2022) Service Rates or Charges are no longer permitted to be charged for the provision of a water supply or sewage services.

The only specified reasons for councils to raise Service Rates and Charges are:

a) The collection, recycling and disposal of waste (Waste Charge); and
b) Any other prescribed service in regulations.

Warrnambool City Council currently applies a service charge providing waste services for the municipality including kerbside collection (Ratepayer and Public Spaces) and the subsequent management of waste management including transport, storage, processing and disposal. The service charge includes services that provide a general benefit to the whole municipality including street sweeping, beach cleaning, footpath, litter collection and drain cleaning.

Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including the legislatively prescribed aftercare of Council's decommissioned landfill.

The Waste Charge is levied on improved properties within the municipality. In limited circumstances concessions are provided to comply with statutory planning requirements or Council discretion.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

It is a requirement of the Local Government (Planning and Reporting) Regulations 2020 that any declared Service Rates or Charges are described in the council's Annual Budget.

2.11 Collection and administration of rates and charges

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

Payment options
In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September,
- 2nd Instalment: 30 November,
- 3rd Instalment: 28 February, and
- 4th Instalment: 31 May.

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via Council's ratepayer portal, direct debit (on prescribed instalment due dates or monthly),
- via BPAY,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- Centrepay,
- by mail (cheques and money orders only).

Interest on arrears and overdue rates
Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette. Councils have the discretion to waive interest under specific financial hardship applications in accordance with the Ministerial guidelines relating to payment of rates and charges December 2025. When a Council approves an application for deferred payment, it must not charge interest on the unpaid rate or charge.

Pensioner rebates
Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this claims may be approved by the relevant government department.

Deferred payments
Under Section 170 of the *Local Government Act 1989*, Rates and charges can be deferred in full or in part by the Council for eligible ratepayer whose property is their sole place of residence. A deferral will enable payment to be made at a future agreed date, giving the ratepayer a grace period where no payments are made. A deferral in this way can assist a rate payer in a wide range of circumstances where hardship may be immediate, unexpected, and/or shorter-term in nature and will ease an immediate obligation or financial pressure.

Councils may also elect to apply deferred payments under the condition that a payment plan is subsequently put in place.

In accordance with Council's Debt Management Policy, ratepayers experiencing financial hardship may apply to defer the payment of rates and charges. Deferral is available to eligible ratepayers and may allow for extended payment arrangements or, in some cases, deferral until the property is no longer owned or occupied by the ratepayer.

Access to this support is subject to application and successful assessment against eligibility criteria. Application forms are available at Council offices, on Council's website, or can be provided upon request.

The Debt Management Policy outlines the range of support options available to assist ratepayers experiencing difficulty in meeting their obligations.

Waiver of Rates
Section 171 of the *Local Government Act 1989* provides that a Council may waive the whole or part of any rates, charges or interest to:

- an eligible recipient within the meaning of the State Concessions Act 2004; or
- any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Ratepayers experiencing genuine hardship and financial hardship can apply for a Council rate rebate including holders of a low-income healthcare card.

Payment Plans
Section 171B of the *Local Government Act 1989* allows payment plans to be made in relation to unpaid rates and charges. This applies to rates and charges:

- that are being paid in instalments
- for which payment was deferred under section 170
- that were waived in part under sections 171 or 171A

Debt recovery
Council makes every effort to contact ratepayers at their correct address but it is the ratepayers' responsibility to properly advise Council of their contact details. The Local Government Act 1989 Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the Local Government Act 1989 Section 181.

The Debt Management Policy outlines the range of support options available to assist ratepayers experiencing difficulty in meeting their obligations.

Fire Services Property Levy
In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government. The levy was replaced with the Emergency Services and Volunteers Fund (ESVF) levy from 1 July 2025.

Emergency Services and Volunteers Fund (ESVF)
Under the Fire Services Property Amendment (Emergency Services and Volunteers Fund) Act 2025, Local councils in Victoria are legislated to collect the Emergency Services and Volunteers Fund (ESVF) from 1 July 2025. Councils are mandated to act as collection agencies for the Victorian State Government.

The components of the charge are the same as the FSPL (fixed and variable), but the fund now includes a broader range of emergency services and for the first time include VICSES, Triple Zero Victoria, the State Control Centre, Forest Fire Management Victoria and Emergency Recovery Victoria, as well as the Country Fire Authority (CFA) and Fire Rescue Victoria (FRV). This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

The ESVF must appear on annual council rates notices. Payments are proportionally allocated to the ratepayers account i.e. if a ratepayer pays less than the total amount on the rate notice, councils are required to allocate a portion of that payment to the ESVF, regardless of whether the ratepayer objects to paying the levy.

3. Government Grants

Council pursues all avenues to obtain external grant funds for prioritised works. Government Grants make up approximately 20% of Council's yearly revenue and the largest consistent proportion of government grants is made up of the Financial Assistance grant provided by the Commonwealth Government under the *Local Government (Financial Assistance) Act 1995* (Commonwealth) Grants Commission Scheme and distributed annually to 79 local governing bodies within Victoria via the Victorian Local Government Grants Commission.

The Financial Assistance Grant (VLGGC) program consists of two components:

- A general-purpose component, which is distributed between the states and territories according to population (i.e. on a per capita basis), and
- An identified local road component, which is distributed between the states and territories according to fixed historical shares.

Both components of the grant are un-tied in the hands of Council, allowing Council to spend the grants according to local priorities. Council applies the local roads component to road rehabilitation projects in its Capital Works Program and utilises the general-purpose component to fund Council operations and Capital works.

In addition to financial assistance grants, each year Council receives several other grants from the State & Federal Government. Grants received may be to help fund capital works and short-term initiative projects or to help fund the provision of regular Council services. These grants are split into two categories based on whether they are of a recurrent (received each year) or non-recurrent (once-off) nature.
The volume of non-recurrent grants fluctuates from year to year and typically represent grants received towards the funding of capital projects or small ad-hoc initiatives. Government departments generally designate a total pool of funding available and eligibility criteria to access the funding. Council is responsible for identifying funding that it may be eligible for and then making appropriate applications.

Recurrent grants are relatively consistent from year to year and are typically granted to Council to help fund the provision of specific services (Home Care, Children's Services, Maternal & Child Health, School Crossings, etc.). The grants may designate specific obligations tied to the funding such as the requirement for Council to delivering a minimum amount of service levels. If these obligations are not fully met, a portion of the funding may be forfeited and need to be returned.

Council has no control over the available funding put forward by State and Federal Government. However, Council is able to exercise an element of control over grant funding by; ensuring that applications are made for all applicable grant funding pools, all funding obligations are met and the prioritization of capital works takes into account each projects eligibility for grant funding.

4. Fees and Charges

Council provides a wide mix of goods and services to the community. All council services can be reviewed to assess whether they are appropriate to attract user fees and charges. Council services which are deemed public infrastructure are generally provided free of charge and associated expenditure is fully funded by rates and/or grants. This includes the provision of roads, parks, footpaths, drainage, trees, etc.

Where a service is provided on an individual basis, they may often attract a fee or charge. The ability for Council to set the fees and charges for these services may be impacted by state and/or federal government legislation of funding conditions that either prohibit or sets ceilings for pricing. Some of these, such as planning fees, are set by state government statute and are commonly known as 'statutory fees'. In these cases, councils usually have no control over the setting of the fee price.

For fees & charges other than 'statutory fees', each service is analysed as to whether it is of a commercial or community-benefit nature. Services are deemed to be of a community-benefit nature if the provision of the service delivers benefits to the wider community, and if the most at-risk members of our community would be unfairly disadvantaged if they could not access the service. There are also some fees and charges charged by Council not explicitly for the provision of a service, but of a punitive nature (e.g. fines) with the explicit purpose of discouraging and deterring certain behaviours.

Each year as part of the budget process, Council reviews all fees and charges and adjusts the levels as appropriate. Council aims to keep community-benefit fees as low as possible, while ensuring the ongoing financial viability of its services. In some cases, fees do not fully recover the cost of providing the service and are subsidised through Council's other revenue sources to support access for the community. Other commercial fees & charges are set consistent with application of the user pays principle – that is, so far as is possible, the cost of providing a direct service will be offset by the fees charged.
A schedule of the current user fees and charges is presented for public consultation and feedback as part of Council's annual budget process.

4.1 Cost recovery

Setting fees and charges is often determined by a notion that the fee charged for a service should correspond with the cost of providing the service – that is the costs borne by Council in providing the service are fully recovered by the fees & charges. However, this notion is balanced with Council's wish for some essential services to be accessible by the most disadvantaged members of our community as well as the commercial reality, that our fees need to be consistent with other providers in the market to remain competitive, as well as the supply and demand realities that if the costs are set too high, the usage of the service will drop, reducing our overall income.

The full cost of delivering a service or providing a facility includes both:

- Direct Costs (program costs) – those costs that can be readily and unequivocally attributed to the delivery of a service or activity because they are incurred exclusively for that particular product/activity.

- Indirect Costs (often referred to as overheads) – those costs that are not directly attributable to a single activity but support a range of activities across Council (e.g. Finance, Payroll, Information Technology costs).

4.1.1 Direct Costs

In line with sounds financial management principles Council's systems are set up to allocate direct costs straight to the program providing the service. These costs include:

1. Labour – the wages and salaries of all staff directly working on that service including staff on-costs, such as allowing for annual leave, sick leave, superannuation, workers' compensation payments and long service leave.
2. Materials and supplies – supplies used in providing the service. This may include utilities, contractor costs and car operating expenses.
3. Administrative and Operational expenses – the office support for a service. Typically, an operational unit provides a number of services, so the administrative costs of that unit will need to be allocated across the different services.
4. Equipment used in providing the service – this may include the purchase of equipment, plant hire, leasing of equipment, etc.
5. Occupancy expenses – this may include utilities, insurance and repairs and maintenance.

4.1.2 Indirect Costs (Overheads)

Council has a range of "back office" operations that are not directly tied to any service delivery (e.g. Finance, IT, Customer Service and HR). Nonetheless, these involve real costs that are incurred in supporting the delivery of Council's services.

Council's approach to allocating indirect costs is currently under review. As part of this work, Council is assessing the most appropriate and transparent methodology to ensure costs are distributed fairly across services and provide a true reflection of the cost to the ratepayer.

4.2 Fee setting

The responsibility for setting of fees & charges resides with the managerial unit responsible for delivering the service. The fee setting is done as part of the budget process, where the impact of changing fees can be seen against the unit's bottom line.

When setting the fees & charges for the new year, the following questions must be asked.

- Do any external constraints apply? Possibilities include:
  - Other levels of Government setting a statutory price for that service, or
  - Does Council need to take into account competitive neutrality adjustments?
- Would setting a price based on recovering the full cost of the service be competitive with other supplies (nearby councils and/or private competitors)?
- How will a change in price impact volume of usage of that service?
- Does Council have a strategy to either:
  - Subsidise the cost of this service (setting prices below full costs)?
  - Use the service as a taxation mechanism (setting prices above the full cost level)?

4.3 Competitive Neutrality

Compared to the private sector, government departments have a number of competitive advantages and disadvantages when providing services in a competitive market. Competitive benefits may arise due to Council's taxation status or ability to subsidise a service with rates. Conversely Council may be disadvantaged due to increased red tape (additional reporting costs and legislation to comply with), limited flexibility in restructuring or comparative employment awards between the private and public sectors.

If Council deems that in the provision of any of its significant business activities it has a significant competitive advantage (or disadvantage) over the market due to its public sector ownership, then a competitive neutrality assessment may be required to be undertaken.

To undertake this assessment, the following steps are recommended by the Victorian Government's Competitive Neutrality Policy:

- Determine whether the operation is a "significant business activity" and whether Council has a net competitive advantage compared to the private sector.
- Weigh up the expected benefits and costs of introducing competitive neutrality policy measures.
- Determine if the public interest is served by implementing competitive neutrality policy measures.

If this analysis shows that a significant business activity of Council does enjoy a net competitive benefit, Council is expected to set prices that include competitive neutral adjustments.

However, under the policy, this is not required if:

The costs of applying competitive neutrality outweigh the benefits, or Council conducts and documents a "public interest test", which involves public consultation on costed options, and identifies clear public policy objectives for providing the service at below competitive neutral prices.

Council will conduct a competitive neutrality assessment of its services on a rolling basis. To date, no services have been identified as being a significant business activity where Council has a significant net competitive advantage over the private sector. As such no competitive neutrality adjustments have been required to be implemented to increase user fees.

4.4 Fee & Charge Principles

Council has developed a range of principles to determine the level of fees and charges to be applied to each service. Fees and charges will be reviewed on an annual basis in line with these principles:

- Fees are charged in line with State and Federal government legislation or Local Laws.
- Fees and charges are set at a level that is deemed to be fair and equitable to enable the majority of residents to access the services.
- Fees and charges are set to remain competitive with other 'like-services' available in the market.
- No fees (or low fees) are charged for some services with an aim to encourage community participation and positive health and wellbeing outcomes.
- Fees and charges that are punitive in nature, are set at a level significant enough to deter the targeted behaviour without being overly burdensome.

5. Review Period

This Revenue and Rating Plan covers the four-year period July 2025- June 2029. It will be reviewed annually and updated to reflect the requirements of relevant strategies and plans, including but not limited to, the Council Plan, Annual Budget, Financial Plan and Asset Plan.

6. Related Documents

Warrnambool City Council Plan
Warrnambool City Council Annual Budget
Warrnambool City Council Long Term Financial Plan 2025-2035
Warrnambool City Council Debt Management Policy
Warrnambool City Council Leases and Licensing Policy 2025

7. Related Legislation

Local Government Act 2020
Local Government Act 1989
Valuation of Land Act 1960
Essential Services Commission Act 2001
Cultural and Recreational Lands Act 1963
Fire Services Property Amendment (Emergency Services and Volunteers Fund) Act 2025
Ministerial guidelines relating to payment of rates and charges – December 2025
Local Government Service Rates and Charges – Minister's Good Practice Guidelines – January 2026

7.4. Borrowings Policy 2026

DIRECTORATE: Corporate Strategies

Purpose:

This report presents a revised Borrowings Policy 2026.

Executive Summary

Borrowing activities are governed by the *Local Government Act 2020*, which provides the legislative framework for Council to borrow and requires that all borrowings be approved by Council through the annual or revised budget process. The Act also requires borrowing decisions to be managed in a manner that supports long-term financial sustainability, transparency, prudent financial management, and intergenerational equity.

The existing Borrowing Strategy 2021 has been reviewed and updated to align with the requirements and principles of the *Local Government Act 2020*. The key underlying borrowing principles remain broadly unchanged.

The draft policy was made available for community consultation through public exhibition alongside the annual budget, annual action plan, and related reporting documents. No community submissions or feedback were received during the consultation period.

MOVED: CR MATTHEW WALSH
SECONDED: CR DEBBIE ARNOTT

That Council

1. Revoke the Borrowings Strategy 2021.
2. Adopt the Borrowings Policy 2026.
3. Authorises the Chief Executive Officer to make minor administrative and editorial amendments to the Policy that do not materially alter its intent or operations.

CARRIED - 6:0

Background

The Borrowing Policy is required to comply with the *Local Government Act 2020* and align with the prescribed financial management principles, including financial sustainability, prudent risk management, and intergenerational equity. The Borrowing Strategy 2021 is due for review as part of the regular policy review process.

The purpose of this policy is to set clear guidelines for how Council manages borrowing in a responsible and financially sustainable way. It helps ensure that borrowing decisions are fair across current and future generations, while providing Council with the flexibility to fund important community infrastructure and respond to changing funding needs within appropriate financial risk limits.

The policy ensures that Council has a sound financial framework on which to:

- undertake borrowings;
- manage its loan portfolio; and
- adhere to the provisions of the *Local Government 2020.*

The policy establishes a framework to guide Council in the management of borrowings, with consideration given to legislative requirements, alignment with the Council Plan, financial management principles, and appropriate borrowing arrangements.

In developing Council's Long Term Financial Plan, borrowings have been identified as an important funding source for infrastructure necessary to support the new growth areas, provision of generational infrastructure assets and enable investment in projects that provide intergenerational community benefit.

Issues

Council may consider the use of borrowing as part of future budgets and long-term financial planning to help fund significant community infrastructure and priority projects.

Any future borrowing would be assessed within the requirements of the Borrowing Policy framework to ensure debt remains affordable and financially sustainable. Council must be able to meet loan repayments from its normal operating activities while continuing to deliver services to the community and maintain existing infrastructure assets.

Higher levels of borrowing may place additional pressure on Council's long-term financial position and reduce financial flexibility within the current Long Term Financial Plan.

Financial Impact

All borrowings will be undertaken in accordance with the Borrowing Policy, with any future borrowing required to be incorporated within a Council-approved Budget.

Legislation / Policy / Council Plan Context

5 City Leadership

5.4 Our City manages financial resources sustainably.
5.5 Our City promotes organisational culture and performance.
5.6 Our City will advocate strongly for our community and our region.
5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.
5.8 Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.
5.9 Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.

Local Government Act 2020 – Part 4, Division 4 provides the relevant legislation for financial management, borrowings and the budget process.

Borrowing is a non-delegable function of Council under section 11(2) of the *Local Government Act 2020. A*ll new borrowing arrangements must be formally considered and approved by resolution of Council.

Community Impact / Consultation

The Borrowings Policy will be reviewed by the Audit and Risk Committee as per the requirements of the Committee charter and the *Local Government Act 2020.*

The draft policy was placed on public exhibition for community feedback, with no submissions received.

Legal Risk / Impact

The policy complies with the requirements of the *Local Government Act 2020* and mitigates financial risk by providing parameters to Council borrowings.

Officers' Declaration of Interest

No conflict of interest has been declared.

Conclusion

Following a review with minor updates, the revised Borrowing Policy provides Council with a clear and prudent framework for the responsible use of debt to support generational infrastructure assets and investment in projects for community benefit. Adoption of the Borrowing Policy will ensure Council continues to manage borrowing responsibly within the legislative framework, while balancing financial sustainability, affordability, and long-term strategic priorities.

ATTACHMENTS

1. Borrowings Policy 2026 [**7.4.1** - 7 pages]

WARRNAMBOOL
CITY COUNCIL

Borrowings Policy

POLICY TYPE: COUNCIL
APPROVAL DATE: JUNE 2026
REVIEW DATE: JUNE 2030

BORROWINGS POLICY

DOCUMENT CONTROL

Document Title:	*Borrowings Policy*
Policy Type:	*Council*
Responsible Branch:	*Financial Services*
Responsible Officer:	*Manager Financial Services*
Document Status:	*DRAFT*
Approved By:	*Council*
Adopted Date:	*June 2026*
Review Date:	*June 2030*

1. Background

Councils must implement the principles of sound financial management. Loan borrowing is a legitimate and responsible financial management tool when applied to the funding of major capital projects, as it enables the cost of long-life assets to be equitably distributed across the generations that benefit from their use.

In this context, Council is committed to the prudent management of financial risks associated with borrowing, the adoption of expenditure and policy settings that support a reasonable degree of financial stability, and decision-making that considers the long-term impacts of debt. Transparency is maintained through the appropriate disclosure of financial information, particularly in relation to Council's borrowing position and obligations.

2. Purpose

The purpose of the Borrowing Policy is to establish a structured and prudent framework for the use and management of debt to support Council's long-term financial sustainability and delivery of capital investment.

The policy allows the Council the flexibility to respond to funding requirements while minimising risk.

The policy provides a framework to ensures that Council decisions:

- Support intergenerational equity, enabling the cost of long-life assets to be fairly distributed across current and future users who benefit from those assets;
- Align with Council's Financial Plan and Budget, ensuring borrowing is fully integrated into long-term financial forecasting and capital works planning;
- Maintain financial sustainability, by ensuring debt levels remain affordable and within Council's capacity to service and repay;
- Provide clear governance and accountability, ensuring all borrowing decisions are transparent, well-documented, and subject to Council approval;
- Support strategic investment decisions, particularly where borrowing is used to fund major infrastructure and renewal projects;
- Manage financial and liquidity risks, including interest rate exposure, refinancing risk, and repayment obligations;
- Ensure compliance with legislative and regulatory requirements, including relevant reporting and disclosure obligations;
- Promote prudent financial management, ensuring debt is only used where it represents value for money compared to alternative funding sources;

3. Legislative Framework

The *Local Government Act 2020* (Section 101 & 104) gives Council the power to borrow funds. Councils must follow sound financial management principles, and borrowings must be included in the approved annual budget or a revised budget.

BORROWINGS POLICY

The Act introduces strategic planning principles for Victorian councils which include an integrated approach to planning, monitoring and performance reporting.

Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

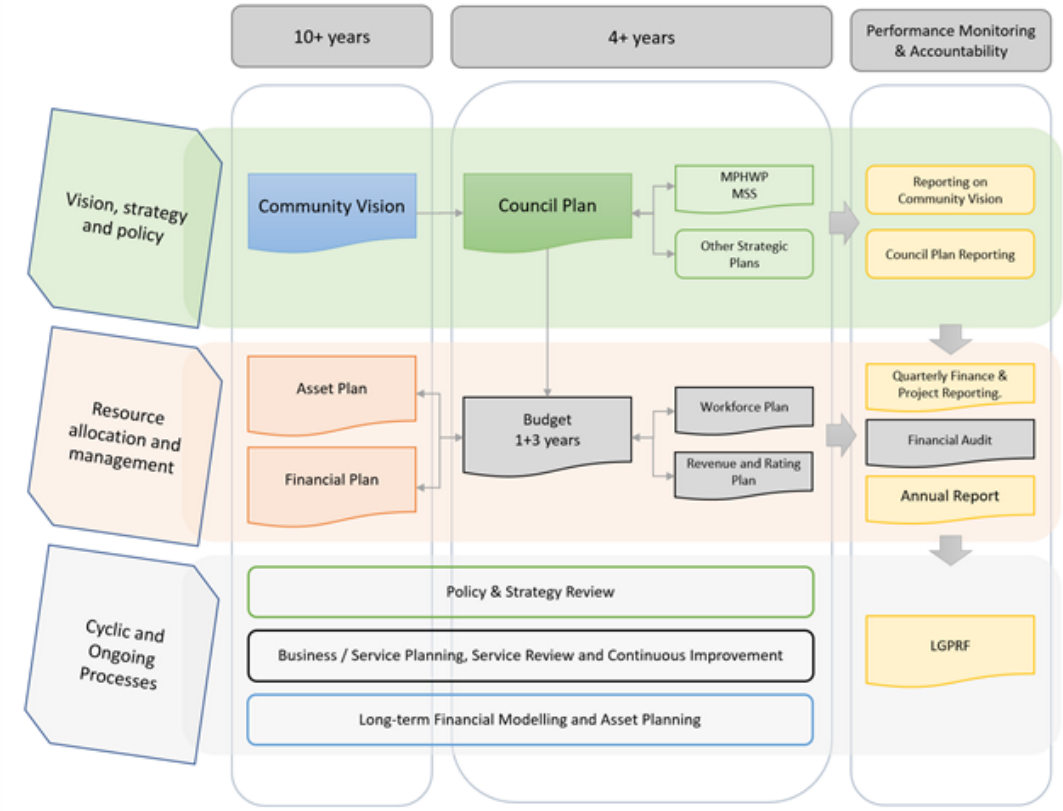
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);
- A Quarterly Budget Report;
- An Annual Report (for each financial year);
- A Workforce Plan (including projected staffing requirements for at least 4 years); and
- Financial Policies.

In developing Councils Long Term Financial Plan, borrowings have been identified as an important funding source for infrastructure necessary to support the new growth areas, provision of generational infrastructure assets and to invest in projects that provide an appropriate return on investment through income generation or cost savings.

Under section 11(2) of the *Local Government Act 2020*, the power to enter into borrowings is a non-delegable function of Council. Accordingly, all new borrowing arrangements must be formally considered and approved by resolution of Council. This requirement ensures that decisions relating to the incurrence of debt remain the direct responsibility of the elected Council, reflecting their significance in terms of long-term financial commitments, intergenerational impact, and alignment with the Council Plan and Financial Plan.

The *Borrowing and Investment Powers Act 1987*, together with the *Borrowing and Investment Powers (Authority) Regulations 2022*, provides the legislative framework that enables councils to access borrowing facilities through the Treasury Corporation of Victoria. This includes the authority for councils to raise debt via approved channels, supporting prudent and cost-effective financing of capital investment in accordance with relevant statutory and governance requirements.

The legislative timeframes for development, review and adoption of the elements of the Integrated Strategic Planning and Reporting Framework (ISPRF) and the time horizons for each element vary. However there are also many linkages, including the central importance of community engagement. It is therefore vital to recognise the relationships and degrees of integration between different elements. To aid this process, a visual representation of the ISPRF has been developed.



The borrowing policy is an important financial strategy that will help to inform the key strategic documents of Council.

4. Linkage to Council Plan

Council's strategic objectives are set out in the Council Plan whilst the 4 year budget and long term financial plan contains the financial resources to achieve these objectives. These plans outline the funding sources proposed to deliver on the strategic objectives for the community.

In seeking to remain financially sustainable, Council utilises a range of funding sources of which borrowings is one. It is acknowledged that Councils are generally infrastructure intensive as this is required to provide the extensive range of services to their communities much of which would not be provided for in any other form.

The Council Plan outlines the strategic intent of service provision and advocacy for the local community.

When entering into borrowing arrangements, Council must have regard to the Council Plan, ensuring that all debt-funded investment decisions are consistent with its strategic objectives, service delivery priorities, and long-term community outcomes. Borrowing should only be undertaken where it supports the implementation of the Council Plan and is reflected in the Financial Plan and Budget, thereby ensuring alignment between strategic intent, capital investment, and long-term financial sustainability.

5. Principles of Financial Management

The Victorian *Local Government Act 2020* (Section 101) sets out the following principles of financial management:

(1) The principles of financial management are that a Council must –

(a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;
(b) financial risks must be monitored and managed prudently having regard to economic circumstances;
(c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
(d) accounts and records that explain the financial operations and financial position of the Council must be kept.

(2) For the purposes of the financial management principles, financial risk includes any risk relating to the following:

(a) the financial viability of the Council;
(b) the management of current and future liabilities of Council;
(c) the beneficial enterprises of the Council.

5. Strategic Intent

Council is of the opinion that borrowings are an acceptable source of funding. Council will plan to utilise this form of funding in future budgets and in its long term financial plan. Whilst understanding and adhering to the principles of sound financial management as set out in the local government act, Council must decide how this manifests itself in practical terms for the future and how it will utilise borrowings as such.

The principles outlined below form the policy basis for Council borrowings. The following principles codifies what process for decision making is to be applied when considering the use of borrowings for Warrnambool City Council.

6. Borrowing Policy Principles

6.1 No borrowings for operational purposes
Borrowing will not be used to fund recurrent or operating expenditure under any circumstances.

6.2 Intergenerational equity for major infrastructure
Borrowing may be used to fund major infrastructure projects with long useful lives, ensuring the cost of assets is equitably distributed across current and future ratepayers who benefit from their use.

6.3 Borrowing for extraordinary one-off impacts
Borrowing may be considered for significant unforeseen events with long-term financial implications, such as defined benefit superannuation calls or natural disasters, where spreading the cost over time is appropriate.

6.4 Investment return threshold
Priority will be given to projects that generate cash inflows or cost savings sufficient to cover principal and interest repayments over the life of the loan.

6.5 Debt repayment discipline

All borrowings will be structured to ensure principal and interest are repaid within the agreed loan term.

6.6 Debt repayment capacity
Council must ensure repayment capacity from operations where debt commitments can be funded within a balanced budget environment alongside service delivery and asset renewal requirements.

This ensures that borrowing is supported by underlying operational capacity and does not compromise Council's ability to maintain its asset base or deliver core services over the long term.

6.7 Maintain prudential debt limits
Council will maintain:
- A debt-to-rate revenue (general rates) ratio not exceeding 50%.
- A debt servicing ratio (loan repayments to rate revenue) not exceeding 8%.

6.8 Sustainability compliance
Council will maintain debt positions that achieve a sustainable rating across all relevant Victorian Auditor-General's Office (VAGO) financial sustainability indicators relating to debt.

6.9 Competitive and transparent borrowing arrangements
All borrowings will be secured through competitive processes, including standalone tenders, approved collaborative arrangements (where authorised by the Minister for Local Government), or through the Treasury Corporation of Victoria.

7. Borrowing Arrangements

When entering into borrowing arrangements, Council will seek to minimise interest costs over the long term without introducing undue volatility in annual interest costs. Council's borrowings will be appropriately structured to constrain risk and will be consistent with the following parameters:

Council will consider the appropriateness of the various types of debt products available (including savings offset arrangements);

7.1 The term of a loan will typically be 10 years, but no greater than the expected useful life of the asset being funded by the loan;

7.2 Council intends to maintain a repayment schedule consistent with "principal and interest" repayment calculations. In the case of interest only borrowings, this will require an investment reserve to be established to hold funds equivalent to principal repayments;

7.3 Loan repayments will be made in a regular schedule, such as quarterly, bi-annually or otherwise determined at the time of entering the loan agreement. Consideration should be given to efficiency of payment while minimising interest costs

7.5. Investment Policy 2026

DIRECTORATE : Corporate Strategies

Purpose:

This report presents the updated Investment Policy 2026.

Executive Summary

Council is required to invest surplus funds in accordance with the *Local Government Act 2020*, ensuring public funds are managed prudently and responsibly on behalf of the community.

The Investment Policy has been reviewed and updated to maintain compliance with legislative requirements, while continuing to support a balanced approach to investment security, liquidity, and investment returns. The key underlying investment principles remain broadly unchanged.

The draft policy was presented for community consultation through public exhibition alongside the annual budget and related strategic documents. No submissions or feedback were received through the consultation process.

MOVED: CR RICHARD ZIEGELER
SECONDED: CR WILLY BENTER

That Council

1. Revoke the Investment Policy 2021.
2. Adopt the Investment Policy 2026.
3. Authorises the Chief Executive Officer to make minor administrative and editorial amendments to the Policy that do not materially alter its intent or operation.

CARRIED – 6:0

Background

The *Local Government Act 2020* sets out the requirements and restrictions for how Victorian Councils invest public funds, helping ensure community funds are managed responsibly and prudently.

Council's Investment Policy 2021 is due for review as part of the regular policy review process. The policy establishes the framework for investing surplus funds in a manner that complies with legislative requirements while supporting secure and effective financial outcomes for the community.

Council is restricted to low-risk investments authorised under Section 103 of the *Local Government Act 2020 Local Government Act 2020.*

Issues

The revised policy proposes increasing the maximum investment in an A2-rated institution from 20% to 25%, reflecting the consistently competitive returns available, while maintaining a prudent and responsible approach to managing community funds.

To support efficient day-to-day financial operations, the revised policy extends investment authority to include both the Coordinator and Manager of Financial Services, enabling timely management of Council funds on behalf of the community.

Financial Impact

This policy provides Council with a framework for investing surplus funds in a prudent and compliant manner, while also seeking to maximise investment returns for the benefit of the community.

The current investment portfolio remains conservatively positioned, with the majority of funds totalling $33 million invested with the big four banks.

Legislation / Policy / Council Plan Context

5 City Leadership

5.4 Our City manages financial resources sustainably.
5.5 Our City promotes organisational culture and performance.
5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.
5.9 Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.

Council is restricted to low-risk investments authorized under Section 103 of the *Local Government Act 2020 Local Government Act 2020.* A council may invest any money:

- in Government securities of the Commonwealth; and
- in securities guaranteed by the Government of Victoria; and
- with an Authorised Deposit-taking Institution (ADI;) and
- with any financial institution guaranteed by the Government of Victoria; and
- on deposit with an eligible money market dealer within the meaning of the Corporations Act; and
- in any other manner approved by the Minister, either generally or specifically, to be an authorised manner of investment for the purposes of this section.

Community Impact / Consultation

The Investment Policy will be reviewed by the Audit and Risk Committee as per the requirements of the Committee charter and the *Local Government Act 2020*.

The draft policy was placed on public exhibition for community feedback, with no submissions received.

Legal Risk / Impact

The policy complies with the requirements of the *Local Government Act 2020* and supports the prudent management of Council funds by establishing clear parameters and controls for investment activities.

Officers' Declaration of Interest

No conflict of interest has been declared.

Conclusion

The Investment Policy remains an important governance document supporting the prudent and effective management of Council's investments. Following review, the policy remains appropriate and relevant, with only minor administrative and operational updates proposed. Adoption of the Investment Policy 2026 will ensure Council continues to maintain an appropriate governance framework for investment management activities.

ATTACHMENTS

1. Investment Policy 2026 [**7.5.1** - 8 pages]

WARRNAMBOOL
CITY COUNCIL

Investment Policy

POLICY TYPE: COUNCIL
APPROVAL DATE: JUNE 2026
REVIEW DATE: JUNE 2030

INVESTMENT POLICY

DOCUMENT CONTROL

Document Title:	*Investment Policy*
Policy Type:	*Council*
Responsible Branch:	*Financial Services*
Responsible Officer:	*Manager Financial Services*
Document Status:	*Adopted*
Approved By:	*Council*
Adopted Date:	*June 2026*
Review Date:	*June 2030*

INVESTMENT POLICY

1. INTRODUCTION

The Local Government Act *2020* provides local Councils in Victoria with guidelines and restrictions as to the types of investments that they can make. The Warrnambool City Council has established an Investment Policy that specifies the framework within which investments will be made.

In developing the Investment Policy, Council has considered both ethical and environmental issues and given the scope of allowable investments contained within the policy, Council will not invest in any unethical or environmentally detrimental products.

1.1. Scope

This policy applies to investments made by Council Officers (Finance) in accordance with the requirements of Section 103 of the Local Government Act *2020* (the Act) and enhances the legislative requirements by providing additional requirements in managing Council's investment activities of its surplus funds. Council's objective is to maximise the return on surplus funds whilst maintaining the purchasing power that will be required to fund projects in the future.

1.2. Definitions

Council – Warrnambool City Council, being a body corporate constituted as a municipal Council under the Local Government Act 2020.

Short term investment – For the investment market it is reasonable to consider short term to mean amounts invested less than 365 days

Long term investment – Any investment with terms greater than 365 days.

1.3. References

- Councils Risk Framework
- Strategic Risk 440 – Councils Financial Sustainability. This policy provides controls to help mitigate the risks associated with the ongoing financial sustainability by ensuring investments are made within acceptable risk levels.

2. OBJECTIVES

- To maximise return on Council funds with a systematic approach while maintaining an acceptable level of risk.
- To ensure Council's investments are made in accordance with section 103 of the Local Government Act 2020.
- To establish a formal policy that provides guidelines for making decisions with respect to Council funds.
- To ensure Council has sufficient levels of funds available to service its commitments as and when they fall due.
- To meet the above objectives the following matters need to be considered:

    i. Cash flow
    ii. Credit Rating of Institution
    iii. Existence of Guarantee and Security
    iv Interest Rate

iv. Period of investment

2.1. Cash Flow

Prior to seeking quotes on investment options Council must consider its working capital requirements which will entail upcoming outgoings, including creditor payments, payroll and other liabilities against incoming monies such as rates, grants and cash contributions. If it is deemed that Council will have excess working capital for a sufficient period of time to invest then these funds may be invested to maximise return. Finance staff shall take a conservative approach in determining working capital requirements.

2.2. Credit Rating

Council shall consider the credit rating as set by Standard and Poor's (S & P) (or similar organisation) of a financial institution and/or product prior to investment. S & P have different ratings for short and long term investments and are conservative ratings (refer Appendix A).

Council shall only invest funds in short term investment products with a credit rating of **A3 or higher**. For long term investments Council will only invest in products with a rating of **BBB or higher**. The ratings of A3 and BBB are given to products where the financial is institution considered to have an adequate capacity to pay and are deemed appropriate across the industry.

2.3. Existence of Guarantee and Security

Council shall consider whether the investment is guaranteed by the institution. Commercial/Bank Bills although guaranteed, rank as an unsecured creditor in the event of winding up in comparison to bank accounts and term deposits which are ranked higher. Given the nature of Commercial and Bank Bills the ratings detailed in this policy must be adhered to so ensure Council funds are not exposed to unnecessary risk.

2.4. Interest Rate

Council shall consider all relevant investment products which fall within the relevant credit rating. Council shall consider all factors when deciding on an investment which may mean the highest rate is not always selected.

2.5. Period of Investment

The period of investment shall be determined following consideration of Council's cash flow requirements.
For the purposes of the Warrnambool City Council short-term investments will be for a period of no longer than 12 months. All investments greater than 12 months will be considered long-term.

Some investments may be influenced by specific regulations or Council policy where Council is obliged to cash back a specific reserve. In this instance, Council shall consider when these specific funds are likely to be called upon and invest accordingly.

2.6. Spread of Investments

Council shall spread its investments to minimise its risk with any one bank. Council's short-term investments shall be spread the following way:

S&P Long Term Rating	S&P Short Term Rating	Investment Maximum in Portfolio	Investment Maximum in an Individual Institution
AAA	A1+	100%	40%
AA+ to AA-	A1	100%	40%
A+ to A-	A2	50%	25%
BBB+ to BBB-	A3	35%	10%

3. TYPES OF INVESTMENTS

Under section 103 of the Local Government Act 2020 Council may invest in the following:

a) in Government securities of the Commonwealth; and
b) in securities guaranteed by the Government of Victoria; and
c) with an ADI; and
d) with any financial institution guaranteed by the Government of Victoria; and
e) on deposit with an eligible money market dealer within the meaning of the Corporations Act; and
f) in any other manner approved by the Minister, either generally or specifically, to be an authorised manner of investment for the purposes of this section.

4. INVESTMENT REGISTER

Finance shall be responsible for maintaining an Investment Register.

The Investment Register shall be updated following each investment and be reconciled to the ledger monthly as part of the Monthly Balance Sheet Reconciliation process.

The Investment Register shall include:

- Investment date.
- Type of investment.
- Maturity date.
- Period of investment.
- Financial institution.

- Amount invested.
- Interest rate.
- Interest received.

5. AUTHORITY TO INVEST

The Coordinator Financial Services or Manager Financial Services shall be authorised to invest surplus funds on behalf of Council as contained within the Instrument of Delegation.

The Coordinator Financial Services or Accountant shall manage Council's cashflow and identify surplus funds available for investment and recommend investments for authorisation.

A minimum of three quotes will be sought from approved financial institutions before investing or re-investing funds.

The best possible investment rate must then be used subject to the spread of investments outlined within this Policy. These limits apply at the time of investment.

All quoted interest rates and actions taken must be recorded.

An evaluation of future cashflow needs and investment strategies will be completed prior to investing funds.

6. REPORTING

The Quarterly Financial Report shall include a section addressing Treasury Reporting. This shall summarise the following:

- Total Cash Holdings (including totals of restricted cash balances).
- The Average Interest Rate held, with a comparison to the 90 Day Bank Bill Rate and the RBA Cash Rate.
- Total Investment Balances held each month end.

7. GOVERNANCE

7.1. Owner

The Manager Financial Services will be responsible for this policy and for ensuring the policy is implemented, progress is monitored and the policy is regularly reviewed.

7.2. Review

This policy should be reviewed every four years or where there is a change to legislation or a significant change to investment market conditions.

7.3. Compliance Responsibility

- Executive Management Team (Chief Executive and Directors)
- Managers and Supervisors

- All Employees

7.4. Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the *Charter of Human Rights Act (2007).*

Warrnambool City Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee health and safety representatives in any workplace change that may affect the health and safety of any of its employees.

8. APPENDIX A – STANDARD & POOR RATINGS LEVELS

The difference between short term and long term depends on the investment market. For the investment market it is reasonable to consider short term to mean anything less than 365 days.

Short Term

A1+	Extremely strong capacity to pay
A1	Strong capacity to pay
A2	Satisfactory capacity to pay
A3	Adequate capacity to pay
B	Speculative
C	Currently vulnerable to non-payment
D	Payment on an obligation due date is not made

Long Term

INVESTMENT POLICY

AAA	Extremely strong capacity to pay
AA	Very strong capacity to pay
A	Strong capacity to pay
BBB	Adequate capacity to pay
BB	Uncertainties or adverse conditions could lead to inadequate capacity to pay
B	Adverse conditions likely to impair capacity to pay
CC	Vulnerable to default
C	High risk to default
D	Default

7.6. Child Safety & Wellbeing Policy 2026

DIRECTORATE: Corporate Strategies

Purpose:

This report provides information on the transfer of regulatory responsibility for the Child Safe Standards and the Reportable Conduct Scheme from the Commission for Children and Young People (CCYP) to the Social Services Regulator (SSR), and outline implications and required changes to the Child Safety and Wellbeing Policy.

Executive Summary

From 23 February 2026, responsibility for administering and regulating Victoria's Child Safe Standards and Reportable Conduct Scheme transferred from the Commission for Children and Young People (CCYP) to the Social Services Regulator (SSR) as part of state-wide child safety reforms.

The reform does not change the underlying legal obligations for organisations working with children. However, it consolidates key child-safety functions (including Working with Children Checks and worker exclusion powers) under a single regulator, with enhanced information-sharing and compliance powers.

For Council, the immediate impact is primarily administrative and governance-related, requiring updates to the reporting pathways listed within the current Child Safety and Wellbeing Policy.

MOVED: CR DEBBIE ARNOTT
SECONDED: CR RICHARD ZIEGELER

That Council:

1. Revoke the Child Safety and Wellbeing Policy 2025.
2. Adopt the Child Safety and Wellbeing Policy 2026.
3. Authorises the Chief Executive Officer to make minor administrative and editorial amendments to the Policy that do not materially alter its intent or operation.

CARRIED - 6:0

Background

What Has Changed

The Social Services Regulator is now the primary operational regulator for:

- The Reportable Conduct Scheme.
- The Child Safe Standards for organisations without a sector-specific regulator.

Reporting Pathways

- All reportable allegations and child safety concerns must now be reported to the SSR, not CCYP.
- SSR reporting is via dedicated webforms and contact channels.

What Has Not Changed

- Legal duties and thresholds under the Reportable Conduct Scheme remain unchanged.
- Timeframes, investigation requirements, and final outcome reporting obligations are the same.
- The 11 Child Safe Standards (introduced July 2022) remain in force.
- Existing matters reported to CCYP were automatically transferred to SSR, requiring no further action by organisations.

These changes have required Councils' Child Safety and Wellbeing Policy to be amended to reflect the correct reporting body.

Legislation / Policy / Council Plan Context

5 City Leadership

5.5 Our City promotes organisational culture and performance.

Officers' Declaration of Interest

No conflict of interest has been declared.

ATTACHMENTS

1. Draft Child Safety and Wellbeing Policy 2026 V2 [**7.6.1** - 16 pages]

WARRNAMBOOL
CITY COUNCIL

Child Safety and Wellbeing Policy

POLICY TYPE: COUNCIL

APPROVAL DATE: JUNE 2026

REVIEW DATE: JUNE 2028

CHILD SAFETY AND WELLBEING POLICY

DOCUMENT CONTROL

Document Title:	*Child Safety and Wellbeing Policy*
Policy Type:	*Council*
Responsible Branch:	*Organisation Development*
Responsible Officer:	*Manager Organisation Development*
Document Status:	*Adopted*
Approved By:	*Council*
Adopted Date:	*June 2026*
Review Date:	*June 2028*

CHILD SAFETY AND WELLBEING POLICY

1. PURPOSE

This policy details Warrnambool City Council's commitment to modelling and promoting the safety and wellbeing of children and to creating and maintaining a physical and online environment that is child safe, child friendly, and where all children feel valued and protected from abuse and harm. This policy outlines the responsibilities, procedures and practices it will take to ensure the abuse of children will not be tolerated.

This policy (in conjunction with other related documents) will be considered in key decision-making processes and operating procedures of Warrnambool City Council.

2. SCOPE

This policy applies to all Warrnambool City Council councillors, council staff, students, trainees, contractors and volunteers irrespective of their involvement in child related services, work or duties. This includes Warrnambool City Council councillors, council staff, contractors and volunteers working with Warrnambool City Council through another agency or on a contract basis.

Due to contractual obligations the same standards that apply to Warrnambool City Council will apply to labour hire/agency employees and contractors.

All references to 'Council' in this policy include reference to individuals in the positions identified in the paragraph above

3. DEFINITIONS

Aboriginal	A person who identifies as Aboriginal and/or Torres Strait Islander.
Child or young person	Any child or young person aged under 18 years.
Child abuse and harm	An act (or acts) which endanger a child's health, wellbeing and/or development. It includes: • Physical abuse • Sexual abuse • Sexual misconduct • Grooming • Emotional or psychological abuse and/or harm • Serious neglect • Family violence (against, with or in the presence of a child)
Child safe culture	The culture in an organisation where children's safety and wellbeing is put first and embeds a commitment to child safety in every aspect of the organisation.
Commission for Children and Young People (CCYP)	An independent statutory body that promotes the improvement in policies and practices affecting the safety and wellbeing of Victorian children and young people.
Contractor	A third-party business entity used to provide services directly to children and young people, or where the contract's activities will, or are likely to involve contact with children and young people that is a usual part of, and more than incidental, to the services.
Councillor	An elected member of a local government.
Cultural safety	The positive recognition and celebration of cultures. Children and young people are empowered and enabled to contribute and feel safe to be themselves.

Disability	• the total or partial loss of a body part or a bodily function (such as mobility, sight or hearing) • the presence in the body of organisms that may cause disease • malformation or disfigurement • a mental or psychological disease or disorder • learning difficulties. Disability may be permanent, non-permanent or an increased chance of developing a disability in future. Disability also includes behaviour that may be a symptom or expression of disability even if that disability is not formally diagnosed.
Disclosure	A disclosure is the process by which a child conveys or attempts to convey that they are being, or have been, abused. Disclosure can be verbal, non-verbal or indicated through behaviour. A disclosure may be accidental or intentional, partial or complete and victims may disclose in different ways to different people throughout their lives.
Grooming	Manipulative and controlling behaviour used to build trust or normalise sexually harmful behaviour with a child under 16 years of age. Grooming can involve behaviour in person and activities on social media, email or phone.
Harm	Damage to the health, safety or wellbeing of a child, including as a result of child abuse by adults or the conduct of other children. It includes physical, emotional, sexual and psychological harm. Harm can arise from a single act or event and can also be cumulative, that is, arising as a result of a series of acts or events over a period of time.
National Child Safe Training	National Child Safety Training for the Early Childhood Education and Care (ECEC) sector is a mandatory, free, two-component program (Foundation and Advanced) in Australia. Developed by the Australian Centre for Child Protection with the Queensland Government, it equips staff and volunteers with the knowledge, skills, and confidence to identify, prevent, and respond to child safety
National Worker Register	The National Early Childhood Worker Register (the Worker Register) is a secure, national database launched on 27 February 2026 in Australia that centralises information on individuals working in early childhood education and care (ECEC) services. It acts as a single, centralised system for regulators to monitor staff qualifications, Working with Children Checks, and employment history across all states and territories to strengthen child safety
Neglect	The persistent failure or deliberate denial to provide the child with the basic necessities of life. Such neglect includes the failure to provide adequate food, clothing, shelter, adequate supervision, clean water, medical attention or supervision to the extent that is likely to be, significantly harmed. Categories of neglect include physical neglect, medical neglect, abandonment or desertion, emotional neglect and educational neglect. The issue of neglect must be considered within the context of resources reasonably available.

Online Environments	Any technological platforms which an organisation uses or controls, such as computers, phones, websites, intranet, social media and video conference facilities regardless of where such platforms may be accessed by children.
Organisational Culture	A system of shared assumptions, values and beliefs that influence the way people behave in an organisation, and how these factors contribute to the organisational environment.
Risk	In the context of the Child Safe Standards, risk is exposure to the chance for harm or abuse of a child to occur in connection with an organisation.
Social Services Regulator (SSR)	The Social Services Regulator (SSR) is an independent statutory authority that safeguards the rights of children and young people as well as people who use social services in Victoria.
Staff	A person engaged by an organisation as an employee, worker, contractor, labour hire worker, officer or office holder, minister of religion or religious or pastoral leader, regardless of whether that person's role relates to children.
Volunteer	Any person engaged by or a part of an organisation who provides a service without receiving a financial benefit, regardless of whether their role relates to children. 'Volunteers' for the purpose of the Standards includes foster carers and kinship carers. There is no minimum period of engagement to be considered a volunteer.
Wellbeing	A positive state of physical, mental and emotional health. It generally means feeling safe, happy and healthy more than momentarily.

4. BACKGROUND

In April 2012, the Victorian Government initiated an inquiry into the handling of child abuse allegations within religious and other non-government organisations. The inquiry's final report, Betrayal of Trust, made a number of recommendations, including the introduction of compulsory minimum standards for creating child-safe environments.

In November 2015, the Victorian Parliament passed the Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015 to introduce seven Child Safe Standards (Standards) which commenced operation in Victoria in January 2016. The Standards support organisations that provide services to children to prevent child abuse, encourage reporting of abuse and increase the effectiveness of responses to allegations of child abuse.

In February 2019, National Principles for a Child Safe Organisation were endorsed by members of the Council of Australian Governments (COAG). These principles outline at a high level the ten elements that are fundamental to making an organisation safe for children. At present, the National Principles are not mandatory.

In July 2021 a new set of Standards were legislated, commencing in July 2022. Key changes include the following new requirements:

- to involve families and communities in organisations' efforts to keep children and young people safe
- for a greater focus on safety for Aboriginal children and young people
- to manage the risk of child abuse in online environments
- for greater clarity on the governance, systems and processes to keep children and young people safe.

The Child Safe Standards

The Child Safe Standards are in place to:

a) Promote the safety of children and young people.
b) Prevent harm and abuse to children and young people.
c) Ensure effective processes are in place to respond to and report all allegations of child abuse and harm.
d) Encourage children and young people to “have a say” on issues that are important to them or about decisions that affect their lives.

The 11 Child Safe Standards are:

1. Organisations establish a culturally safe environment in which diverse and unique identities and experiences of Aboriginal children and young people are respected and valued.
2. Child safety and wellbeing is embedded in organisational leadership, governance and culture.
3. Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously.
4. Families and communities are informed and involved in promoting child safety and wellbeing.
5. Equity is upheld and diverse needs respected in policy and practice.
6. People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.
7. Processes for complaints and concerns are child focussed.
8. Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.
9. Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.
10. Implementation of the Child Safe Standards is regularly reviewed and improved.
11. Policies and procedures document how the organisation is safe for children and young people.

Reportable Conduct Scheme

The Victorian Reportable Conduct Scheme seeks to improve organisation’s responses to allegations of child abuse and neglect by their employees and volunteers. The scheme was established by the Child Wellbeing and Safety Act 2005 (the Act). The Social Services Regulator (SSR) is responsible for administering the scheme. Their role includes:

- supporting and guiding organisations that receive allegations to promote fair, effective, timely and appropriate responses

- independently overseeing, monitoring and, where appropriate, making recommendations to improve the responses of those organisations

The Reportable Conduct Scheme has been designed to ensure that the Regulator will be aware of every allegation of certain types of misconduct involving children in relevant organisations that exercise care, supervision, and authority over children.

The Regulator will also be able to share information where appropriate, including with the Working with Children Check Unit, relevant regulators, and Victoria Police, to better prevent and protect children from abuse.

Importantly, a finding that a person has engaged in reportable conduct can trigger an assessment of whether that person is suitable to continue to work or volunteer with children. In turn, this may lead the Working with Children Check Unit to revoke a person's Working with Children Check card.
There are five types of reportable conduct:

1) Sexual offences against, with or in the presence of a child.
2) Sexual misconduct against, with or in the presence of a child.
3) Physical violence against, with or in the presence of a child.
4) Behaviour that causes significant emotional or psychological harm.
5) Significant neglect of a child.

Mandatory Reporting

All councillors, council staff, contractors, and volunteers at Warrnambool City Council are required to report any child safety concerns. This includes breaches of the Child Safe Code of Conduct and Staff Code of Conduct, environmental safety issues, disclosures of abuse or harm, allegations, suspicions, observations, reasonable beliefs, and any concerning conduct.

In addition, certain groups of people have Mandatory Reporting requirements which refers to the legal requirement to report a reasonable belief of child physical or sexual abuse to child protection authorities. There is a legal obligation under the Children Youth and Families Act 2005, of certain professionals to report when a child needs protection.

Mandatory Reporters include:
- Medical Practitioners
- Nurses
- Midwives
- School Principals
- Police Officers
- Family Service Practitioners
- Immunisation and Maternal Child Health Nurse
- Early Childhood workers
- Manager of Licenced Children's Services
- Teachers (including early childhood teachers)

Mandatory reporters must make a report to Child Protection as soon as practicable after forming a belief. A child may need protection if they have experienced or are at risk of significant harm, and their parents have not protected, or are unlikely to protect them from that harm.

5. OTHER REPORTING OBLIGATIONS

The Child Wellbeing and Safety Act 2005, requires all Councils to adopt and maintain a 'Child Safe' policy and comply with compulsory Child Safe Standards.

Failure to disclose

In 2014, the law in Victoria was changed to create the Failure to Disclose offence. This offence was introduced in response to the Betrayal of Trust report.

The law requires that any adult (aged 18 and over) who holds a reasonable belief that a sexual offence has been committed in Victoria by an adult against a child (aged under 16) disclose that information to police (unless they have a reasonable excuse).

If this applies to you, you must report the information to police as soon as possible, unless:

- you have a 'reasonable excuse' for not reporting the information, or
- you are exempt from the offence. If you fail to report the information, you may be charged with a criminal offence. The maximum penalty is three years imprisonment.

The failure to disclose offence helps to ensure that protecting children from sexual abuse is the responsibility of the whole community.

Failure to protect

The Failure to Protect criminal offence (commenced on 1 July 2015) applies where there is a substantial risk that a child under the age of 16 under the care, supervision or authority of a relevant organisation will become a victim of a sexual offence committed by an adult associated with that organisation. A person in a position of authority in the organisation will commit the offence if they know of the risk of abuse and have power or responsibility to reduce or remove the risk, but negligently failed to do so.

The Reportable Conduct Scheme is how the organisation investigates and reports on types of conduct, 'reportable allegations' or 'reportable convictions' made against their employees who provide services to children.

Reasonable Belief

A reasonable belief or a belief on reasonable grounds is not the same as having proof but is more than a mere rumour or speculation. A 'reasonable belief' is formed if a reasonable person in the same position would have formed the belief on the same grounds. For example, a 'reasonable belief' might be formed if:

- A child states that they have been physically or sexually abused.
- A child states that they know someone who has been physically or sexually abused (sometimes the child may be talking about themselves).
- Someone who knows a child states that the child has been physically or sexually abused.
- Professional observations of the child's behaviour or development leads a professional to form a belief that the child has been physically or sexually abused or is likely to be abused.
- Signs of abuse lead to a belief that the child has been physically or sexually abused.
- A report has been made of a sexual relationship with a child under 16.

Duty of Care

If a child is abused by an individual associated with Warrnambool City Council, we are presumed to have breached our duty of care, unless it can be proven that "reasonable precautions" were taken to prevent the abuse in question.

Grooming offence

It is an offence to target communication, including online communication, with a child under the age of 16 or their parents with the intent of committing child sexual abuse.

Child Information Sharing Scheme

The Child Information Sharing Scheme (CISS) allows authorised organisations to share information to support child wellbeing or safety. The Family Violence Information Sharing Scheme (FVISS) allows information to be shared to assess or manage family violence risk. The Scheme has expanded legal permissions for professionals to share and request information from other professionals.

This ensures that professionals working with children, young people and families can gain a complete view of the children and young people they work with, making it easier to identify wellbeing or safety needs earlier, and to act on them sooner. This will allow children to receive the best support possible across services.

Who is an authorised organisation?

Information can only be shared under the Child and Family Violence Information Sharing Schemes and by professionals at authorised organisations, known as Information Sharing Entities (ISEs). ISEs include services that work with children, young people, and families, such as:

- Schools
- Kindergartens
- Long Day Care
- Out of School Hours Care (OSHC)
- Child Protection
- Youth Justice
- Maternal and Child Health
- Public Hospitals
- Victoria Police
- Supported Playgroups Facilitators
- Orange Door
- Department of Health

6. POLICY CONTEXT

Statement Of Commitment to Child Safety

Warrnambool City Council is committed to creating and maintaining a child safe organisation and has zero tolerance for child abuse. All children and young people are valued and respected members of our community and have the right to be and feel listened to, safe, empowered and included in our services, programs and facilities.

Warrnambool City Council is committed to:

- Preventing child abuse occurring within our services, programs, and facilities.
- Creating an organisational culture of child safety and embedding child safety into the everyday thinking and practice of all councillors, council staff, contractors and volunteers.
- Setting clear expectations of councillors, council staff, contractors and volunteers as to what is required to keep children safe.
- Ensuring councillors, council staff, contractors and volunteers are clear about their responsibilities when they suspect abuse, harm or neglect of a child.
- Providing children with access to information, support and complaints processes in ways that are culturally safe, accessible, and easy to understand
- Ensuring all suspected child abuse is reported and fully investigated.

We acknowledge, respect and appreciate the unique histories, culture, connection to Country and cultural safety of Aboriginal and Torres Strait Islander children, young people and their families. We are committed to creating a culturally safe and inclusive environment.

Warrnambool City Council values diversity, equity and inclusion. We commit to paying particular attention to the needs of children and young people with disability, from culturally and linguistically diverse backgrounds, those who are unable to live at home, and who identify as LGBTIQA+

Council will make child safety, rights, and wellbeing the paramount consideration for all decision-makers in early childhood education and care (ECEC), ensuring children's safety takes precedence over factors like cost or convenience. These changes elevate child protection to a statutory duty.

Code of Conduct

Warrnambool City Council has both a Child Safe Code of Conduct and a Staff Code of Conduct which detail clear behavioural expectations of all councillors, council staff, contractors and volunteers. These Codes of Conduct include appropriate behavioural expectations for working with all children and young people including Aboriginal, culturally and/or linguistically diverse children, children with a disability and LGBTQI+ children and their families.

All Warrnambool City Council councillors, council staff contractors and volunteers are made aware of and must abide by these Codes of Conduct.

Responding to Safeguarding Concerns

As a child safe organisation, Warrnambool City Council complies with all relevant legislation. Allegations of child abuse and child safety concerns will be taken seriously and investigated fairly, thoroughly and appropriately and responded to promptly.

Roles and Responsibilities

A child safe culture will be championed and modelled at all levels of Council and this policy will be implemented at all levels. More specifically:

Councillors

Councillors are responsible for providing leadership for the good governance of Council by acting as a responsible partner in fostering and developing an organisational culture that has zero tolerance for child abuse. Councillors will advocate in the best interests of children to create and sustain a community in which children are safe and protected from abuse and their wellbeing is valued.

Chief Executive & Executive Group

The Chief Executive is ultimately responsible for driving the required organisational cultural change of zero tolerance for child abuse and ensuring that the organisation has effective controls in place to prevent child abuse occurring. This will be achieved by ensuring:

- the organisation has in place, and implements robust child safety procedures that protect children from child abuse.
- suspected or alleged instances of child abuse are reported and fully investigated.
- support is provided to councillors, managers, council staff, contractors and volunteers in undertaking their child protection responsibilities.

Managers

- All Managers must ensure that council staff, contractors and volunteers have access to, and are aware of this Child Safe Policy and related policies and procedures.
- Receive and refer child safety concerns or allegations of abuse within Council according to the Child Safety Reporting procedure.
- Identify any potential for child abuse to be perpetrated, and assess the related risks of child abuse within their branch.
- Eradicate/minimise any risk to the extent possible.
- Ensure council staff, contractors and volunteers receive induction and ongoing. education and training as detailed in this policy and attend any relevant training when it is provided/required.
- Ensure confidentiality and privacy of personal information is protected in line with relevant legislation, Council policies and procedures.

All Council Staff

All council staff must familiarise themselves with the relevant laws, the Child Safe Code of Conduct, Staff Code of Conduct, Acceptable Use of IT policy, Using Personal Devices Procedure and all other Council policies and Council's policies and procedures in relation to child safety, and comply with all requirements, including:

- Participate in staff induction and refresher training any mandated training.
- Report any suspicion or reasonable belief that a child's safety may be at risk by following the steps outlined in the Child Safety Reporting procedure.
- Provide an environment that is supportive of all children's emotional and physical safety.

Volunteers

Volunteers share the responsibility for the prevention and detection of child abuse and are attuned to the signs of harm. Volunteers must report any suspected cases to their direct manager. Volunteers must seek this assistance where required.

Labour Hire/Agency workers and contractors

Share the responsibility for the prevention and detection of child abuse

Council Owned/Controlled Facilities/Funded Services

Council acknowledges that sporting associations and not-for-profit entities are themselves also required to comply with the Child Safe Standards. Council, as their licensee or lessor, will note this requirement in the Occupancy License Agreements between Council and the association/entity with the aim to raise awareness of child safety and wellbeing and the related compliance requirements.

7. RECRUITMENT AND SCREENING

Child safety and wellbeing is emphasised in all decisions regarding recruitment (including advertising, referee checks and staff and volunteer pre-employment screening) of individuals and engagement of volunteers.

Warrnambool City Council employs a range of screening measures and standards in the recruitment of staff, contractors and volunteers. This includes ensuring all relevant Council staff, contractors and volunteers have current Working With Children Checks (WWCC). The WWCC is a legal requirement under The Worker Screening Act 2020 (the Act) for those undertaking paid or voluntary child-related work in Victoria. The check assists in protecting children from sexual and physical harm by ensuring that people who work with, or care for, them are subject to a screening process.

Reference checks and pre-employment screening will be thorough, to ensure that Council are recruiting with child safety and wellbeing in mind.

Council will ensure the principles of child safety and wellbeing are embedded in Council human resource policies and procedures including recruitment and pre-employment screening processes.

Council will inform employees and volunteers about its record keeping processes in relation to child safety and wellbeing and information sharing and reporting obligations.

Council will maintain its responsibilities under the National Worker Register ensuring newly recruited staff are added to the register and staff exiting are removed within 14 days.

Education, Training and Induction

Ongoing education and training is important to ensure Council staff are equipped with the knowledge, skills and awareness to keep children and young people safe.

Appropriate induction will be provided for all employees and volunteers to ensure they are aware of their responsibilities to children and young people, including record keeping, information sharing and reporting obligations.

Specific training will be provided to Council staff on:

- effectively implementing the organisation's child safety and wellbeing policy
- recognising indicators of child harm including harm caused by other children and young people
- responding effectively to issues of child safety and wellbeing and supporting colleagues who disclose harm
- understanding Aboriginal culture and appreciation for culturally sensitive issues
- building culturally safe environments for children and young people

This training will be provided on commencement as well as an ongoing basis, tailored to the needs of Council and factoring in the complexity of the different work with children and young people undertaken by Council.

8. GOVERNANCE

Policy Owner & Review

The Manager, Organisation Development is responsible for monitoring the currency and viability of this policy and updating it when required.

Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007).

Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee health and safety representatives in any workplace change that may affect the health and safety of any of its employees.

9. REGULAR REVIEW

This policy will be reviewed every two years and following significant legislative changes if they occur. We also undertake to seek views, comments and suggestions from families, children, parents, employees to take active steps to work with local Aboriginal communities, LBGTIQA+ communities and culturally and/or linguistically diverse communities and people with a disability.

Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

Related Legislation and Regulations:

- Australian Human Rights Commission National Principles for Child Safe Organisations
- Charter of Human Rights and Responsibilities Act 2006
- Child Information Scheme – Part 6A Child Wellbeing and Safety Act 2005
- Child Wellbeing and Safety Act (2005)
- Children, Youth and Families Act (2005)
- Commission for Children and Young People Act (2012)
- Crimes Act (1958)
- Early Childhood Legislation Amendment (Child Safety) Act 2025
- Family Violence Protection Act (2008)
- Gender Equality Act (2020)
- Health Records Act (2001)
- National Framework for Protecting Australia's Children 2021-2031
- National Model Code
- Privacy and Data Protection Act (2014)
- Public Interest Disclosures Act 2012
- United Nations Convention on the Rights of the Child
- Victoria Child Wellbeing and Safety Act 2015 (including the 2022 Amendment and Child Safe Standards)
- Victorian Reportable Conduct Scheme
- Worker Screening Act (2020)
- Wrongs Act 1958 (Vic) (including Part XIII – Organisational liability for child abuse)

Related policies and procedures:

- Child Safety Reporting Procedure
- Child Safe Code of Conduct
- Councillor Code of Conduct
- Children’s and Family Services Interactions with Children Policy
- Children's and Family Services Code of Conduct Policy
- Children’s and Family Services Child Protection Policy
- Childrens and Family Services - Child Safe Environment
- Childrens and Family Services Technology and Social Media Policy
- WCC Acceptable Use of IT policy
- Gender Equality, Inclusion & Diversity Policy
- Privacy Policy
- Recruitment and Selection Procedure

- Risk Management Policy
- Staff Code of Conduct
- Working With Children Check Policy
- WCC Using Personal Devices Procedure
- WCC Record Keeping Policy
- WCC Disciplinary Policy and Procedure

7.7. Warrnambool Open Space Strategy 2026-41

DIRECTORATE : City Futures

Purpose:

This report provides information on the Warrnambool Open Space Project including the final Open Space Strategy 2026-41 and recommends adoption of the strategy.

Executive Summary

- The Warrnambool Open Space Project includes three components:

  – Update of the 2014 Open Space Strategy (OSS)
  – Development of an Open Space Contributions Policy
  – Preparation of planning scheme amendment documentation

The Open Space Strategy 2026-41 is complete and is recommended for adoption.

- The Strategy sets a 15-year framework (to 2041) to guide open space planning, investment, and delivery.
- Public exhibition of the draft strategy commenced in the week of 16 March 2026, seeking final community and stakeholder feedback. Public exhibition further tested the vision, principles, hierarchy, precinct planning, and implementation actions.
- Council received a total of 43 responses from the community and stakeholders. This feedback has further informed input into the strategy.

The draft strategy is now finalised and ready for adoption.

MOVED: CR DEBBIE ARNOTT
SECONDED: CR WILLY BENTER

That Council adopt the Open Space Strategy 2026-41.

CARRIED - 6:0

Background

To date, public open space planning has been guided by the Warrnambool Open Space Strategy 2014 (OSS). The OSS is a reference document in the Warrnambool Planning Scheme.

The OSS has been reviewed and a new strategy prepared to provide an open space planning framework for Warrnambool 2026 to 2041. The new OSS also enables the development of an Open Space Contributions Policy for inclusion in the Warrnambool Planning Scheme. This work is currently underway and will be reported to Council when it is ready.

The Warrnambool Open Space Project comprises three key components: an updated Open Space Strategy to guide planning to 2041; the development of an Open Space Contributions Policy; and preparation of associated planning scheme amendment documents. The final Open Space Strategy is now complete and recommended for Council adoption.

The Strategy provides a long-term framework to enhance Warrnambool's open space network, recognising its critical role in community health, environmental resilience, and economic value. Although Warrnambool has a significant quantity of open space, community engagement identified the need to improve quality, accessibility, connectivity, and tree canopy coverage. The Strategy responds to these priorities while considering population growth, climate change, financial sustainability, and integration with broader Council policy directions.

Initial community and stakeholder engagement, including workshops, surveys, and Traditional Owner input, has informed the Strategy. Public exhibition further tested the vision, principles, hierarchy, precinct planning, and implementation actions and the final report is now complete.

Issues

The Open Space Strategy will directly provide guidance on how the open space network can deliver on the broader Council strategic direction and where specific focus and resourcing across the network should be directed over the next 15 years. This will further support the development and delivery of new master plans, prioritisation of funding, and maintenance standards.

Open space is faced with both internal (Council) and external challenges that need to be considered when planning open space to support current and future community needs and expectations. Challenges and opportunities relating to multi-functional and integrated open space, tourism and events, climate change, financial and partnership opportunities have all been considered.

Council engaged with the Warrnambool community to ensure local perspectives were considered and integrated into the Strategy. Multiple municipal wide online surveys were conducted, a number of face to face and online workshops were held, and meetings with specific community stakeholders to capture what the Warrnambool community values about open space.

Of the 43 responses, key suggestions included:

- The need for ongoing community engagement across any proposed City Wide or Precinct Actions;
- Improved strengthening of access, connectivity including green links at a City Wide level
- Maintenance as a foreseeable cost burden to Council;
- Requests for infrastructure; playgrounds/skate, dog parks, and bike paths;
- The inclusion of references to strategies, plans, guides such as Warrnambool Coastal Management Plan 2013 and Warrnambool Foreshore Strategic Framework Plan;
- Review the timing horizon on some of the City Wide/Precinct Actions e.g. City Wide Action 14;
- Improve the consistency of detail on plans e.g. Flood plain; and
- Continuing a shared partnership with the Authorities such as DEECA, GHCMA, GORCAPA

There was only one major change required relating to the quantity of open space. This was due to a calculation discrepancy identified during the review. The change included:

- Encumbered open space was accidentally included in the first calculation. This has been deducted from land around the North of the Merri and Merri River in Woodford.
- The size of the pending open space in the Hopkins Heights development was reduced.
- Open space was added to the East of Aberline precinct.

In summary, one variation was required to address a calculation error made by the consultant. The original open space was calculated at 102.6ha which included encumbered land. The revised calculation is now 48.4ha which excludes encumbered land. Encumbered land includes flooding areas along water ways, drainage etc. This translates to 91.7sqm per capita of unencumbered public open space by 2046, well above the provision standard of 30sqm per capita.

Overall, the community felt that although the City of Warrnambool has a large amount of open space, some spaces are under utilised and are of low quality. Areas of high value to the community are Warrnambool's natural assets particularly Warrnambool's various rivers, creeks, and coastal areas, the Botanic Gardens and Lake Pertobe.

Areas for improvement spanned across 4 key themes:

1. Prioritise quality, diversity and design
2. Increase accessibility, connectivity and walkability
3. Increase weather protected areas, seating and amenity
4. Improve tree canopy coverage in open spaces

Financial Impact

The project is fully funded in the City Growth budget for 2025/26.

Implementation of the City Wide and Precinct Actions will require funding through development contributions, state and federal government grants, and general revenue.

Legislation / Policy / Council Plan Context

1 City Futures
1.5 Our City is activated to be attractive to residents and visitors.

4 City Wellbeing
4.3 Our active City provides recreational opportunities for people of all ages and abilities.

5 City Leadership
5.8 Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.

Timing

The Open Space Strategy is complete and can be presented at the next available ordinary Council meeting.

Internal / External Consultation

Community engagement has been undertaken in accordance with Council's Community Engagement Policy and with particular emphasis on collaboration with community and stakeholders, as follows:

- The project team engaged with internal Council Officers who form the Project Working Group (PWG)
- Eastern Maar Aboriginal Corporation (EMAC), stakeholders, developers, sport and recreation, Youth Advisory Board, LGBTQIA+ and the community via both online and face-to-face workshops, community survey available on Councils 'Your say' page, youth engagement and Eastern Maar/stakeholder interviews.
- The draft open space strategy went to public exhibition for final commentary from the community and stakeholders.

The findings from these engagement activities were used to develop and inform the final Open Space Strategy.

Council has compiled detailed responses to the feedback received from the Open Space Strategy.

Legal Risk / Impact

Risk is mitigated by ensuring the Open Space Strategy has been prepared in accordance with the State Government's Guide to Open Space Strategies. A Gender Impact Assessment has been completed.

Officers' Declaration of Interest

None declared.

Collaborative Procurement

Not applicable.

WARRNAMBOOL
CITY COUNCIL

Open Space Strategy 2026-41

May 2026

www.warrnambool.vic.gov.au

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Glossary

Term	Definition
Council	Warrnambool City Council
Encumbered land	Is land in which the primary purpose is not open space; however, it may provide some supplementary access. However, this is not always granted or available. Generally, the primary purposes for this land are transport, drainage, and utilities.
Local Government Area (LGA)	Warrnambool Local Government Area
Net Developable Area (NDA)	Land that is available for development. This excludes encumbered land, arterial roads, railway corridors, significant heritage, schools and community facilities and public open space. It includes lots, local streets and connector streets. Net Developable Area may be expressed in terms of hectare units (i.e. NDHa).
Precinct	The Warrnambool LGA is divided into 11 Open Space Precincts which support local area open space planning.
Precinct Structure Plan (PSP)	A Precinct Structure Plan is a Victorian Planning Authority term for a long-term plan for urban development. It describes how the land is expected to be developed and how and where services and infrastructure are planned to support the development of new communities at a precinct scale.
Public open space	Is publicly owned and accessible land in which the primary purpose is recreation, leisure, and outdoor enjoyment. It includes parks, gardens, sport reserves, and natural areas.
Restricted open space	The primary purpose of restricted open space is for open space, however, there is limited access due to use. This might be a result of lease agreements (such as schools), specialised sporting infrastructure (such as elite facilities, golf courses, racecourses) or conservation protection.

Warrnambool Art Gallery

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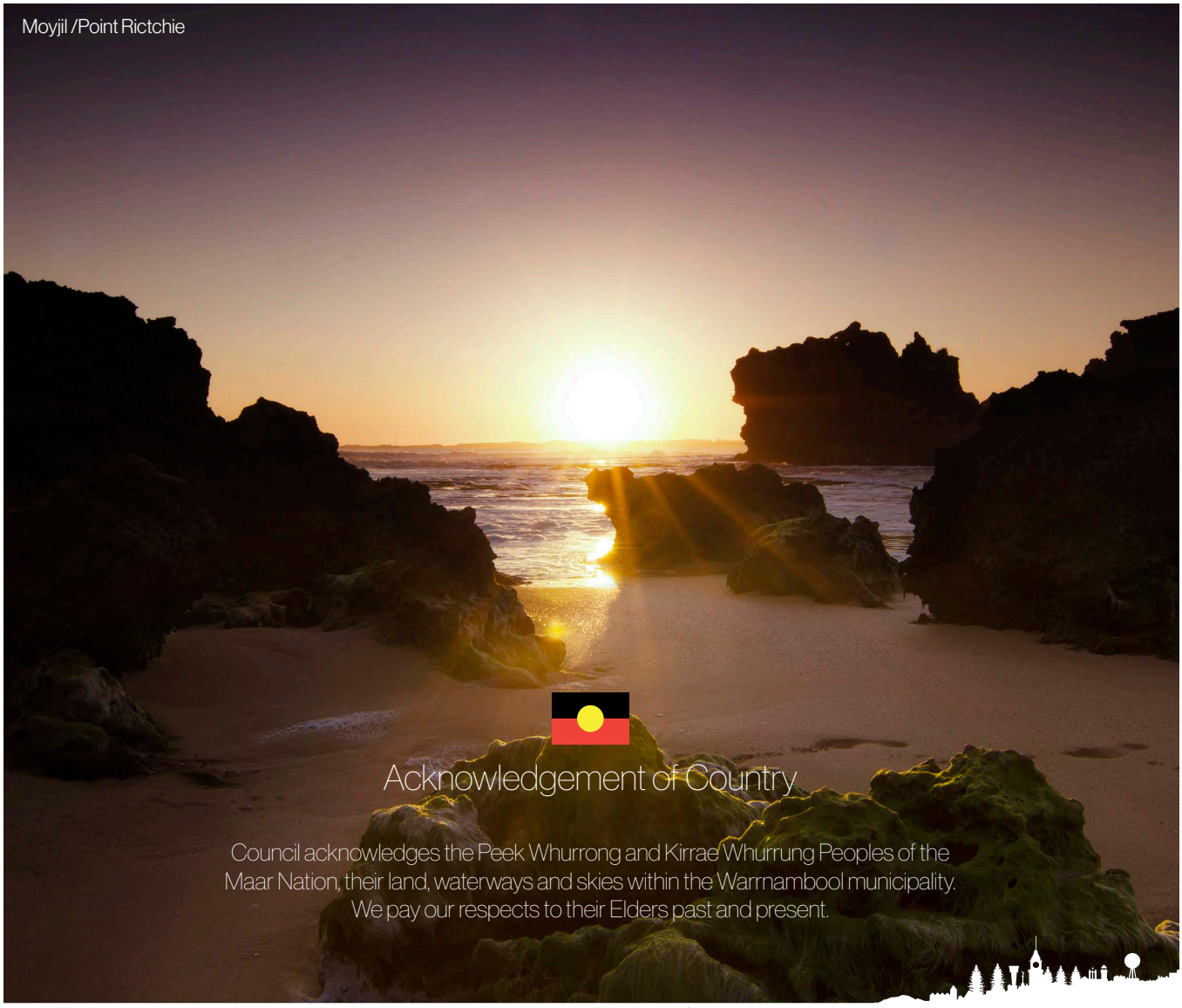


Jubilee Park/ Wurrumbit Birrng Yaar

Mayor's Message

Warrnambool is home to some amazing open spaces, and I hope you agree.

From Lady Bay to the Warrnambool Botanic Gardens and Lake Pertobe, these well-known places help to attract over 700,000 visitors to our city each year.

But as this Draft Open Space Strategy outlines, Warrnambool is home to 169 open spaces, including many smaller neighbourhood parks.

Our open spaces are where we spend time with family, get active, relax and connect with nature. This Strategy looks at the full network of local parks, reserves and green spaces across our city.

Big or small, they all have a role to play in the health and wellbeing of our community and our natural environment.

This Draft Strategy sets a clear direction to protect our valued natural areas, optimise the open space we already have, and grow the network alongside new communities, all while keeping long-term maintenance and financial sustainability front of mind.

As we grow, it won't just be a question of how much open space we have, but whether it's in the right places, and how we can make the most of it.

I encourage you to read the Draft Open Space Strategy and share your feedback. We've already received input from over 100 people to get us to this stage, and your feedback will help shape a network of open spaces that works for families, young people, older residents and for everyone lucky enough to live in or visit Warrnambool.

Introduction and background

The City of Warrnambool is a prominent regional centre located along the south-west coast of Victoria. It is Victoria's largest coastal regional city beyond Port Phillip Bay. The city will experience moderate growth, from a population of 36,150 in 2024[2] to approximately 45,000 by 2046[3].

The purpose of this Strategy is to provide Council and the community with a clear direction and priority for open space planning and delivery until 2041.

Open space is essential infrastructure. A high quality, well connected network of open space provides health and wellbeing, environmental, and economic benefits to a community. Open space supports not only local residents but also those that work, study, and visit the city.

The city is supported by a significant amount of public open space as well as conservation land and the foreshore which provides access to a diverse range of experiences. As the city continues to grow over the next 15 years the capacity and useability of the existing open space assets, along with additional open space provided through the growth areas will need to be integrated into a high quality and financial sustainable network.

Home to 36,150 residents	362ha of public open space	54% of open space over 0.2ha have 2 or more functions
Increase to approximately 45,000 residents by 2046	Approximately 48.4ha of additional public open space by 2046	91.7m^2 of public open space per capita by 2046
12.7km of Council managed coastline	700,000 visitors every year	72% of urban dwellings are within 400m of public open space

[2] ABS, 2025, Regional population
[3] SGS Economics and Planning, 2026, Warrnambool Futures
[4] Warrnambool City Council, 2026, Warrnambool Snapshot:

Strategic context

The Open Space Strategy sits within a broader strategic context, influenced by state and local directions, as well as informing design, funding, and maintenance requirements. The State Government has set high level guidance for the role of Warrnambool as well as open space planning, both of which have informed the development of this Strategy.

At a local level, the Community Vision for Warrnambool is to be "a thriving regional leader, rich in opportunities and committed to fostering a sustainable and inclusive lifestyle." This vision, along with long term asset management and financial capacity of Council has informed the scope of the Strategy. Furthermore, this Strategy sits alongside a range of other interconnected documents which provide direct guidance on active recreation, playgrounds, and greening the city.

The Open Space Strategy will directly provide guidance on how the open space network can deliver on the broader Council strategic direction and where specific focus and resourcing across the network should be directed over the next 15 years. This will further support the development and delivery of new master plans, prioritisation of funding, and maintenance standards.

Figure 1: Strategic context #

State Government					
Strategic Documents	Plans for Victoria	Open Space For Everyone 2021	Warrnambool Planning Scheme		
Guidelines	Guide for Open Space Strategy 2025	Precinct Structure Plan Guidelines : New Comunities in Victoria 2021			
Warrnambool City Council#					
Planning	Community Vision	Council Plan 2025-29	Asset Managenment Plan	Warrnambool Futures*	Healthy Warrnambool 2025-29
	Open Space Strategy 2026	Active Warrnambool 2025-35	Play Space Strategic Framework 2025	Green Warrnambool	Warrnambool Coastal Management Plan 2013
	Warrnambool Foreshore Strategic Framework Plan	Structure Plans			
Design	Master Plans	Concept Plans	Detailed landscape plans		
Funding	Annual and Long Term Budget	Open Space Contributions Policy			
Delivery & Maintenance	Maintenance Standards				

This is a list of the key documents that support the delivery of open space across the city. It is not an exhaustive list. There are many other documents that also have a role in providing guidance including in specifc locations or catchments. These have been considered in the development of the Open Space Strategy.
** Warrnambool Futures is underdevelopment. It will set the city-wide strategic land use plan and identify where and how future growth and development will take place. The Plan will identify key issues such as employment, tourism, housing supply, infrastructure provision and environmental challenges holistically and strategically.*

Benefits of open space

Open space is essential infrastructure. A well connected, accessible and high quality network of open space provides health and wellbeing, environmental and economic benefits for those who live, work, visit and recreate in the city.

Open space provides opportunities for people to be active, socialise, relax and spend time in nature. It builds connections across communities and encourages active lifestyles. Open space also provides a range of environmental benefits including supporting urban cooling, improving air quality, and providing a network of spaces for habitat protection and biodiversity. Furthermore, open space supports economic benefits through activating precincts and activity centres and providing spaces for events and tourism opportunities. It provides outdoor spaces for workers, improving employee wellbeing and productivity, and increases property values through increasing the amenity of local areas.

Figure 2: Benefits of open space

Benefits of open space		
Health and wellbeing	**Environment**	**Economic**
Physical Wellbeing	Improved air quality	Tourism and visitors
Mental wellbeing	Reduced emissions	Worker productivity
Cultural connection	Improvedd biodiversity	Property values
Social connection	Water management	Climate resilience
Volunteerism	Urban cooling	Urban amenity

Warrnambool Botanic Gardens

Challenges and opportunities

Open space is faced with both internal (Council) and external challenges that need to be considered when planning open space to support current and future community needs.

Challenges/ opportunities	Description
Multi-functional and integrated open space	Community needs are changing due to increased population, demographic shifts, lifestyles, and trends in sport and recreation. These changes are impacting how people want to access open space, types of sports, and participation levels. To cater for a variety of community needs, as well as increase utilisation of open space – including across seasons and different times of the day, each piece of open space should have multiple functions[5]. In addition, where possible, open space should be co-located or integrated with other community uses. This includes community infrastructure (including schools), employment precincts, and retail and civic precincts. Co-location and integration support in activating these precincts, as well as improving the utilisation of open space.
Tourism and events	Open space is a significant driver of economic activity for Warrnambool, particularly visitation to natural assets along the coastline and events utilising open space. While tourism and economic stimulus are a positive contribution, the attraction of tourism comes with a compounding demand for access and use of key open space locations. Strategies to better balance locational pressures of residents and tourists include specifically designed open space assets targeted to manage and accommodate tourism and event demands, improved active and public transport connections, and increased maintenance schedules during peak periods[6].
Climate change	Open space assets are being significantly impacted by climate change hazards and the increased frequency of major weather events. This is impacting open space in multiple ways, including through encroachment on existing open space, reducing short-term useability and long-term access, increasing maintenance requirements, and limiting suitable future open space locations due to coastal erosion, inundation or flooding. Responding to climate changes requires coordinated climate and adaptation planning for all foreshore and estuarine areas, and the need to improve the resilience of natural and built assets in open space. Climate events will disrupt users' access to open space. This includes disruption to play, extended sporting seasons, an increase in evening uses, an increase in alternative spaces such as indoor recreation, and loss and or damage to infrastructure.[7] With regards to climate change mitigation and preventative strategies, open spaces provide urban cooling and offer areas for people to seek refuge during periods of intense heat. It creates a buffer to urban development and in some cases serves as fire breaks or coastal storm surge and flood management to slow and retain floodwaters. Open space, including linear open space, also supports in retaining and strengthening the biodiversity of microorganisms, flora and fauna as well as building critical habitat corridors across landscapes to support movement and migration.
Financial and partnership opportunities	Local government plays a key role in the planning, delivering, funding, maintenance and servicing of open space. Ensuring that current and future open spaces are financially sustainable is critical. **Funding limitations:** Council generally has three mechanisms to fund open space: development contributions, state and federal government grants, and general revenue. For new open space, development contributions are a key funding source. Councils in Victoria have multiple options when levying contributions for the provision of municipal open space. When considering state and federal government grants, they are usually one-off grants for specific types of projects (e.g. pavilion upgrades, dog parks). General revenue is used to support a range of ongoing and one-off projects. Under the rate cap, the pool of available funds is stretched, with the key focus for capital works programs being asset renewal. Given this, any new infrastructure needs to consider the long-term capital and maintenance costs on Council and the community. **Privately owned, underutilised public spaces, and state or conservation land:** To mitigate financial costs and increase access to open space partnership opportunities can be considered. This can include underutilised public spaces such as partnerships with schools and education sectors such as Deakin University, as well as access to open space managed and operated by private landowners (such as golf courses, racecourses, plazas/malls). In addition, the city includes land managed by GORCAPA, Parks Victoria, DEECA and other entities which can provide opportunities for sharing of resources and shared planning. **Development as catalyst:** Alternative opportunities to increasing open space are through major infrastructure projects. Major developments can unlock capital funds (or in-kind contributions) as part of significant infrastructure projects such as major roads, rail development, and renewable energy projects. While these opportunities may not be frequent, they can support the integration and or funding of open space.

[5] Maria Korkou, Ari K.M. Tarigan, Hans Martin Hanslin, The multifunctionality concept in urban green infrastructure planning: A systematic literature review, Urban Forestry & Urban Greening, Volume 85, 2023, 127975, ISSN 1618-8667, https://doi.org/10.1016/j.ufug.2023.127975.
[6] Change Sustainable Solutions (March 2015) Open Space Practices in High Density Areas.
[7] Cooney, E. (December 2024) How climate change is impacting community sport. La Trobe University.

Lake Pertobe

What we heard

Council engaged with the Warrnambool community to ensure local perspectives were considered and integrated into the Strategy.

We conducted a municipal wide online survey, held a number of face to face and online workshops, and met with specific community stakeholders to capture what the Warrnambool community values about open space. We asked the community:

- What types of open space people use, how often they use it, and how they travel there
- How the community views the quality, variety and accessibility of open space
- What could be improved or enhanced to increase community satisfaction.

Overall, the community felt that although the City of Warrnambool has a large amount of open space, some spaces are underutilised and are of low quality. Areas of high value to the community are Warrnambool's natural assets; particularly Warrnambool's various rivers, creeks, and coastal areas, the Botanic Gardens and Lake Pertobe. Areas for improvement spanned across 4 key themes:

Prioritise quality, diversity and design

- Better plan for open spaces in new developments, with designs, wayfinding and signage that recognise and align with Traditional Owner knowledge and history
- Plan for concentrated, connected larger green spaces as opposed to scattered, smaller spaces
- Consolidate the number of open space areas, by divesting low utilised /ill positioned areas to allow investment into others
- Increase maintenance of open spaces for high use areas, including the foreshore and the river/creeks.
- Simplify messaging and increase access to dogs off leashes areas
- Increase opportunities for informal recreation
- Increase the biodiversity connections to and along waterways through open space and green linkages

Increase accessibility, connectivity and walkability

- Connect footpaths and cycling networks to existing areas of open space
- Increase connections to and along waterways via safer, wider, high quality shared footpaths
- Increase accessibility for all abilities, ages, women, girls, and members of the culturally diverse community
- Increase safety of open space by increasing lighting, wayfinding, and improving line of sight.

Increase weather protected areas, seating and amenity

- Provide additional undercover areas and windbreaks around seating, picnic and playground areas
- Provide additional seating, toilets, drinking facilities and bins along high use areas

Increase tree canopy coverage in open spaces

- Increase the variety of species, and overall volume of tree planting across Warrnambool, prioritising local indigenous tree species in environmental areas such as waterways and open space adjoining land that is managed for environmental purposes.

Open Space Strategy

Vision: **The open space network protects and enhances the environmental values of Warrnambool while also providing spaces for the community to exercise, build social connection, access education, and relax. The future open space network will be planned and maintained to be adaptable to changing community and climate needs while also using financially sustainable approaches.**

Principles for open space planning

These principles will guide the planning, delivery, and maintenance of open space.

Open space principles	Description
Accessible	A variety of open spaces that are accessible and inclusive for all residents, regardless of age, ability and culture. Residents should have at least one open space within walking distance of their home.
Adaptable	Flexible, multi-use and provide opportunities for passive and active recreation that is responsive to community needs
Connected	Open space corridors and shared trails that improve the connectivity of the network and provide links for walking, cycling and biodiversity movement.
Efficient and sustainable	Consider adaptability and maintenance in the development and management of open space.
Diverse	Provide a variety of experiences and cater for a range of recreational needs.
Equitable	Access to open space will be distributed as fairly as possible across the municipality.
Protective of the environment	Preserve and enhance the biodiversity and environmental values across open space while providing appropriate public access to waterways and coastal environments.

Objectives and indicators

To achieve the open space vision, the Strategy is guided by 3 objectives. These objectives include indicators to measure the impact of change over the life of the Strategy.

Objectives	Indictors of success
Objective 1: To provide an equitable distribution and connection to open space across the city	95% of dwellings in urban areas are within a 400m walkable catchment of open space
Objective 2: To ensure all open space has a clear purpose and supported by multiple functions.	All open space has a clear function All open space greater than 0.2ha has a minimum of 2 functions
Objective 3: To provide a financially sustainable, adaptable and resilient open space network that can support future generations	30% tree canopy cover across the open space network

Stingray Bay

Types of open space

Definition of open space

Public open space space is publicly owned and accessible land in which the primary purpose is recreation, leisure, and outdoor enjoyment. It includes parks, gardens, sport reserves, and natural areas. It is protected for open space uses by the zoning Public Park and Recreation Zone (PPRZ). Public open space is the focus for this Strategy.

Restricted open space the primary purpose of restricted open space is for open space, however, there is limited access due to use. This might be a result of lease agreements (such as schools), specialised sporting infrastructure (such as elite facilities, golf courses, racecourses) or conservation protection (such as the coastline).

Encumbered land is land in which the primary purpose is not open space; however, it may provide some supplementary access. However, this is not always granted or available. Generally, the primary purposes for this land are transport, drainage, and utilities.

Given the limitations on restricted open space and encumbered land, this land should not be included in the core open space network. It can, however, support the open space network by providing greater access to green spaces.

Open space services standards

Open space service standards ensure the City plans for a sufficient and diverse supply of land into the future. Open space should be provided across a network of spaces with smaller land parcels providing local parks for surrounding residents and larger land parcels serving a broader catchment across the municipality. Service standards include hierarchy, accessibility, and functions.

Hierarchy of open space

Open space is categorised into 5 hierarchies: regional, district, neighbourhood, local and pocket. The hierarchy is determined by the size of the open space land only. It can however inform the role, experience, and duration of stay that users can expect. The open space network should include a variety of hierarchies to support different uses and experiences.

Hierarchy of open space	Size
Regional open space is a municipal destination. Infrastructure provided in regional spaces support longer stay times and typically accommodate substantial infrastructure and facilities that can cater to a large number of people. These spaces cater to users from across Warrnambool and, for some, the wider region. Examples include Lake Pertobe Recreation Reserve, Albert Park Reserve and Victoria Park.	15ha+
District open space is a destination that services a precinct. They can accommodate different activities and different user groups simultaneously. They are large enough to accommodate formalised sporting functions such as courts and playing fields; however, to include formalised sport, they must be at least 8ha in size. Infrastructure provided on district spaces supports longer stay times. Examples include Botanic Gardens, Brierly Recreation Reserve, Allansford Recreation Reserve, and Dennington Recreation Reserve.	5-15ha
Neighbourhood open space is large enough to accommodate multiple open space functions. In rural settings they may include formalised sports uses (e.g. 1 oval), however they need to be a minimum of 5ha. They are intended to service a catchment of surrounding suburbs for a medium length of stay. Examples include D.W. Jones Oval Reserve, A.H Davidson Oval, Manuka Dr Reserve, and Bushfield Recreation Reserve.	1-5ha
Local open space is intended as walkable locations for immediate residents. They can provide a range of passive open space functions, however, only for short stays. Examples include Witham Park Reserve, Toohey Estate Reserve, Motang Drive Reserve, and Water Tower Reserve.	0.2-1ha
Pocket parks are very small parcels of open space which can contribute to improving amenity and providing 'pockets' of green relief. Due to their size, they have limited functions and therefore require limited infrastructure. Pocket parks should not be prioritised as new open space due to the limitations on their use, rather they should only be delivered to fill accessibility gaps or increase greening in urban areas. Examples include Iona Avenue Reserve, Boronia Court, Mechanics Institute Park and Shrader Park.	0.2ha and under

Accessibility

Accessibility standards aim to ensure everyone has equitable access to open space, as well as access to a diverse range of open space (local, district and regional). In urban areas, 95% of dwellings should be within 400m of open space.

Higher order open spaces (district and regional) are destination spaces. This means that generally people will drive to access this open space. Across the whole LGA, 95% of dwellings should be within a 10min of district and 20min drive of regional open space.

In areas where there are accessibility gaps, restricted open space and encumbered land can support in addressing gaps, however as noted in Types of Open Space, there are limitations on this land.

Accessibility standards
95% of urban dwellings within 400m walking catchment of public open space
95% of dwellings within 10mins drive of district open space
95% of dwellings within 20min drive of regional open space

Quantity

Quantity refers to the amount of open space available. The benchmark of 30m^2 per capita has been broadly adopted by industry in open space planning[8]. This benchmark is applied to the entire Local Government Area. It recognises that open spaces across the city work together as a network, and people often travel to enjoy a variety of spaces.

This quantity benchmark differs from that applied in Precinct Structure Plans which notes that the open space network should provide a minimum of 10% of the Net Developable Area (NDA) for local parks and sports fields in residential areas (including activity centres) and 2% of the NDA in employment and/or economic activity areas.

Standard	Description
Quantity	30m2 per capita across the LGA

Diversity

Diversity refers both to the mix of existing functions across the open space network and the diversity of the open space hierarchy. The more diverse the hierarchy the more opportunity for a wider range of open space functions and experiences. In addition, when open space includes multiple functions, it supports the needs for a wider range of users as well as increases the utilisation of open space.

To support in increasing diversity across the open space network the diversity standard is that 2 or more open space functions[9] should be included on land over 0.2ha (local open space and above).

Standard	Description
Diversity	95% of open space land that is over 0.2ha (local open space and above) should have 2 or more functions

[8]SGS Economics and Planning (2024) Public Open Space Contributions in Victoria: A preferred approach

[9] See open space functions in following standard

Functions

Functions on open space refers to the purposes and activities for which the land is developed and managed. To meet the diverse needs of the community multi-functional spaces (more than one function) should be provided on all local open space and higher order open space. The allocation of functions also ensures that the role of the open space is clear along with the supporting infrastructure required (see Appendix 2 for supporting infrastructure).

Functions	Description
Sport	Spaces that provide organised sport. It can include playing fields or pitches for competitive sports or physical skill development and training. The space is typically available for informal and public use when organised sporting events or training are not programmed. Sport functions should only be provided on Neighbourhood (if 5ha), District, and Regional level open space to ensure there is enough space for supporting infrastructure.
Civic	Squares or plazas that are a mix of hard and green infrastructure areas usually located within an activity centre and or next to community infrastructure. Civic functions should only be provided on Neighbourhood, District, and Regional level open space to ensure there is enough space for supporting infrastructure. At times they can be provided on local open space.
Nature	Nature functions provide access to natural landscapes, characterised by semi-natural and natural vegetation or bushland. They can provide low-impact recreation, such as trails and tracks, along with buffers between land use zones. They contribute to improving and supporting biodiversity and tree canopy. This function differs from conservation land, which is specifically zoned for conservation purposes and classified as restricted open space. This function can be provided on any size open space.
Linkage	Linear open space provides connections, linkages or movement corridors for pedestrians and cyclists. If a standalone piece of open space (primary function) they can also provide nature functions and biodiversity linkages (see nature function). Linkages can be provided on any size open space. They can also be provided in restricted and encumbered open space.
Events	Event functions on open space are areas designed to cater to formal events and community gatherings requiring public and commercial bookings. Event functions should only be provided on Neighbourhood, District, and Regional level open space to ensure there is enough space for supporting infrastructure.
Play	Play spaces provide formal play opportunities for children and young people. They can include a range of different experiences such as nature play, water play, and traditional play. Also includes scoot, skate and BMX infrastructure. Play functions should only be provided on Neighbourhood, District, and Regional level open space to ensure there is enough space for supporting infrastructure. In areas with limited access, at times they can be provided on Local open space.
Social	Space for social, community gathering, informal exercise such as half courts, exercise stations and other infrastructure to enable community spend time and connect with others. Social functions should only be provided on Local, Neighbourhood, District, and Regional level open space to ensure there is enough space for supporting infrastructure. At times they can be provided on pocket open space however with limited supporting infrastructure e.g. seating.
Story, art and education	Integration of art and landmarks to promote connection, conversation, education and teaching. This function can be provided on any size open space.
Vistas	Provides vantage points preserving significant sightlines and vistas. This function can be provided on any size open space. This function can be provided on any size open space.
Dog walking	Intentional dog walking zones, including on and off lead areas. This function can be provided on any size open space, however integration and conflict with other uses and functions needs to be considered.

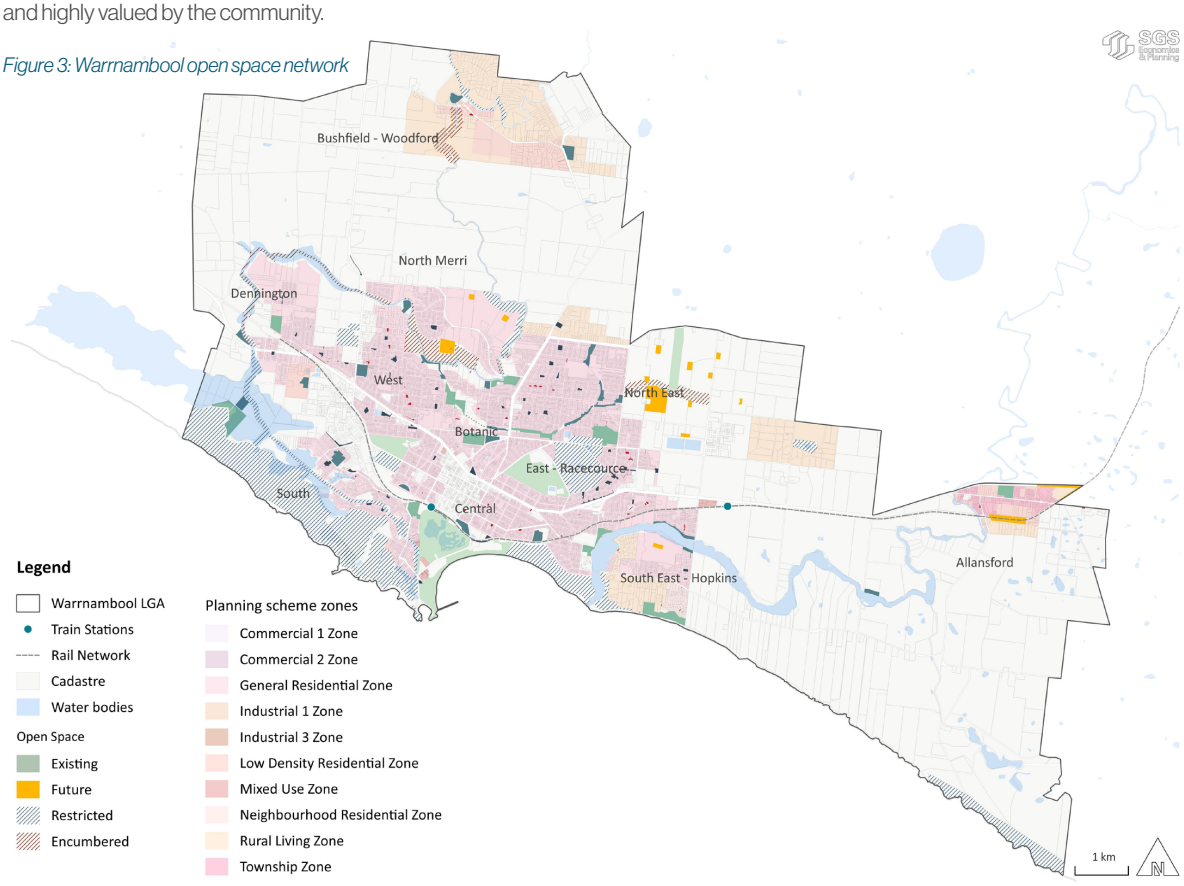
Warrnambool open space network

The City of Warrnambool comprises of 11 open space Precincts. Theses Precincts support local area planning for open space.

Across the city there are 362ha of open space across 169 individual parcels, along with significant portions of restricted conservation land, largely along coast and rivers. The majority of open space is located within the central and southern areas of Warrnambool, particularly within the East- Racecourse (33 parcels), South East- Hopkins (27 parcels) and South precincts (20 parcels).

Open space also plays a key linking role across the city with the Russell Creek, Merri River and Hopkins River trails being well utilised and highly valued by the community.

Figure 3: Warrnambool open space network



Quantity

The city currently has a high quantity of public open space which supports those who live, work, visit, and recreate in the city. Across the city there are several strategic growth areas such as North Dennington, Hopkin Hights, East of Aberline and North of the Merri.

In addition to the current open space network, Council has noted that approximately 48.4ha of open space will be added to the network. Based on current and forecast population as well as the existing and proposed open space, while the quantity of open space per person will decrease, based on service standards the city has an adequate amount of public open space. To ensure equitable access to existing and new open space, accessibility and diversity of the open space will be important.

		2024	2046
Quantity of public open space LGA Target: 30m² per capita	Population	36,150	45,000
	Open space (ha)	362ha	410.4ha*10
	Per capita	**100m²**	**91.7m²**

Accessibility

Open space should be located within 400m of 95% of all urban residential dwellings. Based on accessibility across the municipality, approximately 72% of dwellings are within a 400m walking distance from open space.

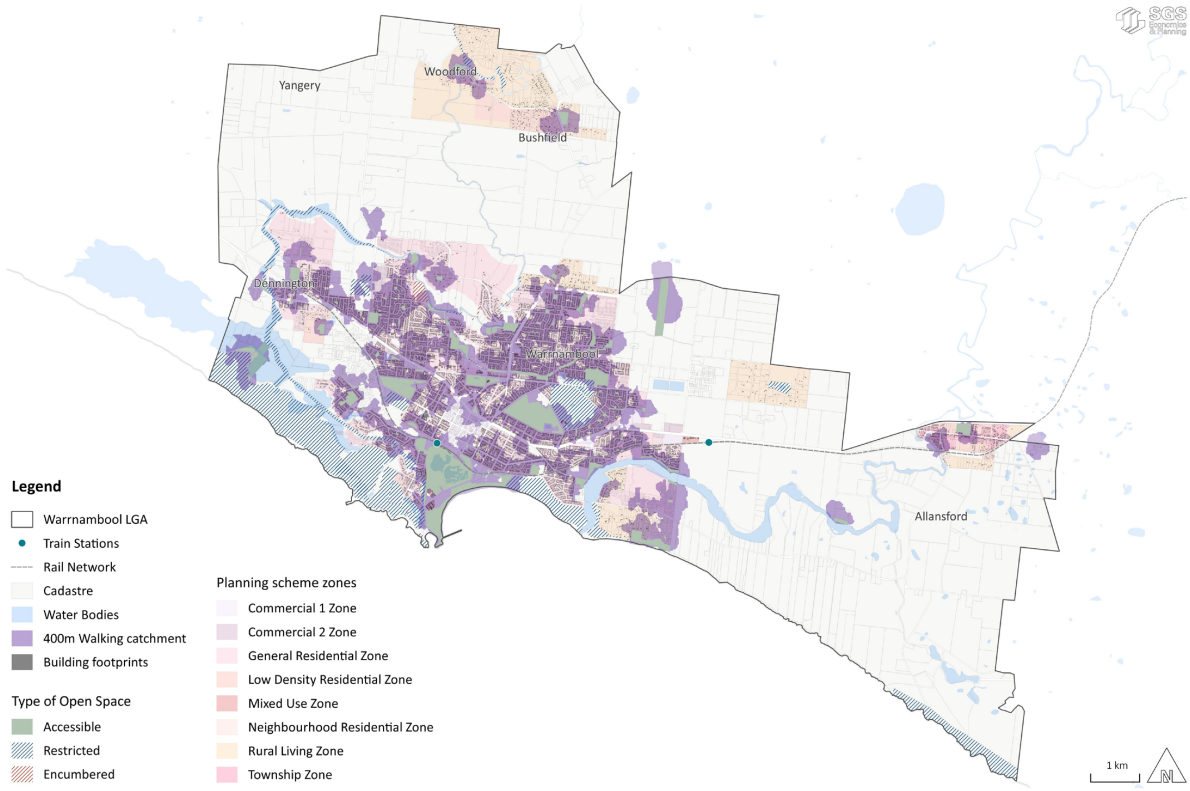
Urban precincts with the lowest level of accessibility include North Merri (25%) and South East – Hopkins (57%). These are both growth areas which will see improved access as new open space and linkage connections are created.

Encumbered and restricted open space, while this land might not always be available, it can provide surrounding residents with some access to green space. Across this city, there is a total of 16.3ha of encumbered land and 739.19ha of restricted land. This is largely located along the foreshore and river networks.

When applying the accessibility standards of a 10-minute drive to a district open space and a 20-minute drive to a regional open space, all residential areas are within access to district and regional spaces.

Accessibility of public open space LGA Target: 95% of urban dwellings	400m to open space	72%
	10mins drive to district open space	100%
	20mins drive to regional open space	100%

Figure 4: 400m walking distance from public open space



Diversity

Across the city there are 12 regional parks, 16 district parks, 29 neighbourhood parks and 51 local parks. There are a further 61 pocket parks (36% of all parks).

Hierarchy	Number
Regional	12
District	16
Neighbourhood	29
Local	51
Pocket	61
Total	**169**

These parks provide a range of different functions, with most supporting social, play, linkage, and sport. Of the spaces that are over 0.2ha, only 54% provided two or more functions. To ensure open space has a clear purpose and can meet the needs of a wider user group, all open space over 0.2ha should be multifunctional.

Diversity 95% of open space land that is over 0.2ha (local open space and above) should have 2 or more functions	Number of spaces over 0.2ha	108
	Number of spaces over 0.2ha with two or more functions	58
	% of spaces over 0.2ha two or more functions	54%

Overall, at the LGA level, the total amount of open space **meets the provision standard of 30sqm per capita**. The distribution of this open space, however, does not ensure equal access for all residents, with many outside the 400m accessibility standard. The city includes a range of different types of open space with varying functions. In some areas, the open space is under-embellished with a lack of clarity on the purpose of the open space.

Improving the open space network

Improving the open space network so it can continue to meet the needs of the community today, as well as our future community can be achieved through three directions: protect, optimise, and grow.

Protect: Preserving open space for its intended use. This can include ensuring land is appropriately zoned, balancing any commercialisation of uses on open space with free access, protecting biodiversity, and maintaining and renewing open space that is supporting the broader network.	**Optimise:** Ensuring the open space network delivers maximum community benefit. This can include ensuring the role of each parcel of open space is clear and includes multiple functions, open space that is not able to meet current and future needs is repurposed for alternative uses, and accessibility gaps across the network are minimised.	**Grow:** Strategic expansion of the open space network to address identified gaps. This can include unlocking land to improve community access, utilising restricted and encumbered land, acquiring new land to service growth communities, and redeveloping and improving the service standards of ageing infrastructure.

The following section provides a summary of open space for each of Warrnambool's 11 Precincts. Each Precinct provides a summary of the current state of open space and in considering the current and future community needs, feedback from community, and principles of open space, opportunities to improve the open space network have been identified based on the three directions: protect, optimise, and grow.

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Precinct summaries
www.warrnambool.vic.gov.au

Precinct 1: Central

The Central precinct includes the Central Business District and a variety of open spaces, featuring pocket parks, local parks, neighbourhood parks, district parks, and regional parks. The regional open space, Lake Pertobe Reserve and the Foreshore Reserve are key locations for residents and tourists. Within the CBD itself Civic Green provides open space to relax, socialise with others, and hold civic events

Opportunities to improve open space include:

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Optimise: Review the purpose and functions of Cannon Hill Reserve as a significant open space asset for Warrnambool.

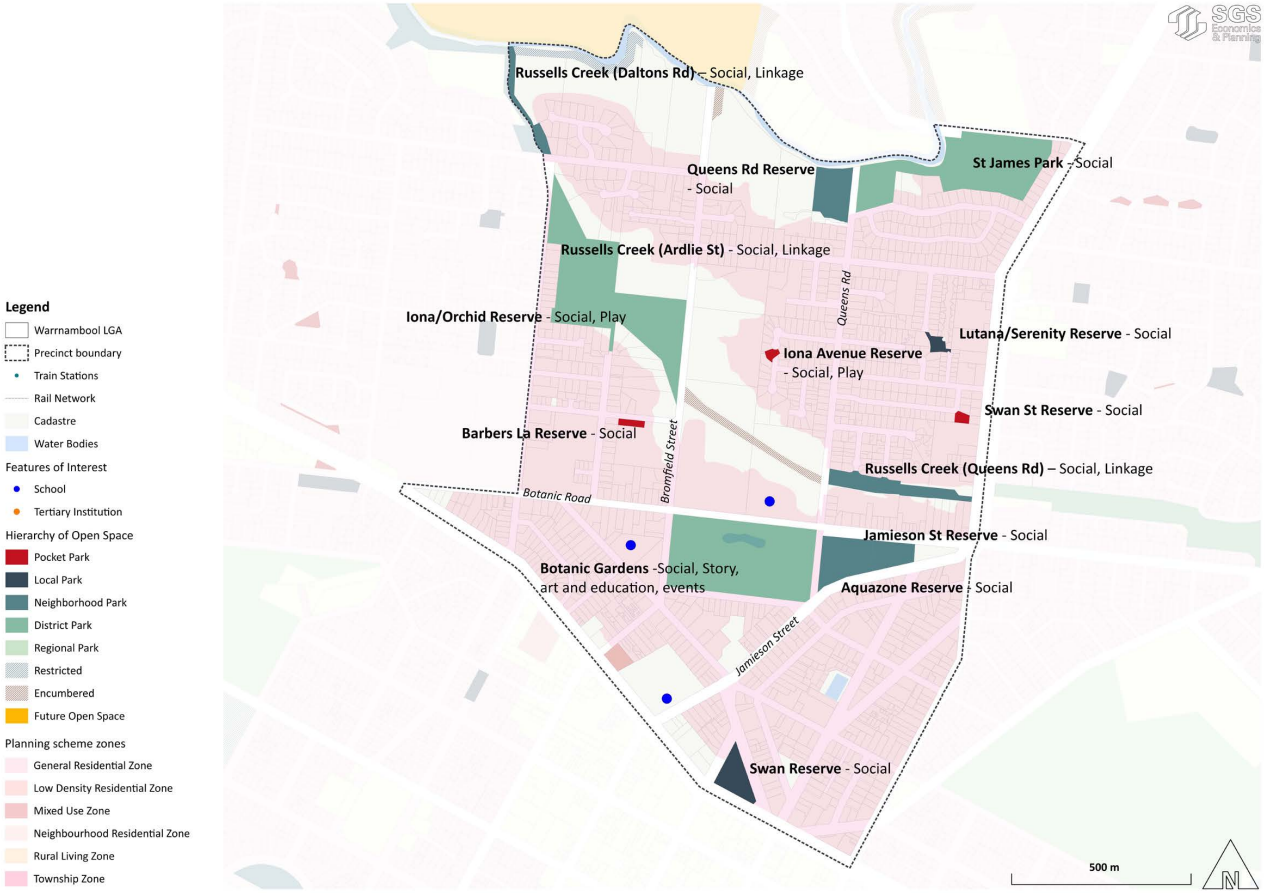
Grow: Explore opportunities to further connect Fletcher Jones Reserve with the Fletcher Jones Gardens.

Grow: Improve green linkages across the CBD and into Lake Pertobe Recreation Reserve and the Foreshore Reserve.

Population (2024)	3,914
Total open space	86.7ha
Quantity	221.5m^2 per capita
Accessibility	68% of dwellings are within a 400m walking catchment to open space
Diversity	50% of open space more than 0.2ha includes more than 2 functions, which is below the LGA level of 58%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 2: Botanic



The Botanic precinct features a variety of open space, including the Botanic Gardens which is a drawcard to residents and visitors alike, and the Russell Creek and Merri River which provide key connection links across the city as well as important ecological corridors. The precinct has a mix of social, sport, play, conservation and linkages spaces.

Opportunities to improve open space in this precinct include:

Optimise: Review and minimise narrow path locations along Russell Creek that have a high level of activity.

Optimise: Review the accessibility of Botanic Park path network to ensure it is inclusive for all ages and abilities.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Optimise: Review opportunities to improve the quality of open space along the Merri River.

Protect: Explore opportunities to create wetlands and improve biodiversity in strategic areas such as Russell Creek and St James Park.

Population (2024)	2,705
Total open space	28.9ha
Quantity	106.7m^2 per capita
Accessibility	68% of dwellings are within a 400m walking catchment to open space
Diversity	40% of open space more than 0.2ha includes more than 2 functions, which is bleow the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 3: East- Racecourse

The East Racecourse precinct includes a variety of open space including the major sporting reserve, Albert Park, and the linkage connection via Russell Creek. Additionally, the precinct features the racecourse, which is restricted open space.

The majority of the remaining open spaces within the precinct are local or pocket parks which provide social, play or linkage functions.

Due to the high level of local open space and pocket parks, this precinct is well connected when it comes to access to open spaces.

Opportunities to improve open space in this precinct include:

Protect: Protect and improve the quality of nature functions at Albert Park Reserve in alignment with the Albert Park Revegetation Plan 2022.

Grow: Explore partnership opportunities to increase community access to open space available at the Racecourse.

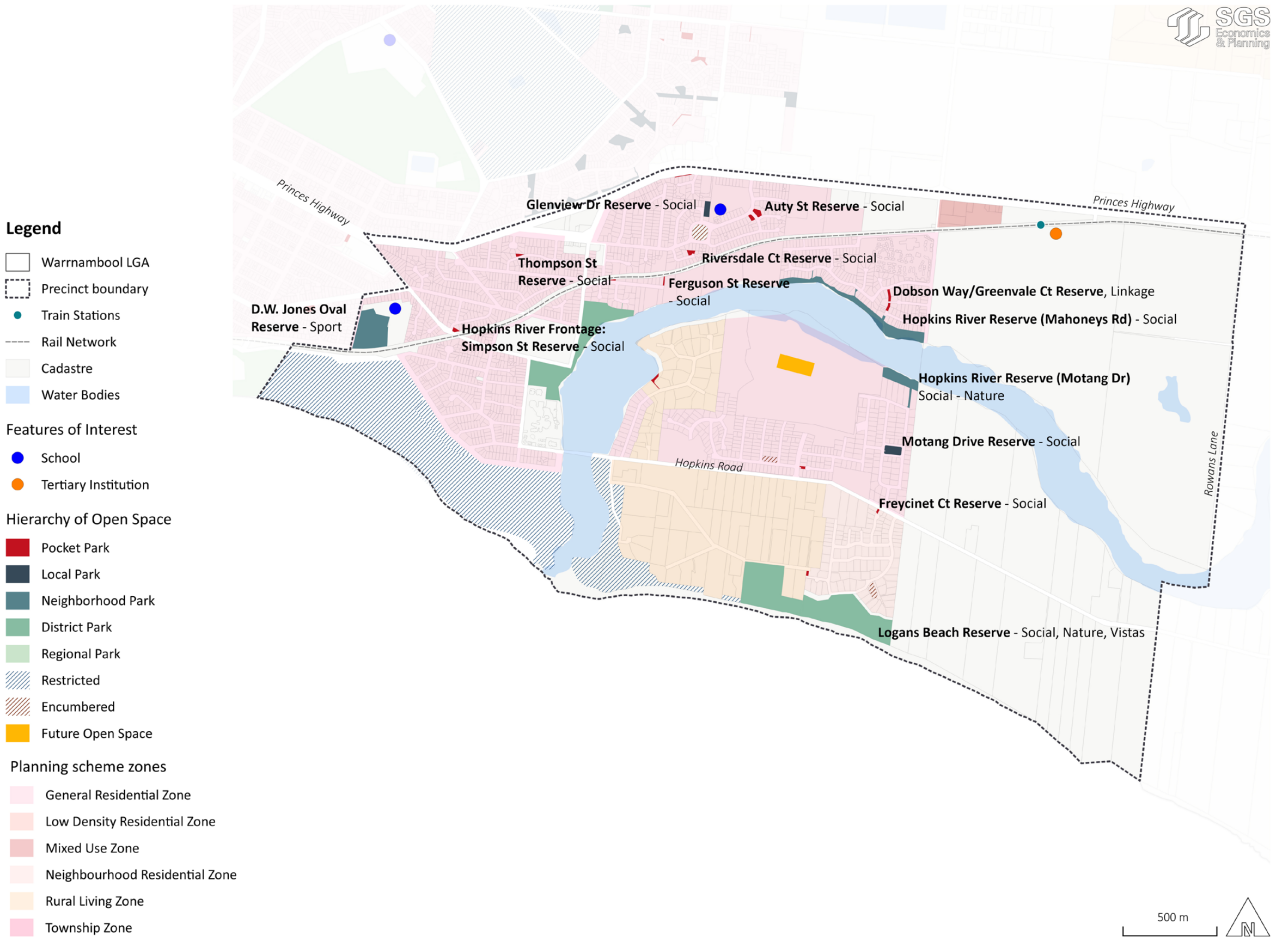
Grow: Improve connections between Brierly Recreational Reserve, Albert Park Reserve, and Russells Creek.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Population (2024)	6,198
Total open space	57.8 ha
Quantity	93.3m^2 per capita
Accessibility	82% of dwellings are within a 400m walking catchment to open space
Diversity	77% of open space more than 0.2ha includes more than 2 functions, which is above the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 4: South East- Hopkins



The South East – Hopkins precinct includes the key features of the Hopkins River, the tourist destination whale viewing area at Logan's Beach Reserve, and the conservation land along the foreshore. While access to public open space is poor in this precinct, the conservation land which include a range of walking trails, provides additional access to green space.
The precinct has a number of important spaces along the Hopkins River. This river is subject to flooding therefore any infrastructure located on this land needs to be able to adapt.

There is significant growth occurring in Hopkins Heights where new open space is planned. Majority of these spaces include the functions of social and or play.
There are limited sports functions, with DW Jones Oval Reserve shared with Warrnambool East Primary School, the only location. In addition, key access barriers are the railway line and movement along and across the Hopkins River.
Opportunities to improve open space in this precinct include:

Grow: Improve linkages along the Hopkins River and or the railway line towards Deakin University.

Grow: Provide additional open space through the Hopkins Heights development.

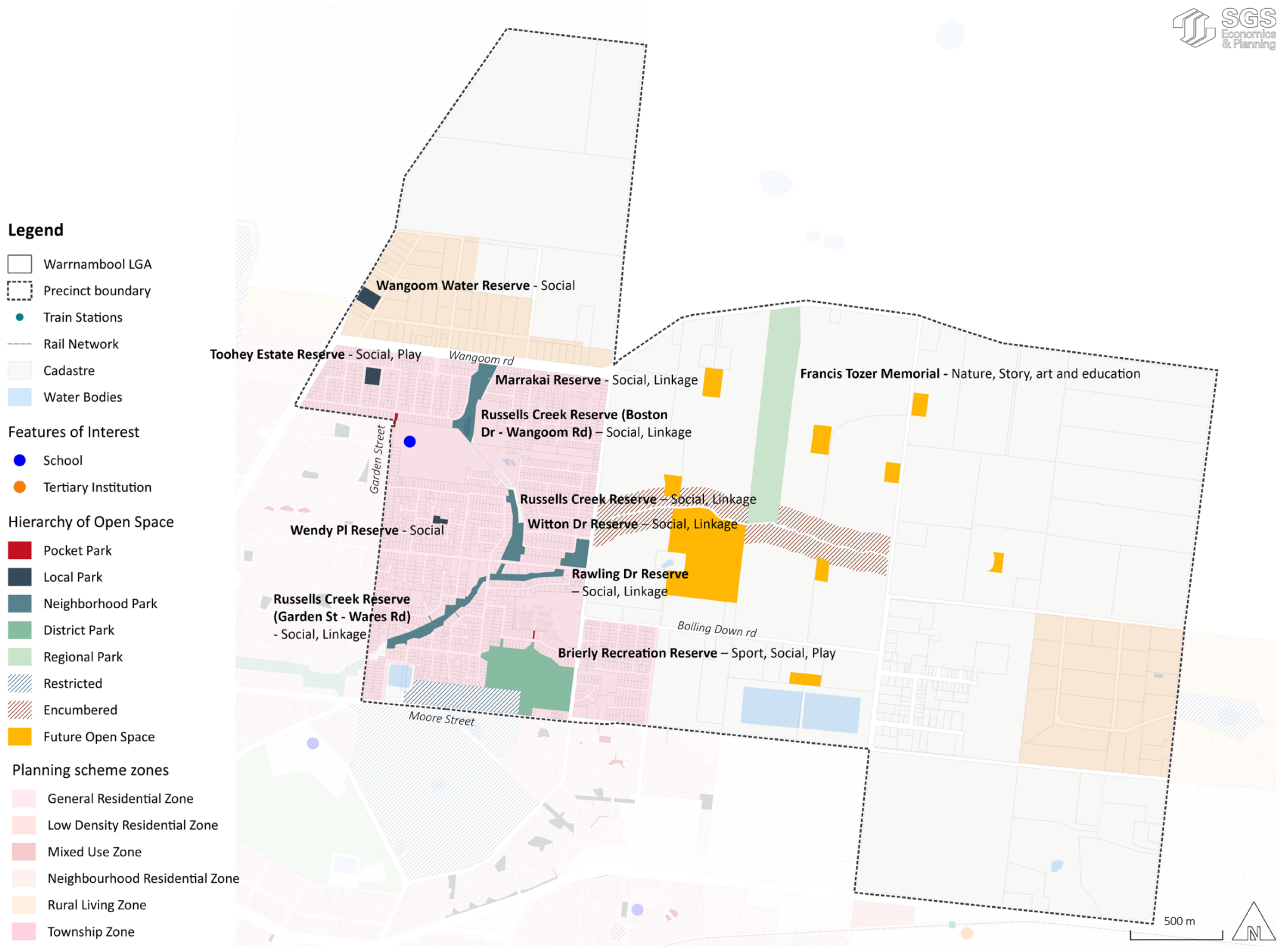
Optimise: Review the functions and flood constraints on Scoborio Reserve and EJ King Park and consider if a Master Plan or a Precinct Plan is required to support future improvement opportunities.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Population (2024)	4,299
Total open space	28ha
Quantity	65.1m^2 per capita
Accessibility	57% of dwellings are within a 400m walking catchment to open space
Diversity	46.2% of open space more than 0.2ha includes more than 2 functions, which is low than the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 5: North East



The North East precinct will experience significant growth through the implementation of the East of Aberline Precinct Structure Plan. In doing so, it will also gain new open spaces as well as linkages across the precinct.

Beyond this development the precinct includes a variety of open spaces such as Brierly Reserve which abuts the Racecourse, the Russells Creek trail, and the Francis Tozer Memorial Reserve, which hold significant environmental and cultural values.
A pedestrian connection is currently being built between the Marrakai Reserve and the Russells Creek Reserve on Whites Rd and Sharp Ave, extending the ecological corridor and linkage functions.

Opportunities to improve open space in this precinct include:
Protect: Through the delivery of the East of Aberline Precinct Structure Plan, protect Francis Tozer Memorial through a rezoning from farming land to conservation land and the consideration of appropriate buffers.

Grow: Provide additional open space through the East of Aberline Precinct Structure Plan.

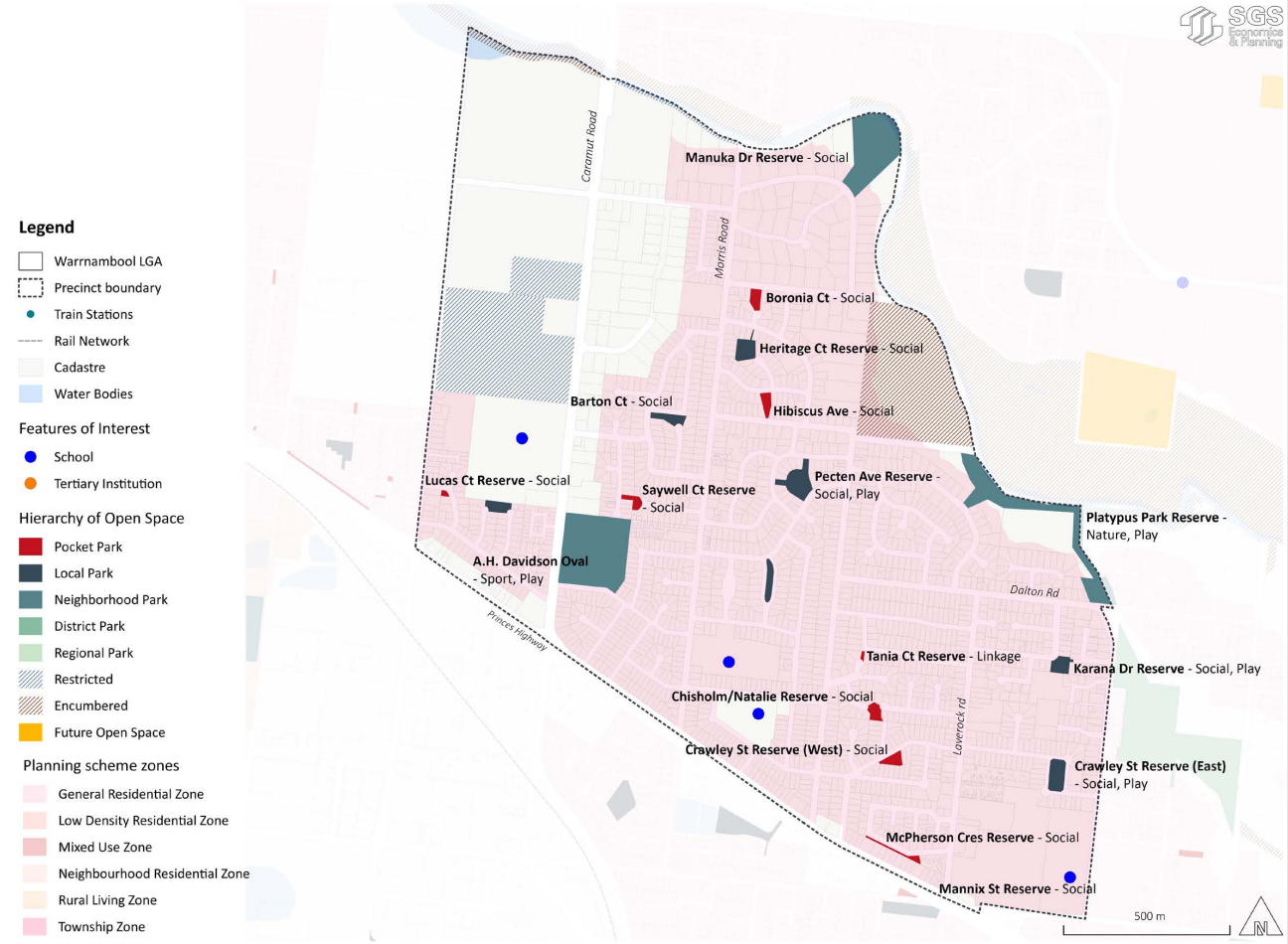
Grow: Investigate opportunities to improve pedestrian linkages between existing open spaces and new planned open spaces.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Population (2024)	4,785
Total open space	45.4ha
Quantity	94.9m^2 per capita
Accessibility	80% of dwellings are within a 400m walking catchment to open space
Diversity	83% of open space more than 0.2ha includes more than 2 functions, which is above the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 6: West



The West precinct includes a variety of open spaces, many of which are along the Merri River providing access to water and vistas. There are several parks throughout the precinct, however most are pocket or local parks. The Brauerander Park, the largest site in the precinct, is a premium athletes track and has restricted public access. In addition, Pecten Ave Reserve is a key site which is co-located with West Warrnambool Neighbourhood House.

The quantity of open space in this precinct is below 30m^2 per capita which means that some people may be travelling out of the precinct to access additional open space. Woodend Road Reserve, a large encumbered parcel of open space that is subject to flooding, is able to provide some additional access, however limited in its current state.

Due to the number of small parks, the precinct has good accessibility with localised gaps in the north, west and south.

Opportunities to improve open space in this precinct include:

Optimise: Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan. This includes the Woodend Road Reserve, Manuka Dr Reserve, and Platypus Park Reserve.

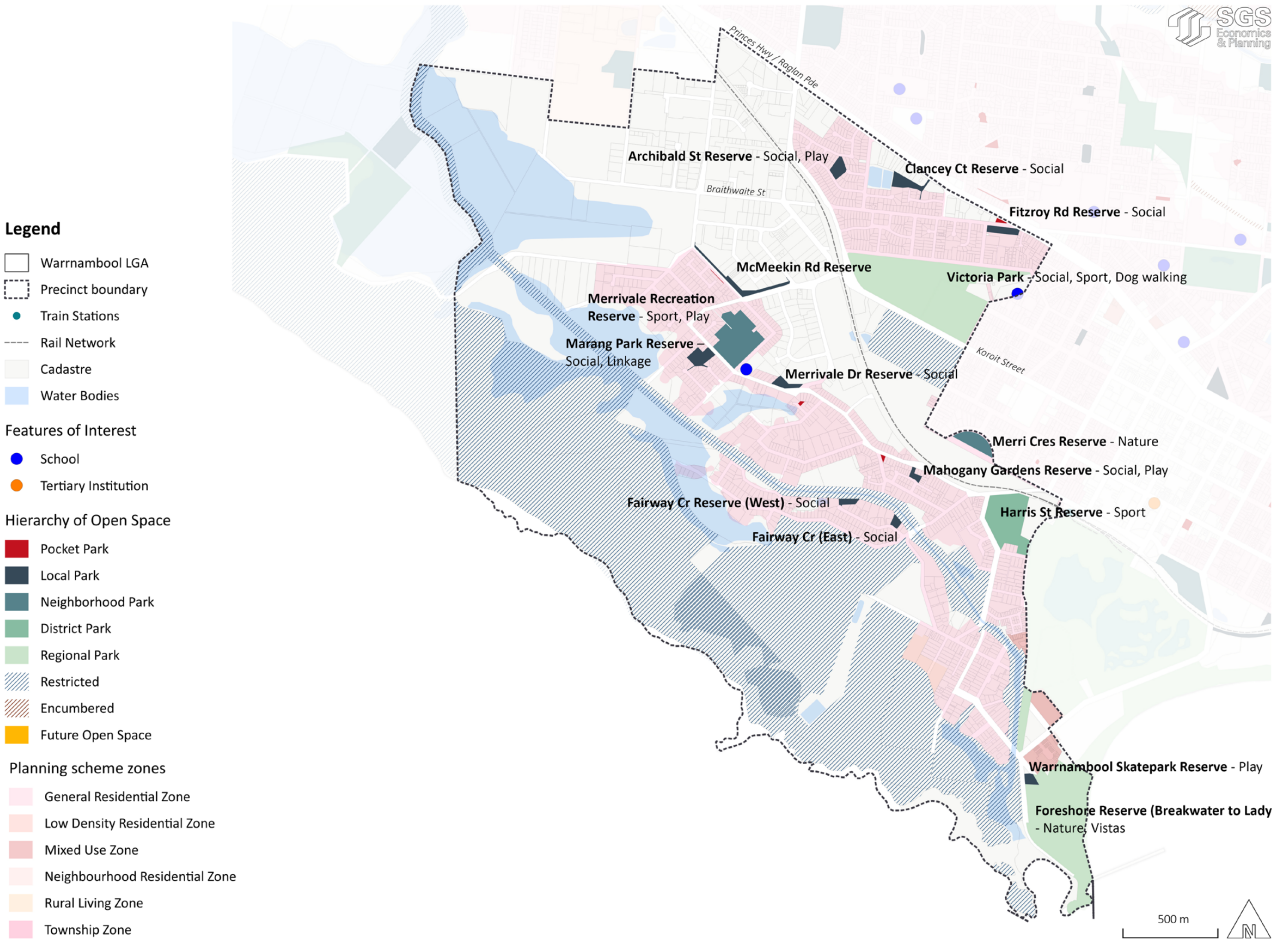
Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Grow: Explore opportunities to provide new open space through the redevelopment of the saleyards.

Population (2024)	4,959
Total open space	13.2ha
Quantity	26.7m^2 per capita
Accessibility	74% of dwellings are within a 400m walking catchment to open space
Diversity	55% of open space more than 0.2ha includes more than 2 functions, which is above the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 7: South



The South precinct includes significant conservation land along the foreshore and along the Merri River as well as key open spaces for the city including Victoria Park and the Warrnambool Skatepark Reserve. Victoria Park supports a range of open space functions as well as biodiversity connections. South of Victoria Park is the Showgrounds, which is restricted, however provides a key space for events. Warrnambool Skatepark Reserve provides a youth friendly space as well as connections to the foreshore trail.

The foreshore conservation land includes a range of walking trails as well as the tourist destination of Thunder Point Coastal Reserve. In addition, this location includes a golf course and former harness racing track. This precinct also includes the start of the Warrnambool to Port Fairy Rail Trail. While restricted open space due to flooding, it provides many of the residents in this precinct access to open space and walking trails.

Opportunities to improve open space in this precinct include:

Protect: Ensure conservation land is protected through enhancing biodiversity and strategically placed and maintained walking, education, and cultural infrastructure.

Grow: Explore opportunities to increase open space and green infrastructure in the West Warrnambool industrial estate.

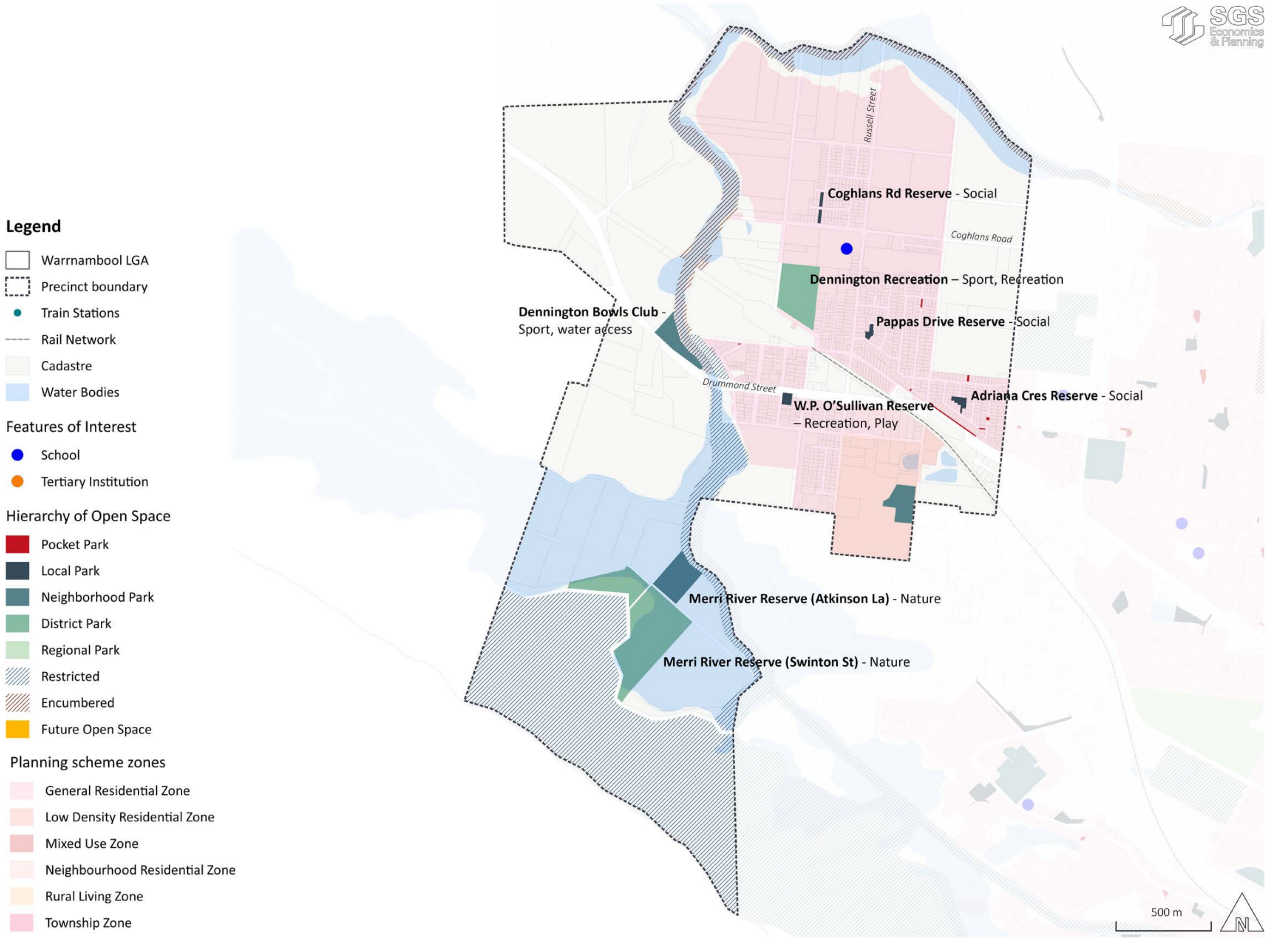
Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Optimise: Review the long term use of Merri Cresent Reserve.

Population (2024)	3,502
Total open space	57.5ha
Quantity	164.3m^2 per capita
Accessibility	76% of dwellings are within a 400m walking catchment to open space
Diversity	30% of open space more than 0.2ha includes more than 2 functions, which is below the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 8: Dennington



The Dennington precinct includes the Merri River which runs through the precinct intersecting with the Merri Reserve, Dennington Bowls club, kayak club, rowing club, and GG Payne Reserve. Open space infrastructure located around the river will at times be subject to flooding which can limit the level of embellishment.
The other key open space in the precinct is Dennington Reserve which provides a key sporting function. All other open space in the precinct are small parcels with limited functions.
The north of the precinct includes a key growth area. Currently, this area has limited open space except for linkages along the river. As per the North Dennington Development Plan these linkages will be enhanced and extend into the urban area through a series of roads with widened verges and key landscaped links and the encumbered land along the river improved, however no additional parcels of public open space will be provided.

Opportunities to improve open space in this precinct include:

Grow: Deliver new open space linkages as per the North Dennington Development Plan 2015 and integrate open space functions in encumbered land where appropriate.

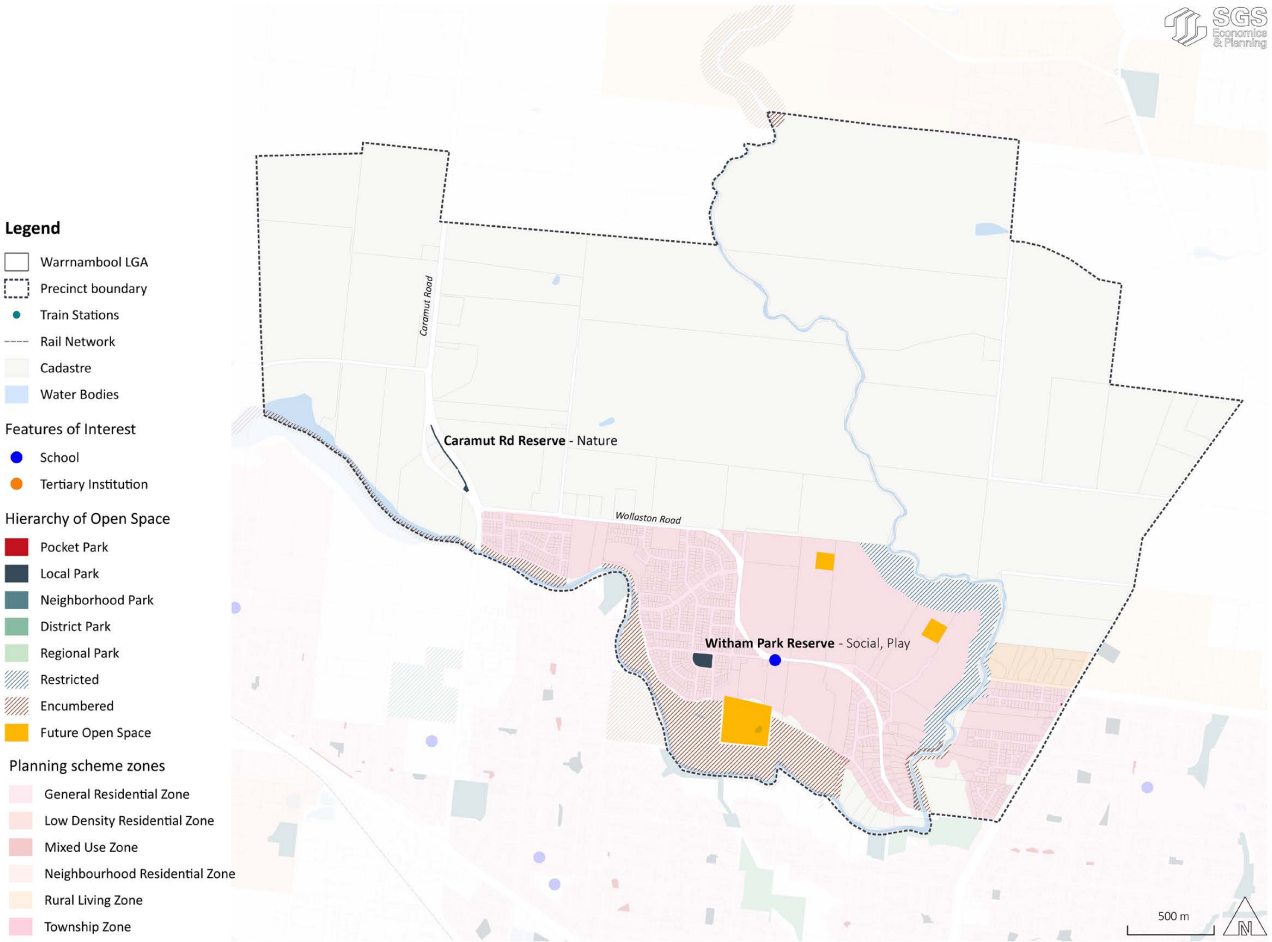
Optimise: Review the quality and capacity of Dennington Reserve to ensure the sporting functions can meet future participation demands.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Population (2024)	2,134
Total open space	27.5ha
Quantity	129.0m^2 per capita
Accessibility	70% of dwellings are within a 400m walking catchment to open space
Diversity	22% of open space more than 0.2ha includes more than 2 functions, which is below the LGA level of 58%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 9: North Merri



The North Merri precinct will experience significant growth through the delivery of the North of the Merri Structure Plan. Currently the precinct has limited access to public open space however there are several parks planned as growth occurs.

This precinct also connects to the Merri River to the south and east, which includes conservation land as well as land that is subject to flooding.

The Merri of the Merri Structure Plan notes that there will be additional open space located within the residential areas as well as a larger parcel of land which will include active recreation. The active recreation reserve will be located in land subject to flooding therefore infrastructure will need to be carefully considered.

South of the Merri includes key open space, however there are limited connection points for residents to access this land. The North of the Merri Structure Plan notes the delivery of 4 bridges to improve this access.

Opportunities to improve open space in this precinct include:

Grow: Deliver new open space and bridge connection points as per the North of the Merri Structure Plan.

Grow: Investigate opportunities to create a linkage along the Merri River from this Precinct to Woodford.

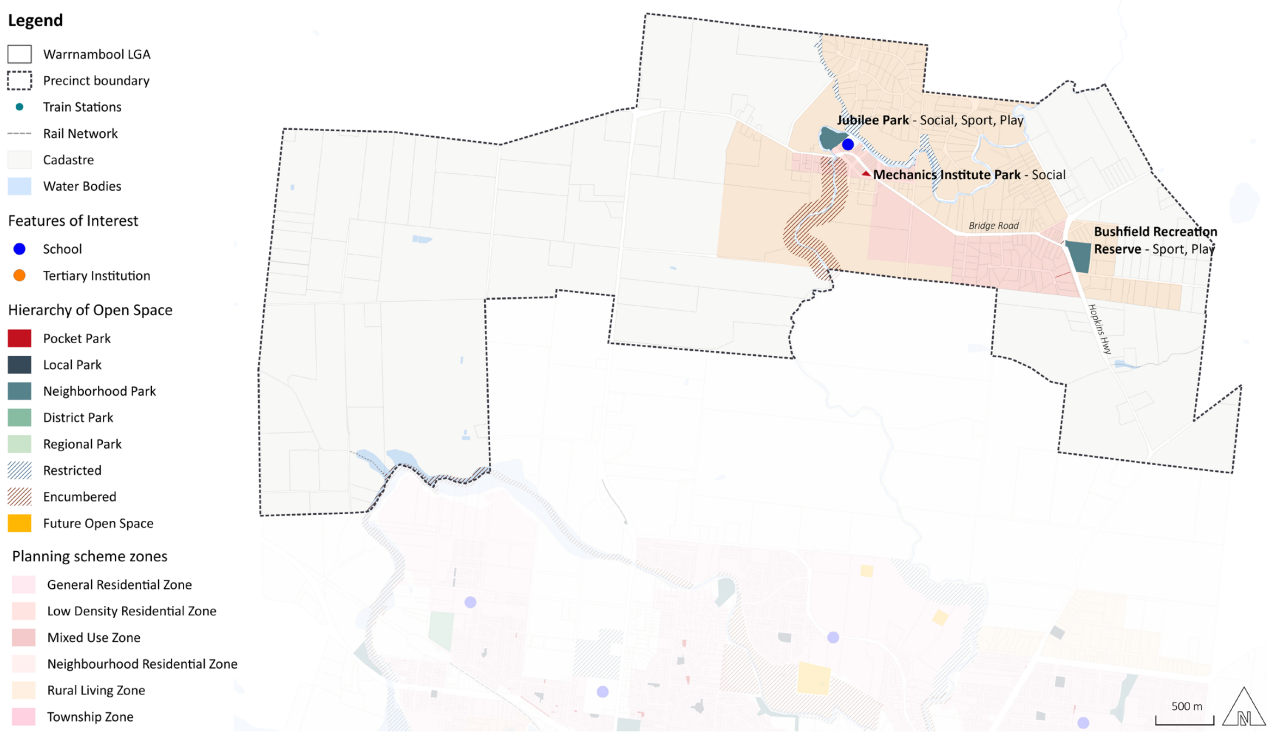
Protect: As the area is developed south of Grange Road, ensure an adequate biodiversity and open space buffer is provided to complete the link between Grange Road and Wollaston Road along the Merri River.

Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs.

Population (2024)	1,378
Total open space	1.2ha
Quantity	8.9m^2 per capita
Accessibility	25% of dwellings are within a 400m walking catchment to open space
Diversity	50% of open space more than 0.2ha includes more than 2 functions, which is below the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 10: Bushfield – Woodford



The Bushfield-Woodford precinct is north of central Warrnambool with rural living and low density residential zones and no active transport connections into Warrnambool.

The precinct includes Jubilee Park which has a key function of play and social, Bushfield Recreation Reserve with the key function of sport, and the Mechanics Institute Park which provides a social function.

The Merri River also connects through this precinct. To the north of the river, a walking trail and pedestrian bridge connect Jubilee Park and Jellie Reserve (conservation land). However, there is limited access to the Merri River south of Jubilee Park.

There is low accessibility to open space in this precinct. This is largely due to the low density residential areas, however there is also limited safe active transport connections along Bridge Road.

Opportunities to improve open space in this precinct include:

Grow: Provide safe connections along and across Bridge Road and the Hopkins Highway to increase access to Bushfield Recreation Reserve and Jubilee Park.

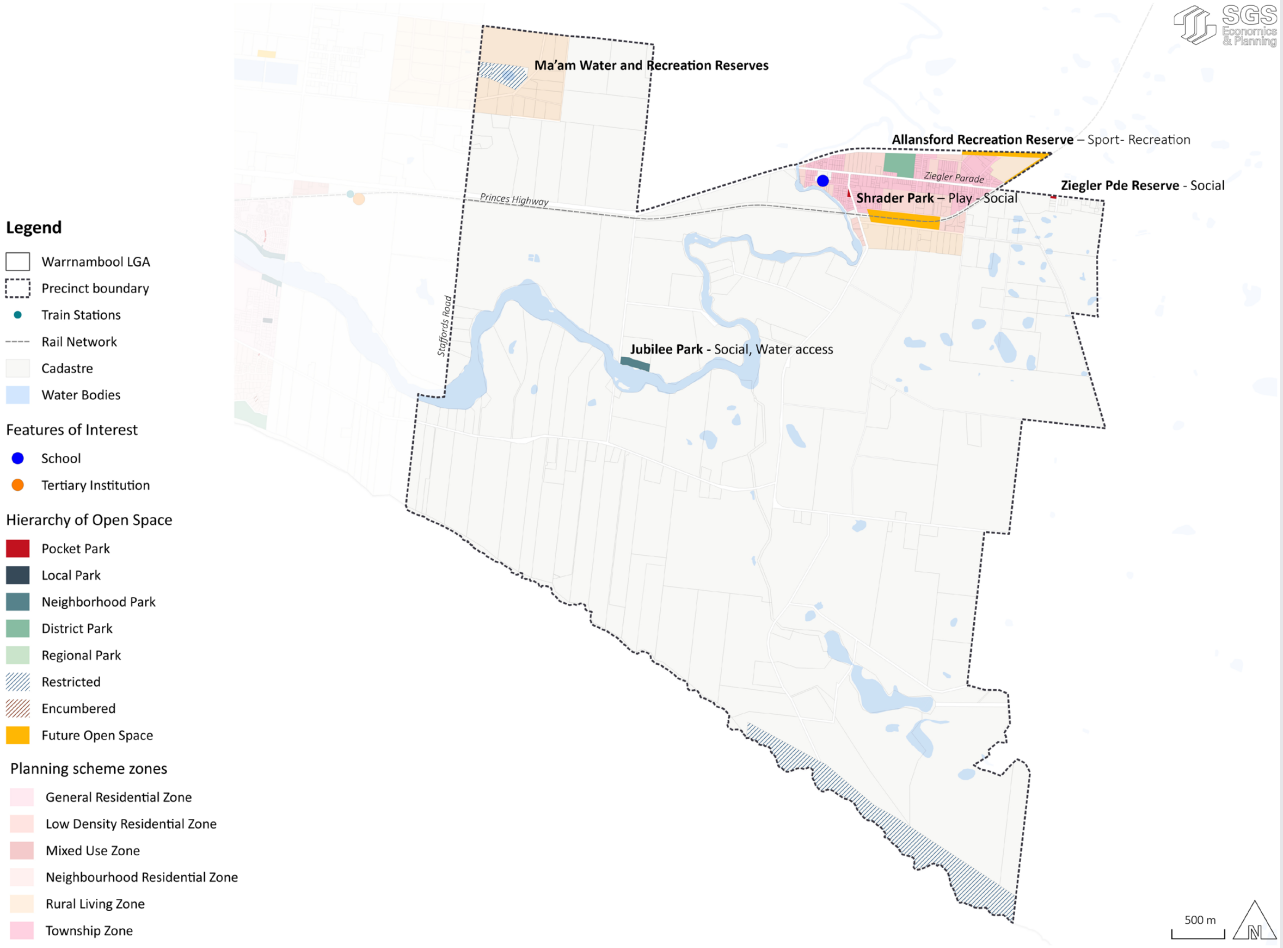
Grow: Increase access and linkage connections along the Merri River south of Bridge Road, while also protecting and improving biodiversity along the river.

Grow: Explore opportunities for Council to partner with other landowners to deliver a shared pathway from Woodford / Bushfield to Grange Road, Warrnambool along the Merri River as a generational project.

Population (2024)	1,042
Total open space	7.4ha
Quantity	70.8m^2 per capita
Accessibility	Not counted for rural, low density areas
Diversity	100% of open space over 0.2ha include more than 2 functions, which is above the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

Precinct 11: Allansford



The Allansford precinct is east of central Warrnambool with largely low density residential zones and no active transport connections into Warrnambool.

There are several key parcels of open space including the Allansford Recreation Reserve with a key sport function, and Jubilee Park, approximately 4km south of the Allansford township, which provides access to the Hopkins River.

There is low accessibility to open space in this precinct. While this is largely due to the low density residential living there are also limited connections to existing open space.

The open space around the rail corridor and the Hopkins River includes significant biodiversity components. These have been identified in the Allansford Strategic Framework Plan 2021 as potential opportunities to be further enhanced.

In addition, portions of the precinct are subject to flooding. While open space can support with flood mitigation, any infrastructure located on flood prone land also needs to be able to be adaptive.

Opportunities to improve open space in this precinct include:

Protect: As per the Allansford Strategic Framework Plan 2021, enhance biodiversity connections across the precinct.

Grow: Deliver improved linkage connections and additional open space across the township as per the Allansford Strategic Framework Plan 2021.

Grow: Explore opportunities to deliver a shared pathway that connects Allansford to Deakin University along the Hopkins River or railway line.

Population (2024)	1,189
Total open space	8.3ha
Quantity	69.7m^2 per capita
Accessibility	Not counted for rural, low density areas
Diversity	50% of open space more than 0.2ha includes more than 2 functions, which is lower the LGA level of 54%

Assessment colours: Green: *meets or exceeds service standard,* **Orange:** *20% lower than service standard,* **Pink:** *more than 20% less than service standard*

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Implementation
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Action Plan

The following section identifies the actions to be delivered across the life of the Strategy. This includes city-wide actions as well as Precinct specific actions. The actions include Councils role as well as anticipated qualitative cost. The definition of both of these elements is provided below:

Councils role

Council will play a range of roles to support the implementation of this Strategy. This includes:

Council role	Description
Provider (P)	Active involvement in delivering new open space and or new open space infrastructure
Planner (PL)	Work closely with the private sector, community groups, agencies, and service providers to coordinate planning, funding and delivery of open space
Funder (F)	Provide funds or assistance/support to organisations to access grants, establish governance structures and systems to deliver and manage open space
Advocate (A)	Advocate on behalf of the community to other tiers of government and the private sector to improve open space outcomes

Anticipated cost

Each of the actions includes an anticipated cost to support in forward planning. Further detailed costings will be required as projects are further scoped.

Cost	Description
$	low cost
$$	medium cost
$$$	high cost
$$$$	very high cost

City wide actions

	Actions	Council role				Time	Cost
		P	PL	F	A		
1	Optimise: Develop an open space acquisition and disposal plan, with a particular focus on pocket parks and open space linkages.		x			1-5yrs	$
2	Optimise: Review and consider the need for additional formalised dog parks		x			1-5yrs	$
3	Optimise: In alignment with the Urban Forest Strategy and the Urban Forest Plan, increase the number of trees on open space with a priority on local indigenous species		x	x	x	1-5yrs	$$
4	Optimise: Undertake a review and an update of the Public Amenities Strategy 2013 to ensure public toilets are accessible across the open space network	x	x			1-5 yrs	$
5	Protect: Develop open space design guidelines in collaboration with Eastern Marr	x	x			1-5 yrs	$$
6	Grow: Following the findings of the open space contribution assessment, undertake a Planning Scheme Amendment to update the open space contribution rate in the schedule to Clause 53.01	x	x			1-5 yrs	$$
7	Optimise: Review local laws regarding prohibited areas for dogs	x	x			1-10yrs	$
8	Optimise: In alignment with the Play Space Strategic Framework, identify opportunities within Regional, District, Neighbourhood and Local playgrounds to provide improved shade, rain and wind protection, seating, BBQ, picnic areas	x	x		x	1-10yrs	$$$

		P	PL	F	A	Time	Cost
9	Optimise: In alignment with the Warrnambool Events Strategy 2024-28, undertake an assessment to identify open space to develop a dedicated regional all weather events space	x	x			1-15 yrs	$$
10	Optimise: Deliver 30% tree canopy coverage across Warrnambool's public open space by 2050	x	x			1-25yrs	$$
11	Optimise: Undertake an audit of informal sporting and fitness infra-structure to identify gaps and partner with public landowners and land managers to provide informal sporting and fitness infrastructure	x	x		x	5-10yrs	$$
12	Protect: Work with Eastern Marr to explore opportunities to improve wayfinding and educational signage that includes Aboriginal Cultural significance	x	x		x	5-10 yrs	$$
13	Optimise: In alignment with the Active Warrnambool Strategy increase access to infrastructure for people of all abilities, for women and girls, and culturally diverse community members	x	x	x	x	5-10yrs	$$$
14	Optimise: Implement the Active Warrnambool Strategy, Sustainable Transport Strategy and Principal Pedestrian Network to improve access to shared paths, crossings and improved lighting	x	x			10-15yrs	$$$
15	Optimise: Explore opportunities to partner with public and private landowners to pursue integrated water management, roof water harvesting, and flood mitigation projects (including wetlands) on underutilised open space	x	x	x	x	Ongoing	$$$
16	Optimise: In alignment with the Healthy Warrnambool 2025-29 identify open space sites that can support community food growing initiatives	x	x	x		Ongoing	$$
17	Optimise: Continue to review maintenance schedule of open spaces with mowing/ weeding/ pruning needs, prioritising high use areas and around waterways	x	x			Ongoing	$

Central Precinct

Actions		Council role				Time	Cost
		P	PL	F	A		
1.1	Grow: Implement the Actions contained within Lake Pertobe Mas-terplan, including investigating pathways between Harris Street Oval and Lake Pertobe, and between Lake Pertobe and the CBD	x	x	x		1-5 yrs	$$$
1.2	Grow: Explore opportunities to further connect Fletcher Jones Re-serve with the Fletcher Jones Gardens.	x			x	5-10yrs	$$
1.3	Optimise: As outlined in the City Centre Revitalisation Plan, investi-gate the transformation of Cannon Hill into a significant open space asset in central Warrnambool.	x	x	x		5-10yrs	$$$
1.4	Optimise: Implement the actions contained within the Foreshore Strategic Framework plan to improve amenity and access to open space across the Foreshore, and pedestrian access between the foreshore and the city.	x	x	x		10-15yrs	$$$
1.5	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Nicholson St Re-serve, Koroit St Reserve and Shirley Gr Reserve.	x				1-5yrs	$

Botanic Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
2.1	Optimise: Implement the Botanic Local Area Traffic Management Plan, which includes widening the Russell Creek path network.	x			x	1-5yrs	$$$
2.2	Optimise: Implement the Botanic Local Area Traffic Management Plan, which includes widening the Russell Creek path network.	x		x		1-5yrs	$$
2.3	Protect: Explore opportunities to create wetlands and increase biodiversity in strategic areas such as along Russell Creek and St James Park	x	x	x		1-5yrs	$$
2.4	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Swan St Reserve, Barbers Ln Reserve	x				1-5yrs	$
2.5	Optimise: Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan.	x	x	x	x	5-10yrs	$$

East Racecourse Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
3.1	Grow: Explore partnership opportunities to increase community access to open space available at the Racecourse.				x	1-5yrs	$
3.2	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Curtin Ct Reserve and Lancefield St Reserve.	x				1-5yrs	$
3.3	Protect: Protect and improve the quality of nature functions at Albert Park Reserve in alignment with the Albert Park Revegetation Plan 2022.	x		x		1-10yrs	$$
3.4	Grow: Improve connections between Brierly Recreational Reserve, Albert Park Reserve, and Russells Creek.	x		x	x	5-10yrs	$$

South East – Hopkins Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
4.1	Optimise: Review the functions and flood constraints on Scoborio Reserve and EJ King Park and consider if a Master Plan or Precinct Plan is required to support future improvement opportunities.		x	x		1-5yrs	$
4.2	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Hopkins River Frontage, Ferguson St Reserve, Riversdale Ct Reserve, Auty St Reserve, and Freycinet Ct Reserve.	x	x	x		1-5yrs	$
4.3	Grow: Work with developers to provide additional open space through the Hopkins Heights development. Ensure this open space is of high quality, connected, and multi-functional.				x	1-10yrs	$
4.4	Grow: Explore the delivery of a shared pathway along the Hopkins River or train line towards Deakin University.	x	x	x	x	5-10yrs	$$$

North East Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
5.1	Protect: Through the delivery of the East of Aberline Precinct Structure Plan, work with the State Government to protect Francis Tozer Memorial through a rezoning from farming land to conservation land and the consideration of appropriate buffers.				x	1-5yrs	$
5.2	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Wangoom Water Reserve.	x	x	x		1-5yrs	$
5.3	Grow: Investigate opportunities to improve pedestrian linkages between existing open spaces and new planned open spaces.		x		x	1-10yrs	$$
5.4	Grow: Work with future developers to provide additional open space through the East of Aberline Precinct Structure Plan. Ensure this open space is of high quality, connected, and multi-functional.		x		x	5-10yrs	$

West Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
6.1	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Boronia Ct, Heritage Ct Reserve, Hibiscus Ave, Saywell Ct Reserve, Lucas Ct Reserve, Mannix St Reserve, and McPherson Cres Reserve.	x	x	x		1-5yrs	$
6.2	Optimise: Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan. This includes the Woodend Road Reserve, Manuka Dr Reserve, and Platypus Park Reserve.	x	x	x	x	5-10 yrs	$$
6.3	Grow: Explore opportunity to provide new open space through the redevelopment of the saleyard	x	x	x	x	1-10 yrs	$$$

South Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
7.1	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including 59 Merrivale Dr, Fairway Cr (East), Fairway Cr (West), Marrang Park Reserve, McMeekin Rd Reserve, Clancey Ct Reserve, Apex Reserve, Fitzroy Rd Reserve, and 27 Harrington Rd.	x	x	x		1-5yrs	$
7.2	Optimise: Review the long term use of Merri Cresent Reserve.	x			x	5-10yrs	$
7.3	Grow: Explore opportunities to increase open space and green infrastructure in the West Warrnambool industrial estate.	x	x	x	x	1-10yrs	$$
7.4	Protect: In alignment with the Wild Coast Master Plan 2021, ensure conservation land is protected through enhancing biodiversity and strategically placed and maintained walking, education, and cultural infrastructure.		x		x	1-20yrs	$

Dennington Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
8.1	Optimise: Review the quality and capacity of Dennington Reserve to ensure the sporting functions can meet future participation demands. Should it be required, improvements could include lighting, maintenance, and or partnerships with St Johns Primary School to share infrastructure.	x	x	x		1-5yrs	$$
8.2	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Adriana Cres Reserve and 24 Darwinia St.	x	x	x		1-5yrs	$
8.3	Grow: Work with future developers to deliver new open space linkages as per the North Dennington Development Plan 2015. In doing so optimise opportunities to increase tree canopy, connections with existing open space, and integrate open space functions in encumbered land where appropriate.	x	x		x	1-10yrs	$$

North Merri Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
9.1	Optimise: Review smaller parcels of open space to ensure they are able to meet current and future needs including Caramut Rd Reserve and its future role.	x	x	x		1-5yrs	$
9.2	Grow: Work with future developers to deliver new open space and bridge connection points as per the North of the Merri Structure Plan. Ensure this open space is of high quality, connected, and multi-functional.	x	x		x	1-10yrs	$$
9.3	Grow: Work in landowners to investigate opportunities to create a linkage along the Merri River from this Precinct to Woodford.	x	x	x	x	5-15yrs	$$$
9.4	Protect: As the area is developed south of Grange Road, work with landowners to ensure an adequate biodiversity and open space buffer is provided to complete the link between Grange Road and Wollaston Road along the Merri River.	x	x	x	x	1-10yrs	$$

Bushfield – Woodford Precinct

	Actions	Council role				Time	Cost
		P	PL	F	A		
10.1	Grow: Explore opportunities to partner with the State Government to deliver safe connections along and across Bridge Road and the Hopkins Highway to increase access to Bushfield Recreation Reserve and Jubilee Park.		x		x	1-10yrs	$$
10.2	Grow: Work with land owners to explore opportunities to increase access and linkage connections along the Merri River south of Bridge Road, while also protecting and improving biodiversity along the river.	x	x	x	x	5-15yrs	$$
10.3	Grow: Explore opportunities for Council to partner with other landowners to deliver a shared pathway from Woodford / Bushfield to Grange Road, Warrnambool along the Merri River as a generational project.	x	x	x	x	15-20yrs	$$$

Allansford

	Actions	Council role				Time	Cost
		P	PL	F	A		
11.1	Protect: As per the Allansford Strategic Framework Plan 2021, enhance biodiversity connections across the precinct.	x	x	x	x	1-10yrs	$$
11.2	Grow: Deliver improved linkage connections and additional open space across the township as per the Allansford Strategic Framework Plan 2021.	x	x	x		1-15yrs	$$$
11.3	Grow: Explore opportunities to deliver a shared pathway that connects Allansford to Deakin University along the Hopkins River or railway line.	x	x	x	x	15-20yrs	$$$

Monitoring and evaluation

The Open Space Strategy and action plan provides a range of actions to be delivered across the 15 year time-frame. Over this timeframe Council will track progress as well as review and update actions as required. These reviews will aim to respond to changing community trends, potential partnership opportunities, and or funding availability.

The Strategy will be supported by an internal working group and undertake an annual review of progress, noting which actions are in progress, completed, not started, or need to be reviewed.

A detailed review will occur every four years which will monitor progress against the below measures of success. These measures consider accessibility, functionality and quality across the open space network to ensure this is improving.

Measures of success:

- **Accessibility:** 95% of dwellings in urban areas are within 400m of open space
- **Diversity:** All open space greater than 0.2ha has a minimum of 2 identified functions
- **Optimisation:** All open space has a clear function
- **Quality:** State of open space assets are an average of 3 or less
- **Community needs:** 75% of the community are satisfied with the open space network
- **Sustainability:** 30% of tree canopy cover across the open space network

Merri River

Appendix 1: Open space assets

Summary of public open space

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Ziegler Pde Reserve	Allansford	Pocket Park	0.11	Social			
Shrader Park Reserve	Allansford	Pocket Park	0.14	Play	Social		
Jubilee Park Reserve (Allansford)	Allansford	Neighbourhood Park	2.09	Social			
Allansford Recreation Reserve	Allansford	District Park	5.95	Sport	Social		
Iona/Orchid Reserve	Botanic	Pocket Park	0.09	Social	Play		
Swan St Reserve	Botanic	Pocket Park	0.11	Social			
Barbers La Reserve	Botanic	Pocket Park	0.13	Social			
J. Swan Reserve	Botanic	Local Park	0.91	Social	Play		
Lutana/Serenity Reserve	Botanic	Local Park	0.21	Social			
Aquazone Reserve	Botanic	Neighbourhood Park	2.42	Social			
Jamieson St Reserve	Botanic	Neighbourhood Park		Social			
Russells Creek Reserve (Queens Rd - Mortlake Rd)	Botanic	Neighbourhood Park	1.40	Social	Linkage		
Queens Rd Reserve (West)	Botanic	Neighbourhood Park	1.39	Social			
Botanic Gardens Reserve	Botanic	District Park	8.13	Social	Story, art and education	Events	
St James Park Reserve	Botanic	District Park	6.02	Social			
Queens Rd Reserve (East)	Botanic	District Park		Social			
Russells Creek Reserve (Ardlie St - Bromfield St)	Botanic	District Park	8.05	Social	Linkage		

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Rodger Pl Reserve	Bushfield - Woodford	Pocket Park	0.04	Linkage			
Mechanics Institute Park Reserve	Bushfield - Woodford	Pocket Park	0.19	Social			
Jubilee Park Reserve (Woodford)	Bushfield - Woodford	Neighbourhood Park	2.91	Social	Sport	Play	
Bushfield Recreation Reserve	Bushfield - Woodford	Neighbourhood Park	4.24	Sport	Play		
Civic Green Reserve	Central	Pocket Park	0.20	Social	Civic	Events	
Fletcher Jones Reserve	Central	Pocket Park	0.07	Social			
Nicholson St Reserve	Central	Pocket Park	0.16	Social			
Norfolk Pl Reserve	Central	Pocket Park	0.16	Social			
Koroit St Reserve	Central	Pocket Park	0.09	Social			
Shirley Gr Reserve	Central	Pocket Park	0.04	Social			
Surfside Holiday Park Reserve	Central	Local Park	0.56	Social	Linkage		
Flagstaff Hill Reserve	Central	Local Park	0.38	Social			
Ryot St Reserve	Central	Local Park	0.27	Social			
Cannon Hill Reserve	Central	Neighbourhood Park	3.29	Social	Vistas		
Foreshore Reserve (Lady Bay to Flume)	Central	Regional Park	17.72	Nature	Vistas		
Lake Pertobe Recreation Reserve	Central	Regional Park	63.75	Social	Nature	Play	Events
Jetty Flat Reserve	Central	Regional Park		Sport			
Warrnambool Lawn Tennis Reserve	Central	Regional Park		Sport			

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Dennington War Memorial Reserve	Dennington	Pocket Park	0.01	Civic			
Adriana/Grevillia Reserve	Dennington	Pocket Park	0.18	Linkage			
Cole Cl Reserve	Dennington	Pocket Park	0.04	Linkage			
Darwinia St Reserve	Dennington	Pocket Park	0.03	Social			
Cowie Cl Reserve	Dennington	Pocket Park	0.01	Linkage			
Grevillia/Adriana Reserve	Dennington	Pocket Park	0.02	Linkage			
Grevillia/Hakea Reserve	Dennington	Pocket Park	0.02	Linkage	Social		
Reserve: Coghlans Rd (196)	Dennington	Local Park	0.24	Social			
W.P. O'Sullivan Reserve	Dennington	Local Park	0.31	Social	Play		
Adriana Cres Reserve	Dennington	Local Park	0.35	Social			
Pappas Dr Reserve	Dennington	Local Park	0.22	Social			
Merri River Reserve (Atkinsons La)	Dennington	Neighbourhood Park	3.44	Nature			
Dennington Rowing Club Reserve	Dennington	Neighbourhood Park	2.07	Sport			
Dennington Bowls Club Reserve	Dennington	Neighbourhood Park		Sport			
Merri River Reserve (Swinton St)	Dennington	District Park	14.87	Nature			
Dennington Recreation Reserve	Dennington	District Park	5.72	Sport	Social		
Collina Ct Reserve	East - Racecourse	Pocket Park	0.01	Linkage			
Dunroe Ct Reserve	East - Racecourse	Pocket Park	0.02	Linkage			
Beechnut Pl Reserve	East - Racecourse	Pocket Park	0.13	Social	Linkage		
Cassie Cl Reserve	East - Racecourse	Pocket Park	0.15	Social	Linkage		
McKellar Ct Reserve	East - Racecourse	Pocket Park	0.02	Linkage			
McKenna Pl Reserve	East - Racecourse	Pocket Park	0.08	Social	Linkage		
Baileyana/Stacey Reserve	East - Racecourse	Pocket Park	0.19	Social			
Baeckea/Laurina Reserve	East - Racecourse	Pocket Park	0.20	Social	Play		
Baeckea/Dales Reserve	East - Racecourse	Pocket Park	0.02	Social	Linkage		
Baker Gr Reserve	East - Racecourse	Pocket Park	0.06	Linkage			
Donald Ct Reserve	East - Racecourse	Pocket Park	0.08	Social	Play		
Wooles Ave Reserve	East - Racecourse	Local Park	0.55	Social	Play		

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Kingfisher Gr Reserve	East - Racecourse	Local Park	0.39	Social	Linkage		
Wanstead St Reserve	East - Racecourse	Local Park	0.33	Social	Linkage		
Raglan Pde Reserve (Kingfisher Gr - Glenrowe Ave)	East - Racecourse	Local Park	0.59	Social	Linkage		
Raglan Pde Reserve (Glenrowe Ave - rear Ryan Ct)	East - Racecourse	Local Park	0.24	Social	Linkage		
Wesak/Alice Reserve	East - Racecourse	Local Park	0.24	Social	Play		
Armstrong Gr Reserve	East - Racecourse	Local Park	0.82	Social	Linkage		
Caroville Dr Reserve (East)	East - Racecourse	Local Park	0.23	Social	Linkage		
Caroville Dr Reserve (West)	East - Racecourse	Local Park	0.58	Social	Linkage		
Hoki St Reserve	East - Racecourse	Local Park	0.49	Social			
Water Tower Reserve	East - Racecourse	Local Park	0.52	Social	Play		
Loyola Ave Reserve	East - Racecourse	Local Park	0.31	Social			
Lancefield St Reserve	East - Racecourse	Local Park	0.31	Social			
Breton St Reserve	East - Racecourse	Local Park	0.30	Social	Play		
Curtin Ct Reserve	East - Racecourse	Local Park	0.50	Social			
Hayley Dr Reserve	East - Racecourse	Local Park	0.24	Social	Play		
Russells Creek Reserve (Mortlake Rd - Garden St)	East - Racecourse	District Park	5.71	Social	Linkage		
Moonah St Recreation Reserve	East - Racecourse	District Park		Social	Play		
Albert Park Reserve	East - Racecourse	Regional Park	44.53	Social	Sport		
Albert Park Reserve: Miura Friendship Garden	East - Racecourse	Regional Park		Social	Play		
Albert Park Reserve: Warrnambool Community Gardens	East - Racecourse	Regional Park		Social			
Albert Park Reserve: Grieve St Playground	East - Racecourse	Regional Park		Social	Play		

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Mitchell St Reserve	North East	Pocket Park	0.04	Linkage			
Boston Dr Reserve	North East	Pocket Park	0.09	Social	Linkage		
Wendy Pl Reserve	North East	Local Park	0.26	Social			
Toohey Estate Reserve	North East	Local Park	0.72	Social	Play		
Wangoom Water Reserve: Mort-lake Rd	North East	Local Park	0.89	Social			
Marrakai Reserve	North East	Neighbourhood Park	3.29	Social	Linkage		
Russells Creek Reserve (Boston Dr - Wangoom Rd)	North East	Neighbourhood Park		Social	Linkage		
Russells Creek Reserve (Wares Rd - Whites Rd)	North East	Neighbourhood Park	1.41	Social	Linkage		
Russells Creek Reserve (Garden St - Wares Rd)	North East	Neighbourhood Park	2.75	Social	Linkage		
Russells Creek Reserve (Whites Rd - Booval St)	North East	Neighbourhood Park	2.23	Social	Linkage		
Witton Dr Reserve	North East	Neighbourhood Park		Social	Linkage		
Rawlings Dr Reserve	North East	Neighbourhood Park	1.53	Social	Linkage		
Brierly Recreation Reserve	North East	District Park	12.57	Sport	Social	Play	
Francis Tozer Memorial Reserve	North East	Regional Park	19.63	Nature	Story, art and educa-tion		
McIntyre Ct Reserve	North of Merri	Pocket Park	0.01	Social			
Caramut Rd Reserve	North of Merri	Local Park	0.40	Nature			
Witham Park Reserve	North of Merri	Local Park	0.82	Social	Play		

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Granter St Reserve	South	Pocket Park	0.02	Linkage			
Cody Pl Reserve	South	Pocket Park	0.04	Social			
Fitzroy Rd Reserve	South	Pocket Park	0.08	Social			
Mahogany Gardens Reserve (West)	South	Pocket Park	0.05	Social			
McMeekin Rd Reserve	South	Local Park	0.98				
Warrnambool Skate Park Reserve	South	Local Park	0.33	Play			
Archibald St Reserve	South	Local Park	0.61	Social	Play		
Clancey Ct Reserve	South	Local Park	0.86	Social			
Fairway Cr Reserve (East)	South	Local Park	0.24	Social			
Fairway Cr Reserve (West)	South	Local Park	0.30	Social			
Fitzroy Rd Reserve	South	Local Park	0.59	Social			
Mahogany Gardens Reserve (East)	South	Local Park	0.25	Social	Play		
Marang Park Reserve	South	Local Park	0.90	Social			
Merrivale Dr Reserve	South	Local Park	0.48	Social			
Merri Cres Reserve	South	Neighbourhood Park	1.27	Nature			
Harrington Rd (27) Reserve	South	Neighbourhood Park	2.28	Social			
Merrivale Recreation Reserve	South	Neighbourhood Park	4.70	Sport	Play		
Harris St Reserve	South	District Park	5.39	Sport			
Foreshore Reserve (Breakwater to Lady Bay)	South	Regional Park	17.80	Nature	Vistas		
Friendly Societies Recreation Reserve	South	Regional Park	20.37	Sport			
Victoria Park Reserve	South	Regional Park		Social	Sport	Dog walking	

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Dobson Way/Greenvale Ct Reserve	South East - Hopkins	Pocket Park	0.08	Linkage			
Dunvegan Way/Greenvale Ct Reserve	South East - Hopkins	Pocket Park	0.05	Linkage			
Raglan Pde Reserve	South East - Hopkins	Pocket Park	0.03	Linkage			
Reserve: 14 Von Guerard Blvd	South East - Hopkins	Pocket Park	0.03	Social			
Reserve: Astbury Ct (3)	South East - Hopkins	Pocket Park	0.03	Linkage			
Riverview Tce Reserve	South East - Hopkins	Pocket Park	0.08	Linkage			
Auty St Reserve (East)	South East - Hopkins	Pocket Park	0.13	Social	Play		
Auty St Reserve (West)	South East - Hopkins	Pocket Park	0.06	Social			
Ferguson St Reserve (East)	South East - Hopkins	Pocket Park	0.03	Social			
Ferguson St Reserve (West)	South East - Hopkins	Pocket Park	0.02	Social			
Freycinet Ct Reserve	South East - Hopkins	Pocket Park	0.02	Social			
Ilex Ave/Flaxman St Reserve	South East - Hopkins	Pocket Park	0.06	Social			
Riverdale Ct Reserve	South East - Hopkins	Pocket Park	0.09	Social			
Thompson St Reserve	South East - Hopkins	Pocket Park	0.04	Social			
Glenview Dr Reserve	South East - Hopkins	Local Park	0.24	Social			
Motang Drive Reserve	South East - Hopkins	Local Park	0.40	Social			
Reserve: 14 Von Guerard Blvd	South East - Hopkins	Local Park	0.23	Social			
Reserve: Southern Ocean Blvd (29)	South East - Hopkins	Local Park	0.25	Social	Nature		
Hopkins River Reserve: Mahoneys Rd	South East - Hopkins	Neighbourhood Park	2.98	Social			
Dobson Way Reserve	South East - Hopkins	Neighbourhood Park		Social	Linkage		
Motang Dr: Hopkins River Reserve	South East - Hopkins	Neighbourhood Park	1.13	Social	Nature		
D. W. Jones Oval Reserve	South East - Hopkins	Neighbourhood Park	3.14	Sport			
Scoborio Reserve	South East - Hopkins	District Park	6.35	Social	Social		
E. J. King Park Reserve	South East - Hopkins	District Park		Social			
Hopkins River Frontage: Simpson St Reserve	South East - Hopkins	District Park		Social			
Logans Beach Reserve (Lookout)	South East - Hopkins	District Park	5.88	Social	Nature	Vistas	
Southern Ocean Blvd Reserve	South East - Hopkins	District Park	6.63	Social	Nature		

Asset Name	Precinct	Hierarchy	Size (ha)	Function 1	Function 2	Function 3	Function 4
Tania Ct Reserve	West	Pocket Park	0.03	Linkage			
Boronia Ct Reserve	West	Pocket Park	0.19	Social			
Chisholm/Natalie Reserve	West	Pocket Park	0.18	Social			
Crawley St Reserve (West)	West	Pocket Park	0.18	Social			
Hibiscus Ave Reserve	West	Pocket Park	0.18	Social			
Kermond Ct Reserve	West	Pocket Park	0.10	Social			
McPherson Cres Reserve	West	Pocket Park	0.13	Social			
Nicolls Dr Reserve	West	Pocket Park	0.03	Social	Play		
Saywell Ct Reserve	West	Pocket Park	0.05	Social			
Barton Ct Reserve	West	Local Park	0.25	Social			
Crawley St Reserve (East)	West	Local Park	0.45	Social	Play		
Heritage Ct Reserve	West	Local Park	0.36	Social			
Karana Dr Reserve	West	Local Park	0.27	Social	Play		
Lucas Ct Reserve	West	Local Park	0.23	Social			
Mannix St Reserve	West	Local Park	0.24	Social			
Pecten Ave Reserve	West	Local Park	0.66	Social	Play		
Woodend Road Reserve	West	Neighbourhood Park	2.86	Nature	Social		
Platypus Park Reserve	West				Play		
Russells Creek Reserve (Daltons Rd - Merri River)	West				Linkage		
Manuka Dr Reserve	West	Neighbourhood Park	2.67	Social			
A. H. Davidson Oval Reserve	West	Neighbourhood Park	4.18	Sport	Play		

Appendix 2: Open space infrastructure

Key:
- Likely to be included with the open space function
- Maybe included with the open space function

Open space hierarchy and functions: The following provides an overview of what hierarchy the open space functions can be provided on, and where ideally, they should be avoided due to size.

Across the different hierarchies the level of supporting infrastructure may vary e.g. event space on a neighbourhood park will likely be much smaller than an event space provided in on a regional park. The locations for these functions should be guided by the Active Warrnambool, Play Space Strategic Framework, Green Warrnambool, Tourism and Events and other enabling infrastructure strategies.

	Hierarchy				
Functions	**Pocket Park**	**Local**	**Neighbourhood**	**District**	**Regional**
Sport			(if 5ha)		
Civic					
Nature					
Linkage					
Events					
Play					
Social					
Story, art & education					
Vistas					
Dog walking					

Infrastructure on public open space: : The following provides an overview of the types of infrastructure that can be provided across the different open space functions. When contemplating open space infrastructure and the amount of infrastructure, Council should consider the hierarchy (size) and capacity of the open space. The purpose of this table is to provide guidance on what infrastructure is likely to be included with specific functions.

Key:
- Likely to be included with the open space function
- Maybe included with the open space function

	Functions									
Infrastructure	**Sport**	**Civic**	**Nature**	**Linkage**	**Events**	**Play**	**Social**	**Story, art & education**	**Vistas**	**Dog walking**
Open areas		■			■		■			■
Planting / biodiversity linkages			■	■			■	■	■	
Natural play elements						■				
Play equipment						■				
Fencing	▪					▪				
Basketball ring/hitting wall						■	■			
Skateboard area						■	■			
Fitness equipment				■		■	■			
Public toilets	■	■		▪	■	▪				
Sports playing areas	■									
Multi-purpose pavilions / change rooms	■									
Training fields/cricket practice nets	■									
Courts - tennis/netball/ multi-use	■									

	Functions									
Infrastructure	**Sport**	**Civic**	**Nature**	**Linkage**	**Events**	**Play**	**Social**	**Story, art & education**	**Vistas**	**Dog walking**
Shared pedestrian/bike path										
Seating										
Picnic tables										
Rubbish bins										
Bike racks										
Barbeques										
Shade structure/shelter										
Drinking fountain										
Information signage										
Artworks/sculptures										
Power and AV connections										
Lighting										
WIFI										
Carparking										
Irrigation										

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Resident	Comment	Council Response	SGS Action
1	*Is Council proposing housing on the crown land/Merri Crescent Reserve?*	No, the strategy does not address housing in general. The long-term use of Merri Crescent will be reviewed - OSS: Precinct Action 7.2	
2	*Can we relocate the marble drinking at Cannon Hill? Relocate to a primary school, botanic garden*	Level of detail not appropriate for Strategy. Municipal Operations have been made aware of this request.	
3	*Provide car and boat trailer parking at EJ King/Scoborio reserve near the boat ramp and angling club.*	Council can consider this in-line with the Warrnambool Car Parking Strategy 2024	
4	*Requests for an outdoor gym near the skate park, updated playground at Brierly and to build a bike park (not pump track).*	Addressed in the OSS at City Wide Actions 8 & 11	
	A photo of a block of land (pocket park – planted out with trees/shrubs) in the City of Knox was shared as an example of what can be done with the pocket parks in Warrnambool that would fall under Action 1. Instead of selling to the neighbouring property to expand their block, they could be kept improving the biodiversity of Warrnambool. Blocks such as: Huntingfield Drive Riverdale Drive Auty Street Darwinia Street Lutana Grove Swan Street CNR Tyler Court and Queens Road By planting out these blocks	Noted: address this at time of OSS at City Wide Action 1 implementation	

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	with larger canopy trees you fulfil Actions 3 and 10. Some blocks could be planted out with fruit trees to fulfil Action 16. By planting the correct species in appropriate positions, you would end up with blocks of land providing natural shade and outdoor cool refuges. They may initially require increased maintenance than the current mowing that occurs but once established there would be minimal maintenance.		
YOUR SAY – 31 Submissions			
Question	**Comment**	**Council Response**	
Q1. Have you read the draft OSS?	*Answered: 29 Skipped: 2*		
Q2. Do you have any general comments on the draft Strategy?	*Answered: 17 Skipped: 14*		
	It reads well I just hope that WCC can uphold their end of the deal. I also hope that they consult with the community again, before any major decisions are made or works start.	Further consultations will occur as the OSS Actions are implemented. In-line with Councils Community Engagement Policy 2025. No action required	
	To hard to read. Long sentences. Colour faint. small font. Cross referencing prefers footnotes.	The feedback is not related to the substance of the strategy. Language and format edits could be considered if this feedback is common, but it is not.	

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	Like to suggest that an area down near where the golf hole in one comp annually appears Clear bushland large enough to have the carnival, circus, etc could also have an outdoor stage for concerts etc Ease the congestion around Lake Pertobe area and provide another outdoor venue Plenty of land and plenty of parking with more space available	Bushland maintenance will be reviewed ongoing and via the OSS - City Wide Action 17. Event spaces will be investigated via the OSS - City Wide Action 9. Refer to the Warrnambool Foreshore Strategic Framework Plan which aims to provide guidance on the future development of the foreshore. No change to Strategy required	
	There doesn't seem to be nearly enough thought given to improved parking areas, especially in the south	Car parking is not the focus of this strategy. Refer to Warrnambool Car Parking Strategy - 2024 No change to Strategy required	
	The open spaces need to be preserved and maintained as priority. *The Norfolk Island pine and other long-standing species need protection.* *This is what distinguishes us from the Melbourne "rat races".* *Local community consultation prior to any government action is imperative.*	Agree - the strategy aims to preserve and maintain open space. Strategic direction is to protect, optimise and grow. Community engagement will be undertaken on projects in-line with Council Community Engagement policy 2025. No change to Strategy required	
	I would like to see a more ambitious strategy that improves connection across the city and activates the	Accessibility and connection across the city is highlighted throughout the strategy. 72% of dwellings fall within 400m of open space. Target 95%. The OSS - City Wide Actions 16 &	

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	community to care for and improve open spaces in their neighbourhood and broader area	17 address community and maintenance opportunities No change to Strategy required	
	There is a lack of inclusion of the railway line which is a hugely utilised public green area, everyone walks their dogs and kids ride their bikes and have fun along it.	Railway access will be explored via the OSS - City Wide Action 14 and Precinct Actions 4.4 & 11.3 No change to Strategy required	
	Council needs to take open space seriously and ensure adequate access across all areas of Council.	This Strategy is the guiding document for how Council will "take open space seriously. There is currently high quantity of public open space which supports those who live, work, visit, and recreate in the city. Based on current and forecast population as well as the existing and proposed open space, the city has an adequate amount of public open space. No change to Strategy required	
	The high-profile Merri River rail trail connecting Levy's to the breakwater would benefit from some more native biodiversity strengthening our existing ecosystem!	The strategy seeks to ensure conservation land is protected through enhancing biodiversity. This will be reviewed via the OSS - Precinct Action 7.4 No change to Strategy required	
	I like the idea of more walkable and linked spaces.	Positive - no action required	
	Seems to cover the town well	Positive - no action required	
	It seems quite comprehensive	Positive - no action required	
	Instead of disposing smaller pocket parks (Action 1) use this space to grow larger canopy trees (Action 3,	Noted: address at time of the OSS - City Wide Action 1, 3, 10 and 16 No change to Strategy required.	

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	10) and/or fruit trees (Action 16).		
	Connectivity is key to the success of open space and is fundamental to the concept of open space as a network. It doesn't really stand out to me what the strategy is aiming for as far as integrating access and movement on a township-wide basis. Seems to be more focused on generic improvements to access on a local scale through improvements to footpaths. Open space linear links are an important piece of infrastructure and key to the development of a quality open space network. They will serve an increasingly critical role in the transport network by providing much needed choice and a safe and healthy alternative to cars. There is not enough discussion in the report about the role or importance of green links in the open space hierarchy, or identification of potential network expansion and improvement of green linkages to	Expand on green links discussion in the strategy - e.g. Southeast Hopkins Precinct. Although covered in the OSS Actions 2.5, 3.3, 3.4, 4.1, 6.2, 9.4, 10.3, 11.1	Up dated maps

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	connect open spaces and key destinations across Warrnambool.		
	It is very wishy washy.	A strategic document contains high-level broad actions. It is not the appropriate document for detailed plans. Noted - no action required	
	What part of 'Hands Off Cannon Hill' did you not understand? Ratepayers and community members alike are fed up with council ignoring us and going ahead with projects no one asked for. Leave Cannon Hill alone, there is nothing wrong with it! Locals love it the way itis!	Community will be consulted on any projects relating to Cannon Hill. In-line with the Community Engagement Policy 2025 No action required	
	Well researched and inspiring strategy however will be limited by funding.	Positive - no action required	
Q3 **Do you have any other comments about Warrnambool's open spaces?**	*Answered: 20* *Skipped: 11*		
	We really just need to focus on the future and be sure to develop a plan that suits our growing community's needs - all area of the community.	This is the intention of the Strategy. Strategic direction is to protect, optimise and grow. No change to Strategy required.	
	Hi, I would like to chat about Hopkins River trail and very poor accessibility. Given the stairs on the oath	See OSS City Wide Actions 13 and 14. No action required	

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	outside Lyndoch retirement in front of the boat sheds. It makes it impossible to walk our baby in the pram from the ski club to point Richie let alone bikes scooters and wheelchairs. There is no clear path or crossing and you have to duck and weave through streets to make it possible to get there. Please look at this and installing a ramp for accessible access for all.		
	Cannon Hill could be made into an open area with the north side of the hill being carved out as a amphitheatre to hold events etc. It would be protected from the westerlies which is important for Warrnambool.	Event spaces will be investigated via OSS City Wide Action 9 No change to Strategy required.	
	We have lived near EJ King Park for over 16 years now and seen an obvious decline in the maintenance of the entire area as well as around the council's asset Proudfoot's boathouse and Scaborio reserve. There's been a lack of maintenance a lack of ongoing gardening compared to other areas in town on an	The OSS City Wide Action 17 addresses this issue No change to Strategy required.	

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	annual even monthly basis. When we first moved in these areas were more regularly mowed the edges were more regularly attended to. Proudfoot's hedges and grassed area in the car park was meticulously maintained but has obviously deteriorated over a period of years. With little or no gardening attended to all maintenance provided. The new kids playground area is a fantastic edition.		
	Maintenance of the open spaces is costly, but there doesn't appear to be much information regarding these costs.	The OSS City Wide Action 17 addresses this issue. Implementation of the City Wide and Precinct Actions will require funding through development contributions, state and federal government grants, and general revenue. Also, refer to the Council Budget for information on open space (parks & gardens) maintenance spending.	
	Fruit trees should be planted for free Fruit for the community.	In alignment to the Healthy Warrnambool 2025-29, the OSS City Wide Action 16 addresses this issue.	
	Council can get a lot more done to improve open spaces if they facilitate community involvement in caring for and developing spaces.	In alignment to the Healthy Warrnambool 2025-29, the OSS City Wide Action 16 addresses this issue.	
	No inclusion of the Deakin rail trail which seems	The OSS City Wide Action 14 and Precinct Actions 4.4, 11.3 address this issue.	

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	weird when talking about connectivity	No change to strategy required.	
	West Warrnambool - Pecten Avenue park - add a small Shute - mobile mini ramps (for scooters/bikes) -	The OSS City Wide Action 8 addresses this issue. No change to strategy required.	
	A pontoon at the end of hook Road would be well utilised by families in the local area	Refer to South of the Merri Open Space Precinct Plan for additional information on this. There is the kayak launch and fishing pontoon to the south of Tarhook Rd that could be used. The Open Space Strategy doesn't provide specific detail on this.	
	Love the integrated services of the West Warrnambool Pecten Ave space - what a great outcome for the community.	Positive - no action required	
	I would like to see the walking track continued from Ardlie St right along the Merri to join in with the rail trail for safe off-road access from one side of the city to the other. This would allow residents in the west to safely access the east of town and the beach. Thank you.	Refer to South Merri Plan, North of the Merri and North Dennington PSPs for extensions to the shared path network. Pedestrian/cycle bridges are proposed to connect north / south. No change to strategy required.	
	Reduce use or inorganic pesticide and herbicides	The OSS City Wide Action 17 addresses this issue. No change to strategy required.	
	Open spaces must be safe for all, and better off-leash dog management is required. Since covid, I have been rushed by large off-leash dogs	Review as part of OSS City Wide Action 2 and 7 No change to strategy required.	

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	multiple times. Owners seem to not care and have the attitude that off-leash areas mean you are open to being jumped on by large dogs. More signage is required to make clear the rules in shared spaces. I used to think dogs on leashes in the botanic gardens or on the beach would be alright but am now of the view it's far safer to have no dogs in these areas because of safety.		
	Open space is so important and should be kept as such and in good upkeep.	Review as part of OSS City Wide Action 17 No change to strategy required.	
	Warrnambool has many exceptional open space areas along the foreshore which for obvious reasons cannot be replicated in the new housing growth areas to the north. With improvements to linkages, it would be possible for these areas to be accessible by active transport options rather than by car which is currently really the only option people have. There are many existing open space areas around Warrnambool that are		

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	underutilised and could be improved through landscaping. Aside from the foreshore, most of Warrnambool's parks are very open and uninteresting in character. Due to the lack of vegetation, they are windswept and uncomfortable to use other than on calm days. Access to the open space needs to be part of the experience. If it is not safe or pleasant for the target groups, then it will not be used.		
	No.		
	Mow the lawns, empty the bins and maintain the footpath and road networks. Stay in your lane and provide the basic infrastructure the community expects.	Review as part of OSS City Wide Action 17 No change to strategy required.	
	We must ensure our open spaces are protected and maintained	Review as part of OSS City Wide Action 17 No change to strategy required.	
	Council should be commended on the work put into our open spaces particularly the foreshore precinct. Bicycle paths are something that would be well utilised coming into the city from outer residential areas, particularly given the increase	Review as part of OSS City Wide Action 14 No change to strategy required.	

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	in use of e-bikes / scooters and the increase in fuel costs.		
Q4 **Would you like to comment on the different sections of the draft Strategy?**	Answered: 31 Skipped: 0 55% responded yes		
Q5 **Do you agree with this vision?**	Answered: 10 Skipped: 21 70% responded yes		
Q6 **Do you have any comments on this vision?**	Answered: 8 Skipped: 23		
	It reads well but I'm suspicious of the subjective interpretations of the expression "using financially sustainable approaches".	All work done within open spaces has a cost. That work cannot proceed without funding. All planning for work should include thought on how that funding will be obtained. No change to Strategy required	
	I'm not sure public opinion outweighs Council officer's opinions.	This comment is saying we ignore what we hear from the community. I think we should refer to our engagement policy in our response. No change to Strategy required.	
	Where is the provision for prior community consultation before any government action under the strategy once implemented?		
	I'd like to see the vision be more direct with the detail in objectives and principles. Something like Warrnambool will have quality and diverse open spaces accessible to	No change to Strategy required.	

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	people of all ages and abilities.		
	It's very cool.	Positive - no action required	
	Love the visions actions and adequate funding needs to follow.	Positive - no action required	
	Seems achievable.	Positive - no action required	
	*What a load of *b*s..!*	The current governance environment, funding cannot be obtained from any level of government without strategic justification. If we are to fund the maintenance of what we have, let alone any improvements the community wishes to see, we need an up-to-date strategic document. No change to strategy required.	
Q7 **Do you agree with these principles?**	Answered: 11 Skipped: 20		
Q8 **Do you have any comments on these principles?**	Answered: 7 Skipped: 24		
	Diversity. *Page 11 states "All open space greater than 0.2ha has a minimum of 2 functions". Page 13 states "95% of open space land that is over 0.2ha (local open space and above)should have 2 or more functions.* *The statements are inconsistent....is it "All" or is it "95"?The use of 95% allows some needed flexibility in that sometimes there may be well founded exceptions to an absolute rule of "All".*	Support this comment. Suggest we change the Objective on p. 11 to be consistent with p. 13. This would also help address the comments by some other stakeholders that in a few cases, conservation is the only appropriate function.	All has been replaced with 95% for consistency.

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	The principles are okay; the practice is questionable	No change to Strategy required.	
	Accessible - the definition in the strategy does not seem to translate to the information on page 16, it only seems to refer to distance to spaces not types of spaces required by different people in the community e.g. children, youth, disabled, elderly, young families etc.	Agree. The term accessibility is being used to represent two distinctly different concepts in the strategy. One is about distance to certain types of OS. The other is the more conventional concept of compliance with the DDA. It would be good if that ambiguity could be removed.	Wording has been amended for clarity.
	I wonder about the use of accessible in the document vs the definition in the values - they don't seem to align.	*I think there is confusion around DDA accessibility and open space accessibility. It comes down to context. Refer above*	Wording has been amended for clarity.
	Use all of them and have a fun spin on it.	No change to Strategy required.	
	Efficient and sustainable contains so many different principles, there is a big difference between "easy to maintain" and effective to the needs and values of the community. Sometimes the locals need to be empowered to do the maintenance themselves and build what is needed.	Noted – no change to strategy required	
	No.		
Q9 Do you have any comments about these assessments? If you have	Answered: 6 Skipped: 25		

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comments, please let us know which precinct you are referring to.			
	Is the council able to maintain	No change to Strategy required.	
	The South section, (including Lady Bay), which is zoned as Public Recreation, needs scrub removal between Viaduct Road and the Promenade. The current strategy of Seaweed removal off the beach and just dumping it on the sand dunes, now sees the destruction of the sand dunes. They are now replaced by thousands of cubic metres of a wall of seaweed from Pavillion to the Life Saving club. *Other councils throughout Victoria collect seaweed and recycle it. Why can't WCC or a private provider do the same. It is incomprehensible that recycling and mulching isn't occurring. Fit for purpose equipment with a proper plan should be implemented as soon as possible.*	Review as part of OSS Central Precinct Action 1.4 Implement the actions contained within the Foreshore Strategic Framework plan to improve amenity and access to open space across the Foreshore, and pedestrian access between the foreshore and the city. No change to strategy required.	
	West Warrnambool - this area has one of the lowest per capita areas of open spaces, and some of the	OSS West Precinct Action 6.2 seeks to Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan. This includes the Woodend Road Reserve, Manuka	Updated horizon 5-10 years.

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	spaces are not accessible or have any facilities on them e.g. Manuka Drive reserve. There is a need to improve open space in the short term as a priority, not in 10 plus years time. wooden road reserve is a key area for improvement and I'm sure the community, now activated by WWNH, would help to improve and maintain this area, which is a large area of public land open spaces not available to the community who need it. Planting out this area could also help to improve the city's canopy cover. Keep it simple and then it will not cost the earth to improve this area for short term use.	Dr Reserve, and Platypus Park Amend timeframe -5 to 10 years.	
	I feel like if there had been more community engagement a lot more unofficial green space might have been captured.	There has been multiple opportunity for community engagement. Via online and in person workshops No change to strategy required.	
	I feel like if there had been more community engagement a lot more unofficial green space might have been captured.	There has been multiple opportunity for community engagement. Via online and in person workshops No change to strategy required.	
	West Warrnambool - love to see the	OSS West Precinct Action 6.2 seeks to Improve the quality of open space along Merri River, in	

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	existing inaccessible open spaces opened to the community - west Warrnambool has some of the nicest and largest river frontage but its leased out and locked up - why?	alignment with the South of the Merri Open Space Precinct Plan. This includes the Woodend Road Reserve, Manuka Dr Reserve, and Platypus Park No change to strategy required	
	Central- Cannon Hill should be left as an open space with parking for people to sit and enjoy the views SE Warrnambool. A path for walking/cycling fishing from should be constructed along the cliff face in the river for assess from Deakin into town connecting with the beach path at Point Ritchie. Bushes and trees need to be trimmed down low along the beach path as you are unable to see anything if sitting on one of the benches provided, there is also a huge fire hazard waiting with all the undergrowth.	OSS Central Precinct Action 1.3 in accordance with the City Centre Revitalisation Plan, investigate the transformation of Cannon Hill into a significant open space asset in central Warrnambool. South East Hopkins Action 4.4 seeks to Explore the delivery of a shared pathway along the Hopkins River or train line towards Deakin University City Wide Action 17 addresses maintenance of open space No change to strategy required	
Q10 Do you have any comments on the proposed actions?	Answered: 6 Skipped: 25		
	City wide actions. "1. Develop an open space acquisition and disposal plan, with a particular focus on pocket parks."	Noted: address this at time of OSS at City Wide Action 1 implementation No change to strategy required.	

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	Developing a generalised acquisition plan ought to be an integral part of an overall action plan. Such a plan can be formulated and have a high degree of community acceptance. It has a future focus with accepted parameters. The development of a disposal (divesting) plan ought to be approached quite separately and with specific strategies for community inclusion of consultation and ongoing (not one off) feedback. Even the best disposal plan will be challenged when specific open spaces are 'investigated or nominated' for disposal. Such final decisions, often supported by the phrase "financially sustainable", can have very harmful consequences to a small section of the whole community. The two action plans need to be developed separately.		
	I am losing faith that public input will achieve much	Community and stakeholder feedback has been essential in developing the strategy. Council considers all feedback.	
	Yes. What does review the long-	Merri Crescent Reserve is crown land currently leased. Councils	

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	term use of Merri Crescent reserve "P" and "A" specifically mean?	role is to support the implementation of this Strategy - as P refers to the provider: Active involvement in delivering new open space and or new open space infrastructure. A refers to the advocate: Advocate on behalf of the community to other tiers of government and the private sector to improve open space outcomes - Page 32 No change to strategy required.	
	The rationale for the disposal of small pocket parks needs to be better thought out. Youth use these parks that are close to their homes to get out into the fresh air and meet up. Table and seat is often all they need. before agreeing to a policy of disposing of pocket parks you need to better engage with Warrnambool youth. Proposed actions for West Warrnambool should be brought forward as it is one of the areas in most need.	This will be reviewed as a part of OSS City Wide Action 1. No change to strategy required.	
	Eastern Maar collaboration also needs to include other ACCOs, not just TOs. Upgrading signage with EMAC needs to include deeper cultural experiences and communication than just inclusion on	NOTED - Eastern Maar is the RAP for Warrnambool and have been engaged on the project from the project initiation stage.	

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	existing signs. Many of these don't sound like actions but just more planning, which is maybe the purpose but makes it hard for community to track true progress.		
	As always, $ will be the issue. Keep names to Australian names not something we cannot pronounce or understand.	Council generally has three mechanisms to fund open space: development contributions, state and federal government grants and general revenue, which will assist with funding open space in the future. There is a well-defined process for street naming. Maybe the same applies to new public open spaces.	
STAKEHOLDERS			
Stakeholder	**Comment**	**Council Response**	**SGS Comments**
PLANNING ADVISORY COMMITTEE	*Connectivity is an area that I'd really like to see strengthened and brought forward in the strategy at a city-wide level.* *Most precincts prioritise one or more actions directly relating to connectivity, contrasting with City wide action no. 14 which has a 10-15yr horizon. Of the total 41 precinct level actions, 18 of them relate to connectivity (44%). This suggests that the strategy should elevate connectivity as a city-wide action within a closer 1-5yrs horizon and also require an update to the interfacing strategies so that precinct level actions can be coordinated.* *Has the Warrnambool Extreme Heat Vulnerability Project Element 4: Urban Forest Plan been considered including the 10 recommendations. If so, we just need to include this reference in the acknowledgements. Refer to link below:*	Connectivity will be reviewed and implemented via the OSS City Wide Action 14: Consider a closer horizon 1-10 years. Ok to increase horizon. The PPN, BPN and Sustainable Transport Strategies already set these priorities. We can start these actions sooner, but they will never be finished. Include the Warrnambool Extreme Heat Vulnerability Project Element 4: Urban Forest Plan reference in the acknowledgements.	Increased the horizon to 'ongoing' and additional funding required. Urban Forestry - Maria Korkou, Ari K.M. Tarigan, Hans Martin Hanslin, The multifunctionality concept in urban green infrastructure planning: A systematic literature review, Urban Forestry & Urban Greening, Volume 85, 2023. 127975, ISSN 1618-8667, https://doi.org/10.1016/j.ufug.2023.127975

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	I'll review the Strategy more closely once it is exhibited and provide a submission if appropriate. It looks like such a fantastic document, a credit to all involved! *In the meantime, I just want to build on my comments from yesterday to ensure we are not unintentionally losing anything strategically important.* *In particular, I think it is important that the document clearly maps, or at least references, those key linear linkages and acquisition areas that would arise through subdivision and still constitute future public open space, even if they are narrow or corridor-based.* *For example, looking at the current mapping for Precinct 2, along the Merri corridor between Queens Road and Bromfield Street there appear to be gaps in terms of either existing reserves or clearly articulated future ambitions. Historically, where a subdivision adjoined the Merri River, Council would seek public open space along the corridor in accordance with the Open Space Strategy and the South of Merri Open Space Precinct Plan, in lieu of cash or equivalent to 5%. That earlier framework clearly mapped and reinforced the intent for continuous river frontage and linkage. I suspect that SMOSPP document would simply be read alongside the new strategy.* *The current Strategy appears to focus primarily on hierarchy-based classifications (District, Local, Pocket etc.), which is understandable. My concern is simply that we do not overlook those "skinny" but strategically critical linear corridors that are absolutely public open space in reserve status terms and are*	The Strategy addresses the points raised - no further action required	

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	typically secured through the statutory subdivision process. It may just require a quick cross-check to ensure the Strategy aligns with, and explicitly references, the South of Merri Open Space Precinct Plan and the broader framework of the 2014 Open Space Strategy . In particular, ensuring the mapping and actions (for example improvements along the Merri corridor) remain spatially explicit rather than implied. I suspect this is more about alignment and clarity than substance, but it would be worth confirming that the document continues to protect Council's ability to secure continuous river corridor outcomes at subdivision stage. As I got to the end of this email, Action 2.5 of the Botanic precinct seems to cover off on it... but thought I'd send this anyway to get Council's thoughts on these types of corridors not quite captured in a mapping sense should be mapped or added. As there could be others in the city that could be referenced as well. Another brief one that comes to mind is the desired open space adjoining the Hopkins River (west of Tooram Road) in Allansford that is referenced in the that Framework Plan. I'll review the Strategy more closely once it is exhibited and provide a submission if appropriate. It looks like such a fantastic document, a credit to all involved! In the meantime, I just want to build on my comments from yesterday to ensure we are not unintentionally losing anything strategically important. In particular, I think it is important that the document clearly maps, or at least references, those key linear linkages and acquisition areas that would arise through		

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	document continues to protect Council's ability to secure continuous river corridor outcomes at subdivision stage. As I got to the end of this email, Action 2.5 of the Botanic precinct seems to cover off on it... but thought I'd send this anyway to get Council's thoughts on these types of corridors not quite captured in a mapping sense should be mapped or added. As there could be others in the city that could be referenced as well. Another brief one that comes to mind is the desired open space adjoining the Hopkins River (west of Tooram Road) in Allansford that is referenced in the that Framework Plan.		
WANNON WATER	*We continue to be keen to work with WCC to explore Integrated Water Management opportunities within open spaces as opportunities arise. These may include roof-water harvesting storage tanks to capture rainwater for subsequent treatment and drinking water, wetlands to store and manage stormwater run-off etc. We'd also be keen to consider potential integration of infrastructure to service growth such as pump stations within open spaces if appropriate.*		Not included the action around pump stations on open space to service growth. While you might do this, I don't think this should be seen as always the role of public open space - rather other sites (road reserves) etc should also be considered.
Barwon South West/Grampians Regional Planning Services Department of Transport and Planning (DTP)	*We note the Strategy has found there is a surplus of open space per capita across the city, however, there are gaps in the accessibility and diversity of these spaces to varying levels across the 11 identified precincts.* *In identifying actions to address these gaps, we encourage council to consider referencing a current and future community needs analysis, per current guidance in DEECA's Guide for Open Space Strategies.* *We also note the Strategy identified the following action: Following the findings of the OP contributions assessment,*	Regarding the surplus of open space across the City, and the associated gaps in accessibility and diversity of these spaces across the 11 precincts - SGS to reference the current and future community needs analysis, as per guidance provided in DEECA's Guide for Open Space Strategies. Figure 1: Strategic context We are currently finalising the draft	The Guide for OSS 2025 is referenced in Figure 1. Also included is : the city includes land managed by GORCAPA, Parks Victoria, DEECA and other entities which can provide opportunities for sharing of resources and shared planning.

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	undertake a PSA to update the open space contributions rate in schedule to 53.01. We would welcome the opportunity to provide feedback on this and any further analysis that is anticipated to inform a PSA once this has been draft.	Open Space Contributions report and as soon as it's available, I will forward to Barwon South West/DTP for review and feedback. We anticipate this to be available once the open space strategy has been adopted by council in May.	
SPIIIRE on behalf of Corless Management Group	*Nomination of Flood Plain Land* *We contend that land identified in a flood plan also has an open space function and can be sued for passive open space opportunities. This should b reflected int eh strategy, particularly at Precinct 8 Dennington and Precinct 9 North Merri.* *Part of the flood plain land (to the south of 147 Wollaston Rd) is nominated as being 'future open space, however to east or north facing revier frontage not been reflected in this way. A consistent approach to flood plain land should be incorporated.* *Whilst the land is encumbered, it still can provide for the passive open space needs of residents, and the provision of this land should be identified.* ***Action Plan – North Merri Precinct 9.2*** *Action 9.2 notes that Council will "work with future developers to deliver new open space and bridge connection points as per the North Merri Structure Plan. Ensure this open space is of high quality, connected, and multi-functional".* *We note that the Action Plan does not nominate Council as a funder for such works. Based on experience with the Bromfield Street bridge within the North Merri Precinct, we understand that this bridge will not be DCP funded, due a*	Flood plain land is highlighted as restricted open space and encumbered open space in Precincts 8 and 9. It is well established in policy and given the limitations on restricted open space and encumbered land, this land should not be included in the core open space network. It can, however, support the open space network by providing greater access to green spaces. When we look at which precincts need more OSS, ones that have ample encumbered space, should not be at the top of the list for attention when compared to those that have little encumbered or non-encumbered. At Precinct 9: North Merri for consistency, show the restricted and encumbered open space where there is an overlap where flood plain land is nominated as being 'future open space'.	Precinct 9 map updated. No. Their comment has some relevance to the Bromfield Bridge, but not for the other 3 shared path bridges, or the linear connection parallel to the river which are adequately funded by the DCP. Even the Bromfield funding is adequate for constructing a shared path bridge. 9.2 should not be changed.

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	difference in funds collected and the cost of the item. On this basis, it is unfair for some developers to be responsible for funding such an item as a bridge connection when not funded through Council nor collected DCPs. Further, large portions of land in the DCP have been developed and have since been discharged from any further financial obligations. An increase in DCP levies for remaining land parcels cannot be placed on those developers to accommodate the shortfall in funds for the bridge. ***We submit that the wording around "bridge connections" be removed from Action 9.2***		
	Accessibility *Noting that flood plain land plays an important role in the provision of passive open space needs for residents, we contend that land within 400m of the flood plain land should be included in the accessibility calculations and at Figure 4. Whilst the Open Space Strategy notes that access to encumbered land may not always be available, North Merri has one of the lowest levels of accessibility to open space at 25%. Incorporation of the flood plain land will assist with this.*	It is well established in policy and given the limitations on restricted open space and encumbered land, this land should not be included in the core open space network. It can, however, support the open space network by providing greater access to green spaces. When we look at which precincts need more OSS, ones that have ample encumbered space, should not be at the top of the list for attention when compared to those that have little encumbered or non-encumbered.	
	General Mapping Comments *We suggest that prior to finalisation of the Open Space Strategy that approved / delivered facilities be accurately reflected within the mapping. This applies to existing and future schools on Precinct 9 Plan, which are not*	The Merri River School is shown on Map at Precinct 9. page 28 We could show a number of parcels along the river that are already in Council ownership.	Precinct 9 map updated.

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	indicated accurately within the plan. *Further, it is noted that the spatial application of open space at a permit stage may differ from that shown within the Open Space Strategy and / or relevant Development Plan applying to the land. We submit that flexibility in allocation and distribution of open space is warranted, particularly where the principles and objectives of the Open Space Strategy can still be adequately addressed.*	We can consider requests for "flexibility" on a case-by-case basis. We do not want to commit to it in the Strategy.	
SGS ECONOMICS AND PLANNING	*I assume the Urban Forest Strategy is the overarching document e.g. incorporates the directions of the Urban Forest Plan? If so – then the current actions in the OSS should cover it.* *Alternatively, if the Urban Forest Strategy does not incorporate the directions of the Urban Forest Plan then you could expand the current action in the Strategy to be:* *In alignment with the Urban Forest Strategy and Urban Forest Plan increase the number and diversity of trees on open space*	Include the Urban Forest Plan.	Included reference to the Urban Forest Plan.
GORCAPA	***Strategic context*** *Given the importance of coastal Crown land in providing open space in the municipality, we suggest including additional documents including:* *The Marine and Coastal Policy 2020 provides overarching direction for the management of both coastal and marine areas.* *The Siting and Design Guidelines for Structures on the Victorian Coast 2022.* *The Glenelg Hopkins Regional Catchment Strategy 2021-27 (and sub-strategies) provides direction for the management of land, water and biodiversity*	Include these additional documents as suggested at Figure 1: Strategic context: The Marine and Coastal Policy 2020 The Siting and Design Guidelines for Structures on the Victorian Coast 2022. The Glenelg Hopkins Regional Catchment Strategy 2021-27 (and sub-strategies) The Warrnambool Coastal Management Plan 2013 The Warrnambool Foreshore Strategic Framework Plan.	Council: include the following documents in this figure: Warrnambool City Council Planning Warrnambool Coastal Management Plan 2013 Warrnambool Foreshore Strategic Framework Plan Structure Plans Note that we didn't include the other documents from GORCAPA - rather have included the blurb below the figure. Some of these documents are very site specific therefore if we include them we should include a whole list of others.

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	within the municipality. *While it requires review, the Warrnambool Coastal Management Plan 2013 establishes directions and priorities for coastal open space. Along with the Policy and Guidelines above, this will influence approvals for any proposals for works on coastal Crown land under the Marine and Coastal Act 2018.* *The Warrnambool Foreshore Strategic Framework Plan, which provides strategic direction and priorities for the municipality.* *The Warrnambool planning scheme.*	The Warrnambool planning scheme is included in the strategy at Figure 1: Strategic context	
	Strategic context *This section may also benefit from an explanation of the way the various documents are interconnected, and of the implications of alignment with the coastal documents mentioned above. Given the Warrnambool Coastal Resilience Plan and the Coastal and Marine Management Plan will provide detailed guidance on coastal hazard/adaptation and visitation, we are interested to understand the potential to revisit coastal-related actions in the Strategy once these documents are complete.*		
	Challenges *With the local population forecast to increase from 36,000 to 41,000 over next 20 years, we suggest that visitation and population growth be included as a discrete challenge. Managing this increase is a fundamental challenge for the Authority.* *Consider acknowledging adjacent open spaces and the roles of adjoining land managers such as the Authority and Parks Victoria and the*	Page 9. We should include population forecast increase as a challenge when we know that Warrnambool has above standard amount of open space per capita. Acknowledge partnership opportunities with land managers, GORCAPA, Parks Vic,	Increased population, acknowledgment of partnership opportunities and climate change have been addressed.

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	opportunity to work collaboratively. *Consider highlighting the impacts of climate change on coastal open spaces and specifically recognising sea level rise. We suggest identifying the need for coordinated climate and adaptation planning for all foreshore and estuarine areas, and the need to improve the resilience of natural and built assets in open.*	DEECA.... Under 'financial and partnership opportunities' Climate change - Include the need for coordinated climate and adaptation planning for all foreshore and estuarine areas, and the need to improve the resilience of natural and built assets in open spaces.	
	Open space *The definition of restricted open space may require reconsideration for clarity. The primary purpose of several areas, such as those on the foreshore, may not be for open space but for purposes such as protection of the coastline and nature conservation. This is evident in the foreshore reserves across the municipality managed by both Council and the Authority.* *These restricted open spaces provide significant public access and open space and support the amenity and values of more accessible public open space and residential areas.* *Consider including material to recognise the contribution of the marine estate and nearby coastal reserves to the broader open space network, including beaches, estuaries and nearshore environments that the community uses every day. The boundary of the marine is mean high-water mark, and the wet areas below this are a key open space asset.* *In providing access to coastal and marine environments,*	Page 12. We should elaborate on restricted open space to include its purpose for protection of the coastline and nature conservation. The marine environment is "Encumbered Land.	Included 'such as the coastline' under restricted open space. The marine environment is outside the scope of the OSS

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	consider an explicit statement recognising the need to balance improved access with obligations to protect cultural heritage, environmental values and sensitive areas. Also consider acknowledging potential tension between increasing access and maintaining existing built and natural assets.		
FLETCHER JONES FAMILY FOUNDATION	*Congratulations on a well-considered Strategy. It provides a clear and practical direction for Warrnambool's open space network, building on past investment and responding to growth, climate change and long-term sustainability. The following suggestions are made to encourage new thinking and approaches to involve the whole community in maximising open space outcomes.*	Positive - no change to strategy required.	
	1. A shared approach: doing this work together Warrnambool's broader direction, particularly through Warrnambool 2040, points toward doing the work together and moving beyond a traditional client/provider model to achieve better outcomes and strengthen the community. This Strategy is well placed to reflect that shift more strongly. It already recognises the importance of partnerships and Council's role in planning and coordinating outcomes. The opportunity is to more explicitly embed this approach throughout the Strategy and its implementation. This includes positioning Council as a facilitator and partnership builder, working alongside community members, organisations and other land managers to deliver better outcomes and more impact. This also includes welcoming new forms of partnership, including with the local philanthropic sector.	Partnerships are recognised in the Strategy. Highlighted as a challenge/opportunity and at City Wide Actions 11, 15 Precinct Action 3.1, 8.1, 10.1 and 10.3 and for monitoring and evaluation purposes. Maybe a city-wide action on partnerships generally which could include philanthropic groups?	

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	2. The opportunity for shared investment *As a place-based family foundation, Fletcher Jones Family Foundation sees a clear opportunity for philanthropy to actively contribute to delivering the vision of this Strategy.* *Open space delivers health, connection, environmental, economic and wellbeing outcomes. These align strongly with philanthropic priorities.* *In a constrained funding environment, there is an opportunity to:* *• leverage philanthropic investment alongside Council funding* *• support innovation and community-led initiatives* *• enable higher quality outcomes or faster delivery* *• contribute to long-term stewardship and care* *With the right framework, philanthropic investment can help unlock projects, accelerate delivery and improve long-term outcomes.* *This is not simply about funding. It is about encouraging a different way of working, where Council, community and philanthropic organisations collaborate to maximise the social and environmental benefits of Warrnambool's open space network.*	Partnerships are recognised in the Strategy. Highlighted as a challenge/opportunity and at City Wide Actions 11, 15 Precinct Action 3.1, 8.1, 10.1 and 10.3 and for monitoring and evaluation purposes.	
	3. Recognising and working with existing community-managed spaces *There is an important opportunity to more explicitly recognise publicly accessible open spaces that are managed by others.* *Spaces such as:* *• Fletcher Jones Gardens* *• Warrnambool Community Garden* *• Deakin's Warrnambool Campus* *are significant community assets. These spaces are already functioning as part of the open space network,*	Where possible and project specific, Council includes engagement with non-Council land managers, including community groups, institutions and private stewards. Engagement with Fletcher Jones will occur in-line with Action 1.2. Council will engage with Warrnambool Community Garden	

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	regardless of ownership. They support recreation, social connection, education, environmental outcomes and community wellbeing. *An approach that:* *• formally acknowledges these spaces within the broader network* *• builds strong, ongoing relationships with their managers* *• supports their long-term sustainability* *would strengthen the Strategy and better reflect how open space is experienced across the City.* *More broadly, this highlights the opportunity for closer collaboration with non-Council land managers, including community groups, institutions and private stewards.* *Supporting each other to share skills, knowledge and resources would result in stronger outcomes for Warrnambool.*	and Deakin Uni as identified in the implementation Actions - City Wide Action 16 and Precinct Actions 4.4, 11.3. These spaces are 'encumbered'. Public access can be withdrawn at any time by the owner. They should not be counted as POS but should be acknowledged when we are deciding which part of which precinct is most in need of more.	
	4. Where collaboration can add value *Urban forest and climate resilience* *The canopy target of 23 to 30 percent by 2050 is a key commitment.* *Partnerships with community and philanthropy could support:* *• tree planting and habitat projects* *• community stewardship and education* *• long-term care of new landscapes* *This is particularly relevant in growth areas such as North East, South East–Hopkins and North Merri.* *Community food growing and activation* *Action 16 identifies opportunities for community food production.* *These initiatives are well suited to a shared model:* *• Council enables*	Where possible and project specific, Council includes engagement with non-Council land managers, including community groups, institutions and private stewards. No change to Strategy required.	

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	• *community leads* • *philanthropy helps establish and sustain* *They can also help address current gaps in functionality across open space.* *Co-designed cultural and inclusive spaces* *The commitment to work with Eastern Maar is strongly supported.* *There is an opportunity to build on this through:* • *co-investment in cultural and educational elements* • *ongoing programming and community use* • *inclusive, well-designed spaces that reflect local First Nations identity*		
	5. Stewardship, maintenance and activation *The Strategy identifies the challenge of long-term maintenance and sustainability.* *A shared approach could include:* • *community stewardship models* • *partnerships with local organisations* • *philanthropic support for activation and care* *This aligns with a shift toward shared responsibility rather than sole delivery by Council, while also delivering broader community wellbeing benefits.*	Not sure of Councils stance on a shared approach (particularly to maintenance) - but we do engagement with the community on projects**.**	
	6. Growth areas as an opportunity to do things differently *The major growth precincts, including North East, South East–Hopkins and North Merri, offer a chance to embed this approach from the beginning.* *These areas:* • *are growing rapidly* • *require new open space* • *currently have gaps in accessibility* *They could act as demonstration areas for a more collaborative model of delivery, investment and stewardship*	Open Space Contributions / planning	

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	7. A new way of working *Realising this opportunity will require:* *• early engagement with philanthropic organisations and community partners* *• clear frameworks for collaboration and co-investment* *• recognition of the role of non-Council land managers* *• a strong role for Council as a connector and enabler* *This represents a shift, but one that aligns with Warrnambool's broader direction and will help maximise the impact of the Strategy in a constrained environment.*	Councils' strategic projects already consider opportunities to connect and engage with community partners, non-Council land managers, philanthropic organisations etc. For example, the youth Advisory Board, sports and recreation clubs, On site community engagement at the West Warrnambool Neighbourhood House and the Pride event at the library	
Glenelg Hopkins Catchment Management Authority (GHCMA)	Glenelg Hopkins CMA has partnered with WCC on the implementation of parts of the South of Merri Open Space Precinct Plan (through the Woodend Road kayak launch and access improvements) and various habitat improvement projects along the Merri and Hopkins rivers. We have also recently partnered with WCC on an Integrated Water Management grant application to restore the Woodend Road wetland and on another application to measure and monitor water quality in Warrnambool's key waterways. This has been a positive and valued partnership, and we would welcome future interest in partnering on waterways-based projects where our goals mutually align e.g. habitat restoration, waterway access/connection improvements through for example riverside paths and pontoons.	Council will continue to partner with GHCMA.	
	Supported statements and suggested changes to the draft We have reviewed the draft strategy, and support the following statements in the strategy (shown in bold), with		

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	some minor suggested changes for consideration in italics:		
	High level strategic priorities: **Better plan for open spaces in new developments, with designs, wayfinding and signage that recognise and align with Traditional Owner knowledge and history** **Plan for concentrated, connected larger green spaces as opposed to scattered, smaller spaces.** **Prioritise connections to the rivers, creeks and coastal areas via safer, wider, high quality shared footpaths** *Suggested change: broadened to include connections along waterways (as well as to), and via other means than just shared footpaths e.g. open space and habitat connections to and along waterways* **Increase the variety of species, and overall volume of tree planting across Warrnambool** *Support, with locally indigenous tree species a priority in environmental areas such as along waterways and in or adjoining open space that is managed for environmental purposes.*	From 'What we heard' - Page 10 - Include the suggested changes in italics	Changed included.
	Principles and objectives: **Preserve and enhance the biodiversity and environmental values across open space while providing appropriate public access to waterways and coastal environments.** *Support.* **All open space greater than 0.2ha has a minimum of 2 functions** *Support, however extra consideration should be given to areas of high environmental value. Where environmental protection is the primary function, any secondary functions should be sensitive and compatible, and in some cases a secondary function*	From Page 11 Protective of the environment - We should elaborate on the second suggestion for consideration as shown in italics. Objective 3: should include Environmental sustainability We can acknowledge that where conservation is a function, no other function is necessary (or appropriate in some cases). In every	I have left this indicator broad. I agree with GHCMA in relation to functions on open space, however this indicator is a high level indicator to measure how you are tracking. If it is lower than 30% then your actions might be to think about reviewing your functions of nature across open space to improve them and or add more nature functions to spaces to build them up.

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	may not be necessary. **To provide a financially sustainable, adaptable and resilient open space network that can support future generations.** *Environmental sustainability could also be considered here? This appears to be a change from the 2014 strategy.*	other instance there should be 2 functions for spaces larger than 0.2 ha.	
	Network description **Open space also plays a key linking role across the city with the Russell Creek, Merri River and Hopkins River trails being well utilised and highly valued by the community.** *Strongly agree.*	**Positive – no action required.**	
	Vision: The open space network protects and enhances the environmental values of Warrnambool while also providing spaces for the community to exercise, build social connection, access education, and relax. **The future open space network will be planned and maintained to be adaptable to changing community and climate needs while also using financially sustainable approaches.** *Support the inclusion of climate change. Again, environmental sustainability is missing.*	From page 11 Environmental values has replaced environmentally sustainability Support change to "…changing community needs and climate change…". The climate does not 'need' us. We need it.	Did not include the environmental one from 2014 as protection of known environmental features should be a given.
	Functions: **Nature: Nature functions provide access to natural landscapes, characterised by semi-natural and natural vegetation or bushland. They can provide low-impact recreation, such as trails and tracks, along with buffers between land use zones. They contribute to improving and supporting biodiversity and tree canopy. This function differs from conservation land, which is specifically zoned for conservation purposes and classified as restricted open space. This function can be provided on any size open space.**	Positive – no action required.	

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	Linkage: Linear open space provides connections, linkages or movement corridors for pedestrians and cyclists. If a standalone piece of open space (primary function) they can also provide nature functions and biodiversity linkages (see nature function). Linkages can be provided on any size open space. They can also be provided in restricted and encumbered open space. *Support the inclusion of a nature-based function for open spaces, including the use of appropriate buffers between land uses and co-location of appropriate low-impact uses. Also, the recognition of nature-based uses of linkage open spaces.*		
	Improving the open space network *Support the inclusion of biodiversity protection and consistency with intended use.* **Botanic Precinct** **Review opportunities to improve the quality of open space along the Merri River.** *Support. The CMA would be interested in continuing to discuss potential partnership opportunities as they arise.* *Suggested change: reference to the South of Merri Precinct Plan implementation in this precinct (noting that it is already mentioned in the action plan at the end)* **Explore opportunities to create wetlands that will improve the quality of stormwater entering the waterway and improve biodiversity in strategic areas along Russell Creek.** *Support, could mention St James Park as an example of a potential wetland restoration opportunity.* **Overall** *The focus of this precinct summary is on consolidation,*	Positive – no action required. Page 21 Council will continue to partner with the GHCMA. Include suggestion: that the recommendation from the west precinct be repeated in this precinct overview: Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan.	Precinct 2: Botanic updated.

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	yet there are strong opportunities to extend the network in this precinct along the Merri River (as per the South of Merri Precinct Plan) for the benefit of the whole city. Open space gaps on the south side of the Merri River in this precinct should be a priority to fill as opportunities arise, to allow for connected trails along the river for the purpose of biodiversity, active transport and recreation. This seems to be a significant gap in the current assessment and recommendations of this precinct (noting however it is mentioned in the action list at the end). *Suggestion:* *that the recommendation from the west precinct be repeated in this precinct overview: Improve the quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan.*		
	<u>East Racecourse:</u> **Protect: Protect and improve the quality of nature functions at Albert Park Reserve in alignment with the Albert Park Revegetation Plan 2022.** *Support. Could Russells Creek corridor also be mentioned*	This name has been changed, now Albert Park	Precinct 3: East Racecourse updated
	<u>South-east Hopkins:</u> **Optimise: Review the functions and flood constraints on Scoborio Reserve and EJ King Park and consider if a Master Plan is required to support future improvement opportunities.** *This collection of open spaces is the largest and one of the most important public access areas to the Hopkins River in Warrnambool. The recommendation seems to take a step back from the previous strategy which recommended a precinct plan for this area, recognising its high potential contribution to*	I'm happy with it as-is. It leaves the door open to do a master plan if we decide it's a high priority over the life of the strategy. No change to Strategy required	Precinct 4: South-East Hopkins updated to include 'or a Precinct Plan'

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	the city-wide open space network. We believe a plan for this area that considers flood constraints and river access would continue to be valuable, and the recommendation could be to do this work		
	<u>North East:</u> **Protect: Through the delivery of the East of Aberline Precinct Structure Plan, protect Francis Tozer Memorial through a rezoning from farming land to conservation land** *Support, could this be expanded to include appropriate buffering of Tozer Reserve and Russells Creek?*	Positive – no action required	
	<u>West precinct:</u> **Improve quality of open space along Merri River, in alignment with the South of the Merri Open Space Precinct Plan. This includes the Woodend Road Reserve, Manuka Dr Reserve and Platypus Park.** *Strongly support this action, it would be great to see this as a flagship-type initiative at the city level due to the potential benefit to the broader community rather than listed just as an action under the west precinct.*	Not sure I agree this locally based Plan should be made a City-Wide Action. If we have strong actions in the appropriate precincts (Botanic, West, maybe North Merri) that should be enough.	Precinct 6: West updated to include 'Grow: Explore opportunities to provide new open space through the redevelopment of the saleyards.'
	<u>South:</u> **Protect: Ensure conservation land is protected through enhancing biodiversity and strategically placed and maintained walking, education, and cultural infrastructure.** *Protection of and consideration of floodplain function could also be mentioned here and Dennington.*	Include Protection of and consideration of floodplain function here and Dennington.	Included at Precinct 8: Dennington.
	<u>North Merri:</u> **Grow: Deliver new open space and bridge connection points as per North Merri Structure Plan. Protect: As the area is developed south of Grange Road, ensure an adequate biodiversity and open space buffer is provided**	Positive - no action required.	

Open Space Strategy 2026-2041 – Consultation Comments

	to complete the link between Grange Road and Wollaston Road *Support, with appropriate consideration given to protecting the floodplain function.*		
	<u>Bushfield/Woodford</u>: **Grow: Increase access and linkage connections along the Merri River south of Bridge Road.** *Support, could also reference protection of natural values/inclusion of appropriate biodiversity buffers.*	Reference protection of natural values/inclusion of appropriate biodiversity buffers.	Included at Precinct 10: Bushfield - Woodford
	<u>City-wide actions:</u> *· It would be useful to include reference to acquisition of key gaps in linkage open space e.g. along waterways as a city-wide priority action (could be built into the first action).*	Include in OSS City Wide Action 1 or create a linkage specific Action.	Included at City Wide Action 1
	<u>Other comments:</u> **-** *Woodend Road reserve seems to be missing off the asset list at the end as a neighbourhood/district park with a Nature and Social function?* *- The strategy overall is quite focused on the individual park and precinct levels. It would have been a positive addition to include a greater focus on the whole network and some flag-ship priorities at this higher level e.g. connections along major waterways that span more than one precinct. The removal of the 2014 city-wide framework reduces this perspective (by showing the existing network but not the future vision at the whole city level)* *- Page 33 – Point 15 – could this be extended to privately owned land/buildings (along the lines of what Wannon Water is trying to do with Proviso at Dennington)* *- Would it be possible to put a IWM lens over many of the open space sites as there could be opportunities to harvest rainwater to keep recreational*	Include Woodend Road Reserve on the asset list as identified. Page 33 - Point 15 include privately owned land/buildings Action 15 is a City Wide Action that should include open space generally.	All included.

Open Space Strategy 2026-2041 – Consultation Comments

	areas green for longer and improve stormwater quality.		

7.8. Quarterly Financial Report (January - March 2026)

DIRECTORATE : Corporate Strategies

Purpose:

This report is to present the Quarterly Financial Report (January to March 2026) to Council.

Executive Summary

The Quarterly Financial Report compares actual financial results to Forecast for the period ending 31 March 2026.

Council has delivered a strong result against the revised forecast position, with a net favourable budget outcome of $3.2m. This result reflects stronger than anticipated recurrent operations, including improved revenue performance against the forecast, together with savings in employee costs of $967k ahead of forecast expectations. Operational project outcomes remain broadly aligned with forecast assumptions. The result was further supported by favourable capital revenue of $1.3m associated with the sale of the Koroit Street Properties.

The report meets the requirements of section 97 of the *Local Government Act 2020* to present a quarterly financial report to Council at a public meeting that compares actual results against budget.

MOVED: CR RICHARD ZIEGELER
SECONDED: CR WILLY BENTER

That the Quarterly Financial Report (January to March 2026) be received.

CARRIED - 6:0

Background

Section 97 of the Local Government Act 2020 stipulates:

1. As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.

2. A quarterly budget report must include:
   a) comparison of the actual and budgeted results to date; and
   b) comparison of the actual and budgeted results to date; and
   c) any other matters prescribed by the regulations.

3. In addition, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

The March 2026 Quarterly Financial Report has been prepared and meets the requirements of the Act. The report sets out the financial results for Council's recurrent (day-to-day) operations, projects, capital works, rates, and borrowings.

The revised budget was updated in November 2025 with forecast adjustments totalling $2.7m.

Summary of Financial Report:

Cash Budget (Item - 1. Executive Summary): The quarterly result shows a favourable net budget outcome for the year to date of $3.2m. This variance is predominantly reflected in recurrent operations. It is driven by increased revenue and savings to employee costs in recurrent expenditure and the proceeds on sale of the Koroit Street Properties for $1.3m.

Comprehensive Income Statement (Item 4): shows a net result of $19m for the period due to Rates & Revenue charges generated year to date and a favourable variance to budget of $2.7m mainly due to increased revenue of $1.3m, savings to employee costs and the net gain on the sale of Koroit Street Property of $600k. The projected year end result is expected to be consistent with the Forecast.

Balance Sheet (Item 5): Council's overall financial position remains sound, with a reduction of $8.5m in net equity from the previous quarter primarily due to $11 million reduction in receivables, reflecting the collection of rates following the issue of the third instalment notices in February. This has been partially offset by a slight reduction in bank balances of $770k and a reduction in payables of $4m. Overall Equity position increased with $16m from prior year to $846m reflecting the increased receivables generated at the start of the year.

Cash and investment balances decreased slightly at the end of the quarter, of which $33m million is restricted to reserves, trust funds, short-term liabilities, and borrowing obligations. Unrestricted cash balances are $5m considering current committed capital and operational projects.

Receivables Summary (Item 7): Total current receivables have decreased by $11 million compared to the previous quarter, reflecting collections following the issue of instalment notices. However, accounts in arrears remain at $6 million.

Further details addressing key Forecast variances are contained within the monthly report.

Financial Impacts

Employee Costs

Employee costs are currently tracking 2.70% favourable to the year-to-date forecast, primarily due to vacancies and the timing of filling vacant positions. Council currently has five temporary and permanent positions vacant, with some continued savings expected through Quarter 4.

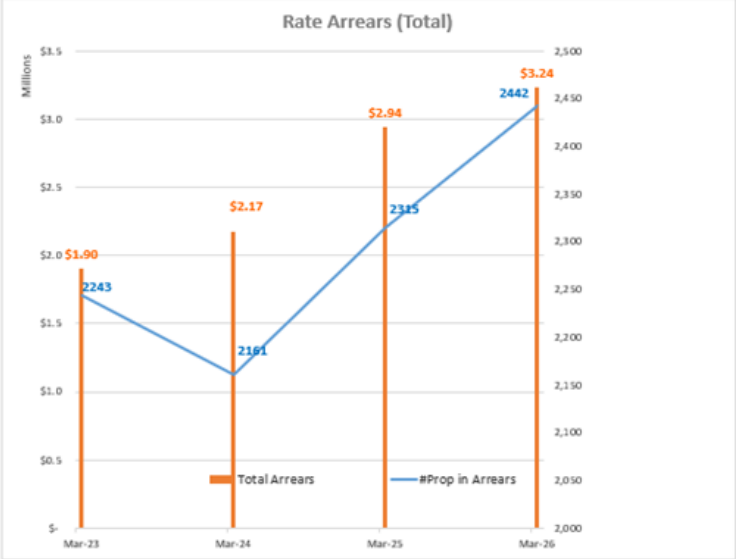
Materials and Services

Materials and Services report an unfavourable variance of $288k. Materials and services costs have increased primarily due to $251k in additional commercial hire reimbursements associated with increased revenue activity and increased Essential Safety Measures costs $90k. This is partially offset by various movements across other areas.

Receivables – Overdue

Accounts in arrears remain at the same level from the previous quarter at $6m. Rate arrears can be summarised as follows.

Month	Mar-26	Mar-25	Mar-24	Mar-23
#Prop in Arrear	2442	2315	2161	2243
Total Arrears	$3,235,615.47	$2,941,828.50	$2,168,211.98	$1,904,760.32
% Arrears	5.61%	5.51%	4.23%	3.90%



Active engagement with the recovery agency has reduced the amount to $2.4 in April.

Accounting for Depreciation

Depreciation is an important measure of the expected trading result and an estimate of ¾ of the budget has been included in the reporting period.

Capital Works

The capital works summary provided is based on actuals and excludes commitments to date as this provides a false indicator of completion and the expected rollovers. Managers have been consulted about progress on capital works and forecasts included for the remainder of the year including predicted rollovers, changes and forecast adjustments. The Capital Works summary suggests that 48% of capital projects budget may be completed by the end of the financial year with anticipated rollovers of $17.7m plus the associated grants revenue.

A significant portion of the projected rollover amount relates to a small number of large value, multi-year projects. These include the Wollaston Road upgrade ($5.4m), the Shipwreck Worker Accommodation ($5.1m) and the Viaduct Road stone work ($1.49 m).

Performance against Forecast Adjustments

Natural Account	Full Year Forecast $'000	YTD Forecast $'000	YTD Actuals $'000	YTD Forecast Variance $'000	Comments
Gross Salaries & Wages (Excl On-Cost)	42,188	31,019	30,134	885	Vacancies and the timing of filling vacant positions
Superannuation	5,037	3,792	3,657	135	Associated savings in SGC from above
Workers Compensation	1,625	1,465	1,498	(33)	Phasing to be reviewed and end of year certification with expected credit

The updated forecast confirms that management has identified sufficient savings through vacant positions and operational efficiencies to fully offset the identified shortfall in Q1.

Financial Position

Council's current financial position remains sound and generally in line with budget expectations.

An emerging increase in overdue accounts has been observed, reflecting broader cost-of-living pressures and a rise in delays in the payment of infringement notices.

Legislation / Policy / Council Plan Context

5 City Leadership
5.4 Our City manages financial resources sustainably.
5.5 Our City promotes organisational culture and performance.
5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.
Long Term Financial Plan – Setting expectations of key financial indicators.

Timing

The report is provided in accordance with the timing requirements of the *Local Government Act 2020*.

Internal / External Consultation

This report is provided to inform Council and the community of the organisation's financial position as required by the *Local Government Act 2020*.

Legal Risk / Impact

N/A.

Officers' Declaration of Interest

Nil.

Collaborative Procurement

N/A.

Conclusion

The Quarterly Financial Report ending 31 March 2026 is presented to Council in line with the requirements of the *Local Government Act 2020.* Council currently remains in a sound financial position.

ATTACHMENTS

1. Quarterly Financial Report (January - March 2026) [**7.8.1** - 19 pages]

WARRNAMBOOL
CITY COUNCIL
Quarterly Financial Report
January to March 2026
www.warrnambool.vic.gov.au

Quarterly Financial Report : July - March 2026

1. Executive Summary

Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000		Commentary	Projected 2025-26	%Variance to Forecast
Rates	50,371	50,773	50,773	50,784	11	▲		50,784	0.02%
Recurrent Income	55,173	54,412	41,661	42,189	528	▲	Increased investment and user fees revenue	54,940	0.97%
Recurrent Expenditure	(89,392)	(91,693)	(68,419)	(67,261)	1,158	▲	Savings to employee costs	(90,535)	-1.26%
Net Recurrent Surplus/(Deficit)	**(34,219)**	**(37,281)**	**(26,758)**	**(25,072)**	**1,686**	▲		**(35,595)**	-4.52%
Project Income	219	1,844	1,310	1,339	30	▲		1,874	1.62%
Project Expenditure	(1,975)	(8,992)	(3,627)	(3,706)	(79)	▼		(9,071)	0.87%
Net Project Surplus/(Deficit)	**(1,756)**	**(7,148)**	**(2,317)**	**(2,366)**	**(49)**	▼		**(7,197)**	0.68%
Capital Income	9,150	15,851	6,708	8,411	1,703	▲	Road Safety Strategy implementation - grant received $365k, Proceeds on sale of Koroit Street Property $1.3m	17,555	10.75%
Capital Expenditure	(25,871)	(35,622)	(14,595)	(14,702)	(107)	▼	Refer to the capital works statement for actual results to date. Phasing to be reviewed.	(35,729)	0.30%
Net Capital Surplus/(Deficit)	**(16,721)**	**(19,771)**	**(7,888)**	**(6,291)**	**1,596**	▲		**(18,175)**	-8.07%
Loan Drawdowns	4,000	4,000	0	0	0	▬	Borrowing not anticipated in 2026 year, reflected in the projected result	4,000	0.00%
Loan Repayments	(1,570)	(1,570)	(1,115)	(1,115)	0	▲		(1,570)	0.00%
Net Financing Position	**2,430**	**2,430**	**(1,115)**	**(1,115)**	**0**	▲		**2,430**	0.00%
Surplus / (Deficit) Brought Forward	0	13,854	13,854	13,854	0	▬		13,854	0.00%
Total	**105**	**2,856**	**26,549**	**29,793**	3,245	▲		**6,101**	113.60%

Quarterly Financial Report : July - March 2026

. Top Recurrent Services (Exceeding threshold $50k variance)

No.	Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast Budget $'000	YTD Committed $'000	YTD Variance to Forecast $'000		Commentary	Projected 2025-26	%Variance to Forecast
1	City Presentation	0	(3,603)	(2,355)	(1,860)	494	▲	Employee costs are favourable by $378k due to vacant positions and payroll rates being lower than the budgeted average rate. These employee savings are expected to continue to positively impact the full year forecast, subject to weather conditions. Internal heavy plant charges are also $106k lower due to reduced labour hours. While this has resulted in savings within this cost centre, it has also reduced cost recovery in Fleet Management for fixed plant costs.	(3,109)	13.71%
2	Banking & Treasury	7,182	4,699	3,499	3,671	172	▲	Higher interest due to higher investment balances than budget. Increased revenue likely to continue towards the end of year with expected increase in RBA rates and higher cash balances.	4,871	3.65%
3	Revenue	(502)	(489)	(752)	(588)	164	▲	Received 2024-25 fire services property leavy of $58k and additional administration funding for the Emergency Services and Volunteers fund for 2025-26 of $50k which are permanent savings to forecast. Increased interest revenue on rates of $49k due to higher overdue balances and interest rates.	(325)	33.57%
4	Holiday Parks	1,484	1,464	1,550	1,694	144	▲	Strong performance during spring and summer, supported by favourable weather conditions, has resulted in additional fee income of $76k. Employee costs are also favourable by $102k due to limited use of casual relief staff, lower outdoor staff oncost rates and a vacant position that has now been filled. This favourable trend is expected to positively impact the full-year forecast. These savings are partially offset by higher than budgeted water, electricity and gas costs of $24k.	1,608	9.84%

Quarterly Financial Report : July - March 2026

. Top Recurrent Services (Exceeding threshold $50k variance)

No.	Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast Budget $'000	YTD Committed $'000	YTD Variance to Forecast $'000		Commentary	Projected 2025-26	%Variance to Forecast
5	Home Care	16	4	13	151	139	▲	Lower service delivery levels across several home care programs have resulted in payroll savings of $222k. This is partially offset by lower than expected user fee income of ($82k). Any unused funds will have to be repaid to the Department and does not represent savings to the projected result.	143	3771.20%

Quarterly Financial Report : July - March 2026

3. Bottom Recurrent Services (exceeding threshold $50k variance)

No.	Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast Budget $'000	YTD Committed $'000	YTD Variance to Forecast $'000		Commentary	Projected 2025-26	%Variance to Forecast
1	Early Learning Centres	151	151	127	33	(94)	▼	Employee costs are ($47k) above forecast budget across the early learning centres mainly due to backfilling of staff that are on extended leave and timing retention grant payments. Florence Collins user fee income is under forecast by ($91k) due to overbudgeted occupancy partially offset by favourable variances in grant income of $22k and a small variance in materials.	57	-62.38%
2	Flagstaff Hill & Visitor Information Centre	(960)	(958)	(668)	(745)	(77)	▼	Sound and Light Show admission fee income is ($51k) below forecast due to lower than expected patronage year to date, although holiday period admissions were higher than the previous year. This is partially offset by favourable school group night admissions of $12k. Stock purchases are ($41k) above forecast due to special Flagstaff Hill stock purchases, however some stock may be carried forward as stock on hand into next year with the corresponding future revenue source. To offset additional employee costs, savings are being achieved through reduced marketing expenditure and deferral of repairs and maintenance to 2026-27.	(1,036)	-8.05%
3	Building Strategy & Services	(2,249)	(2,274)	(1,789)	(1,863)	(74)	▼	Expenses are above forecast due to increased costs regarding master key system maintenance, essential safety measures and other miscellaneous operating expenses including unscheduled security and property costs, partially offset by savings in cleaning of public amenities.	(2,347)	-3.24%

Quarterly Financial Report : July - March 2026

3. Bottom Recurrent Services (exceeding threshold $50k variance)

No.	Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast Budget $'000	YTD Committed $'000	YTD Variance to Forecast $'000		Commentary	Projected 2025-26	%Variance to Forecast
4	Executive Office	(567)	(576)	(424)	(491)	(67)	▼	Additioinal costs associated with higher duties costs covering leave periods.	(643)	-11.68%
5	Project Management	(275)	(367)	(311)	(369)	(58)	▼	Internal salary recoveries are ($98k) below forecast for capital projects are and has no net impact on the overall result. Capitalised labour recharges have been offset within other cost centres, neutralising the apparent negative variances. This is partially offset by employee costs being $49k less than forecast due to a vacant position which has had a temporary shift to part-time and an acting role not backfilled.	(425)	-15.77%

Quarterly Financial Report : July - March 2026

4. Comprehensive Income Statement

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	Variance to Forecast $'000	Variance to Forecast %		Commentary	Projected 2025-26	%Variance to Forecast
Revenue										
Rates and Charges	50,471	50,873	50,848	50,913	64	0%	▲		50,938	0.13%
Statutory Fees and Fines	2,624	2,644	2,192	2,314	122	5.6%	▲		2,766	4.61%
User Fees	19,950	20,429	16,023	16,246	223	1.4%	▲	User fee income is favourable due to stronger than expected performance across several areas. Increased commercial events held at Lighthouse Theatre of $220k, partially offset by lower season show ticket sales due to cost of living pressures. Holiday Park fee income is also favourable by $76k following strong spring and summer trading supported by favourable weather conditions. Additional favourable income was also received from airport hangars and tip site rental arrangements.	20,652	1.09%
Recurrent Grants	16,255	15,471	11,732	11,945	213	1.8%	▲		15,684	1.38%
Non-Recurrent Grants	5,768	12,931	4,441	4,808	368	8.3%	▲	Additional grant from the Department of Transport for delivery of the Black Spot Program from 2023-24 totalling $365k.	13,299	2.84%
Contributions - Cash	3,477	3,235	2,448	2,955	507	20.7%	▲	Additional revenue includes $205k in Coastal Connect project contributions, $108k from the State Revenue Office for managing ESVF levies, and $110k in Public Open Space subdivider contributions which will be transferred to reserves.	3,742	15.67%
Contributions - Non Cash	5,000	5,000	0	0	0	0.0%	▼	Reconciled at year end with Asset Management.	5,000	0.00%
Net loss / (gain) on asset disposal	344	343	257	938	681	555.1%	▲	Disposal of assets to date including Koroit Street property sold for approx. net proceeds $600k.	1,025	198.28%

Quarterly Financial Report : July - March 2026

4. Comprehensive Income Statement

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	Variance to Forecast $'000	Variance to Forecast %		Commentary	Projected 2025-26	%Variance to Forecast
Other Income	796	932	847	448	(399)	(47.1%)	▼	The budget included a $533k contribution for prior year Coastal Connect expenditure that was accrued in the 2024-25 financial year, with no corresponding actual expense this year. This does not represent a real saving, as project contributions are aligned to actual project expenditure.	532	(42.87%)
Interest Income	1,860	2,220	1,620	1,830	210	13.0%	▲	Higher interest revenue due to higher investment balances than budget.	2,430	9.48%
Revenue Total	**106,545**	**114,078**	**90,408**	**92,398**	**1,989**	**2.2%**	▲		**116,069**	**1.74%**
Expenses										
Employee Benefits	46,841	48,366	35,703	34,736	967	2.7%	▲	Savings to salary and wages 5.32% due to vacancies, offset by increased allowance and overtime costs.	47,399	2.00%
Materials and Services	30,296	37,577	25,797	26,086	(288)	(1.1%)	▼	Timing of delivery against Forecast. Materials and services costs have increased primarily due to $251k in additional commercial hire reimbursements associated with increased revenue activity and increased Essential Safety Measures costs $90k . This is partially offset by various movements across other areas. Phasing to be reviewed against commitments.	37,865	(0.77%)
Bad and Doubtful Debts	153	153	4	1	3	85.8%	▲		149	2.11%
Borrowing Costs	191	191	133	108	25	18.6%	▲	Timing of reconciliation at year end between capital and interest components. Time saving of new borrowing [$4m] not budgeted until 2027.	166	12.94%
Other Expenses	517	597	366	364	2	0.5%	▲		595	0.29%
Finance costs - leases	48	48	0	0	0	0.0%	▬		48	0.00%
Depreciation	20,456	20,456	15,342	15,342	0	0.0%	▬	Depreciation estimated at 3/4 of budget for management reporting.	20,456	0.00%
Depreciation - right of use assets	544	544	0	0	0	0.0%	▬	Annual reconciliation of leased expenditure in contract and lease costs.	544	0.00%

Quarterly Financial Report : July - March 2026

4. Comprehensive Income Statement

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	Variance to Forecast $'000	Variance to Forecast %		Commentary	Projected 2025-26	%Variance to Forecast
Expenses Total	**99,047**	**107,932**	**77,345**	**76,637**	**708**	**0.9%**	▲		**107,223**	**0.66%**
Net Surplus / (Deficit)	**7,498**	**6,147**	**13,063**	**15,761**	**2,698**	**13.0%**	▲		**8,844**	**43.89%**
Other Comprehensive Income										
Transfer from Reserves	3,074	5,386	3,196	3,190	6	0.0%	▲	VLGGC allocation $2.8m to 2026 (received prior year) offset by forecast updated with net DCP contributions for Q2 - $736k	5,380	0.00%
Net asset revaluation	16,369	16,369	0	0	0	0.0%	▬	End of year reconciliation	16,369	0.00%
Total Comprehensive Income	**26,940**	**27,902**	**16,259**	**18,951**	**2,704**	**13.0%**	▲		**30,593**	**9.65%**
Key Financial Performance										
Net Adjusted trading Surplus / (Deficit)	**(5,586)**	**(14,704)**	**6,355**	**8,650**	**2,295**		▲	Current period favourable against Forecast. Projected net adjusted result underpinned by carried forward expenditure without the revenue accounted for in prior years.	**(12,007)**	

	2025/26 Opening Balance $'000	Movement $'000	YTD Closing Balance $'000	Commentary
Current Assets				
Cash & Cash Equivalents	7,201	265	7,466	Total cash held (including investments) at the end of the reporting period was $60m. Of which $26m is unrestricted with current commitments and $5m unrestricted after remaining capital and projects per budget.
Investments	48,000	4,000	52,000	
Trade and Other Receivables	4,692	15,070	19,762	Reflective of generating rates notices in Q1 for the full year with progressive payments following instalments notices.
Other Assets	2,999	(277)	2,722	
	62,892	**19,058**	**81,950**	
Non-Current Assets				
Investments in associates	0	0	0	
Property Plant & Equipments	797,657	(4,917)	792,740	Annually reconciled with limited actual capitalised transactions reported, movement representing capital spending YTD less estimated depreciation. Including Coastal Connect JVGC project which is reconciled at the end of year and aligned with accounting standards to P&L.
Non-Current Assets Total	**797,657**	**(4,917)**	**792,740**	
Total Assets	**860,549**	**14,141**	**874,690**	
Current Liabilities				
Trade and Other Payables	10,942	(355)	10,587	Includes current commitments at end of period Mar26 $2.8M and ESVF levy balance generated in advance with Rates & Charges $2.2M.
Trust Funds and Deposits	2,362	(150)	2,212	
Provisions	7,675	0	7,675	Annually reconciled with limited actual transactions reported
Interest-bearing Loans and Borrowings	1,493	(1,115)	378	On Track with current repayments.
Lease Liabilities	494	0	494	Annually reconciled with limited actual transactions reported
Current Liabilities Total	**22,965**	**(1,620)**	**21,345**	

	2025/26 Opening Balance $'000	Movement $'000	YTD Closing Balance $'000	Commentary
Non-Current Liabilities				
Provisions	1,018	0	1,018	Annually reconciled with limited actual transactions reported
Interest-bearing Loans and Borrowings	5,341	0	5,341	
Lease Liabilities	1,057	0	1,057	Annually reconciled with limited actual transactions reported
Non-Current Liabilities Total	**7,416**	**0**	**7,417**	
Total Liabilities	**30,382**	**(1,620)**	**28,762**	
Net Assets	**830,167**	**15,761**	**845,928**	
Equity				
Accumulated Surplus	296,434	18,951	315,385	
Reserves	533,733	(3,190)	530,543	Annually reconciled with limited actual transactions reported
Total Equity	**830,167**	**15,761**	**845,928**	

Capital works is reported as actuals (excluding Commitments)

	Adopted Budget $'000	Forecast $'000	YTD Actual $'000	QTR3 % Completed - Actual to Budget (**)	Expected 2026 Completion $'000	2026 % Completed - Expected to Budget	Proposed Budget Change $'000	Forecast Rollover $'000	Awaiting Funding (Grants)	Comment
Corporate Strategie	300	677	48	7.10%	200	29.50%	-	477	-	Prioritisation of funds [$300k] for replacement of Enterprise system where Stage 2 go live will occur in 2026/2027.
City Infrastructure & Environment	19,380	32,778	8,023	24.48%	16,691	50.92%	(5)	16,092	6,420	Additional project cost to budget for Safe Local Roads & Streets Program $60k. Awaiting funding for the Shipwreck Cabin Porject $5m and Roads Construction funding $1.2m
City Wellbeing	577	4,016	388	9.66%	977	24.32%	2,009	1,030	91	Rolled over projects include Central Kinder Planning grant, Aquazone Tank upgrade and Public Art Initiatives. Matron Swinton project not rolled over $2.1m and the budgeted Council contribution will be submitted through 2027-28 budget process after completion of strategy. Friendly Society Project $500 not successful in funding application and will not proceed.
City Futures	361	398	276	69.47%	447	112.00%	(49)	-	-	Additional cost associated with DCP design costs for Wollaston Road not budgeted, will be transfrred from Reserves.
Executive	-	187	38	20.25%	58	31.00%	(1)	130	-	Awaiting EOI for roof decommissioning
	20,618	**38,056**	**8,773**	**23.05%**	**18,373**	**48%**	**1,954**	**17,729**	**6,511**	

* Information excluding JV Coastal Connect project ** - Excludes commitments

Quarterly Financial Report : July - March 2026

7. Receivables Summary

	2024/25 Closing Balance $'000	QTR3 Closing Balance $'000	Variance $'000	Variance %		Arrears/ Overdue Balances (> 90 $'000	Commentary
Rates	2,632	14,843	12,211	464%	◆	3,236	Quarter 3 Instalment notices were issued January 2026 (due 28 Feb 26). Approximately $1.55m in outstanding rates is currently being managed through Council's external debt recovery agency. Active engagement with the recovery agency has reduced the amount to $2.4 in April.
Infringements	2014	2,301	287	14%	◆	2,178	An increase in delayed payments of infringement notices has been observed, which may be linked to broader cost-of-living pressures affecting the community. Program is currenlty considering action through Magistrate Court for non-parking infringement balances.
Sundry Debtors	1878	3,568	1,690	90%	◆	391	Various outstanding balances with payment plans arranged for individual entities.
Childcare	98	16	(81)	(83%)	△	26	
Animal Control	122	451	329	271%	△	72	Refer above infringements commentary. Animal registration notices were issued in March, which were due on 9 April.
Environmental Upgrade Agreements	66	56	(10)	(16%)	●	-	Agreement in place with monthly repayments
Holiday Parks	17	19	1	7%	△	11	An outstanding query with BookEasy has been resolved and $3,199 will be written-off due to a change in ownership of the company with no payment option.
Health & Local Laws	11	7	(4)	(38%)	△	3	
Current Receivables Total	**6,839**	**21,261**	**14,422**	**211%**	◆	**5,917**	

Quarterly Financial Report : January - March 2026

8. Budget Variations

Item	Ledger No.	Budget Variation $	Cumulative Total $
Adopted Budget Surplus			104,528
Rollovers - Net		(14,093,259)	(13,988,731)
Budget Variation - Events & Promotions Officer		0	(13,988,731)
November forecast adjustments		1,693,905	(12,294,826)
January adjustments - Balance Oncost recovery revenue with charge		1,057,643	(11,237,183)
Rollover adjustment	116000-4000	239,707	
Cash Surplus/(Deficit) Bought Forward			**2,856,076**
External budget variations - new funds			
January to March variations			
Pre-School Parent Advisory Groups - fundraising income	5335XX-1381	3,205	2,859,281
Pre-School Parent Advisory Groups - fundraising income	5335XX-1381	(3,205)	2,856,076
Pre-School - Picture Products commission received	31XXXX-1013	340	2,856,416
Pre-School - Picture Products commission received	31XXXX-1013	(340)	2,856,076
Department of Education - Art Gallery Special Partnership grant	325750-1516	25,000	2,881,076
Department of Education - Art Gallery Special Partnership grant	325750-1510	(25,000)	2,856,076
Robert Salzer Foundation - Art Gallery art acquisition funds	634000-2086	6,000	2,862,076
Robert Salzer Foundation - Art Gallery art acquisition funds	634000-2086	(6,000)	2,856,076
Economic Development DAMA fee income above budget	540000-3183	46,450	2,902,526
Economic Development DAMA fee income above budget	540000-3183	(46,450)	2,856,076
Warrmambook Basketball - contribution to Bendigo Spirit visit	329500-1558	5,000	2,861,076
Warrmambook Basketball - contribution to Bendigo Spirit visit	329500-1558	(5,000)	2,856,076
Airport Strategy - State government grant	521000-3378	25,000	2,881,076
Airport Strategy - contributions (Moyne, external businesses)	521000-3378	75,000	2,956,076
Airport Strategy - from cost centre Road Construction	622600-3372	70,000	3,026,076
Airport Strategy - expenses	521000-3378	(170,000)	2,856,076
Dept of Health, Disability & Ageing - Fair Work Commission Boost	300660-3379	14,936	2,871,012

Dept of Health, Disability & Ageing - Fair Work Commission Boost	300660-3379	(14,936)	2,856,076
Economic Development DAMA fee income above budget	540000-3183	155,550	3,011,626
Economic Development DAMA fee income above budget	540000-3183	(155,550)	2,856,076
Volunteering Victoria - VMA 2025-26 grant	533250-3063	25,000	2,881,076
Volunteering Victoria - VMA 2025-26 grant	533250-3063	(25,000)	2,856,076
Art Gallery - sales from 2026 major exhibition	538000-1929	5,726	2,861,802
Art Gallery - donations from 2026 major exhibition	538000-1958	16,087	2,877,889
Art Gallery - raise expense budget from 2026 major exhibition sales & donation income	538000-1929	(21,813)	2,856,076
Commonwealth Early Learning Retention Grant - Florence Collins - backpay + March	307500-1414	275,710	3,131,786
Commonwealth Early Learning Retention Grant - Florence Collins - backpay + March	307500-1012	(275,710)	2,856,076
Commonwealth Early Learning Retention Grant - Matron Swinton - backpay + Mar	308000-1414	92,353	2,948,429
Commonwealth Early Learning Retention Grant - Matron Swinton - backpay + Mar	308000-1012	(92,353)	2,856,076
Commonwealth Early Learning Retention Grant - Sherwood Park - backpay + Mar	308500-1414	91,476	2,947,552
Commonwealth Early Learning Retention Grant - Sherwood Park - backpay + Mar	308500-1012	(91,476)	2,856,076
Commonwealth Early Learning Retention Grant - After School Care - backpay + Mar	327500-1528	13,903	2,869,979
Commonwealth Early Learning Retention Grant - After School Care - backpay + Mar	327500-1528	(13,903)	2,856,076
Commonwealth Early Learning Retention Grant - Vacation Care - backpay + Mar	327500-1529	13,903	2,869,979
Commonwealth Early Learning Retention Grant - Vacation Care - backpay + Mar	327500-1529	(13,903)	2,856,076
Department of Education - 2026 Centre Based Childcare Transition grant	533500-3166	2,700	2,858,776
Department of Education - 2026 Centre Based Childcare Transition grant	533500-3166	(2,700)	2,856,076
Department of Education - Bush kinder grant (three kinders)	533614-XXXX	6,000	2,862,076
Department of Education - Bush kinder grant (three kinders)	533614-XXXX	(6,000)	2,856,076
Department of Education - Early Childhood Teacher Supplment (increased funding)	533500-1741	58,243	2,914,319
Department of Education - Early Childhood Teacher Supplment (increased funding)	533500-1012	(58,243)	2,856,076
Internal budget variations - transfers between cost centres			
January to March variations			

To Community Strengthening - manager payroll	350000-1012	(149,137)	2,706,939
From Health & Engaged Communities - manager payroll	300630-1357	74,569	2,781,508
From Community Care Management - manager payroll	3007XX-1357	7,457	2,788,965
From Home Maintenance - manager payroll	3015XX-1357	8,948	2,797,913
From Home Care - manager payroll	3016XX-1357	23,862	2,821,775
From Meals on Wheels - manager payroll	3025XX-1357	10,440	2,832,215
From Social Support - manager payroll	3035XX-1357	17,896	2,850,111
From South West Carer Respite - manager payroll	306000-1357	5,965	2,856,076
From City Infrastructure & Environment - Accommodation Strategy	520000-3221	156,858	3,012,934
To Civic Centre Refurbishment - Accommodation Strategy	624000-3221	(156,858)	2,856,076
From Drainage Construction Capital - Gateway Road	623400-3374	100,000	2,956,076
To Roads Construction Capital - Koroit/Ryot Street	622600-3375	(100,000)	2,856,076
From Project Management to Facilities/Building Services - Capitalised Labour recovery	229700-1012	76,500	2,932,576
From Project Management to Facilities/Building Services - Capitalised Labour recovery	229500-1012	(11,000)	2,921,576
From Project Management to Facilities/Building Services - Capitalised Labour recovery	223000-1012	(63,300)	2,858,276
From Project Management to Facilities/Building Services - Capitalised Labour recovery	222000-1012	(2,200)	2,856,076
From Parking Management to Local Laws - move communications budget	234000-1013	4,500	2,860,576
From Parking Management to Local Laws - move communications budget	236000-1013	(4,500)	2,856,076
From City Safety to Parking Management - IT costs for parking initiative	430000-1012	2,000	2,858,076
From Local Laws to Parking Management - IT costs for parking initiative	236000-1013	6,000	2,864,076
From Parking Management to Parking Management - IT costs for parking initiative	234000-1795	2,000	2,866,076
To Parking Management - IT costs for parking initiatives	234000-1795	(10,000)	2,856,076
From Infrastructure Services to City Sustainability - Coastal Vegetation	521000-1944	10,000	2,866,076
From Infrastructure Services to City Sustainability - Coastal Vegetation	543000-1957	(10,000)	2,856,076
Neighbourhood Houses Vic - Power Saving Bonus	532300-3343	5,718	2,861,794
Neighbourhood Houses Vic - Power Saving Bonus	532300-3181	(5,718)	2,856,076
From Project Management to Facilities/Building Services - Capitalised Labour recovery	229700-1012	(43,500)	2,812,576
From Project Management to Facilities/Building Services - Capitalised Labour recovery	229500-1012	17,500	2,830,076
From Project Management to Facilities/Building Services - Capitalised Labour recovery	223000-1012	26,000	2,856,076
From Strategic Asset Mgt to Engineering Design - move staff member budget	225000-1012	71,542	2,927,618

From Strategic Asset Mgt to Engineering Design - move staff member budget	229600-1012	(71,542)	2,856,076
Internal budget variations - transfers within cost centres			
January to March variations			
Align contractor expenditure - Environment & Playgrounds	250110-1163	(15,000)	2,841,076
Align contractor expenditure - Environment & Playgrounds	250110-1012	15,000	2,856,076
Align contractor expenditure - Turf & Sporting Ovals	250120-1023	26,500	2,882,576
Align contractor expenditure - Turf & Sporting Ovals	250120-1722	(26,500)	2,856,076
General Recreation - Friendly Society Irrigation - consolidate budget	321000-1427	9,158	2,865,234
General Recreation - Friendly Society Irrigation - consolidate budget	537000-1427	12,742	2,877,976
General Recreation - Friendly Society Irrigation - consolidate budget	631000-2375	(21,900)	2,856,076
Pre-School Admin - Move budget to cover replacement television for City	313500-1013	600	2,856,676
Pre-School City - Budget to cover replacement television from Admin	310500-1013	(600)	2,856,076
Flagstaff Hill - Move Bookeasy fees from Admin to Village Activation	402100-1013	3,690	2,859,766
Flagstaff Hill - Move Bookeasy fees from Admin to Village Activation	402400-1596	(3,690)	2,856,076
Roads Construction Capital - from Gateway Road to Koroit/Ryot Street	622600-3374	100,000	2,956,076
Roads Construction Capital - from Gateway Road to Koroit/Ryot Street	622600-3375	(100,000)	2,856,076
Archie Graham - consolidate funds for toilet refurbishment	630500-2365	21,635	2,877,711
Archie Graham - consolidate funds for toilet refurbishment	630500-2051	1,513	2,879,224
Archie Graham - consolidate funds for toilet refurbishment	304000-1057	4,000	2,883,224
Archie Graham - consolidate funds for toilet refurbishment	630500-2363	(27,148)	2,856,076
Volunteer Projects - correct project salary allocation from other expenses	533250-3063	15,000	2,871,076
Volunteer Projects - correct project salary allocation from other expenses	533250-3063	(15,000)	2,856,076
Employee oncosts - recharge from new retention grant payments - ELC	119000-1012	103,534	2,959,610
Employee oncosts - super from new retention grant payments - ELC	119000-1012	(55,145)	2,904,465

Employee oncosts - workcover from new retention grant payments - ELC	119000-1080	(20,679)	2,883,786
Employee oncosts - other oncosts from new retention grant payments - ELC	119000-1026	(27,710)	2,856,076
Employee oncosts - increase oncosts for Early Childhood Teacher Supplement	119000-1012	1,312	2,857,388
Employee oncosts - increase oncosts for Early Childhood Teacher Supplement	119000-1012	(1,312)	2,856,076
Employee oncosts - recharge from new retention grant payments - OSHC	119000-1012	8,998	2,865,074
Employee oncosts - super from new retention grant payments - OSHC	119000-1012	(4,793)	2,860,281
Employee oncosts - workcover from new retention grant payments - OSHC	119000-1080	(1,797)	2,858,484
Employee oncosts - other oncosts from new retention grant payments - OSHC	119000-1026	(2,408)	2,856,076
Director approval for short-term contractor to cover Coord Dev Engineering role	435000-1012	26,542	2,882,618
Director approval for short-term contractor to cover Coord Dev Engineering role	435000-1013	(26,542)	2,856,076
Align light fleet/heavy fleet budget with actual recovery	211000-1181	(142,350)	2,713,726
Align light fleet/heavy fleet budget with actual recovery	211000-1182	142,350	2,856,076
Item	**Ledger No.**	**Budget Variation $**	**Cumulative Total $**
Internal budget variations - transfers to/from cash reserves			
January to March variations			
Oakwood Riverside - Stage 8 Developer Contributions - Stage 8 - credits	624100-1010	(670,420)	2,185,656
Oakwood Riverside - Stage 8 Developer Contributions - Stage 8 - credits	614000-2010	670,420	2,856,076
Overprovision payment for DR06 Woolaston Gardens	624100-1010	(357,540)	2,498,536
Variation for AEP pipes under the road - Woolaston Gardens	624100-1010	(75,218)	2,423,318
Overprovision payment for DR06 Woolaston Gardens	614000-2010	357,540	2,780,858
Variation for AEP pipes under the road - Woolaston Gardens	614000-2010	75,218	2,856,076
Northern Edge Estate - Stage 1 - DCP Contribution Obligation	624600-1010	141,396	2,997,472
Northern Edge Estate - Stage 1 - DCP Contribution Obligation	614000-2010	(141,396)	2,856,076
Northern Edge Estate - Stage 6 - DCP Contribution Obligation	624600-1010	297,894	3,153,970
Northern Edge Estate - Stage 6 - DCP Contribution Obligation	614000-2010	(297,894)	2,856,076
Northern Edge Estate - Stage 7 - DCP Contribution Obligation	624600-1010	411,083	3,267,159
Northern Edge Estate - Stage 7 - DCP Contribution Obligation	614000-2010	(411,083)	2,856,076

Northern Edge Estate - Stage 11 - DCP Contribution Obligation	624600-1010	306,863	3,162,939
Northern Edge Estate - Stage 11 - DCP Contribution Obligation	614000-2010	(306,863)	2,856,076
Northern Edge Estate - Stage 12 - DCP Contribution Obligation	624600-1010	369,304	3,225,380
Northern Edge Estate - Stage 12 - DCP Contribution Obligation	614000-2010	(369,304)	2,856,076
Northern Edge Estate - Stage 13 - DCP Contribution Obligation	624600-1010	232,735	3,088,811
Northern Edge Estate - Stage 13 - DCP Contribution Obligation	614000-2010	(232,735)	2,856,076
Northern Edge Estate - Credit for Open Space Project - Stage 11	624600-1010	(420,364)	2,435,712
Northern Edge Estate - Credit for Open Space Project - Stage 11	614000-2010	420,364	2,856,076
Northern Edge Estate - Credit for Open Space Project - Stage 12	624600-1010	(463,815)	2,392,261
Northern Edge Estate - Credit for Open Space Project - Stage 12	614000-2010	463,815	2,856,076
Northern Edge Estate - Credit for Open Space Project - Stage 13	624600-1010	(855,055)	2,001,021
Northern Edge Estate - Credit for Open Space Project - Stage 13	614000-2010	855,055	2,856,076
Revised Budget Surplus/(Deficit)			**2,856,076**

7.9. Microsoft Licensing Procurement

DIRECTORATE : Corporate Strategies

Purpose:

This report provides information in relation to the purchase of Microsoft licensing for the Microsoft Products and Services Agreement and Cloud Solution Provider agreements.

Executive Summary

This report seeks approval for the procurement and renewal of Microsoft licensing to support Warrnambool City Council's core IT systems. Council relies on Microsoft technologies for essential services including email, collaboration, telephony, and operating systems. The current Enterprise Agreement has reached end of term, and a transition to a more flexible and cost effective licensing model is proposed through a combination of a Microsoft Products and Services Agreement (MPSA) and Cloud Solution Provider (CSP) arrangements.

MOVED: CR MATTHEW WALSH
SECONDED: CR RICHARD ZIEGELER

That Council

1. Awards Crayon Australia Pty Ltd, under the Municipal Association of Victoria (MAV) Microsoft Arrangement (NPN2.17-3), for provision of Microsoft licensing under the Microsoft Products and Services Agreement (MPSA) and Cloud Solution Provider (CSP) agreement.

2. Approves the arrangement for the annual true-up of licenses for a maximum term of three (3) years based on the schedule of rates under the MAV arrangement.

3. Authorises the Chief Executive Officer to enter into these agreements.

CARRIED - 6:0

Background

Warrnambool City Council relies on Microsoft technologies to support core operations, including operating systems, email, collaboration tools, and telephony. These services enable secure communication, information management, and efficient service delivery across the organisation. The current licensing arrangements are due for renewal, this report outlines the associated costs required to maintain ongoing access to these systems.

Issues

The current Microsoft Enterprise Agreement, which provides licensing for both Microsoft 365 and server operating systems, has reached the end of its term and requires renewal to ensure continuity of services. Ongoing access to these platforms is critical to Council's day to day operations, including communication, collaboration and secure management of information.

Under the existing arrangement, Council primarily procured Microsoft 365 and operating system licenses through an Enterprise Agreement. Where additional licenses were required beyond these quantities, these were sourced via a Cloud Solution Provider arrangement. This has resulted in a mixed licensing model, highlighting the need for a more consistent and flexible approach moving forward.

A review of available licensing options has been undertaken to identify a more cost effective and adaptable model. It is proposed to transition to a combination of a Microsoft Products and Services Agreement for core licensing and a Cloud Solution Provider arrangement for Microsoft 365 services. This approach better aligns licensing with actual usage and allows Council to scale services more efficiently over time.

As part of this transition, Council will upgrade from Office 365 E3 licensing to Microsoft 365 E3 licensing and Business Premium. This uplift provides enhanced capabilities, particularly in device management and security, enabling improved management of mobile phones, tablets such as iPads, and Windows based devices across the organisation.

The enhanced device management capability will allow Council to retire its existing third party device management platform. The savings generated from this change approximately $36,000 have been reinvested into the uplift of Microsoft 365 licensing, delivering improved functionality and a more integrated technology environment. The costs associated with the proposed licensing arrangements are outlined in the Financial Impact section of this report.

Financial Impact

This section outlines the ongoing costs associated with the proposed Microsoft licensing models, with licenses aligned to the functional requirements of Council staff to ensure they are appropriately equipped for their roles.

For the Microsoft 365 CSP licensing requirements, a user profile assessment has been completed with appropriate licenses assigned to each role. This has resulted in an uplift for a number of users, to better support operational needs and security requirements.

The proposed model includes a mix of Microsoft 365 E3, Microsoft 365 Business Premium licenses, and F3 as base licenses. Business Premium licenses are limited to a maximum of 300 users, with 290 licenses identified for purchase, providing capacity to scale up or down as required. These licenses are available on an annual term only.

Microsoft 365 E3 licenses will be procured under a three year term, which includes a current 10% discount and provides cost certainty over the period. During the term, licenses can be upgraded at the annual anniversary.

Microsoft F3 licenses will be used for staff that generally only require access to email as the license is more limited.

Additional licenses identified within the user profiles support key functional areas, including telephony services, business reporting, and the operation of Council's Microsoft Teams meeting room systems.

The first year cost of the CSP Microsoft licensing is estimated at approximately $316,206 ex GST, with a total estimated cost of $948,616.50 ex GST over three years, assuming pricing remains unchanged. Costs in years two and three will increase due to Microsoft applying price increases to annual subscriptions. Potential changes in staffing numbers and services impacting license requirements may also increase the cost in year one as well as two and three.

MPSA licensing, which covers Council's server operating systems, database servers, Project, and Visio, will be established under a three year agreement. The annual cost for the first year will be $30,694.24 ex GST, and this pricing will be fixed for the duration of the three year term. The total for three years is $92,082.72 ex GST.

Contract	Year 1	3 Year Total
CSP	$316,206.00	$948,618.00
MPSA	$30,694.24	$92,082.72
Total	**$346,900.24**	**$1,040,700.72**

If prices, staffing levels and services were to remain static for the 3 year term the total cost would be $1,040,701 ex GST.

Council achieves its competitive procurement objectives by accessing industry pricing from group buying schemes as a Member of MAV procurement and can access pricing for authorised resellers to government through an already completed competitive process.

Pricing has been provided on the MAV Microsoft Arrangement (NPN2.17-3) contract.

The price negotiated is within the $360,695 that has been provisioned for in 2026-2027 Budget considered by Council at the Meeting of 1 June 2026.

Legislation / Policy / Council Plan Context

5 City Leadership

5.1 Our City pursues technology and innovation for community benefit.

5.4 Our City manages financial resources sustainably.

5.7 Our City is committed to sound governance, transparent decision-making and operating with integrity.

Timing

The transition to the new licensing arrangements is proposed to occur prior to the end of June 2026. Proceeding with procurement within this timeframe will enable Council to secure pricing for the full three year term, including a 10% promotional discount on M365 E3 licenses, ahead of scheduled price increases effective from 1 July 2026.

In addition, licenses that are not subject to a three year term will be purchased concurrently to ensure they are also secured prior to the 1 July 2026 pricing changes.

Internal / External Consultation

Consultation has been undertaken with Councils software provider.

Legal Risk / Impact

If Council does not approve the proposed procurement, there will be a significant impact on operational capability. Without appropriate licensing, Council will be unable to maintain access to critical systems including email, telecommunications, and server operating environments, which are essential for the delivery of core services and day to day business activities.

Officers' Declaration of Interest

No conflict of interest has been declared.

Collaborative Procurement

The procurement of Microsoft licensing will be undertaken through the MAV procurement of Microsoft Arrangement (NPN2.17-3), which has already been established through a competitive procurement process.

Conclusion

In conclusion, the proposed procurement of Microsoft licensing provides a cost effective approach to maintaining Council's critical technology services. The transition to a combined MPSA and CSP model delivers improved flexibility, enhanced security and device management capabilities, and supports the evolving needs of the organisation. The investment is within the proposed 2026-2027 Budget and secures pricing advantages ahead of anticipated increases. Approval of this procurement will ensure continuity of essential systems and enable Council to continue delivering services effectively and securely.

ATTACHMENTS

1. WCC M 365 User Profiles and License Costs [**7.9.1** - 1 page]

Triannial term option for M365 E3(paid annually)

User Profiles	User Packages	User Count	Product1	Product2	Product3	Product 4	Customer buy per user	Total per Annum ex.gst	Notes
User Profile 1	Microsoft E3, Teams phone Standard, Power Bi Pro	6	$503.34	$147.69	$206.77		$857.81	$5,146.83	A 10% New-to-Microsoft 365 E5 promotional discount has been applied. This promotion is available until 30 June 2026, is subject to Microsoft approval, and requires a minimum order of 100 user licenses under a single subscription.
User Profile 2	Microsoft E3, Teams phone Standard	134	$503.34	$147.69	$0.00		$651.04	$87,238.81	A 10% New-to-Microsoft 365 E5 promotional discount has been applied. This promotion is available until 30 June 2026, is subject to Microsoft approval, and requires a minimum order of 100 user licenses under a single subscription.
User Profile 3	Microsoft E3	82	$503.34	$0.00	$0.00		$503.34	$41,274.17	A 10% New-to-Microsoft 365 E5 promotional discount has been applied. This promotion is available until 30 June 2026, is subject to Microsoft approval, and requires a minimum order of 100 user licenses under a single subscription.
User Profile 4	Microsoft E3, Power Bi Pro	2	$503.34	$0.00	$206.77		$710.11	$1,420.23	A 10% New-to-Microsoft 365 E5 promotional discount has been applied. This promotion is available until 30 June 2026, is subject to Microsoft approval, and requires a minimum order of 100 user licenses under a single subscription.
User Profile 5	Microsoft Business Premium	191	$323.94	$0.00	$0.00		$323.94	$61,872.25	
User Profile 6	Microsoft Business Premium, Teams phone Standard, Power Bi Pro	26	$323.94	$147.69	$206.77		$678.40	$17,638.40	
User Profile 7	Microsoft Business Premium, Teams phone Standard, Power Bi Pro, Teams Premium	1	$323.94	$147.69	$206.77	$147.69	$826.09	$826.09	
User Profile 8	Microsoft Business Premium, Teams phone Standard	71	$323.94	$147.69	$0.00		$471.63	$33,485.78	
User Profile 9	Microsoft Business Premium, Teams phone Standard, Teams Premium	1	$323.94	$147.69	$147.69		$619.32	$619.32	
User Profile 10	Microsoft F3	373	$118.15	$0.00	$0.00		$118.15	$44,071.38	
User Profile 11	Microsoft Teams Shared Devices	86	$0.00	$118.15	$0.00		$118.15	$10,161.23	
User Profile 12	Microsoft Teams Shared Devices, Teams Premium	1	$0.00	$118.15	$147.69		$265.85	$265.85	
User Profile 13	Teams room Pro	10	$589.78	$0.00	$0.00		$589.78	$5,897.85	
User Profile 14	Microsoft F3, Teams phone Standard	6	$118.15	$147.69	$0.00		$265.85	$1,595.08	
User Profile 15	Teams phone Standard	25	$147.69	$0.00	$0.00		$147.69	$3,692.25	
							Total:	$315,205.52	

7.10. Informal Meetings Of Council Reports

DIRECTORATE : Executive Services

Purpose

The purpose of this report is to provide Council with copies of Informal Meetings of Council (previously known as "Assembly of Councillor Records") as previously required under section 80A(2) of the Local Government Act 1989.

Background Information

Section 80A(2) of the Local Government Act 1989 required the record of an Assembly of Councillors to be reported at an ordinary Council meeting.

Assembly of Councillor Records are no longer a requirement in the Local Government Act 2020 as of 24 October 2020. However, under Council's Governance Rules, a summary of the matters discussed at the meeting are required to be tabled at the next convenient Council meeting and recorded in the minutes of that Council meeting.

Report

The record of the following Informal Meetings of Council are enclosed:-

1. Monday 11 May 2026 – Refer **Attachment 1.**
2. Monday 18 May 2026 – Refer **Attachment 2.**
3. Monday 25 May 2026 – Refer **Attachment 3.**

ATTACHMENTS

1. Assembly of Councillors Record 11 May 2026 [**7.10.1** - 1 page]
2. Assembly of Councillors Record 18 May 2026 [**7.10.2** - 1 page]
3. Assembly of Councillors Record 25 May 2026 [**7.10.3** - 1 page]

MOVED: CR MATTHEW WALSH
SECONDED: CR DEBBIE ARNOTT

That the record of the Informal Meetings of Council held on 11, 18 and 25 May 2026, be received.

CARRIED - 6:0

Informal Meeting of Council Record

Name of committee or group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of meeting:	11 May 2026
Time meeting commenced:	2.00pm
Councillors in attendance:	Cr. B. Blain, Mayor Cr. D. Arnott Cr. W. Benter - Virtual Cr. B. Edis - Virtual Cr. V. Jellie AM Cr. M. Walsh Cr. R. Ziegeler
Council officers in attendance:	Andrew Mason, Chief Executive Officer Peter Utri, Director Corporate Strategies Brooke Love, Director City Wellbeing Luke Coughlan, Director City Futures – left at 3.19pm James Plozza, Manager Governance Wendy Clark, Executive Assistant Nick Higgins, Manager Communications – 2.19pm – 2.39pm
Other persons present:	Cr. Karen Foster, Chair, Australian Coastal Councils Association – 2.00pm - 2.16pm Oonagh Kilpatrick, Chair and Andre Jeffers, Interim CEO, Food & Fibre Great South Coast – 2.57pm – 3.26pm
Apologies	Nil.
Matters considered:	• Australian Coastal Councils Association. • Food & Fibre Great South Coast. • Customer Service and Engagement Report Q3.
Council and officer items raised	• Saleyards roof expression of interest. • Short stay accommodation update. • Rough sleepers. • Warrnambool Holiday Parks Strategic Plan consultation. • Council grant information session. • Building notices. • Gastro outbreaks. • Platypus Park. • East Warrnambool Football Netball Club plaque acknowledgement ceremony. • East Warrnambool Football Netball building expression of interest. • Restoration of historic cannon. • Shadow Local Government Mayoral Advisory Panel meeting. • Proposed Warrnambool film documentary. • Workshop on attracting more women to stand for local government. • Heritage Works. • Monash University circular economy roundtable. • Key worker housing Harrington Road. • Warrnambool Football Club.
Councillor Conflicts of Interest disclosures: Nil.	
Meeting close time:	3.54pm
Record completed by:	Wendy Clark, Executive Assistant

Informal Meeting of Council Record

Name of committee or group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of meeting:	18 May 2026
Time meeting commenced:	2.00pm
Councillors in attendance:	Cr. M. Walsh, Deputy Mayor Cr. D. Arnott Cr. W. Benter Cr. B. Edis - Virtual Cr. V. Jellie AM Cr. R. Ziegeler – Virtual from 2.49pm
Council officers in attendance:	Brooke Love, Director City Wellbeing Luke Coughlan, Director City Futures Julie Anderson, Acting Director City Infrastructure & Environment James Plozza, Manager Governance – from 2.18pm Wendy Clark, Executive Assistant
Other persons present:	Greater Warrnambool – Rod Brugman, Chair and Paul Dilllon Secretary – 2pm – 2.25pm. South West Academy of Sport – Andrew Sloane CEO, Zoe Davis SWAS Apex Program participant, Jean Davis, Lauren Edney, Manager Recreation & Culture, Kyme Rowe, Service Manager Recreation.
Apologies	Cr. B Blain, Mayor
Matters considered:	• Greater Warrnambool Business Group. • South West Academy of Sport.
Council and officer items raised	• Saleyards roof expression of interest. • Speed limit changes on Princes Highway at Allansford. • Ziegler Parade bridge neighbouring properties. • Hopkins Highway footpath. • Key worker housing Harrington Road.
Councillor Conflicts of Interest disclosures: Nil.	
Meeting close time:	3.09pm
Record completed by:	Wendy Clark, Executive Assistant

Informal Meeting of Council Record

Name of committee or group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of meeting:	25 May 2026
Time meeting commenced:	2.00pm
Councillors in attendance:	Cr. M. Walsh, Deputy Mayor Cr. D. Arnott Cr. W. Benter Cr. B. Edis Cr. V. Jellie AM Cr. R. Ziegeler
Council officers in attendance:	Peter Utri, Director Corporate Strategies Brooke Love, Director City Wellbeing Luke Coughlan, Director City Futures Julie Anderson, Acting Director City Infrastructure & Environment James Plozza, Manager Governance Wendy Clark, Executive Assistant Shelly Fanning, Coordinator Strategic Planning - 2.00pm – 2.53pm Morteza Mirgholami, Strategic Planner - 2.00pm – 2.53pm Amy Cumming, Open Space Planner - 2.00pm – 2.53pm – Virtual Saffi Anaan, Graduate Town Planner - 2.00pm – 2.53pm Peter Russell, Manager, Manager Community Strengthening - 4.03pm – 4.09pm
Other persons present:	David Leyden & Stephen Rowley, SGS Consulting – 2.00pm – 2.35pm Emily Physick, FoxtrotandEcho - 2.00pm – 2.35pm
Apologies	Cr. B Blain, Mayor
Matters considered:	• Warrnambool Future 2040 and Beyond. • Warrnambool Open Space Strategy. • Draft Budget 2026-2027. • Quarterly Financial Report Q3. • Revenue & Rating Plan 2025-2029. • Borrowings Policy 2026. • Investment Policy 2026. • Child Safety & Wellbeing Policy 2026. • Roundabout Banner Policy 2026. • Microsoft Licensing Procurement. • Draft Annual Action Plan 2026-2027. • Aged Care Services Committee Meeting Minutes. • Procurement Report Q3. • Mayoral Diary update.
Council and officer items raised	• Geelong Football Club AFLW community camp. • Reconciliation Strategy & Acton Plan launch. • Friendly Societies Reserve velodrome. • Rooming house enquiry. • Allansford Recreation Reserve grease trap. • Water fountain at Lake Pertobe. • Thriving Suburbs Grants. • Ryot Street/Koroit Street roundabout completion. • Mortlake Road property planning enquiry. • Footpaths in Landman Street. • New speed limit signage on Princes Highway near Allansford.
Councillor Conflicts of Interest disclosures: Nil.	
Meeting close time:	4.35pm
Record completed by:	Wendy Clark, Executive Assistant

7.11. Mayoral & Chief Executive Officer Council Activities - Summary Report

DIRECTORATE : Executive Services

Purpose

This report summarises Mayoral and Chief Executive Officer Council activities since the last Ordinary Meeting which particularly relate to key social, economic and environmental issues of direct relevance to the Warrnambool community.

Report

Date	Location	Function
5 May 2026	Warrnambool	Mayor – Attended Regional Cities Victoria State Budget lock-up.
	Melbourne	Mayor – Meeting with Japanese Consul General, Mr Furuya.
6 May 2026	Warrnambool	Mayor and Chief Executive Officer – Attended the Warrnambool Greyhound Racing Club Warrnambool Cup 2026.
7 May 2026	Warrnambool	Mayor and Chief Executive Officer – Attended the Warrnambool May Racing Carnival.
8 May 2026	Virtual	Mayor – Attended Shadow Local Government Mayoral Advisory Panel.
12 – 17 May 2026	Miura and Tokyo, Japan	Mayor and Chief Executive Officer – Sister City delegation.
13 May 2026	Warrnambool	Cr Benter – Unveiling of East Warrnambool Football Netball Club plaque.
15 May 2026	Warrnambool	Deputy Mayor – IDAHOBIT flag raising ceremony.
17-26 May 2026	Changchun, Beijing and Shanghai, China	Mayor and Chief Executive Officer – Sister City delegation.
19 May 2026	Warrnambool	Deputy Mayor – Attended Council National Volunteer Week celebration.
	Warrnambool	Deputy Mayor - Met with Roma Britnell, MP and David Southwick, MP, Shadow Minister for Planning, Shadow Minister for Housing & Building and Shadow Minister for Tourism & Major Events at Brierly Recreation Reserve.

	Warrnambool	Deputy Mayor – Council Youth Advisory Board final session for 2025/26 and roundtable discussion.
20 May 2026	Warrnambool	Deputy Mayor - Attended South West Victoria Alliance meeting with Roma Britnell, MP and David Southwick MP.
	Warrnambool	Deputy Mayor - Attended Eastern Maar Aboriginal Cooperative and Council Quarterly 2 meeting.
22 May 2026	Warrnambool	Deputy Mayor - Provided opening address at Warrnambool Business Lunch.
23 May 2026	Warrnambool	Cr Ziegeler – Opened the South West Volunteer Expo.
29 May 2026	Melbourne	Cr Jellie – Attended Municipal Association of Victoria State Council meeting.
31 May 2026	Warrnambool	Deputy Mayor – Officially opened the 2026 City of Warrnambool Eisteddfod.

MOVED: Cr Matthew Walsh
SECONDED: Cr Richard Ziegeler

That the Mayoral & Chief Executive Officer Council Activities – Summary Report be received with an amendment to include 13 May 2026 - East Warrnambool Football Netball Club plaque unveiling by Cr Benter.

CARRIED - 6:0

8. Notice Of Motion

No Notices of Motion have been received.

9. General Business

9.1 Cr Ziegeler – Congratulated the staff at the Lighthouse Theatre who excelled themselves with the assistance to the Primary Performers production over the last week. They excelled and I think that it should be acknowledged by Council.

10. Urgent Business

Nil.

11. Suspension Of Standing Orders

MOVED: CR MATTHEW WALSH
SECONDED: CR DEBBIE ARNOTT

That Standing Orders be suspended to allow members of the public to depart.

CARRIED - 6:0

11.2. Resume Standing Orders

MOVED: CR MATTHEW WALSH
SECONDED: CR DEBBIE ARNOTT

1. That Standing Orders be resumed.
2. That pursuant to the provisions of Section 66(2)(a) of the *Local Government Act 2020,* the meeting be closed to the public to enable consideration of the following reports:-
   a) Minutes of Confidential Meeting of Council held on 7 April 2026 – Section 3(1)(f); and
   b) Minutes of the Aged Care Services Committee held on 28 April 2026 – Section 3(1)(g).

CARRIED – 6:0

12. Section 66 Confidential Meeting

13. Resolution To Re-Open Meeting

MOVED: CR DEBBIE ARNOTT
SECONDED: CR MATTHEW WALSH

That the meeting be re-opened to members of the public.

CARRIED – 6:0

14. Close Of Meeting

The meeting closed at 4.54pm.

CHAIRMAN